



**Frontenac County Council Meeting
Wednesday, February 20, 2019 – 9:30 a.m.
The Kingston Frontenac Rotary Auditorium
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

Call to Order

Closed Session

Approval of Addendum

Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

- 11 - 23** a) Minutes of Meeting held January 16, 2019
Resolved That the minutes of the regular Council meeting held January 16, 2019 be adopted.
- 24 - 26** b) Minutes of Committee of the Whole Meeting held January 17, 2019
Resolved That the minutes of committee of the whole meeting held January 17, 2019 be adopted.
- 27 - 33** c) Minutes of Committee of the Whole Meeting held February 6 and 7, 2019
Resolved That the minutes of committee of the whole meeting held February 6 and 7, 2019 be adopted.

Deputations and/or Presentations

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 - 49 a) **Mr. Richard Allen**, Manager of Economic Development, will introduce **Ms. Kate Whitfield**, Alta Planning+Design, who will brief County Council on the Regional Active Transportation Plan.
[See Information Reports from the Chief Administrative Officer, clause b)]
- 50 - 67 b) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.
- c) **Chief Paul Charbonneau**, Chief Paramedic/Director Emergency and Transportation Services, will brief County Council on the State of the Paramedic Service.

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- 68 - 78 a) **2019-013**
Corporate Services
2019 Budget Revision
Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – 2019 Draft Budget Revision Report

And Further That Council amend the budget to reflect the adjustments outlined in the report.

And Finally That the Council of the County of Frontenac pass a by-law later in the meeting approving the 2019 Budget.
- 79 - 86 b) **2019-014**
Corporate Services
2019 Tax Rate
Recommendation

Resolved That Council of the County of Frontenac accept this Corporate Services – 2019 Tax Rate report;

And Further That Council consider a by-law, introduced later in the meeting, to establish the 2019 tax rates.
- 87 - 94 c) **2019-015**
Corporate Services
Approval of a Council Staff Relations Policy
Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services –Approval of a Council Staff Relations Policy report;

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

95 - 122

- d) **2019-016
Corporate Services
2019 Vendor of Record (VOR) List
Recommendation**

Resolved That County Council receive this Corporate Services – 2019 Vendor of Record List report;

And Further That Council approve the 2019 Vendor of Record List attached as Appendix A.

123 - 128

- e) **2019-017
Corporate Services
Approval of a Pregnancy and Parental Leave Policy for Members of Council
Recommendation**

Resolved That the Council of the County of Frontenac receive the Corporate Services –Approval of a Pregnancy and Parental Leave Policy for Members of Council report;

And Further That the Clerk be authorized to bring forward a by-law later in the meeting to establish a Pregnancy and Parental Leave Policy for Members of Council attached to this report as Appendix A.

129 - 153

- f) **2019-018
Corporate Services
Approval of a Council Code of Conduct and Complaints Protocol
Recommendation**

Resolved That the Council of the County of Frontenac receive the Corporate Services –Approval of a Council Code of Conduct and Complaints Protocol report;

And Further That the Clerk be authorized to bring forward a by-law

later in the meeting to establish a Council Code of Conduct and Complaints Protocol attached to this report as Appendix A, including the assigning of specific functions as outlined under section 223.3(1) of the *Municipal Act*, 2001 to the Integrity Commissioner effective March 1, 2019;

And Further That Council pass a by-law authorizing the delegation of authority of Council's powers to impose penalties for a contravention of the Code of Conduct to the Integrity Commissioner.

154 - 156

- g) **2019-019**
Corporate Services
2018 Frontenac Howe Islander Petition for Subsidy
Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services –2018 Frontenac Howe Islander Ferry Petition for Subsidy report;

And Further That Council authorize the Clerk to petition the Ministry of Transportation for \$913,224.11.

157 - 158

- h) **2019-020**
Corporate Services
Setting of the 2020 County Budget Deliberations and Solicitation of Public Input
Recommendation

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Setting of the 2020 County Budget Deliberations and Solicitation of Public Input report for information;

And Further That Council hold a public meeting on September 18, 2019, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2020 budget.

And Further That the Council of the County of Frontenac confirm the following dates for the 2020 Budget Deliberations:

Wednesday, October 23, 2019
2019 KPIs, 2020 Business Plans

Council Presentation –
& Project Proposals

Detailed Budget Presentation

Thursday, October 24, 2019
2019 KPIs, 2020 Business Plans

Council Presentation –
& Project Proposals

Detailed Budget Presentation

Tuesday, October 29, 2019
Detailed Budget Presentation

Council Presentation –

159 - 161

- i) **2019-021**
Corporate Services
2019 Tax Ratios and Tax Rate Reductions
Recommendation

Resolved That the Council of the County of Frontenac accept this Corporate Services –2019 Tax Ratios and Tax Rate Reductions report;

And Further That Council consider a by-law, introduced later in the meeting, to re-confirm for 2019 the tax ratios and tax rate currently in place.

162 - 163

- j) **2019-022**
Corporate Services
2019 Temporary Borrowing Bylaw

Recommendation

Resolved That Council of the County of Frontenac accept the Corporate Services – Finance - 2019 Temporary Borrowing By-law report;

And Further That the Clerk be directed to introduce a by-law later in the meeting to authorize current borrowings from time to time during 2019.

164 - 213

- k) **2019-024**
Fairmount Home
2019-2022 Long-Term Care Home Service Accountability Agreement (LSAA)

Recommendation

Resolved That Council of the County of Frontenac received the Fairmount Home – 2019-2022 Long-Term Care Home Service Accountability Agreement for approval;

And Further That the Council of the County of Frontenac authorize the Warden and Clerk to execute the 2019-2022 Long-Term Care Home Service Accountability Agreement and return to the Local Health Integration Network as required under the *Local Health System Integration Act*.

214 - 217

- l) **2019-025**
Fairmount Home
Long-Term Care Home Service Accountability Agreement (LSAA) -
Schedule E - Form of Compliance Declaration
Recommendation

Resolved That Council of the County of Frontenac receive the Fairmount Home Long-Term Care Home Service Accountability Agreement – Schedule E – Form of Compliance Declaration Report;

And Further That the Council of the County of Frontenac direct the Clerk to sign the Long-Term Care Home Service Accountability Agreement Schedule E – Form of Compliance Declaration and return to the Local Health Integration Network as required under the *Local Health System Integration Act*.

218 - 222

- m) **2019-027**
Planning and Economic Development
Request to Expand Ambassador Program to Rural Kingston

Recommendation

Be It Resolved That the request from the Frontenac Federation of Agriculture be referred to the Community Development Advisory Committee to consider options for including a wider range of Ambassadors in the Frontenac Ambassador program.

Information Reports from the Chief Administrative Officer

223 - 230

- a) **2019-023**
Fairmount Home
Quarterly Update Activity Report

231 - 236

- b) **2019-026**
Planning and Economic Development
Regional Active Transportation Plan Update

Reports from Council Liaison Appointees

- a) Emergency and Transportation Services - Councillor
- b) Long Term Care (Fairmount Home) - Councillor
- c) Corporate Services - Councillor
- d) Planning and Economic Development - Councillor

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

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 University Hospitals Kingston Foundation January 17, 2019
[Distributed to Members of County Council January 18, 2019]
- b) Letter to Warden Higgins from UHKF received Jan 17 2019
[Distributed to Members of County Council January 18, 2019]
- c) From the Town of Georgina considered Bill 66 – Restoring Ontario’s Competitiveness Act, 2018
[Distributed to Members of County Council January 18, 2019]
- d) From the Town of Shelburne regarding resolution endorsing the re-

- establishment of a working group to create and maintain the voters list
[Distributed to Members of County Council January 18, 2019]
- e) FCM Annual Conference and Trade Show Registration
[Distributed to Members of County Council January 25, 2019]
 - f) From the City of Niagara Falls Opting In to Allow Retail Cannabis in Stores
[Distributed to Members of County Council January 25, 2019]
 - g) From the Kingston Frontenac Housing Corporation providing January 28 2019 Brd Pkg
[Distributed to Members of County Council January 25, 2019]
 - h) From the Town of Orangeville regarding resolution on changes to the Planning Act from Bill 66
[Distributed to Members of County Council January 25, 2019]
 - i) From Warden Higgins providing Council with an AMO Podcast regarding ROMA
[Distributed to Members of County Council January 25, 2019]
 - j) Article in the Public Sector Digest by Warden Higgins
[Distributed to Members of County Council February 1, 2019]
 - k) From the Kingston Frontenac Public Library announcing Chair and Vice Chair of the Board
[Distributed to Members of County Council February 1, 2019]
 - l) From the Town of Mono providing letter to MPP Jones regarding the Voters List
[Distributed to Members of County Council February 1, 2019]
 - m) From Canada Revenue Agency regarding the Ontario Seniors' Public Transit Tax Credit
[Distributed to Members of County Council February 8, 2019]
 - n) OGRA Invitation from Frank Cowan Company
[Distributed to Members of County Council February 8, 2019]
 - o) 2019 Council Payroll Schedule
[Distributed to Members of County Council February 8, 2019]
 - p) From Independent Electricity System Operator (IESO) regarding a meeting with council members to discuss the linkages between community energy planning and economic development at the local and regional levels.
[Distributed to Members of County Council February 15, 2019]
 - q) Letter from the Minister of Agriculture and Agri-Food concerning the Canadian dairy sector under the Canada-U.S.-Mexico Agreement (CUSMA)
[Distributed to Members of County Council February 15, 2019]

Other Business

a) **Consideration of Appointment of Council Liaisons**

THAT the following Council Liaison appointments be made for the 2019-2022 term of Council:

Department	Council Liaison
Emergency and Transportation Services	Councillor
Long Term Care (Fairmount Home)	Councillor
Corporate Services	Councillor
Planning and Economic Development	Councillor

b) **Change in Time and Location of the April 17, 2019 County Council Meeting**

Be it Resolved That the start time of April 17, 2019 County Council meeting be changed from 9:30 a.m. to 1:00 p.m. in order to accommodate the Special Joint Council Meeting at 5 p.m.

Public Question Period

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

a) First and Second Reading

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

b) Third Reading

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

By-Laws

237 a) To authorize the Warden and Clerk to execute the 2019-2022 Long-Term Care Home Service Accountability Agreement [Proposed By-law No. 2019-0006]

238 b) To Adopt a Code of Conduct [Proposed By-law No. 2019-0007]

239 c) To Adopt a Council and Staff Relationship Policy

[Proposed By-law No. 2019-0008]

- 240** d) To Adopt a Pregnancy and Parental Leave Policy for Members of County Council
[Proposed By-law No. 2019-0009]
- 241 - 242** e) To Authorize Temporary Borrowing for Current Expenditures for the Year 2019
[Proposed By-law No. 2019-0010]
- 243 - 245** f) To Set Tax Ratios and Tax Rate Reductions for Prescribed Property Sub-Classes for County Of Frontenac Purposes and Local Municipal Purposes for the Taxation Year 2019
[Proposed By-law No. 2019-0011]
- 246 - 249** g) To Establish Tax Rates for the Year 2019 for the Purposes of The County Of Frontenac and to Establish Rates to be Levied for Same Against The Townships Of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac
[Proposed By-law No. 2019-0012]
- 250** h) To Adopt the 2019 Budget
[Proposed By-law No. 2019-0013]
- 251** i) To delegate Councils powers to impose penalties under the Code of Conduct to the Integrity Commissioner
[Proposed By-law No. 2019-0014]
- 252 - 253** j) To Confirm All Actions and Proceedings of County Council on February 20, 2019
[Proposed By-law No. 2019-0015]

Adjournment



FRONTENAC



Minutes of the Regular Meeting of Council January 16, 2019

A regular meeting of the Council of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, January 16, 2019 and was called to order at 9:00 a.m. Regular business commenced at 9:30 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:00 a.m. to 9:15 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, Acting Chief/Director of Emergency &
Transportation Services
Richard Allen, Manager of Economic Development
Susan Brant, Director of Corporate Services/Treasurer
Lisa Hirvi, Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Marco Smits, Communications Officer

Closed Session

Motion #: 1-19 Moved By: Councillor Revill
 Seconded By: Councillor Martin

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 21, 2018;
2. Labour relations or employee negotiations - as it relates to negotiations with OPSEU Local 462;
3. A proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to future property acquisitions for Paramedic Stations;
4. Labour relations or employee negotiations - as it relates to negotiation updates with CUPE Local 2290.

Carried

- Lieutenant Governor's 2019 New Year's Levee.
[Distributed to Members of County Council December 7, 2018]
- i) From the Lennox & Addington Ridge Runners Snowmobile Club regarding a Thank you letter and an invite to an Appreciation Dinner.
[Distributed to Members of County Council December 7, 2018]
- j) From Stephen Sorensen requesting Council reconsider its decision regarding the lift in of restrictions on the Howe Island Ferry.
[Distributed to Members of County Council December 7, 2018]
- k) From the Ministry of Finance regarding the Ontario Cannabis Legalization Implementation Fund (OCLIF) Funding.
[Distributed to Members of County Council December 7, 2018]
- l) From the Office of the Prime Minister regarding Motion #171-18, NAFTA Dairy Supply Management Program.
[Distributed to Members of County Council December 14, 2018]
- m) From the Ontario Ministry of Natural Resources, Forestry regarding Council meeting at South Frontenac about Johnston Point.
[Distributed to Members of County Council December 14, 2018]
- n) From the Association of Municipalities of Ontario providing information for Councils on developing a Municipal Cannabis Policy Statement
[Distributed to Members of County Council December 21, 2018]
- o) From the Ontario Building Officials Association thanking the County of Frontenac for its recent gift donation
[Distributed to Members of County Council December 21, 2018]
- p) From the Association of Municipalities of Ontario (AMO) in regards to Cannabis supply in stores.
[Distributed to Members of County Council December 21, 2018]
- q) From the Eastern Ontario's Leadership Council regarding the Communications Update Fall-Winter 2018.
[Distributed to Members of County Council December 21, 2018]
- r) From the Patersons Wishing County Council a Merry Christmas
[Distributed to Members of County Council December 21, 2018]
- s) From the Doug Ford family Wishing Happy Holidays to all.
[Distributed to Members of County Council December 21, 2018]
- t) From Southern Frontenac Community Services with the January 2019 Happenings.
[Distributed to Members of County Council January 4, 2019]
- u) From the City of Hamilton in regards to Maintaining the Voters List for Municipal Elections.
[Distributed to Members of County Council January 4, 2019]
- v) From Huron County regarding its resolution Supporting the Voters List for Municipal Elections.
[Distributed to Members of County Council January 11, 2019]
- w) From Allan and Partners LLP providing its Audit Planning Letter for the Year Ending December 31, 2018.
[Distributed to Members of County Council January 11, 2019]
- x) From the Municipality of Mattice-Valcote regarding request to amend Councillor Oath of Office.
[Distributed to Members of County Council January 11, 2019]



FRONTENAC



Minutes of the Committee of the Whole Meeting of Council January 17, 2019

A meeting of the Committee of the Whole was held in the Kingston Frontenac Rotary Auditorium and the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, January 17, 2019 at 9:00 AM

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

Regrets Deputy Warden Fran Smith

Also Present: **County:**
Kelly Pender, Chief Administrative Officer
Gale Chevalier, Acting Chief/Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Megan Rueckwald, Manager of Community Planning
Richard Allen, Manager of Economic Development
Alison Vandervelde, Community Development Officer
Susan Brant, Director of Corporate Services/Treasurer
Lisa Hirvi, Administrator-Fairmount Home
Barb McCulloch, Manager of Human Resources
Bonnie Carter, Occupational Health Nurse
Jannette Amini, Manager of Legislative Services/Clerk
Marco Smits, Communications Officer

Council Orientation

Welcome and Introductions to County Council

Mr. Pender welcomed the new Council and provided a brief overview of the Orientation Session.

Knowledge Buffet

Members of County Council were provided with the opportunity to meet one on one with County Departments.

Council recessed for lunch at 12:00 p.m. and reconvened in the Frontenac Room at 12:30 p.m.

Continuous Improvement/GIS Business Plan Presentation

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

Mr. Kevin Farrell, Manager of Continuous Improvement/GIS, provided an overview of his unit, including its Business Plan.

Strategic Planning Orientation

Mr. Rob Wood, 8020 Info Inc. facilitated this discussion with Council and solicited feedback on the Strategic Plan Discussion Guide that was provided to Council ahead of the meeting, a copy of which is attached to the record in the Clerk's Office.

It was suggested that the County's Vision statement take into account climate change.

As a result of a round table discussion, the following were considered as Breakthrough Goals and Outcomes:

- Complete the K&P Trail;
- Waste Management in some form with respect to regional solutions. The Public works group is working on this as a region which includes the City of Kingston. A report will be coming forward from Cambrium. The Plan must be relevant and actionable;
- Housing;
- Long term care;
- Economic vitality should be the mandate of the County of Frontenac;
- Restructuring and amalgamation;
- Shared services – stemming back from the SDOR and recommendations from KPMG;
- Howe Island Ferry – currently the residents are not happy;
- Transportation, including all forms of public transportation and not just the ferry, although this would come with a huge price tag. Transportation also must be affordable;
- Access to funding including how to grow revenue and destination revenue;
- Roads Grants. The Frontenacs would be able to access two opportunities for roads grants if there is a county road system.

Mr. Wood provided Council with an overview of a Strategy Development Work plan and requested feedback on same.

Concerns were expressed regarding what happens at the Provincial level which are out of the County's control. Council would like information earlier regarding what the consultants are hearing from the public in order to help shape what happens at the March meeting. It was noted that the citizens of North Frontenac have already responded to this type of survey last month. North Frontenac will send this information

to Mr. Wood. Any other municipalities that have done strategic planning or have relevant documentation will forward to the Mr. Wood.

Staff requested that any Plan take into consideration resources, including what resources we currently have and what resources we will need if moving forward.

Local Service Realignment

Mr. Sheldon Laidman, Director, Housing & Social Services and Ruth Noordegraaf, Manager, Housing & Child Care, City of Kingston, provided Council with a presentation on Housing and Social Services which are administered by the City of Kingston on behalf of the County.

Provincial Offences Act

Ms. Susan Nicholson, Director of Legal Services & City Solicitor, and, Ms. Wendy McCafferty, POA Court Administrator provided a presentation to Council on the Provincial Offences Act which is administered by the City of Kingston on behalf of the County.

Public Question Period



Adjournment

The meeting adjourned at 3:10 p.m.



FRONTENAC



Minutes of the Committee of the Whole Council February 6 & 7, 2019

A meeting of the Committee of the Whole Council of the County of Frontenac was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, February 6, 2019 and was called to order at 9:00 a.m. The meeting reconvened on Thursday, February 7, 2019 at 10:00 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, Acting Chief/Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Megan Rueckwald, Manager of Community Planning
Richard Allen, Manager of Economic Development
Susan Brant, Director of Corporate Services/Treasurer
Lisa Hirvi, Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Marco Smits, Communications Officer
Emily Shoniker, Director of Resident Care
Chelsea Shogren, Assistant Director of Resident Care
Katrina Lasher, Assistant Director of Resident Care
Sarah Saunders, Manager of Dietary Services

Call to Order

Deputy Warden Smith called the meeting to order at 9 a.m.

Adoption of Agenda

Moved By: Councillor Revill
Seconded By: Councillor MacDonald

Resolved That the agenda for the February 6 and 7, 2019 meeting of the Committee of the Whole be approved.

Carried

Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Deputations and/or Presentations

~~~~~

The below motion was deferred until the end of the meeting and was considered on Thursday, February 7<sup>th</sup>.

**Reports**

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

Moved By: Councillor Doyle  
Seconded By: Councillor Revill

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

**Carried**

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

Moved By: Councillor Higgs  
Seconded By: Councillor MacDonald

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

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

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

**Fairmount Home**

- Parking Lot and Laneway Repairs
- Personal Support Worker (PSW) Evening Float (2 PT6)
- Recreationist – Part time

**Frontenac Paramedic Services**

- 10-Year Resources and Facilities Master Plan, including the Robertsville Base in North Frontenac.

- Paramedic Mental Wellness

**Planning and Economic Development**

- K&P Trail Projects – Complete K&P to Sharbot Lake, Elbow Creek Bridge Repairs only.
- Committee of Adjustment – LEAN Process Improvement Exercise
- Ongoing initiatives currently funded with RED Grant – Continuation of Community Development Officer
- VIA RAIL – Economic Impact Analysis
- Innovation Ready Certification Program

**Corporate Services**

- Human Resources Applicant Tracking System

**Carried**

**Corporate Services Project Proposals**

Ms. Amini provided an overview of the Legislative Services 2019-2023 Business Plan and Project Proposals.

Committee of the Whole recessed at 10:24 a.m.

Committee of the Whole reconvened at 10:35 a.m.

\$5,000 Increase to the Annual Accessibility Reserve Allocation – The \$5,000 annual increase to the Annual Accessibility Reserve Allocation proposal was presented and consensus from the floor was to remove it from the 2019 budget.

Ms. Mooreland provided an overview of the Human Resources 2019-2023 Business Plan and Project Proposals.

Human Resources Applicant Tracking System – The Human Resources Applicant Tracking System proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Committee of the Whole recessed at 11:47 a.m.

Committee of the Whole reconvened at 12:20 p.m.

**Fairmount Home Proposals**

Ms. Hirvi provided an overview of the Fairmount Home 2019-2023 Business Plan and Project Proposals. Ms. Shoniker, Ms. Shogren and Ms. Saunders presented their respective Project Proposals.

Personal Support Worker (PSW) Evening Float (2 PT6) – The Personal Support Worker (PSW) Evening Float proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Recreationist – Part time – The Recreationist – Part time proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Parking Lot and Laneway Repairs – The Parking Lot and Laneway Repairs proposal was presented and there were no objections from the floor against moving this project forward to the budget.

The Committee of the Whole recessed at 2:11 p.m.

The Committee of the Whole reconvened on Thursday, February 7<sup>th</sup> in the Frontenac Room and was called to order at 10:00 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  
Paul Chevalier, Chief/Director of Emergency & Transportation Services  
Gale Chevalier, Acting Chief/Director of Emergency & Transportation Services  
Joe Gallivan, Director of Planning and Economic Development  
Megan Rueckwald, Manager of Community Planning  
Richard Allen, Manager of Economic Development  
Susan Brant, Director of Corporate Services/Treasurer  
Lisa Hirvi, Administrator-Fairmount Home  
David Millard, Manager of FMIS  
Alex Lemieux, Deputy Treasurer  
Jannette Amini, Manager of Legislative Services/Clerk

**Frontenac Paramedic Services Proposals**

Deputy Chief Chevalier provided an overview of the Emergency and Transportation Services 2019-2023 Business Plan and Project Proposals.

10-Year Resources and Facilities Master Plan – The 10-Year Resources and Facilities Master Plan proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Motion to Amend

Moved by: Councillor Doyle  
Seconded by: Warden Higgins

**That** the 10-Year Resources and Facilities Master Plan study include the Robertsville station in North Frontenac.

**Carried**

Paramedic Mental Wellness – The Paramedic Mental Wellness proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

**Corporate Services Project Proposals**

Mr. Millard provided an overview of the Frontenac Municipal Information Systems 2019-2023 Business Plan.

Mr. Lemieux provided an overview of the Financial Services 2019-2023 Business Plan.

**Planning and Economic Development**

Ms. Megan Rueckwald and Mr. Richard Allen provided an overview of the Planning and Economic Development 2019-2023 Business Plan and Project Proposals.

The Committee of the Whole recessed at 12:05 p.m.

The Committee of the Whole reconvened at 12:30 p.m.

K&P Trail Projects – The K&P Trail Projects proposal was presented and there were no objections from the floor against moving the completion of the trail at a cost of \$250,000 and the Elbow Creek Bridge at a cost of up to \$25,000 forward to the budget. The Engineering Study – Asset Plan and the Verona Trail Head were removed from the budget.

Committee of Adjustment – LEAN Process Improvement Exercise – The Committee of Adjustment – LEAN Process Improvement Exercise proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Ongoing initiatives currently funded with RED Grant – Continuation of Community Development Office – The Ongoing initiatives currently funded with RED Grant – Continuation of Community Development Office proposal was presented and there were no objections from the floor against moving this project forward to the budget.

VIA RAIL – Economic Impact Analysis – The VIA RAIL – Economic Impact Analysis proposal was presented and there were no objections from the floor against moving this project forward to the budget.

Innovation Ready Certification Program – The Innovation Ready Certification Program proposal was presented and there were no objections from the floor against moving this project forward to the budget.

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

Moved By: Councillor Vandewal  
Seconded By: Councillor MacDonald

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

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

|                                                                     |     |
|---------------------------------------------------------------------|-----|
| Frontenac Transportation Services (FTS)                             | \$0 |
| Southern Frontenac Community Services                               | \$0 |
| Central Frontenac Housing Corporation                               | \$0 |
| Township of North Frontenac request for 24hr FPS Service            | \$0 |
| Township of North Frontenac Sewage Disposal Treatment Opportunities | \$0 |

**And Further That** the \$96,000 previously provided to the FTS be placed into a Reserve;

**And Further That** Frontenac Transportation Services and Southern Frontenac Community Services be given 30 days to develop a single business plan for Transportation services for the funds to be released.

**Carried As Amended**  
(See Motion to Amend below which was Carried)

Motion to Amend

Moved By: Warden Higgins  
Seconded By: Councillor Vandewal

**That** the \$96,000 previously provided to the Frontenac Transportation Services be placed into a Reserve;

**And Further That** Frontenac Transportation Services and Southern Frontenac Community Services be given 30 days to develop a single business plan for Transportation Services in the County in order for the funds to be released.

**Carried**

The request by Central Frontenac Housing Corporation was not supported.

The request by the Township of North Frontenac for Sewage Disposal Treatment Opportunities was withdrawn given that new information has come forward regarding a study already done in 2005 by the Township of North Frontenac regarding this issue.



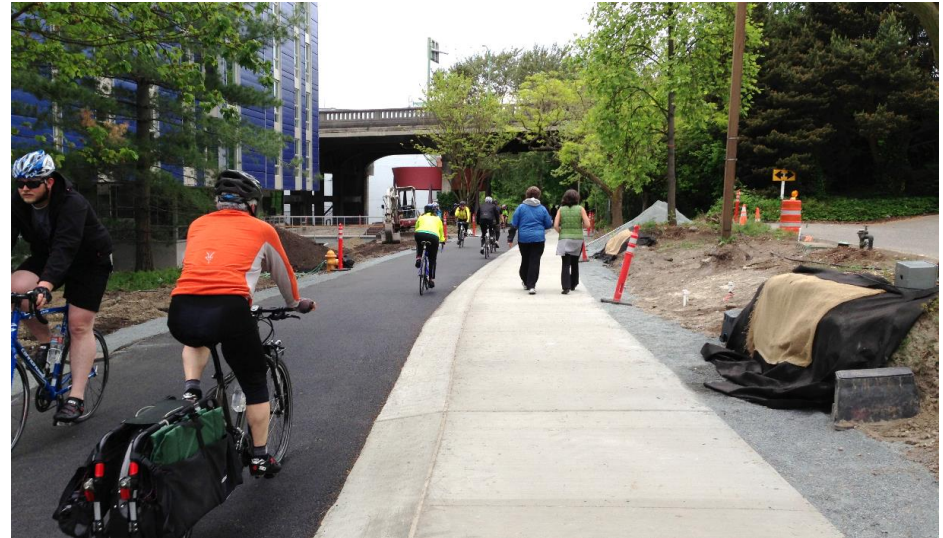


February 2019

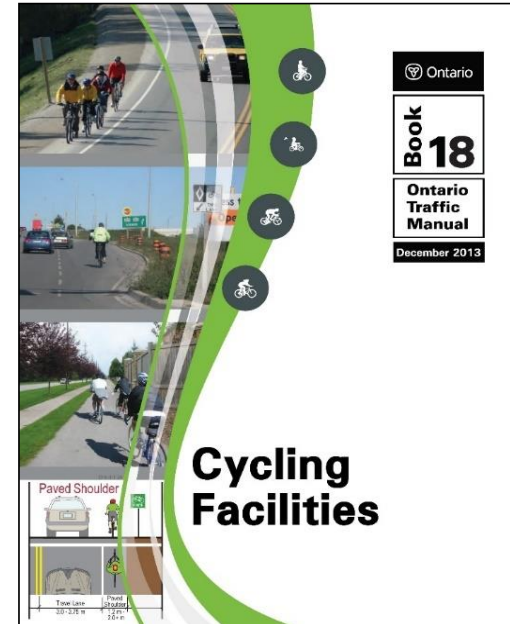
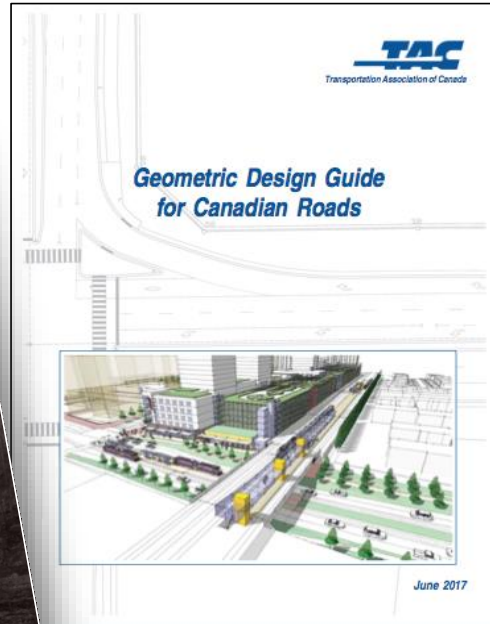
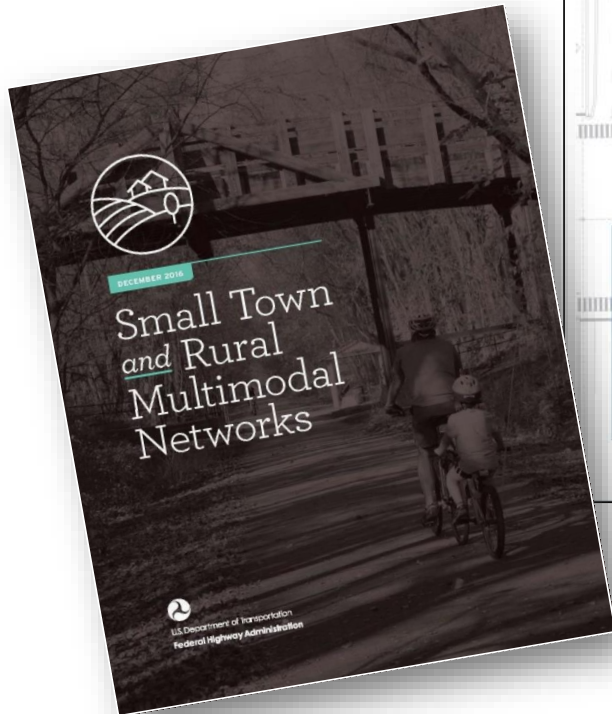
# County of Frontenac Active Transportation Plan

# Alta Planning + Design, Inc - Canada

Kate Whitfield, P.Eng., MCIP, RPP  
Senior Associate Engineer/Planner

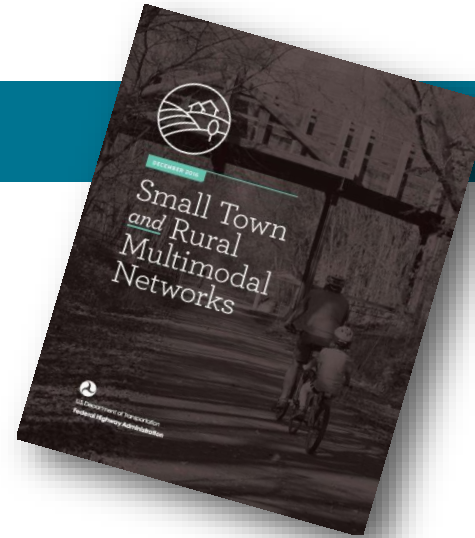


# Alta Planning + Design, Inc - Canada



FHWA Small Town and Rural Multimodal Networks (2017)  
[www.ruralsdesignguide.com](http://www.ruralsdesignguide.com)

# One Size Does Not Fit All



## FHWA Small Town and Rural Multimodal Networks Guide (2017)



LONGER NON-LOCAL TRIP DISTANCES



HEALTH DISPARITIES



HIGHER CRASH RATES

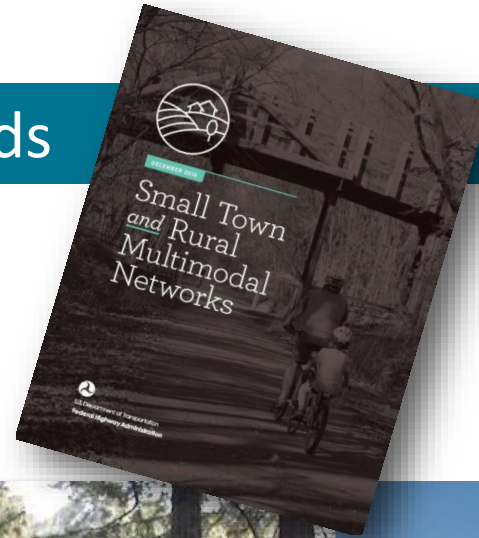
(60% of traffic fatalities in rural areas where 19% of the population lives)



INCOME DISPARITIES

[ruraldesignguide.com](http://ruraldesignguide.com)

# Varying Context and User Needs



Unimproved



Agricultural



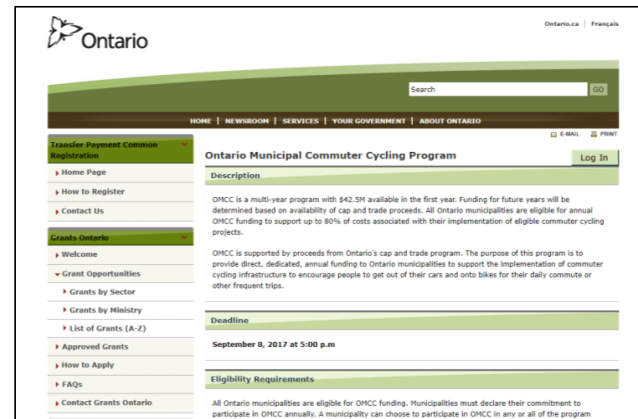
Recreational



Downtown

# Your Stated Goals for an AT Plan

- Create an inventory of active transportation assets and facilities
- Establish a priority list of recommendations
- Propose a trail planning standard that addresses safety and accessibility for all ages and abilities
- Develop an education and promotion/marketing program

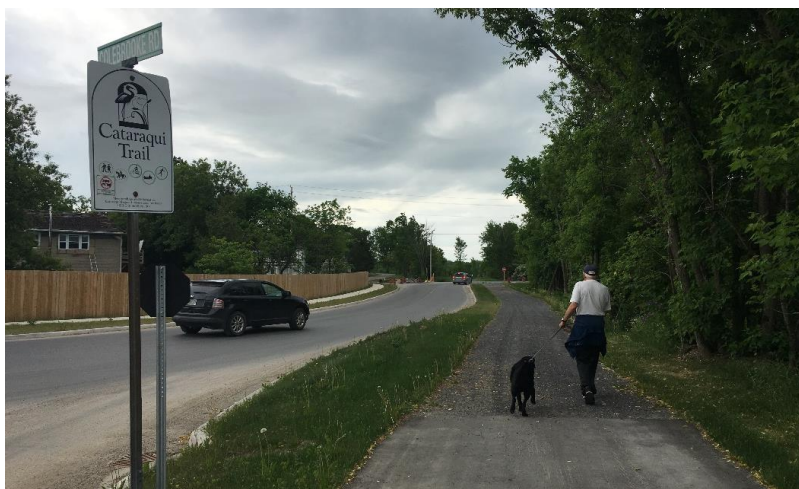


# Active Transportation

- Recreational Cyclists
- Commuter Cyclists
- Cycling for regular, every day life
- Pedestrians travelling to/from a specific destination (walking to the store, walking to school, etc.)
- Pedestrians walking or jogging for leisure/exercise purposes
- Pedestrians with special mobility requirements



# Site Visits, August 2018



# Lake and Trails Festival, July 2018

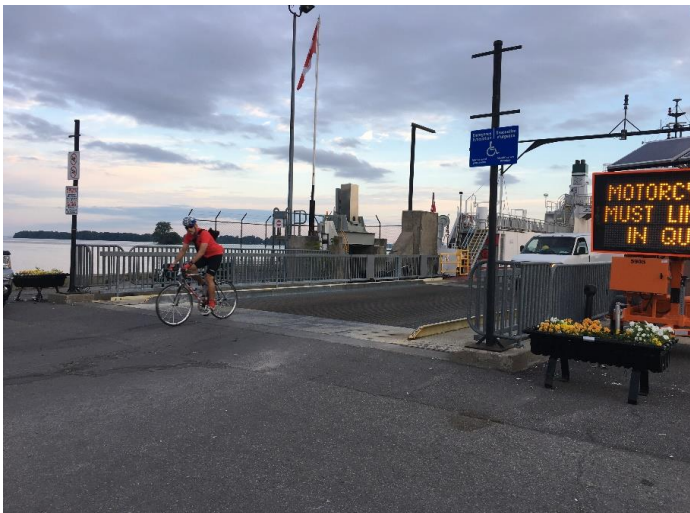
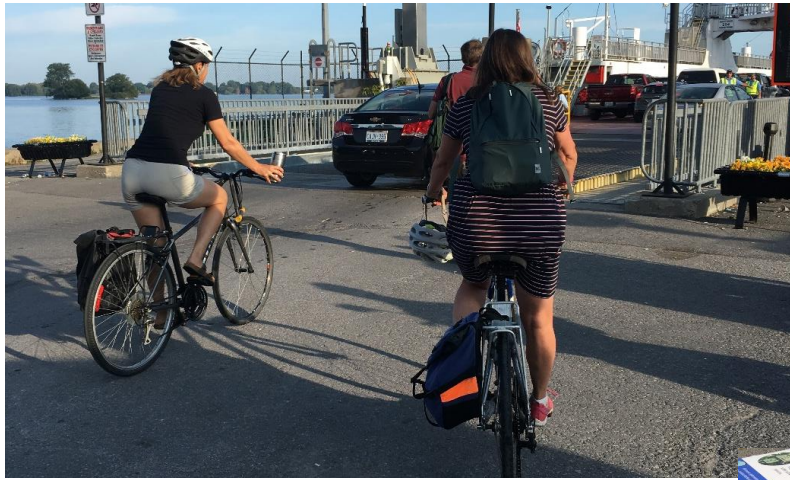


Alta and County Staff engaged with approximately 112 people at the festival

Paved shoulders and bike lanes were identified as the most desirable facility by those engaged with at the festival



# Wolfe Island Ferry Dock, August 2018



# Cardinal Café, Sharbot Lake, August 2018



Walk, Cycle, Ski or Roll?

To share your experiences and suggestions for active transportation in Frontenac County please visit:  
[www.frontenaccounty.ca/active-transportation](http://www.frontenaccounty.ca/active-transportation)

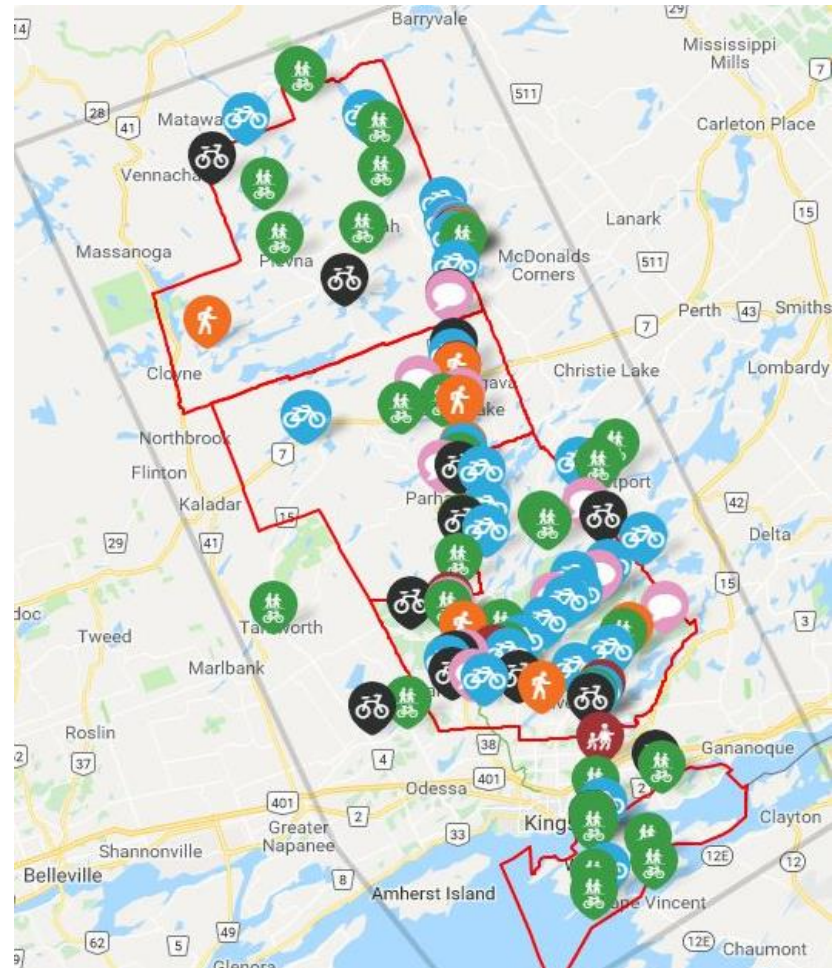
The Frontenac County contact for this project is: Richard Allen at [rallen@frontenaccounty.ca](mailto:rallen@frontenaccounty.ca)



## Social Pinpoint

**Open August – November 2018**  
**Total of 115 responses**

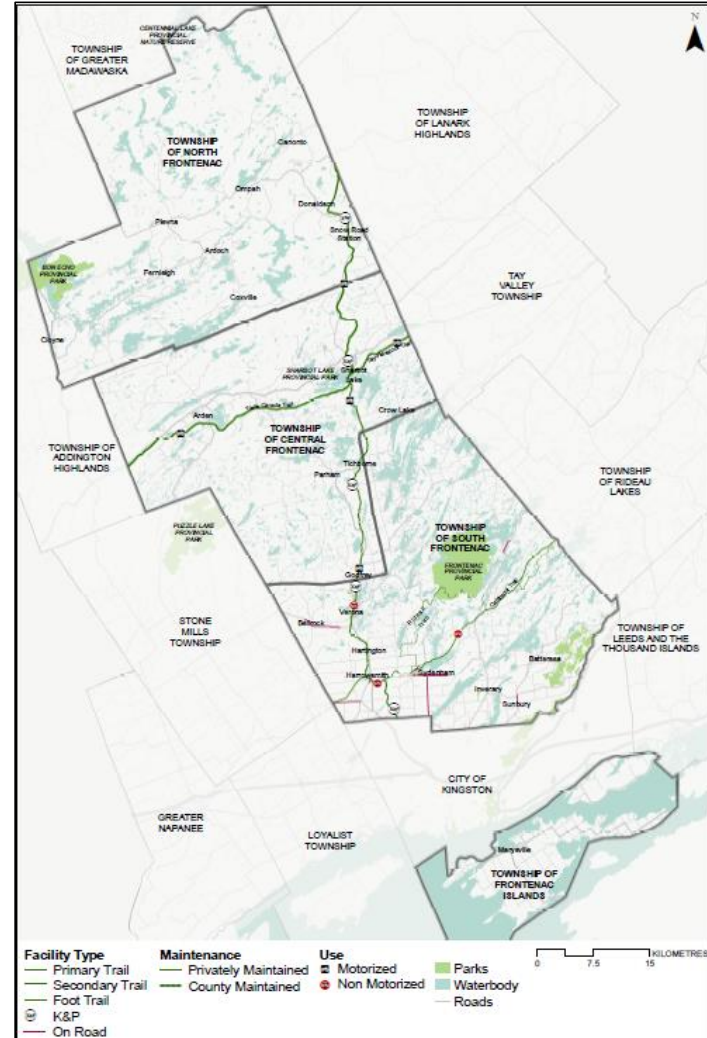
- *“This piece of highway 7 desperately needs a paved shoulder. Help people safely access the retail area, and travel to quieter sideroads like 509, Fall River, Sharbot Lake Provincial park.”*
- *“Gates along the Cataraqui trail are not bike friendly. They require dismounting in places. if cycling is going to be encouraged the gates should be designed in a way that is passable on a bike with minimal skill at slow speeds”*



# Existing Conditions and Gap Analysis

## Existing Conditions and Gap Analysis

- Data Collection and Field Review
- Assemble and Prepare Base Maps
- Existing Conditions Assessment
- Missing Links / Barriers and Identify Strategic Opportunities



# Network Development and Trail Standard

- Network development
- Prioritization Plan
  - Integrating AT projects into long-term capital plans
- Trail Standard



## Sample Prioritization Criteria

When we build the network and develop recommendations for what to prioritize, we take into account:

- The gaps/missing links identified by citizens
- The gaps/missing links from our analysis
- How the project relates to the K&P trail
- Projects with potential for economic development
- Opportunities for regional linkages (think tourism)
- Leveraging capital works projects

Other?

## Next Steps

- Presenting existing Conditions maps to Township staff
- Developing trail standard
- Later this spring: Bringing to the public a list of priorities for implementation and a draft network plan



# Administrative Report

February 2019  
Report 2019-2



**FRONTENAC**

# CAO Schedule

- Rural Ontario Municipal Association (ROMA) Conference  
Toronto, January 27-29, 2019
- Eastern Ontario Wardens' Caucus Meeting, January 27, 2019  
Sheraton Toronto at ROMA
- City of Kingston Budget Presentation, January 29, 2019 at City  
of Kingston
- Budget Meetings February 6 and 7, 2019, County of Frontenac
- County Council, February 20, 2019
- Administrative Building Task Force, February 20, 2019, County  
of Frontenac
- EOLC Meeting, February 28, 2019 County of Frontenac
- Eastern Ontario Warden's Caucus CAO's Meeting March 1,  
2019, Brockville
- Queen's Presentation, March 7, 2019



# EOWC and EOLC Updates

- Eastern Ontario Wardens' Caucus Meeting Sunday, January 27, Toronto at ROMA
- Multi-Minister Meeting January 29, 2019 at the ROMA Conference in Toronto
- EOLC Meeting, February 28, 2019, County of Frontenac
- EOWC CAO's Meeting, March 1, 2019, Brockville



# AMO's 2019 Pre-Budget Submission

<https://www.amo.on.ca/AMO-PDFs/Reports/2019/2019-Pre-Budget-Submission-2019-01-15.aspx>

## Some Highlights from the AMO Report

For the people living in **444 municipalities in Ontario**, every dollar counts, every dollar matters.

Municipal governments rely on provincial grants to provide basic local services and infrastructure. Provincial dollars are a critical part of the municipal financial picture. **Together with federal grants, they account for 20% of municipal revenues across the sector.**

For many smaller municipalities, grants represent an even higher percentage of local revenue.

At the same time, there is also a very heavy reliance on property taxpayers to fund local services. **Ontarians pay the highest property taxes in the country.**

Those dollars are used to deliver a broader range of services locally, than in other provinces. Mostly it is provincial legislation that determines this. Exactly 280 pieces of provincial legislation directly govern municipalities and help to shape local municipal budgets.



# AMO's 2019 Pre-Budget Submission

## The provincial-municipal fiscal relationship

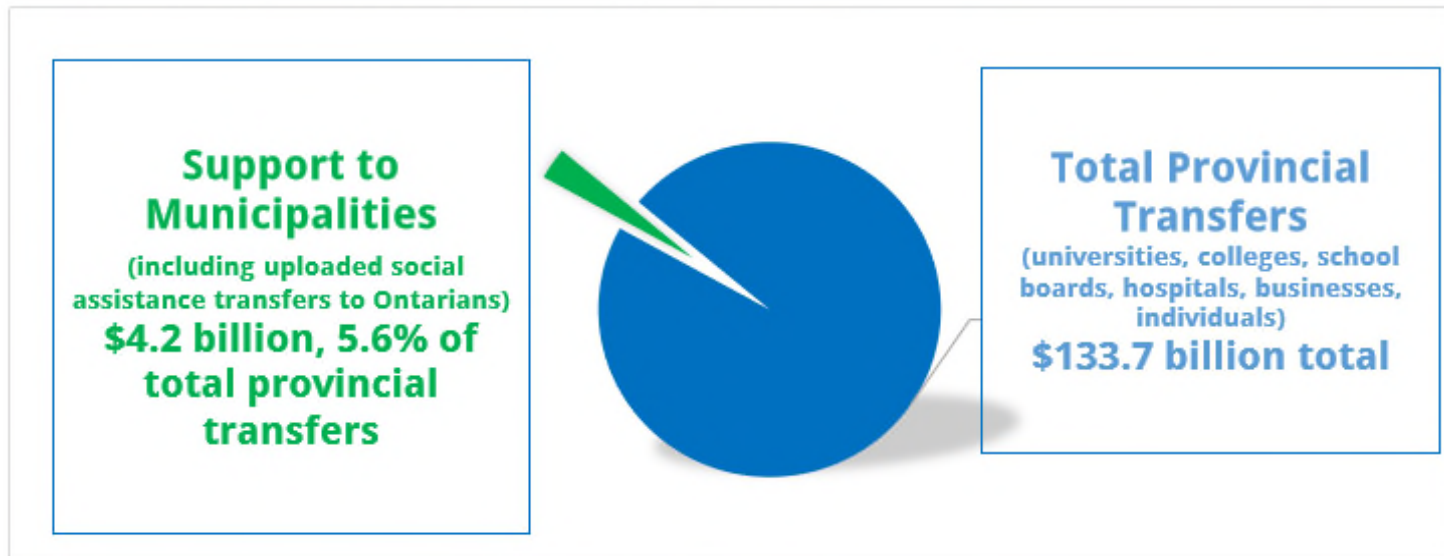
The provincial government commissioned Ernst & Young LLP to conduct a line-by-line review of Ontario Government spending in 2017/18. The report found the operation of ministries through the Ontario Public Service comprised 9% of spending. Interest on debt was a further 9% of spending. The vast majority of spending, 82%, is transfer payments.

Provincial transfer payments are made to individuals, businesses, and the Broader Public Service including hospitals, universities, schools, agencies, boards, commissions and municipalities. In 2018, \$133.7 billion in provincial spending went to transfer payment recipients. These transfers were a key focus of the line-by line review.



# AMO's 2019 Pre-Budget Submission

According to provincial figures (see below), support for municipalities accounts for just \$4.2 billion of that amount. This represents 5.6% of total provincial transfers. In relation to other recipients, municipal transfers are a small portion of total payments.



<https://www.amo.on.ca/AMO-PDFs/Reports/2019/2019-Pre-Budget-Submission-2019-01-15.aspx>



# AMO's 2019 Pre-Budget Submission

To illustrate how far those dollars go, and to which services, below are Ministry of Finance figures from 2018 that illustrate, "ongoing support to municipalities".

| Program/Service             | Details                                                                                                                      | Amount (2018) <sup>1</sup> |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Land Ambulance              | 50:50 cost sharing (provincial, municipal)                                                                                   | \$581 million              |
| Public Health               | 75% provincial funding for mandatory local programs                                                                          | \$568 million              |
| Public Transit              | Provincial Gas tax funding                                                                                                   | \$334 million              |
| Local Infrastructure        | Ontario Community Infrastructure Fund (OCIF)<br>\$130 million in formula funding<br>\$100 million top-up application funding | \$230 million              |
| Municipal Operating Support | Ontario Municipal Partnership Fund (OMPF) for equalization, northern and rural support                                       | \$510 million              |
| <b>Total</b>                |                                                                                                                              | <b>\$2.2 billion</b>       |



# AMO's 2019 Pre-Budget Submission

## Ontario Community Infrastructure Fund (OCIF)

- Municipal governments provide important frontline infrastructure services that people depend on every day to make their lives better. From when they switch on their lights in the morning until they brush their teeth at night, high quality municipal infrastructure supports Ontarians. These services also attract business investments from entrepreneurs and global companies that look to dependable infrastructure to provide the launching pad for productivity and jobs.
- The Ontario Community Infrastructure Fund (OCIF) supports core municipal infrastructure in communities across Ontario. The OCIF ensures that our small, medium and northern communities have access to the funding they need. During the election campaign, a commitment was made to **increasing the OCIF to \$300 million annually**, with 2/3 in a formula-based allocation. AMO calls on the government to honour this commitment in the budget.



# AMO's 2019 Pre-Budget Submission

## Provincial Gas Tax funding

Municipal governments across Ontario deliver transit services that connect people to jobs, services, and opportunities. Municipal transit is a foundation of the modern global economy.

The Ontario Gas Tax program is an important support to these services with 107 municipal governments sharing a portion of the \$364 million allocated in 2018-19. During the election campaign, a commitment was made to increasing the Ontario Gas Tax for Transit program from two cents a litre in 2019 to four cents a litre by 2022.

Transit planning and service improvements depend on this assurance. AMO seeks the provincial budgeting of this important commitment.



# AMO's 2019 Pre-Budget Submission Conclusion

Municipal governments are important to the provincial government. We are the front line. We deliver many of the services that make communities strong and we build the infrastructure needed to grow the economy. Our issues are important. They matter to Ontarians. Together we need to develop a plan that helps our communities succeed.

1. Ontarians pay the highest property taxes in the country. The transfer of social housing, a role in healthcare, emergency service cost growth, and other service costs drive tax rates.
2. Polling has told us municipal services are important to Ontarians. More than 8 in 10 Ontarians say they would be concerned if the province placed new demands on municipal governments that result in higher property taxes.
3. Every municipality and every local economy is different. Many communities have a very limited tax base and fiscal capacity. For almost half of Ontario's municipal governments, a 1% property tax increase raises less than \$50,000.



# AMO Matters

The government's housing consultation included a discussion about "government-imposed fees and charges" being a barrier to the supply of housing. In response, the AMO President made the [attached submission](#) to the Minister of Municipal Affairs and Housing. Members are encouraged to reinforce these key messages with MPPs and provincial officials.

AMO and the Frank Cowan Company have partnered to offer online courses to help municipal elected officials and staff better understand and manage risk, improving safety and reducing liability costs.

AMO & M3RC are hosting a February 13 Forum on the ever-changing landscape of the *Waste-Free Ontario Act* & other waste diversion topics for Ontario municipal staff and elected officials. Attendance is free.

Visit [www.municipaleducation.ca](http://www.municipaleducation.ca) to register.



## AMO Updates - Provincial Matters

Updates have been introduced to the Ontario Wildlife Damage Compensation Program.

Check out information and Municipal Investigator Training Sessions on [OMAFRA's website](#).



## AMO Updates – Federal Matters

Health Canada is consulting now on proposed rules for edible cannabis products to be legal by October 17, 2019. Edible cannabis products allow users to consume cannabis through ingestion, without combustion. This consultation is on rules governing packaging formats and standards, information, warnings as well as licensing to produce edible products. For more information [Health Canada's 2019 Regulatory Consultation presentation](#).

Rural and Northern Ontario municipalities have until March 1, 2019 to apply for the Rural and Northern Immigration Pilot in partnership with local economic development and immigrant-serving organizations. For more information click on [Rural and Northern Immigration Pilot: About the process](#).



# Staff Updates

## **New Hires**

### **Corporate Services**

Welcome Brianna Saunders, Administrative Clerk

## **Retirements**

### **Fairmount Home**

Dorothy Jackson, January 2019

Marilyn Nadeau, February 2019

## **Achievements**

Kevin Farrell, LEAN Six Sigma – Black Belt

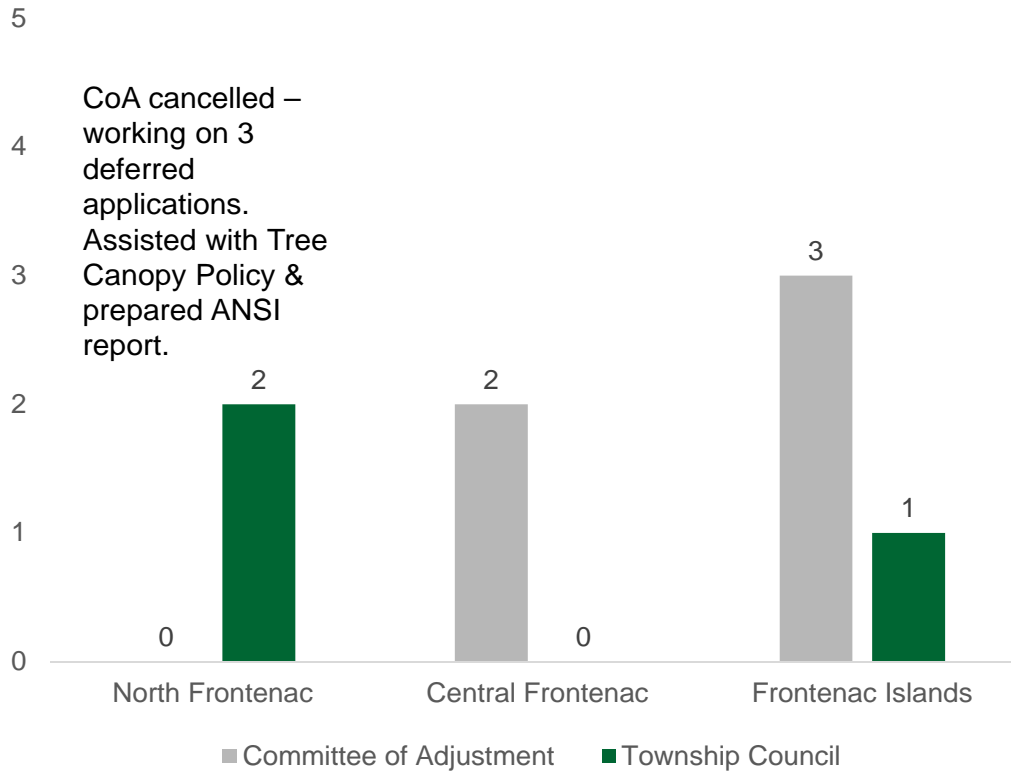




- January 29-31: Alison and Richard attended the 2019 EDCO Conference in Toronto – “Powershifting Economic Development” The [Ottawa Valley Recreational Trail](#) won the prestigious Lieutenant Governor Award for Economic Development Excellence as well as an award for cross-border collaboration between municipalities
- Richard toured the Feihe/Canada Royal Milk processing plant in Kingston with the Frontenac Milk Committee. [Recruitment is ongoing](#) for key roles at CRM.
- [Ontario East Economic Development Disrupted 2.0](#) is a one day conference in Kingston with several agenda items relevant to Frontenac County:
  - » Demystifying Cannabis for Municipalities
  - » Economy Disrupted: Global and digital forces shaping the future
  - » Workforce in the Digital Age



# Planning – February 2019



## Planning Highlights

- Hosted Joint CoA Training Jan. 31
- Guest lecture at Queen's Feb. 12
- Summer student position posted Feb 12
- RFP for Population Projections completed
- Ongoing work for North Frontenac Zoning Bylaw
- Policy work for Central Frontenac Official Plan



# Communications Update



## Highlights

- FPS recruits orientation [featured on Global/CKWS 6 o'clock news](#) with Frontenac County as “employer of choice”
- Nine tweets about recruits using hashtag #FPSrecruits result in 56 retweet and 320 likes and 34,599 impressions so far

## Website traffic January

- [www.frontenacounty.ca](http://www.frontenacounty.ca) 16,675 page views Average time on page 1:45
- [www.infrontenac.ca](http://www.infrontenac.ca) 2,920 page views Average time on page 1:11
- [www.frontenacmaps.ca](http://www.frontenacmaps.ca) 7,069 page views Average time on page 1:57

## Social media audience January 31

|                           |                 |
|---------------------------|-----------------|
| County Facebook           | 3,295           |
| County Twitter            | 2,262           |
| County Instagram          | 639             |
| FPS Twitter               | 4,069           |
| Fairmount Home Facebook   | 466             |
| Howe Island Ferry Twitter | 841             |
|                           | +11,571         |
| Increase since Nov. 1     | ↑ 131 followers |

### Top media Tweet earned 2,392 impressions

Start the year right and check out the January #FrontenacFive!  
[infrontenac.ca/en/visit-front...](http://infrontenac.ca/en/visit-front...)  
 Slocan Ramblers at the @TheCrossingPub  
 Warm Winter Camping with Friends of @FrontenacPP  
 Hike the Kennebec Wilderness Trails  
 Farm Sum Workshops  
 Snowy Owl Watching #Wolfelsland  
[pic.twitter.com/zidGOZie7f](https://pic.twitter.com/zidGOZie7f)



3 5

### Performance for Your Post

1,184 People Reached

**County of Frontenac**  
Published by Marco Smits [?] · January 4 ·

We're holding a public meeting on Wednesday, January 16, enabling citizens, businesses and other Frontenac stakeholders to make a representation to Council on the 2019 budget.  
 Details 📄 <https://www.frontenaccounty.ca/Modules/News/index.aspx...>

FRONTENACCOUNTY.CA  
**Solicitation of public input for the 2019 budget**  
 The Council of the County of Frontenac will be holding a public meeting o...

# Save the Date      Joint Council Meeting

April 17, 2019 at 5:00 pm

Fairmount Home Auditorium “Joint Council”  
Meeting Hosted by the County of Frontenac

- Topics:
  - » The Future of Waste Management in Frontenac County – Cambium Environmental and Public Works Managers
  - » Regional Roads – A Comparative Analysis – Frontenac CAOs, Treasurers and Public Works Managers





**Report 2019-013**

**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:** February 20, 2019

**Re: Corporate Services – 2019 DRAFT Budget Revision**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – 2019 Draft Budget Revision Report

**And Further That** Council amend the budget to reflect the adjustments outlined in the report.

**And Finally That** the Council of the County of Frontenac pass a by-law later in the meeting approving the 2019 Budget.

**Background**

Council considered the budget on February 6 and 7, 2019 and directed amendments to the 2019 budget as outlined below.

**Comment**

This report brings to Council's attention, the directed budget amendments and information received after budget deliberations and the budget implications.

At Council's direction, the 2019 budget has been amended to remove the \$5,000 increase in annual contribution to the Accessibility Reserve allocations.

During the budget deliberations, the Committee of the Whole recommended \$96,000 to be reserved for the Frontenac Transportation Services (FTS) and Southern Frontenac Community Services, and Frontenac Transportation Services be given 30 days to develop a single business plan for Transportation Services in the County in order for the funds to be released.

**Financial Implications**

To maintain the service delivery as recommended by Council at the budget deliberations, the following adjustments are proposed:

- The Project Proposals have been decreased by \$5,000 to remove the increase in annual contribution to the Accessibility Reserve allocations with the remaining projects moving forward for inclusion in the budget in the amount of \$273,280.
- The External Agencies Requests have been decreased by \$10,000 due to the removal of the \$10,000 for Central Frontenac Housing Corporation. The request by the Township of North Frontenac for 24hr FPS Service was withdrawn as this will be addressed in the 10-Year Resources and Facilities Master Plan project. The request by the Township of North Frontenac for Sewage Disposal Treatment Opportunities was withdrawn given that new information has come forward regarding a study already done in 2005 by the Township of North Frontenac regarding this issue.

The levy increase after growth is 3.08% (2.43% levy after growth plus 0.65% dedicated levy for capital).

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

**By-Law No. 2015-0026**

**Of**

**The Corporation of the County Of Frontenac**

**Being a By-Law to Adopt a Budget Policy**

---

**Whereas** Section 289(1) of the *Municipal Act, 2001* provides that for each year, an upper-tier municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality, including,

- (a) amounts sufficient to pay all debts of the upper-tier municipality falling due within the year;
- (b) amounts required to be raised for sinking funds or retirement funds;
- (c) amounts in respect of debenture debt of lower-tier municipalities for the payment of which the upper-tier municipality is liable; and
- (d) amounts required by law to be provided by the upper-tier municipality for any of its local boards, excluding school boards; and,

**Whereas** the Council of the County of Frontenac deems it expedient to pass a Budget policy;

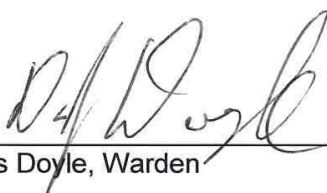
**Now Therefore be it Resolved That** the Council of the Corporation of the County of Frontenac authorizes the following:


1. **That** Council hereby adopts the Budget Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law.
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 17<sup>th</sup> day of June, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 17<sup>th</sup> day of June, 2015.

**The Corporation of the County of Frontenac**

  
\_\_\_\_\_  
Denis Doyle, Warden

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



**FINANCE Policy & Procedure Manual**

**Subject:** Budget Policy  
01

**Index Number:** FIN-1-

Page 1 of 8

**Approved:**

**Effective:**

**Policy Statement**

The development of a budget is the financial expression of the priorities of the organization. As a public entity the County of Frontenac has also recognized that “respect for the taxpayer” is of paramount importance.

In order to provide Council with the tools to make informed financial decisions, the County of Frontenac has adopted a Long Range Financial Planning (LRFP) framework. The LRFP builds upon recommendations received as part of our service delivery review, municipal best practice and the advice of our auditor.

**Objective:**

The intent of this budget policy is to:

- Enhance the quality of decisions by promoting consistency;
- Establish a timeline for the budget process;
- Ensure that Council has adequate information to exercise its due diligence in assessing the budget; and
- Integrate with other long term planning, financial and management objectives of the County

**Principles**

It is recommended that the County of Frontenac budget process be developed based upon the following principles:

- **Transparency:** Business plans, budget planning and budgets will be discussed and approved in open meetings of County Council except as permitted by the Municipal Act.
- **Fiduciary Responsibility:** It is the fiduciary responsibility of Council and staff to develop and approve budgets that balance both the short term and long term needs of the County and our citizens. This difficult balance requires that we use best estimates, likely scenarios, and evaluate risk.

Where a risk is known to staff, that risk will be identified to Council in a factual manner for Council consideration. In this regard, staff will use the following terminology in communicating to Council and taxpayers:



**FINANCE Policy & Procedure Manual**

**Subject: Budget Policy**  
**01**

**Index Number: FIN-1-**

**Page 2 of 8**

**Approved:**

**Effective:**

1. **Risk:** an imminent or likely scenario requiring a strong change in course or a dramatic action.
  2. **Caution:** a known fact or recommended change of direction that may or will have future impact on budget or future decisions.
  3. **Advisement:** a minor change in direction or scope.
- **Accountability:** Within legislative limits, Council is ultimately accountable for the approval of business plans, budget policy and budgets, in particular the establishment and evaluation of service levels.

Staff are accountable for providing technical advice to Council, presenting options, identifying risk and ultimately implementing the decisions of Council. As an overall strategy, the staff member responsible for making procurement decisions will be responsible for developing the budget, for review by their director.

At the staff level, staff responsibilities are as follows:

1. **Chief Administrative Officer and Treasurer:**
  - Establishing the tone and direction of budget and reflecting the wishes of Council
  - Recommending financial policy and overall oversight of the budget process
  - Conducting a line by line review of all budgets and only allowing realistic budgets to be presented to Council
2. **Senior Leadership Team (Directors):**
  - Ensuring alignment with Council direction
  - Reviewing all service level change requests and establishing priorities
  - Providing guidance and direction to managers
  - Conducting in-depth reviews of budgets
  - Nominating budgets for review by the CAO/Treasurer
  - Reviewing quarterly reports and budget variances and developing mitigation strategies
3. **Managers:**
  - Developing budgets that are reflective of best practices, carefully considered options and in alignment with the policy direction provided by Council



**FINANCE Policy & Procedure Manual**

**Subject:** Budget Policy  
01

**Index Number:** FIN-1-

**Page 3 of 8**

**Approved:**

**Effective:**

- Presenting budgets to the senior leadership team and Council
  - Continuous review of budgets and procurement to ensure they are completed within the budget and in accordance with procurement policies
  - Reporting budget variances as they are identified
- **Alignment:** Projects that support and align with the Strategic priorities of Council or as required by legislation will receive the highest priority for Council consideration.
  - **Citizen Input and Customer Satisfaction:** Citizen input will be welcome throughout the budget process, including but not limited to, strategic planning, business planning, budget development and service level changes.

Consultation will include input from member municipalities. Council will be the primary conduit for such consultations. Support will be provided by the CAO and Treasurer where appropriate.

Customer satisfaction will be measured and reported regularly. Surveys of customer satisfaction will be implemented by an objective third party in the second year of Council's four year term.

- **Timing:** An annual budget will be passed by December 31<sup>st</sup> of the year proceeding, with staff providing a prediction of a four (4) years beyond the budget year.
  1. In an election year, the budget will be passed by February 28<sup>th</sup> of the budget year.
- **Target Levy Increase:** The target operational levy increase is Ontario CPI as calculated in August of the year prior to the budget
  1. The rate used for predicted years will be Bank of Canada's target inflation, where appropriate, but will adjusted annually
  2. While the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below CPI (e.g., fuel).
- **Business Planning:** Business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level, funding considerations, key performance indicators, risk and customer service objectives.
- **Total Cost of Ownership:** Proper stewardship of scarce resources requires that Council and staff evaluate budget and procurement decisions based upon the total cost of ownership concept.



**FINANCE Policy & Procedure Manual**

**Subject: Budget Policy**  
**01**

**Index Number: FIN-1-**

**Page 4 of 8**

**Approved:**

**Effective:**

- **Sustainability and Resilience:** Sustainability and resilience principles will be considered by Council and staff in budget and procurement decisions.
- **Unit Cost:** Budgets will be developed based upon unit costs wherever possible. It is understood that, in the absence of a legislative requirement, the number of units is reflective of Council's service level decision, while the unit cost will be developed by staff based upon a careful analysis of the following factors:
  1. Historical costs
  2. Economic and market conditions
  3. Costs incurred by others
  4. Professional estimates prepared by a competent professional (e.g., Engineer)
- **Budget Presentation:** The budget will be presented to Council at a departmental level in a manner that reflects the Provincial Financial Information Return (FIR) categories, namely:
  1. Salaries
  2. Materials and Supplies
  3. Contracted Services
  4. Rents and Financial
  5. Capital
  6. Reserves

Notes appended to the budget will focus on service level changes, inflationary increases above the CPI target and identified risks.

More detailed information is available at the request of Council.

- **Status Quo Budget:** The status quo budget is defined as last year's service at this year's price – Last year's one time commitments + Previous year's commitments + mandatory service level changes + Council directed changes spanning more than one year.
- **Service Level Changes:** In non-election years, service level changes (SLC) (both positive and negative) will be presented prior to the formal budget process for Council consideration.
  1. It is recognized that service level changes (except where mandated by legislation) are the sole prerogative of County Council.
  2. Ranking of SLCs will be completed by the senior leadership team based upon the following factors:
    - Safety to persons or property



**FINANCE Policy & Procedure Manual**

**Subject: Budget Policy**  
**01**

**Index Number: FIN-1-**

**Page 5 of 8**

**Approved:**

**Effective:**

- Legislative requirements
- Policy strategic direction
- Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.<sup>1</sup>
  1. As assets are added, sold or re-furnished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
  1. Assessment growth where available;
  2. The stabilization reserve where available;
  3. A levy increase above the target.
- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
  1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;
  2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
  3. Other projects of priority to the community and/or Council;
  4. A levy amount below the target.
- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

<sup>1</sup> This amount was set by Council in 2014 at 0.65% and is subject to regular review.



**FINANCE Policy & Procedure Manual**

**Subject: Budget Policy**  
**01**

**Index Number: FIN-1-**

**Page 6 of 8**

**Approved:**

**Effective:**

Council (including Council representatives) will annually communicate to outside agencies their expectations with respect to budget targets.

- **Assessment:** In Ontario taxes are calculated based upon the assessed value of a property as calculated by the Municipal Property Assessment Corporation (MPAC) on behalf of each municipality. For the County portion of the tax bill it is important to remember that every dollar of assessment in each of the four member municipalities pays exactly the same amount in tax.
  1. **Assessment Growth/Decline:** the year-over-year change in assessment. While generally positive due to new construction, in periods of economic downturn assessment may be a negative.
- **Supplementals and Omits:** During the year MPAC will make adjustments based upon assessment appeals and commercial/industrial vacancy. These items are difficult to predict but do have an impact on the amount of levy collected.
- **Grants:** It is the policy of the County to maximize funding from grants from senior levels of government and other granting agencies. It is recognized that in order to maximize the likelihood of receiving grants that partnerships and pre-planning are necessary.
- **Budget Reporting:** Budget reporting will be provided on a quarterly basis. In the event of an unexpected expenditure or revenue shortfall, Council will be advised at the earliest possible meeting.

Budget reporting will align with the budget presentation.

In assessing budget performance Council and staff will consider the following in order:

1. The effective delivery of services
2. The overall bottom line for the municipality
  - a. Bottom line for budgets within the control of the municipality
  - b. Bottom line for budgets controlled by external delivery agencies
3. The performance of divisions
4. The performance of departments
5. Unit cost – budget to actual
6. The performance of departments within the FIR categories.



**FINANCE Policy & Procedure Manual**

**Subject:** Budget Policy  
01

**Index Number:** FIN-1-

Page 7 of 8

**Approved:**

**Effective:**

- **Key Performance Indicators:** key performance indicators will be developed for business units and reported to Council at minimum annually.

KPIs will also be developed based upon measuring outcomes anticipated from County strategic plan and the departmental business plans.

- **Operational Surplus/Deficits:** It is recognized that in Ontario municipalities are required to have a balanced budget. As such, County staff will make every effort to manage budgets within the Council approved allocations. However, within a multi-million dollar budget it is inevitable that unforeseen circumstances will arise, or that decisions made by others (e.g., City or MPAC) will affect the bottom line.

Best practice would suggest that planning for budget surpluses/deficits is a prudent fiscal management. For the purpose of budget policy it is important to distinguish between budget lines within our control and those beyond our control. In all instances variances will be reported at the earliest opportunity to Council.

- Where an operational deficit occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
  1. A withdrawal from the levy stabilization reserve if the withdrawal leaves the reserve within its target balance;
  2. A withdrawal from another reserve that may be in a surplus position;
  3. A tax levy above the levy target in the following year/or years.
- Where an operational surplus occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
  1. Transferred to the levy stabilization reserve where the reserve balance is below the target;
  2. Transferred to the capital replacement reserve where the reserve is below the target level;
  3. Transferred to another reserve that is that is below the target level;
  4. Transferred to the capital replacement reserve with the intent of reducing future borrowing;
  5. A levy in a future year(s) below the levy target.



**FINANCE Policy & Procedure Manual**

**Subject: Budget Policy**  
**01**

**Index Number: FIN-1-**

**Page 8 of 8**

**Approved:**

**Effective:**

- Where an operational surplus/deficit occurs above the 1%+/- tolerance level a full report will be provided to Council with an evaluation of the above options presented and a recommendation provided.
- **Carried Over Projects:** While it is the intention of the County to complete projects within the year they are budgeted, in some circumstances it may be necessary to carry over a project to a future year.
  1. Where levy dollars are being used for a capital project, unexpended capital levy dollars will be temporarily transferred to the capital replacement reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved project.
  2. Where reserve dollars are being used for the capital project, dollars will be transferred from the reserve that were not expended in the calendar year.
  3. Where levy dollars are being used for an incomplete operating project, unexpended levy dollars will be temporarily transferred to the working fund reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved expense.

**Capital Sustainability:**

The capital sustainability of the assets of the County is integral to maintaining our commitment to taxpayers as well as a requirement of public sector accounting.

Capital sustainability must be viewed in the context of proper capital asset planning, levy planning, as well as our debt and reserve policies. Council established a target of an additional 0.65% tax for the 10 year period from 2015 to 2024. This amount will be reviewed annually and presented to Council at the time of budget.

The County will not be a slave to replacement schedules, rather will maintain accurate maintenance logs and condition assessment to ensure that replacement decisions are made at the most appropriate time.



**Report 2019-014**

**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:** February 20, 2019

**Re: Corporate Services – 2019 Tax Rate**

---

**Recommendation**

**Resolved That** Council of the County of Frontenac accept this Corporate Services – 2019 Tax Rate report;

**And Further That** Council consider a by-law, introduced later in the meeting, to establish the 2019 tax rates.

**Background**

The Budget Policy adopted in July 2015, indicates that County Council will pass the budget prior to year-end in non-election years.

The Municipal Property Assessment Corporation (MPAC) distributed the 2019 roll for the 2019 tax year in mid-December 2018.

**Comment**

**Assessment** in the County has increased by 3.02% of which 2.10% relates to growth and the remainder is as a result of assessment.

**2018 CVA Assessment for 2019 tax year.**

| <b>Tax Class</b>               | <b>2019<br/>Current Value Assessment<br/>for 2019 tax year<br/>\$</b> | <b>2018-2019<br/>% change</b> |
|--------------------------------|-----------------------------------------------------------------------|-------------------------------|
| Residential & Farm Residential | 5,489,064,772                                                         | 2.58%                         |
| Multi-Residential              | 6,286,913                                                             | 4.68%                         |
| Commercial Occupied            | 51,269,402                                                            | 4.32%                         |
| Commercial Vacant              | 1,258,741                                                             | 10.52%                        |
| Parking Lot                    | 40,875                                                                | 5.48%                         |
| Industrial Occupied            | 17,327,671                                                            | 9.97%                         |
| Industrial Vacant              | 790,141                                                               | 10.92%                        |
| Farmland                       | 176,386,841                                                           | 13.52%                        |
| Managed Forests                | 28,600,258                                                            | 15.59%                        |
| Payments in Lieu (PIL)         | 21,369,502                                                            | 4.59%                         |
| Exempt                         | 143,968,979                                                           | 4.37%                         |
| <b>TOTAL</b>                   | <b>5,936,364,095</b>                                                  | <b>3.02%</b>                  |

The County relies heavily on its residential ratepayers as 92.47% of current value assessment and 97.73% of weighted taxable assessment is residential.

The following table depicts the shift in total share of the assessment between tax classes.

| <b>Tax Class</b>               | <b>2018<br/>% total</b> | <b>2019<br/>% total</b> |
|--------------------------------|-------------------------|-------------------------|
| Residential & Farm Residential | 92.86%                  | 92.47%                  |
| Multi-Residential              | 0.10%                   | 0.11%                   |
| Commercial Occupied            | 0.85%                   | 0.86%                   |
| Commercial Vacant              | 0.02%                   | 0.02%                   |
| Parking Lot                    | 0.00%                   | 0.00%                   |
| Industrial Occupied            | 0.27%                   | 0.29%                   |
| Industrial Vacant              | 0.01%                   | 0.01%                   |
| Farmland                       | 2.70%                   | 2.97%                   |
| Managed Forests                | 0.43%                   | 0.48%                   |

|                        |       |       |
|------------------------|-------|-------|
| Payments in Lieu (PIL) | 0.36% | 0.36% |
| Exempt                 | 2.40% | 2.43% |

The following table shows the shift in each Township's share of the overall weighted assessment in the County.

| <b>Share of Taxable Assessment</b> |             |             |
|------------------------------------|-------------|-------------|
|                                    | <b>2019</b> | <b>2018</b> |
| <b>Frontenac Islands</b>           | 9.35%       | 9.38%       |
| <b>South Frontenac</b>             | 58.35%      | 58.34%      |
| <b>Central Frontenac</b>           | 16.36%      | 16.30%      |
| <b>North Frontenac</b>             | 15.94%      | 15.98%      |

Budget Levy Increase: Growth in assessment, in addition to transfers from reserves were used to mitigate the budget levy increase on the base budget including prior year and current year projects to represent a 1.45% increase, which is below the August 2018 CPI of 3.1%. Council's prior year commitment remains a phased in Land Ambulance service increase in the City of Kingston, along with a reserved contribution to external agencies brings the increase to 2.43%. The dedicated capital levy of 0.65% brings the overall tax increase in 2019 to 3.08%

| <b>2019 Levy</b>                                                                     | <u>\$</u>         | <u>%</u>      |
|--------------------------------------------------------------------------------------|-------------------|---------------|
| 2018 Levy                                                                            | 9,757,997         |               |
| 2019 Levy                                                                            | <u>10,263,152</u> |               |
| Levy Increase                                                                        | <u>505,155</u>    | 5.18%         |
| Composition:                                                                         |                   |               |
| Current Year Levy                                                                    | 143,095           | 1.48%         |
| Prior Year Projects City of Kingston<br>Ambulance Service Enhancement<br>Year 3 of 3 | <u>148,499</u>    | <u>1.52%</u>  |
| <b>Levy Including Prior Year<br/>Approvals</b>                                       | <b>291,594</b>    | <b>2.99%</b>  |
| Dedicated Capital Levy 2019                                                          | 63,427            | 0.65%         |
| <b>Levy Including Prior Year Approvals &amp;<br/>Capital Levy</b>                    | <b>355,021</b>    | <b>3.64%</b>  |
| 2019 Project Proposals                                                               | 54,134            | 0.55%         |
| External Agencies Requests to be Reserved                                            | 96,000            | 0.98%         |
| <b>2019 Levy Including Project Proposals &amp; External<br/>Agencies</b>             | <b>505,155</b>    | <b>5.18%</b>  |
| Growth                                                                               | <u>-204,918</u>   | <u>-2.10%</u> |
| <b>Total 2019 Levy Increase After<br/>Growth</b>                                     | <b>300,237</b>    | <b>3.08%</b>  |

**County Tax Rate:** Each ratepayer in the County pays the same County rate within the same tax class. The tax rate calculations are shown in Schedules A – C. The residential tax rate is .0018272790, which will result in an additional \$4.28 per \$100,000 of residential assessment.

**Schedule A** provides the tax rate by RTC code and by Township. **Schedule B** provides the Payments in Lieu for 2019. **Schedule C** provides the weighted assessment and tax rate calculation.

**Sustainability Implications**

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

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

MPAC

**SCHEDULE A  
COUNTY OF FRONTENAC  
2019 Budget**

| SCHEDULE A: 2019 SUMMARY OF TAXES RAISED BY COUNTY OF FRONTENAC TAX RATES SET OUT BELOW |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-----------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                        | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                         | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                          | 493,070,235       | 0.00182728 | 900,977        | 3,210,757,175   | 0.00182728 | 5,866,949      | 898,714,980       | 0.00182728 | 1,642,203      | 886,522,382     | 0.00182728 | 1,619,924      |
| Multi-residential                                                                       | 0                 | 0.00182728 | 0              | 5,438,163       | 0.00182728 | 9,937          | 848,750           | 0.00182728 | 1,551          | 0               | 0.00182728 | 0              |
| Commercial Occupied                                                                     | 4,046,620         | 0.00182728 | 7,394          | 23,384,737      | 0.00182728 | 42,730         | 10,254,762        | 0.00182728 | 18,738         | 4,624,041       | 0.00182728 | 8,449          |
| Commercial Vacant                                                                       | 0                 | 0.00127910 | 0              | 693,363         | 0.00127910 | 887            | 307,057           | 0.00127910 | 393            | 202,835         | 0.00127910 | 259            |
| Commercial New Construction                                                             | 924,175           | 0.00182728 | 1,689          | 5,848,654       | 0.00182728 | 10,687         | 934,050           | 0.00182728 | 1,707          | 1,252,363       | 0.00182728 | 2,288          |
| Commercial Excess New Construction                                                      | 0                 | 0.00127910 | 0              | 37,438          | 0.00127910 | 48             | 0                 | 0.00127910 | 0              | 18,048          | 0.00127910 | 23             |
| Parking Lot                                                                             | 0                 | 0.00182728 | 0              | 40,875          | 0.00182728 | 75             | 0                 | 0.00182728 | 0              | 0               | 0.00182728 | 0              |
| Industrial Occupied                                                                     | 49,863            | 0.00182728 | 91             | 1,465,001       | 0.00182728 | 2,677          | 532,239           | 0.00182728 | 973            | 843,916         | 0.00182728 | 1,542          |
| Industrial Vacant                                                                       | 0                 | 0.00118773 | 0              | 494,725         | 0.00118773 | 588            | 15,491            | 0.00118773 | 18             | 34,800          | 0.00118773 | 41             |
| Industrial New Construction                                                             | 12,210,446        | 0.00182728 | 22,312         | 2,171,131       | 0.00182728 | 3,967          | 0                 | 0.00182728 | 0              | 55,075          | 0.00182728 | 101            |
| Industrial Excess New Construction                                                      | 231,025           | 0.00118773 | 274            | 14,100          | 0.00118773 | 17             | 0                 | 0.00118773 | 0              | 0               | 0.00118773 | 0              |
| Farmland                                                                                | 57,691,621        | 0.00045682 | 26,355         | 98,337,307      | 0.00045682 | 44,922         | 17,355,568        | 0.00045682 | 7,928          | 3,002,345       | 0.00045682 | 1,372          |
| Managed Forests                                                                         | 304,191           | 0.00045682 | 139            | 11,008,875      | 0.00045682 | 5,029          | 12,131,252        | 0.00045682 | 5,542          | 5,155,940       | 0.00045682 | 2,355          |
| <b>TOTALS</b>                                                                           | 568,528,176       |            | 959,231        | 3,359,691,544   |            | 5,988,513      | 941,094,149       |            | 1,679,053      | 901,711,745     |            | 1,636,355      |

**Schedule B  
COUNTY OF FRONTENAC  
2019 Budget**

| 2019 SUMMARY OF TAXES RAISED BY PAYMENTS-IN-LIEU TO COUNTY OF FRONTENAC TAX RATES SET OUT BELOW |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-------------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                                | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                                 | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                                  | 143,850           | 0.00182728 | 263            | 2,644,944       | 0.00182728 | 4,833          | 2,614,900         | 0.00182728 | 4,778          | 4,980,491       | 0.00182728 | 9,101          |
| Multi-residential                                                                               | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Commercial Occupied                                                                             | 411,475           | 0.00182728 | 752            | 4,713,691       | 0.00182728 | 8,613          | 2,442,175         | 0.00182728 | 4,463          | 3,197,787       | 0.00182728 | 5,843          |
| Commercial Vacant                                                                               | 0                 | 0.00127910 | 0              |                 | 0.00127910 | 0              |                   | 0.00127910 | 0              | 36,600          | 0.00127910 | 47             |
| Parking Lot                                                                                     | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Landfill                                                                                        | 0                 | 0.00182728 | 0              | 94,500          | 0.00182728 | 173            | 10,575            | 0.00182728 | 19             | 21,739          | 0.00182728 | 40             |
| Industrial Occupied                                                                             | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Industrial Vacant                                                                               | 0                 | 0.00118773 | 0              | 56,775          | 0.00118773 | 67             |                   | 0.00118773 | 0              |                 | 0.00118773 | 0              |
| Farmland                                                                                        | 0                 | 0.00045682 | 0              |                 | 0.00045682 | 0              |                   | 0.00045682 | 0              |                 | 0.00045682 | 0              |
| Managed Forests                                                                                 | 0                 | 0.00045682 | 0              |                 | 0.00045682 | 0              |                   | 0.00045682 | 0              | 0               | 0.00045682 | 0              |
| <b>TOTALS</b>                                                                                   | 555,325           |            | 1,015          | 7,509,910       |            | 13,686         | 5,067,650         |            | 9,260          | 8,236,617       |            | 15,031         |

**Schedule C  
COUNTY OF FRONTENAC  
2019 Budget**

**County of Frontenac TAX RATE CALCULATION**

| ASSESSMENT CLASS                   | CURRENT VALUE ASSESSMENT | TAX RATIO | WEIGHTED ASSESSMENT |
|------------------------------------|--------------------------|-----------|---------------------|
| Residential & Farm Residential     | 5,489,064,772            | 1.0000    | 5,489,064,772       |
| Multi-residential                  | 6,286,913                | 1.0000    | 6,286,913           |
| Commercial Occupied                | 42,310,160               | 1.0000    | 42,310,160          |
| Commercial Vacant                  | 1,203,255                | 0.7000    | 842,279             |
| Commercial New Construction        | 8,959,242                | 1.0000    | 8,959,242           |
| Commercial Excess New Construction | 55,486                   | 0.7000    | 38,840              |
| Parking Lot                        | 40,875                   | 1.0000    | 40,875              |
| Industrial Occupied                | 2,891,019                | 1.0000    | 2,891,019           |
| Industrial Vacant                  | 545,016                  | 0.6500    | 354,260             |
| Industrial New Construction        | 14,436,652               | 1.0000    | 14,436,652          |
| Industrial Vacant New Construction | 245,125                  | 0.6500    | 159,331             |
| Farmland                           | 176,386,841              | 0.2500    | 44,096,710          |
| Managed Forests                    | 28,600,258               | 0.2500    | 7,150,065           |
|                                    | 5,771,025,614            |           | 5,616,631,118       |

|                                             |                   |
|---------------------------------------------|-------------------|
| County of Frontenac Levy for 2019 is        | 10,199,725        |
| Dedicated levy for capital asset management | 63,427            |
| <b>Total levy</b>                           | <b>10,263,152</b> |

**The Tax Rate Required is 0.0018272790**

| Tax Rates                          |            |
|------------------------------------|------------|
| Residential & Farm Residential     | 0.00182728 |
| Multi-residential                  | 0.00182728 |
| Commercial Occupied                | 0.00182728 |
| Commercial Vacant                  | 0.00127910 |
| Commercial New Construction        | 0.00182728 |
| Commercial Excess New Construction | 0.00127910 |
| Parking Lot                        | 0.00182728 |
| Industrial Occupied                | 0.00182728 |
| Industrial Vacant                  | 0.00118773 |
| Industrial New Construction        | 0.00182728 |
| Industrial Vacant New Construction | 0.00118773 |
| Farmland                           | 0.00045682 |
| Managed Forests                    | 0.00045682 |



**Report 2019-015**

**Recommend Report to Council**

**To:** Warden and Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** February 20, 2019

**Re: Corporate Services – Approval of a Council Staff Relations Policy**

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Approval of a Council Staff Relations Policy report;

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

**Background**

Bill 68, Modernizing Ontario’s Municipal Legislation Act, 2016 was introduced in the Legislature on November 16, 2016 and received Royal Assent on May 30, 2017. The legislation introduces changes to municipal governance, including amendments to the *Municipal Act, 2001* in which a new subsection 2.1 of Section 270 – Adoption of Policies requires municipalities to adopt and maintain a policy with respect to the relationship between members of council and the officers and employees of the municipality. This new section comes into force March 1, 2019.

**Comment**

The County of Frontenac issued a Request for Quotations (RFQ) for the services of an Integrity Commissioner in the spring of 2018 that included the four member municipalities of the Townships of North, Central and South Frontenac and Frontenac Islands. Part of the RFQ required that the Integrity Commissioner assist the County and constituent municipalities in the creation of a Council-Staff Relations Policy.

Subsequently, Aird Berlis was the successful proponent, with the team being led by John Mascarin. Their proposal provided for the development of policies required as a result of Bill 68, including:

- Council Code of Conduct
- Council/Staff Relations Policy
- Complaints Protocol

The Council Staff Relations Policy was prepared and provided to the County by Mr. Mascarin and forwarded to the Township CAO's for review. The CAO's group had an opportunity to review the document and based on feedback, any minor tweaking would be done at the local level without requiring any additional work by Mr. Mascarin.

The purpose of this report is to seek approval on the Council Staff Relations Policy attached to this report as Appendix A, in accordance with Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016.

### **Attachments**

Appendix A Council Staff Relations Policy

### **Sustainability Implications**

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

### **Financial Implications**

There are no financial implications directly associated with the adoption of a Council Staff Relations Policy.

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

Susan Brant, Director of Corporate Services/Treasurer  
Township CAO's  
John Mascarin, Integrity Commissioner



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 1 of 6**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

**1.0 Application & Purpose**

- 1.1 This Council and Staff Relationship Policy applies to all Members of the Council of the County of Frontenac, including the Warden, and all members of Staff of the County of Frontenac, including the CAO.
- 1.2 The purpose of this Policy is to set out a general standard to ensure that Council and Staff share a common understanding of their respective roles and responsibilities as well as a common basis of their relationship, and to set out acceptable standards to govern their relationship and to which all Members and Staff are expected to adhere to and comply with.
- 1.3 The purpose of this Policy is to establish a policy to govern the relationship between Members of Council and Staff of the County in accordance with paragraph 2.1 of subsection 270(1) of the *Municipal Act, 2001*.

**2.0 Statement of Principles**

- 2.1 This Policy is intended to set a high standard for relations between Council and Staff in order to provide good governance and instill a high level of public confidence in the administration of the County by its Members as duly elected public representatives and its Staff as public administrators.
- 2.2 The following key statements of principle are intended to guide Council and Staff and to assist with the interpretation of the Policy:
  - Council and Staff shall recognize that positive internal relations are central to the collective ability of Members and Staff to provide good governance and instill a high level of public confidence in the administration of the County;
  - Members and Staff shall relate to one another in a respectful, professional and courteous manner;
  - Members and Staff shall understand and respect each other's respective roles and responsibilities; and



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 2 of 6**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

- Members and Staff shall work together in furtherance of the common goal of serving the public good.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Policy – these principles are not operative provisions of the Policy.

**3.0 Definitions**

3.1 The following terms shall have the following meanings in this Policy:

- (a) “CAO” means the Chief Administrative Officer of the County;
- (b) “Clerk” means the Clerk of the County;
- (c) “Council” means the council for the County;
- (d) “County” means The Corporation of the County of Frontenac;
- (e) “Member” means a Member of Council;
- (f) “Policy” means this Council and Staff Relationship Policy;
- (g) “Staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union employees, whether full-time, part-time, contract, seasonal or volunteer employees, as well as agents and consultants acting in furtherance of the County’s business and interests; and
- (h) “Warden” means the head of Council.

**4.0 General Obligations**

4.1 In all respects, Members and Staff shall:

- (a) relate to one another in a courteous, respectful and professional manner;
- (b) maintain formal working relationships in order to promote equality and discourage favouritism, which includes but is not limited to using proper



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 3 of 6**

**Approved: February 20, 2019      Effective Date: February 20, 2019**

---

titles and avoiding first names during public meetings or formal business dealings;

- (c) understand their respective roles and responsibilities, and appreciate and respect the roles and responsibilities of the other;
- (d) work together to produce the best results and outcomes for the County and always for the collective public interest of the County; and
- (e) act in a manner that enhances public confidence in local government.

## **5.0 Roles and Responsibilities of Members**

5.1 Members acknowledge and agree that:

- (a) Council as a whole is the governing body of the County and that it comprises a collective decision-making body;
- (b) they are representatives of the entire County;
- (c) Staff serve the whole of Council rather than any individual Member;
- (d) they govern, provide political direction and make decisions as Council;
- (e) they will respect the administrative and managerial chain of command by:
  - (i) directing any questions or concerns in relation to the administration or management of the County to the Warden or the CAO for their consideration;
  - (ii) giving direction to Staff only as Council and through the CAO; and
  - (iii) refraining from becoming involved in the management of Staff.
- (f) they shall use Staff time effectively, which includes but is not limited to only referring essential matters to Staff for reports;
- (g) they ensure any requests for information to Staff that were not received at a meeting of Council are made in writing and circulated in writing to all Members;



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 4 of 6**

**Approved: February 20, 2019      Effective Date: February 20, 2019**

---

- (h) they understand that Staff will undertake significant projects only if they have been directed to do so by Council through the CAO;
- (i) whenever possible, they shall notify Staff if an action or position of Staff is to be questioned or criticized at a public meeting to ensure Staff has sufficient time to formulate an intelligent, informed and helpful response for the consideration of Council and that any such questioning or criticism shall be undertaken with courtesy, respect and professionalism, and in no event shall there be any attempt to humiliate, berate, disparage or denigrate Staff and that they shall refrain from publicly criticizing members of Staff in relation to their intelligence, integrity, competence or otherwise;
- (j) they shall request advice from the Clerk about the appropriate wording of motions, amendments, and formal directions of Staff;
- (k) they shall request information regarding meeting agendas or minutes from the CAO or Clerk;
- (l) as individual Members, they have no greater access to records or information held by the County than any member of the public and that they cannot access records or information otherwise protected from disclosure by the *Municipal Freedom of Information and Protection of Privacy Act* or in accordance with the process set out in that statute;
- (m) they shall recognize Staff are not expected to provide information or take action in outside of regular administrative business hours, except in extenuating circumstances;
- (n) certain members of Staff are statutory officers and have specific statutory authorities, duties, powers and responsibilities that cannot be interfered with or derogated from;
- (o) they shall at all times comply with the County's Code of Conduct for Members of Council; and
- (p) they shall at all times comply with any policies relating to Council that the Council may implement from time to time.



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 5 of 6**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

---

**6.0 Roles and Responsibilities of Staff**

6.1 Staff acknowledge and agree that:

- (a) Council is the collective decision-making and governing body of the County and is ultimately responsible to the electorate for the good governance of the County;
- (b) they shall implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions and any duties specifically assigned to them by Council;
- (c) they shall assist Council in their decision-making process with respect to its decision, policies and programs by providing Council with information based on professional expertise, research and good judgment in a professional and timely manner;
- (d) they shall serve the whole of Council rather than any individual Member;
- (e) all Members are equal and shall be treated as such and always with courtesy, respect and professionalism;
- (f) they shall respond to inquiries from Council and provide appropriate and timely follow-up to such inquiries as necessary;
- (g) they shall ensure any responses to requests for information by a Member that were not received at a meeting of Council are circulated to all Members;
- (h) they shall refrain from becoming involved in the policy and decision-making process of Council, outside of ensuring that Council is provided with the information necessary in order to make their decisions and that Council is aware of any issues that may impact such decisions;
- (i) they shall diligently and impartially implement Council's decisions;
- (j) they shall notify management or the CAO, as appropriate, of any issues that may impact the County and of ongoing activities in each department;



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Council and Staff Relationship Policy      Index Number A09-ADM-009**  
**Page 6 of 6**

**Approved: February 20, 2019      Effective Date: February 20, 2019**

---

- (k) they shall not speak publicly on any matter respecting any Council decisions or policies without authorization to do so, and without limiting the generality of the foregoing, shall not publicly criticize any decision or policy of Council;
- (l) they shall refrain from publicly criticizing decisions of Council or Members in relation to their intelligence, integrity, competence or otherwise; and
- (m) they shall at all times comply with any policies relating to Staff that the Council may implement from time to time.



**Report 2019-016**

**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:** February 20, 2019

**Re: Corporate Services – 2019 Vendor of Record (VOR) List**

---

**Recommendation**

**Resolved That** County Council receive this Corporate Services – 2019 Vendor of Record List report;

**And Further That** Council approve the 2019 Vendor of Record List attached as Appendix A.

**Background**

The County of Frontenac's Procurement Policy, dated March 20, 2013, section 5.14 states:

Authorized Person(s) may select the Vendor of Record (VOR) process of procurement if the vendors are included on a Vendor of Record list. Generally, there shall be a documented detailed working relationship with the Vendor who will be providing the Goods or Services needed by the County without the County absorbing the administrative costs of seeking several quotes. The VOR process may be used either directly to Procure Goods and or Services or it may be used as the basis for a Bid Request.

Every three years vendors will be provided with the opportunity to be included on the Vendor of Record list through an open solicitation of expressions of interest. Current Vendors and new submissions will be reviewed using the standard evaluation process available for the specific good or service to which the vendor relates.

A vendor who is the successful bidder in a competitive process for the County and who provides the contracted service consistent with the requirements of the

contract in a manner satisfactory to the Authorized Person will be added to the VOR list.

The VOR list shall be reviewed at least once per fiscal year by County Council and staff to ensure the County continues to receive Goods and Services at the best possible value. However, any VOR vendor can be removed from the list at any time on recommendation to Council by the Authorized person.

**Comment**

Staff have reviewed the list and made amendments as required. The current Vendor of Record list is attached to this report for Council's review. Staff will be advertising the open solicitation of expressions of interest in 2019.

**Sustainability Implications**

Regular review of the Vendor of Record list ensures that the County provides a transparent process that acquires quality products and services at a reasonable cost.

**Financial Implications**

There are no financial implications associated with this report.

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

County Senior Leadership Team  
County Management Team

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                  | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-----------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| KENS0002         | 1557145 KEN'S VACUUM PUMPING LTD.                   | FPS                    | 2016-10-17              | 10+                                              |
| 4OFF0001         | 4 OFFICE AUTOMATION LIMITED                         | COUNTY                 | 2018-12-10              | 6                                                |
| ETR00001         | 407 ETR                                             | COUNTY                 | 2018-12-28              | 8                                                |
| 4IMP0001         | 4IMPRINT                                            | COUNTY                 | 2018-06-11              | 7                                                |
| INFO0002         | 8020 INFO INC.                                      | COUNTY                 | 2013-12-31              | 10+                                              |
| ADME0001         | A & D MEDICAL                                       | FPS                    | 2018-02-05              | 1                                                |
| APAR0001         | A PARTY CENTRE                                      | FAIRMOUNT              | 2018-01-22              | 6                                                |
| ASCO0001         | A S CONSULTING                                      | FPS                    | 2018-07-11              | 1                                                |
| AAAS0001         | A&A ASPHALT                                         | FAIRMOUNT              | 2012-06-29              | 10+                                              |
| AABE0002         | A&A BEAUTY SUPPLIES                                 | FAIRMOUNT              | 2018-05-14              | 9                                                |
| AQUA0002         | A. QUALITY PAINTING AND HANDYMAN                    | COUNTY                 | 2013-12-12              | 6                                                |
| AMGM0001         | A.M.G. MEDICAL INC.                                 | FPS                    | 2018-01-29              | 1                                                |
| A1LO0001         | A-1 LOCKSMITHS                                      | FAIRMOUNT              | 2017-07-25              | 7                                                |
| AABE0001         | AABEN WINDOWS AND DOORS LTD.                        | FAIRMOUNT              | 2018-11-09              | 10+                                              |
| ACCA0001         | ACCARA INC.                                         | DEFAULT                | 2018-05-14              | 6                                                |
| ACCE0002         | ACCESSIBILITY EXPERTS LTD.                          | FPS                    | 2015-06-08              | 7                                                |
| ACCL0001         | ACCLAIM ABILITY MANAGEMENT                          | COUNTY                 | 2018-11-09              | 6                                                |
| ACKL0001         | ACKLANDS GRAINGER INC.                              | FPS                    | 2018-12-31              | 10+                                              |
| ACME0001         | ACME SPORTS & PROMOTIONS                            | FPS                    | 2018-10-16              | 5                                                |
| ACTI0003         | ACTIVE HEALTH SERVICES LTD.                         | FAIRMOUNT              | 2018-12-24              | 6                                                |
| ACTI0005         | ACTIVE ORTHOPEDIC SOLUTIONS                         | FAIRMOUNT              | 2016-11-28              | 3                                                |
| ACTI0004         | ACTIVITY PRO                                        | FAIRMOUNT              | 2018-02-16              | 4                                                |
| ADAM0004         | ADAM C IMAGES                                       | COUNTY                 | 2017-03-22              | 2                                                |
| ADAM0003         | ADAMS, REBECCA (Entertainer)                        | FAIRMOUNT              | 2016-07-22              | 3                                                |
| ADVA0004         | ADVANCED PATIENT N.E.T.                             | FAIRMOUNT              | 2013-07-23              | 10+                                              |
| ADVA0003         | ADVANTAGE ONTARIO                                   | FAIRMOUNT              | 2018-01-23              | 2                                                |
| ADVE0001         | ADVERMAP                                            | COUNTY                 | 2018-08-21              | 1                                                |
| AFTE0001         | AFTER THE NEWS                                      | COUNTY                 | 2015-08-21              | 4                                                |
| AGCF0001         | AGC FLAT GLASS NORTH AMERICA LTD                    | COUNTY                 | 2017-02-06              | 10+                                              |
| AGEI0001         | AGE INC.                                            | FAIRMOUNT              | 2018-12-28              | 1                                                |
| AIRL0001         | AIR LIQUIDE CANADA INC.                             | FPS                    | 2018-12-31              | 10                                               |
| AIRD0001         | AIRD & BERLIS LLP                                   | COUNTY                 | 2015-11-26              | 4                                                |
| AIRR0001         | AIR-RESP MEDICAL INC.                               | FPS                    | 2017-05-08              | 10+                                              |
| AIRT0002         | AIRTRON CANADA                                      | FAIRMOUNT              | 2014-09-09              | 5                                                |
| ALEX0001         | ALEX MCCOY PLUMBING AND HEATING                     | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| ALLA0001         | ALLAN & PARTNERS LLP                                | COUNTY                 | 2018-05-22              | 4                                                |
| ALLA0001         | ALLAN CHARTERED ACCOUNTANT PROFESSIONAL CORPORATION | COUNTY                 | 2018-05-22              | 6                                                |
| ALLA0003         | ALLAN GRAPHICS                                      | COUNTY                 | 2018-12-17              | 6                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|---------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| ALLI0002         | ALLIED MEDICAL                                    | FPS                    | 2018-11-26              | 10+                                              |
| ALTA0001         | ALTA PLANNING AND DESIGN                          | COUNTY                 | 2018-12-03              | 1                                                |
| AMBA0001         | AMBASSADOR CONFERENCE RESORT                      | COUNTY                 | 2012-11-30              | 7                                                |
| AMBE0002         | AMBERGER, HERMAN (Entertainer)                    | FAIRMOUNT              | 2015-10-02              | 4                                                |
| AMER0001         | AMERESCO                                          | COUNTY                 | 2018-06-18              | 2                                                |
| AMEY0001         | AMEY'S GREENWOOD TAXI                             | FAIRMOUNT              | 2018-11-19              | 3                                                |
|                  | AMG MEDICAL                                       | FPS                    |                         | 2                                                |
| AMHE0002         | AMHERST DRIVEWAY SEALING                          | FAIRMOUNT              | 2014-07-04              | 5                                                |
| AMHE0001         | AMHERST ROOFING & SHEETMETAL LTD.                 | COUNTY                 | 2013-12-02              | 6                                                |
| ANDE0002         | ANDERSON EQUIPMENT SALES                          | FAIRMOUNT              | 2013-02-12              | 6                                                |
| ANGL0001         | ANGLIN GROUP LTD.                                 | COUNTY                 | 2018-11-19              | 7                                                |
| ANYT0001         | ANYTHING ELECTRIC                                 | FAIRMOUNT              | 2014-08-18              | 6                                                |
| DIAM0002         | APTEAN (DIAMOND MUNICIPAL SOLUTIONS)              | COUNTY                 | 2018-12-03              | 10+                                              |
| MAGN0001         | AQUALIBRIUM WATER TECHNOLOGIES LTD                | FAIRMOUNT              | 2018-12-17              | 10                                               |
| ARAW0001         | ARAWN THERRIEN MEDICIINE PROFESSIONAL CORPORATION | FPS                    | 2018-11-22              | 4                                                |
| ARCH0001         | ARCHER PUMPS LTD                                  | FAIRMOUNT              | 2018-04-23              | 10+                                              |
| ARGU0001         | ARGUE CONSTRUCTION LTD.                           | FPS                    | 2015-10-05              | 6                                                |
| ARJO0001         | ARJO CANADA INC.                                  | FAIRMOUNT              | 2018-09-24              | 10                                               |
| ARTO0001         | ART OF THERAPY                                    | FAIRMOUNT              | 2018-07-11              | 3                                                |
| ATTE0001         | ATTENTION GETTERS                                 | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| AUDI0001         | AUDIO CINE FILMS INC.                             | COUNTY                 | 2015-08-21              | 4                                                |
| AUST0002         | AUSTCO MARKETING & SERVICE (CANADA) LTD.          | DEFAULT                | 2017-10-02              | 6                                                |
| BJLA0001         | B.J. LANIGAN-GILMOUR                              | fairmount              | 2018-09-10              | 1                                                |
| BABC0003         | BABCOOK, TOM (K&P Weed Spray)                     | COUNTY                 | 2016-12-22              | 3                                                |
| BACK0002         | BACK FORTY ARTISAN CHEESE                         | DEFAULT                | 2017-10-24              | 2                                                |
| BACK0003         | BACKCOUNTRY BRANDING                              | All Department         | 2018-12-10              | 1                                                |
| BAGO0002         | BAGOT LEATHER GOODS - LUGGAGE PLUS                | FPS                    | 2017-07-25              | 2                                                |
| BARD0003         | BAR-DAVID CONSULTING INC.                         | FAIRMOUNT              | 2018-06-11              | 1                                                |
| BARD0002         | BARDON SUPPLIES LTD                               | FAIRMOUNT              | 2018-09-10              | 10+                                              |
| BARR0005         | BARRY PROPERTY MANAGEMENT                         | FPS                    | 2017-02-28              | 2                                                |
| BARR0006         | BARRY YUEN TRIO                                   | FAIRMOUNT              | 2018-08-21              | 2                                                |
| BATT0003         | BATTAM, STARK                                     | FPS                    | 2018-12-28              | 7                                                |
| BAYR0001         | BAYRIDGE PRINTER PRO                              | COUNTY                 | 2017-12-18              | 8                                                |
| BAYV0001         | BAYVIEW AUTO SALES                                | COUNTY                 | 2016-07-11              | 3                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                      | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-----------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| BDIA0001         | BDI A DIVISION OF BELL MOBILITY INC.    | COUNTY                 | 2018-11-09              | 2                                                |
| BEAU0002         | BEAUDETTE, EILEEN (Entertainer)         | FAIRMOUNT              | 2016-03-29              | 4                                                |
| BEEH0001         | BEEHLER BROS. ELECTRICAL                | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| BELL0001         | BELL CANADA                             | COUNTY                 | 2018-11-08              | 10+                                              |
| BELL0002         | BELL MOBILITY                           | COUNTY                 | 2018-07-13              | 10+                                              |
| BELL0003         | BELL MOBILITY RADIO DIVISION            | COUNTY                 | 2018-09-10              | 3                                                |
| BENC0001         | BENCZE, MARIE                           | DEFAULT                | 2017-09-11              | 2                                                |
| BENS0002         | BENSON COMMERCIAL TIRE                  | FPS                    | 2018-12-31              | 10+                                              |
| BENS0001         | BENSON TRUCK & TRAILER                  | FPS                    | 2018-12-31              | 10+                                              |
| BERG0002         | BERG ELEVATING REPAIRS GENERAL SERVICES | FAIRMOUNT              | 2018-05-14              | 1                                                |
| BERR0001         | BERRN CONSULTING LTD/AED4LIFE.CA        | COUNTY                 | 2018-11-22              | 2                                                |
|                  | BEST WESTERN FIRESIDE INN               | COUNTY                 |                         | 2                                                |
| BEWH0001         | BEWHERE INC.                            | COUNTY                 | 2017-06-21              | 2                                                |
| BACK0001         | BFD BACKYARD FENCE & DECK               | COUNTY                 | 2016-11-28              | 3                                                |
| BGMM0001         | BGM METALWORKS                          | FAIRMOUNT              | 2018-04-23              | 10+                                              |
| VISA             | BIDIBIDI                                | FPS                    |                         | 3                                                |
| BIOP0001         | BIO PED FOOT CARE CENTRE                | FAIRMOUNT              | 2018-12-28              | 10+                                              |
| BLIN0001         | BLINDS BY AGNES                         | FAIRMOUNT              | 2018-09-24              | 3                                                |
| BLUE0001         | BLUE CROSS                              | COUNTY                 | 2017-02-06              | 10                                               |
| BMCS0001         | BMC SOFTWARE CANADA INC.                | COUNTY                 | 2018-02-26              | 10+                                              |
| BMDO0001         | BMDODO STRATEGIC DESIGN                 | COUNTY                 | 2018-04-30              | 8                                                |
| BOYD0001         | BOYD ELECTRIC                           | FAIRMOUNT              | 2016-10-17              | 10+                                              |
| BRAD0001         | BRAD'S AUTO GLASS & CANVAS              | FPS                    | 2018-11-22              | 7                                                |
| BRAF0001         | BRAFASCO                                | FAIRMOUNT              | 2015-05-11              | 10                                               |
| BRIA0001         | BRIAN'S PAINTING & DECORATING           | FPS                    | 2013-03-07              | 10                                               |
| BROU0001         | BROUGH SHEET METAL CO. LTD.             | FAIRMOUNT              | 2013-01-29              | 6                                                |
| BROW0003         | BROWN'S FINE FOOD                       | FAIRMOUNT              | 2018-12-03              | 9                                                |
| BUBB0001         | BUBBLES CLEANING SERVICES               | FAIRMOUNT              | 2016-07-27              | 10+                                              |
| BUTT0001         | BUTTERWORTHS                            | FAIRMOUNT              | 2015-03-13              | 10+                                              |
| CPWI0001         | C.P. WILMS CONSULTING                   | COUNTY                 | 2017-06-06              | 4                                                |
| CONS0001         | C/S CONSTRUCTION SPECIALTIES CO.        | FAIRMOUNT              | 2018-08-31              | 10                                               |
| CABA0001         | CABAM                                   | FAIRMOUNT              | 2013-06-12              | 6                                                |
| CABI0001         | CABINSCAPE INC.                         | COUNTY                 | 2109-01-15              | 1                                                |
| CACH0001         | CACHELAN                                | FPS                    | 2017-08-04              | 2                                                |
| CADU0001         | CADUCEON ENVIRONMENTAL LABORATORIES     | FAIRMOUNT              | 2018-12-17              | 7                                                |
| CALD0002         | CALDERWOOD AUTOMATION INC.              | FAIRMOUNT              | 2018-12-17              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                   | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| CALD0001         | CALDWELL & MOORE BARRISTERS & SOLICITORS             | COUNTY                 | 2015-09-15              | 4                                                |
| CALL0001         | CALLIGARIS SATELLITE ELECTRONICS                     | COUNTY                 | 2018-10-22              | 10+                                              |
| CAME0001         | CAMERA KINGSTON LIMITED                              | FAIRMOUNT              | 2018-12-17              | 9                                                |
| CAME0002         | CAMERON & ASSOCIATES INSURANCE CONSULTANTS           | COUNTY                 | 2016-12-22              | 3                                                |
| CAMP0002         | CAMPBELL'S SEPTIC SERVICE                            | COUNTY                 | 2016-11-01              | 7                                                |
| CANA0048         | CANADA MUNICIPAL JOBS INC.                           | COUNTY                 | 2016-10-31              | 4                                                |
| CANA0016         | CANADIAN BEARINGS LTD                                | FAIRMOUNT              | 2018-12-17              | 8                                                |
| CANA0020         | CANADIAN CLEANING SERVICES & SALES                   | FPS                    | 2018-01-02              | 6                                                |
| CANA0041         | CANADIAN LINEN AND UNIFORM SERVICE                   | FPS                    | 2018-12-17              | 8                                                |
| CANA0005         | CANADIAN PARAMEDICINE                                | FPS                    | 2016-02-25              | 8                                                |
| CANA0047         | CANADIAN SAFETY EQUIPMENT INC.                       | FPS                    | 2018-07-30              | 5                                                |
| CANA0034         | CANADIAN SMALL ENGINES                               | FAIRMOUNT              | 2018-06-18              | 7                                                |
| CANA0008         | CANADIAN TIRE - Ed Derbyshire                        | FPS                    | 2018-12-31              | 10+                                              |
| CANA0009         | CANADIAN TIRE - Princess & Bath                      | FAIRMOUNT              | 2018-10-15              | 10+                                              |
| CANA0050         | CANADIAN TODS LTD.                                   | COUNTY                 | 2018-09-10              | 2                                                |
| CANP0001         | CANPAR TRANSPORT L.P.                                | COUNTY                 | 2014-07-04              | 8                                                |
| CAPE0001         | CAPER'S CUSTOM CATERING                              | FPS                    | 2018-06-11              | 1                                                |
| CAPI0002         | CAPITAL MOVERS & STORAGE                             | COUNTY                 | 2012-12-18              | 7                                                |
| FUTU0001         | CARDINAL HEALTH                                      | FAIRMOUNT              | 2018-12-24              | 10                                               |
| CARD0002         | CARDS BAKERY                                         | FAIRMOUNT              | 2018-04-16              | 6                                                |
| CARE0002         | CARE STREAM MEDICAL LTD.                             | FPS                    | 2018-06-04              | 7                                                |
| CARL0001         | CARLETON UNIFORMS INC.                               | FPS                    | 2018-12-31              | 7                                                |
| CARS0001         | CARSWELL                                             | COUNTY                 | 2014-08-18              | 10                                               |
| CASE0001         | CASEMENT, JOYCE (Caterer)                            | COUNTY                 | 2016-03-15              | 7                                                |
| MEDA0001         | CASTLE & COOPER INC.                                 | FAIRMOUNT              | 2018-12-31              | 6                                                |
| CATA0002         | CATARAQUI REGION CONSERVATION AUTHORITY              | COUNTY                 | 2018-02-05              | 10                                               |
| CDWC0001         | CDW CANADA                                           | COUNTY                 | 2018-12-03              | 7                                                |
| CELE0001         | CELEBRATE WITH A CAKE                                | DEFAULT                | 2013-06-24              | 6                                                |
| CENT0004         | CENTENNIAL ENGRAVERS AND TROPHIES LTD                | COUNTY                 | 2018-07-03              | 7                                                |
| CENT0008         | CENTRE FOR STUDIES IN AGING & HEALTH: AGING RESEARCH | FAIRMOUNT              | 2013-05-16              | 6                                                |
| CENT0011         | CENTRIC HEALTH CORPORATION                           | FAIRMOUNT              | 2016-01-11              | 6                                                |
| CENT0007         | CENTURY MANUFACTURING CORPORATION                    | FPS                    | 2013-06-12              | 7                                                |
| CHAT0001         | CHATTERTON, LANDON                                   | FAIRMOUNT              | 2017-02-28              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                               | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|--------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| CHEC0001         | CHECKERS FUN FACTORY INC.                        | COUNTY                 | 2015-08-21              | 4                                                |
| CHIC0003         | CHICO AND THE MACHINE                            | COUNTY                 | 2015-11-26              | 4                                                |
| CHOQ0001         | CHOQUETTE CKS                                    | FAIRMOUNT              | 2018-07-16              | 7                                                |
| CHRI0002         | CHRISTIE WALTHER                                 | FPS                    | 2015-12-30              | 10+                                              |
|                  | CHRISTINE SCHMIDT ARBITRATOR                     | COUNTY                 |                         | 2                                                |
| CINT0001         | CINTAS DOCUMENT MANAGEMENT                       | FPS                    | 2014-04-28              | 7                                                |
| CIRC0001         | CIRCLE SQUARE RANCH                              | COUNTY                 | 2014-10-27              | 5                                                |
| CITR0001         | CITRIX SYSTEMS INC.                              | COUNTY                 | 2012-03-14              | 8                                                |
| CLAY0001         | CLAYTON FLOORING INC.                            | FAIRMOUNT              | 2018-12-17              | 10                                               |
| CLEA0001         | CLEANING SOLUTIONS 2000                          | FAIRMOUNT              | 2015-06-29              | 7                                                |
| CLEA0002         | CLEARWATER                                       | FAIRMOUNT              | 2013-09-23              | 6                                                |
| COLI0001         | COLIN JOHNSTON MEDIATION<br>ARBITRATION SERVICES |                        | 2018-01-29              | 1                                                |
| COLL0001         | COLLINS                                          | FPS                    | 2018-12-31              | 10                                               |
| COMF0001         | COMFORTEK SEATING INC.                           | FAIRMOUNT              | 2017-03-10              | 2                                                |
| COMM0006         | COMMERCIAL PRINTERS                              | FPS                    | 2012-02-14              | 7                                                |
| COMM0010         | COMMISSIONAIRES SECURITY<br>SOLUTIONS            | COUNTY                 | 2015-10-22              | 4                                                |
| COMM0007         | COMMUNICATION CONNECTIONS                        | FAIRMOUNT              | 2015-03-10              | 4                                                |
| COMM0008         | COMMUNITY FOUNDATION FOR<br>KINGSTON & AREA      | COUNTY                 | 2017-05-26              | 2                                                |
| COMM0012         | COMMUNITY FUTURES DEVELOPMENT<br>CORPORATION     |                        | 2018-11-22              | 1                                                |
| COMM0011         | COMMUNITY INGENUITY                              | COUNTY                 | 2017-03-29              | 3                                                |
| COMM0009         | COMMUNITY SCHOOLS ALLIANCE                       | COUNTY                 | 2015-07-14              | 4                                                |
| CONC0001         | CONCEPTS DU SABLIER                              | FAIRMOUNT              | 2012-02-14              | 8                                                |
| CONF0001         | CONFLICT MANAGEMENT ASSOCIATES                   | FPS                    | 2014-03-03              | 6                                                |
| VISA             | CONSTANT CONTACT                                 | COUNTY                 |                         | 7                                                |
| CONS0002         | CONSTRUCT IT LTD.                                | FPS                    | 2018-06-04              | 8                                                |
| CONV0001         | CONVAL-AID                                       | FAIRMOUNT              | 2018-05-14              | 1                                                |
| CORE0001         | COREY, REG (Entertainer)                         | FAIRMOUNT              | 2016-09-06              | 4                                                |
| CORN0001         | CORNERSTONE MEDICAL                              | FAIRMOUNT              | 2018-12-31              | 6                                                |
| COTA0002         | COTA'S MOBILE CATERING                           | COUNTY                 | 2018-08-21              | 3                                                |
| COUN0017         | COUNCIL ON AGING/SENIORS CENTRE                  | COUNTY                 | 2013-10-10              | 5                                                |
|                  | COURTYARD BY MARRIOTT                            | COUNTY                 |                         | 2                                                |
| COUT0001         | COUTINHO, BRENDAN                                | FAIRMOUNT              | 2017-10-31              | 2                                                |
| COVE0001         | COVERTITE KINGSTON LTD.                          | COUNTY                 | 2014-03-28              | 10+                                              |
| CRAI0001         | CRAIN'S CONSTRUCTION LIMITED                     | COUNTY                 | 2018-07-23              | 7                                                |
| CREA0002         | CREATIVE ART COMPANY                             | FAIRMOUNT              | 2017-09-11              | 3                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                   | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|--------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| CREA0001         | CREATIVE GFTS & BASKETS              | FAIRMOUNT              | 2013-07-23              | 7                                                |
| CRES0001         | CRESTLINE COACH LTD.                 | FPS                    | 2018-11-19              | 10+                                              |
| CRIM0001         | CRIMSON RIVER (Entertainer)          | DEFAULT                | 2018-11-22              | 4                                                |
| CRIN0002         | CRINTEC LTD.                         | FPS                    | 2018-08-13              | 10                                               |
| CROW0001         | CROWN COLLISION SERVICE LTD.         | FPS                    | 2018-08-21              | 10                                               |
| CULL0002         | CULLIGAN WATER CONDITIONING          | FPS                    | 2018-12-31              | 9                                                |
| CUNN0003         | CUNNINGHAM, SWAN, CARTY- IN TRUST    | COUNTY                 | 2018-10-11              | 10+                                              |
| CURB0001         | CURBEX MEDIA                         | COUNTY                 | 2018-09-10              | 2                                                |
| DACO0002         | DA COSTA MILLWORK & CARPENTRY SHOP   | FPS                    | 2014-10-20              | 8                                                |
| DAIC0001         | DAICAR, ALEX (Entertainer)           | FAIRMOUNT              | 2018-09-17              | 1                                                |
| DALT0001         | DALTCO ELECTRIC AND SUPPLY LTD       | FAIRMOUNT              | 2018-11-19              | 10+                                              |
| DARY0001         | DARYL'S OF KINGSTON LIMITED          | FAIRMOUNT              | 2018-10-01              | 1                                                |
| DAVI0003         | DAVID STONE & ASSOCIATES             | FPS                    | 2015-06-05              | 8                                                |
| DAVI0007         | DAVID VOWLES (Entertainer)           | FAIRMOUNT              | 2018-08-28              | 1                                                |
| DBAE0001         | DBA ENGINEERING LTD                  | COUNTY                 | 2012-05-24              | 7                                                |
| DELA0001         | DE LAGE LANDEN                       | FPS                    | 2013-02-25              | 8                                                |
| DEAN0003         | DEANSIGNS                            | COUNTY                 | 2018-09-17              | 2                                                |
| DELT0003         | DELTA KINGSTON WATERFRONT HOTEL      | COUNTY                 | 2018-12-17              | 4                                                |
| DELT0002         | DELTA PARTNERS INC.                  | COUNTY                 | 2013-01-29              | 7                                                |
| DELT0001         | DELTA PRINTING LTD.                  | COUNTY                 | 2013-03-18              | 8                                                |
| DEME0002         | DEMENTIABILITY ENTERPRISES INC.      | FAIRMOUNT              | 2017-05-01              | 6                                                |
| DESE0001         | DESERT LAKE GARDENS                  | COUNTY                 | 2018-04-23              | 6                                                |
| ZADR0001         | DESMOND MONTI ZADRIMA (Entertainer)  | FAIRMOUNT              | 2018-12-03              | 1                                                |
| DEWI0001         | DEWITT, NICOLAAS (Entertainer)       | FAIRMOUNT              | 2018-11-22              | 1                                                |
| DIGN0001         | DIG 'N DIRT LTD                      | FAIRMOUNT              | 2012-08-08              | 6                                                |
| DIGI0001         | DIGIGRAPHICS a div of DELTA PRINTING | FAIRMOUNT              | 2018-12-12              | 10                                               |
| DIGI0004         | DIGITAL BOUNDARY GROUP               | FPS                    | 2013-09-06              | 6                                                |
| DIGI0005         | DIGITAL MEDIA GROUP                  | COUNTY                 | 2015-11-26              | 4                                                |
| DIGI0003         | DIGITAL OFFICE SYSTEMS               | All Department         | 2017-11-20              | 7                                                |
| DILL0001         | DILLON CONSULTING                    | COUNTY                 | 2013-05-27              | 7                                                |
| DISC0003         | DISCOUNT AUTO GLASS                  | FPS                    | 2018-12-28              | 7                                                |
| DISC0002         | DISCOUNT CAR AND TRUCK RENTALS       | COUNTY                 | 2018-12-31              | 7                                                |
| DONG0001         | DON GRANT CONSULTING INC.            | COUNTY                 | 2013-10-24              | 6                                                |
| DONA0001         | DONALD GORDON CONFERENCE CENTRE      | COUNTY                 | 2018-01-04              | 7                                                |
| DONN0001         | DONNELLY, NEIL, QMED                 | DEFAULT                | 2014-10-06              | 5                                                |
| DOOR0001         | DOOR DOCTOR                          | FPS                    | 2014-12-12              | 10                                               |
| DOOR0002         | DOORNEKAMP CONTRACTORS               | COUNTY                 | 2014-03-28              | 7                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                              | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| BARN0001         | DOUG BARNES (Entertainer)                       | FAIRMOUNT              | 2018-02-26              | 4                                                |
| DOUG0001         | DOUG'S ANTENNA SALES & SERVICE                  | FPS                    | 2014-07-04              | 8                                                |
| DOWN0003         | DOWN UNDER IRRIGATION                           | FAIRMOUNT              | 2016-08-23              | 4                                                |
| DRKR0001         | DR. KRIS BOKSMAN & ASSOCIATES                   | FPS                    | 2015-10-22              | 4                                                |
| DRAP0001         | DRAPEAU AUTOMATIC SPRINKLER CORP.               | FAIRMOUNT              | 2015-07-27              | 8                                                |
| DRAP0002         | DRAPER DOORS                                    | FPS                    | 2018-12-10              | 6                                                |
| VISA             | DRONES PLUS                                     | COUNTY                 |                         | 3                                                |
| DUCT0001         | DUCTWORX                                        | COUNTY                 | 2015-04-29              | 4                                                |
| ICIP0001         | DULUX PAINTS                                    | FAIRMOUNT              | 2018-12-17              | 10+                                              |
| ESOL0001         | E SOLUTIONS GROUP                               | COUNTY                 | 2018-12-03              | 8                                                |
| ERTR0001         | E.R.TROUGHT DESIGN                              | FPS                    | 2015-10-02              | 7                                                |
| ESFO0002         | E.S.FOX LIMITED                                 | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| EAST0004         | EASTERN COWBOY HORSEBACK ADVENTURES             | COUNTY                 | 2015-06-05              | 4                                                |
| EAST0006         | EASTERN ONTARIO REGIONAL NETWORK                | COUNTY                 | 2018-09-10              | 2                                                |
| EAST0005         | EASTERN ONTARIO TRAILS ALLIANCE                 | COUNTY                 | 2018-10-01              | 3                                                |
| ECOL0001         | ECOLAB                                          | FAIRMOUNT              | 2018-05-22              | 10+                                              |
| ECON0002         | ECONOMIC DEVELOPERS ASSOCIATION OF CANADA       | COUNTY                 | 2018-01-11              | 3                                                |
| ELBO0001         | ELBOW LAKE ENVIRONMENTAL EDUCATION CENTRE, QUBS | COUNTY                 | 2015-12-22              | 3                                                |
| ELGI0001         | ELGINBURG PUBLIC SCHOOL                         | FAIRMOUNT              | 2018-12-03              | 2                                                |
| RECO0001         | EMC YOUR COMMUNITY NEWSPAPER                    | COUNTY                 | 2015-01-05              | 9                                                |
| EMMO0001         | EMMONS & MITCHELL CONSTRUCTION LTD.             | COUNTY                 | 2016-06-06              | 7                                                |
| ENDO0001         | END OF THE ROLL                                 | COUNTY                 | 2013-02-25              | 6                                                |
| ENTE0001         | ENTERPRISE RENT A CAR CANADA COMPANY            | County                 | 2018-12-31              | 1                                                |
| ENVI0003         | ENVIRO PLUS DUCT CLEANING LTD.                  | FAIRMOUNT              | 2015-08-18              | 6                                                |
| ENVI0001         | ENVIRO-GUARD                                    | FPS                    | 2018-12-31              | 10+                                              |
| ENVI0004         | ENVIRONMENTALL CONTRACTING SERVICES             | DEFAULT                | 2017-11-06              | 2                                                |
| ESKE0001         | ESKEROD SIGNS                                   | FPS                    | 2016-02-18              | 10+                                              |
| ESRI0001         | ESRI CANADA                                     | COUNTY                 | 2018-05-14              | 7                                                |
| ESSE0001         | ESSENTIAL IMPACTS COACHING INC.                 | FPS                    | 2012-01-11              | 7                                                |
| ETCE0001         | ETC ECO TREE CARE INC.                          | DEFAULT                | 2017-09-18              | 2                                                |
| EVAC0001         | EVACUCHECK                                      | FAIRMOUNT              | 2016-03-15              | 7                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                 | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| EVAL0001         | EVALUATION PERSONNEL SELECTION INTERNATIONAL INC.  | COUNTY                 | 2017-11-20              | 2                                                |
| EVER0004         | EVERLOVIN' PRESS                                   | DEFAULT                | 2017-10-10              | 2                                                |
| EWIN0001         | EWING FLAGPOLE CO. INC.                            | DEFAULT                | 2014-07-04              | 9                                                |
| EXCA0001         | EXCALIBUR                                          | FAIRMOUNT              | 2012-05-24              | 7                                                |
| EZST0001         | EZ STAK INC.                                       | FPS                    | 2018-10-29              | 2                                                |
| FAST0001         | F.A.S.T. First Aid & Survival Technologies Limited | FPS                    | 2018-11-22              | 1                                                |
| FAMI0001         | FAMILY SERVICES EAP                                | FAIRMOUNT              | 2018-12-17              | 10+                                              |
| FARG0001         | FARGO'S GENERAL STORE                              | FPS                    | 2016-02-18              | 8                                                |
| FEDE0002         | FEDEX EXPRESS CANADA LTD.                          | FPS                    | 2016-12-22              | 7                                                |
| FEDE0001         | FEDEX TRADE NETWORKS                               | FAIRMOUNT              | 2013-07-23              | 7                                                |
| FEED0001         | FEED THE BEAR DESIGN                               | FPS                    | 2014-11-05              | 7                                                |
| FERN0002         | FERNLEIGH LODGE                                    | County                 | 2018-10-01              | 1                                                |
| FERN0001         | FERNO                                              | FPS                    | 2018-12-17              | 9                                                |
| FIND0001         | FIND YOUR VOICE MUSIC THERAPY                      | FAIRMOUNT              | 2018-12-31              | 4                                                |
| FINE0001         | FINE CHOCOLATE BY LUDWIG                           | DEFAULT                | 2018-05-01              | 2                                                |
| FIRE0003         | FIRETECH MANUFACTURING LTD.                        | FPS                    | 2018-12-03              | 6                                                |
| FIRE0001         | FIREWORKS FX                                       | COUNTY                 | 2015-08-21              | 3                                                |
| FIRS0001         | FIRST (HEALTHCARE) PRODUCT INC.                    | FAIRMOUNT              | 2018-10-01              | 3                                                |
| FIRS0003         | FIRST CAPITAL CONSTRUCTION                         | FPS                    | 2018-04-23              | 3                                                |
| VISA             | FISHERS REGALIA                                    | FPS                    |                         | 3                                                |
| FLAG0002         | FLAG OUTLET                                        | FPS                    | 2018-10-01              | 8                                                |
| FLAG0001         | FLAGHOUSE INC                                      | COUNTY                 | 2012-02-14              | 7                                                |
| FLEM0002         | FLEMING ESTATE LAW                                 | FAIRMOUNT              | 2017-02-01              | 2                                                |
| FORM0001         | FORMAN FARMS                                       | FAIRMOUNT              | 2014-07-04              | 6                                                |
| FORT0001         | FORT GLASS INC.                                    | FAIRMOUNT              | 2018-01-15              | 9                                                |
| FORT0002         | FORTIN CONSULTING                                  | All Department         | 2018-10-29              | 1                                                |
| FOTE0001         | FOTENN CONSULTANTS INC.                            | COUNTY                 | 2018-11-05              | 9                                                |
| FOUR0001         | FOUR POINTS BY SHERATON                            | FPS                    | 2013-08-30              | 8                                                |
| FRAM0001         | FRAMEWORKS                                         | COUNTY                 | 2018-06-25              | 6                                                |
| FRAN0002         | FRANK COWAN COMPANY                                | COUNTY                 | 2015-03-30              | 9                                                |
| FRAN0004         | FRANK'S TIRE SUPPLY LIMITED                        | COUNTY                 | 2012-09-25              | 7                                                |
| FRAN0003         | FRANK'S WORLDWIDE MOVING                           | FPS                    | 2014-11-14              | 7                                                |
| FRED0002         | FRED DEAN BARRISTER AND SOLICITOR                  | COUNTY                 | 2018-06-11              | 7                                                |
| FRON0006         | FRONTENAC ARCH BIOSPHERE                           | COUNTY                 | 2017-03-29              | 5                                                |
| FRON0010         | FRONTENAC AUTO BODY SERVICE                        | DEFAULT                | 2014-07-30              | 5                                                |
| FRON0013         | FRONTENAC COMMUNITY ARENA                          | COUNTY                 | 2017-02-13              | 2                                                |
| FRON0001         | FRONTENAC NEWS                                     | COUNTY                 | 2018-09-24              | 10                                               |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                      | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-----------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| FRON0011         | FRONTENAC STEWARDSHIP FOUNDATION        | DEFAULT                | 2017-06-28              | 6                                                |
| GHME0001         | G.H. METAL STAMPING CORPORATION         | FPS                    | 2012-11-01              | 8                                                |
| GTAI0001         | G.T. AIR SYSTEMS INC.                   | DEFAULT                | 2018-02-05              | 6                                                |
| GAN0001          | GANANOQUE CHEVROLET BUICK GMC CADILLAC  | FPS                    | 2018-11-26              | 7                                                |
| GARD0001         | GARDINER'S HEATING & COOLING            | FPS                    | 2015-07-28              | 4                                                |
| GART0001         | GARTH S. JOHNS HUMAN RECOURCES SERVICES | DEFAULT                | 2015-03-24              | 4                                                |
| GATE0002         | GATEWAY RASMUSSEN                       | Fairmount              | 2018-07-30              | 1                                                |
| GAZD0001         | GAZDA, HOULNE & ASSOCIATES INC          | COUNTY                 | 2015-08-18              | 8                                                |
| GECO0001         | GECO INDUSTRIES                         | FPS                    | 2014-11-03              | 7                                                |
| GENE0003         | GENESIS SYSTEMS CORPORATION             | COUNTY                 | 2018-01-02              | 6                                                |
| GENI0001         | GENIVAR CONSULTANTS LIMITED PARTNERSHIP | DEFAULT                | 2013-08-02              | 7                                                |
| GEOR0003         | GEORGE BRACKEN LIMITED                  | FPS                    | 2013-06-24              | 7                                                |
| GEOR0001         | GEORGE COUREY INC                       | FAIRMOUNT              | 2018-10-22              | 8                                                |
| GENA0001         | GERIATRIC PSYCHIATRY PROGRAM            | FAIRMOUNT              | 2012-04-10              | 6                                                |
| GERR0001         | GERRY LEE & ASSOCIATES                  | COUNTY                 | 2017-09-26              | 7                                                |
| GERV0002         | GERVAIS CONSULTING                      | DEFAULT                | 2017-05-01              | 2                                                |
| GHDL0001         | GHD LIMITED                             | FPS                    | 2018-09-17              | 1                                                |
| GILM0002         | GILMORE PRINTING SERVICES INC.          | COUNTY                 | 2016-03-15              | 3                                                |
| GILM0001         | GILMORE REPRODUCTIONS                   | COUNTY                 | 2013-08-30              | 7                                                |
|                  | GILMOURS MEATS                          | COUNTY                 |                         | 5                                                |
| GKRC0001         | GKR CONSULTING                          | COUNTY                 | 2017-03-29              | 3                                                |
| GLEN0002         | GLEN SUPPLY CO. LTD                     | FAIRMOUNT              | 2016-08-01              | 10+                                              |
| GLEN0001         | GLENBURNIE GROCERY (Cheques only)       | FAIRMOUNT              | 2018-12-28              | 10+                                              |
| GLOB0001         | GLOBAL EQUIPMENT COMPANY                | FPS                    | 2012-07-16              | 7                                                |
| GLOB0002         | GLOBE CONSULT                           | DEFAULT                | 2014-10-27              | 6                                                |
| GLOB0003         | GLOBESTAR SYSTEMS INC.                  | Fairmount              | 2018-10-16              | 1                                                |
| GLOC0001         | GLOCCA MORRA FARMS                      | FAIRMOUNT              | 2013-02-12              | 6                                                |
| GOCO0001         | GO CONTROL INC.                         | FAIRMOUNT              | 2016-02-18              | 4                                                |
| GOLD0001         | GOLDEN LINKS CLUB                       | COUNTY                 | 2016-07-11              | 4                                                |
| GOLD0003         | GOLDSTREAM PUBLISHING INC.              | County                 | 2018-06-11              | 1                                                |
| GOOD0002         | GOODFELLOWS FLOWERS                     | COUNTY                 | 2016-11-28              | 7                                                |
| GORW0001         | GORWAY GROUP INCORPORATED               | COUNTY                 | 2018-11-19              | 10                                               |
| GRAN0008         | GRANITE TRANSFORMATIONS                 | DEFAULT                | 2016-09-12              | 5                                                |
| GRAN0006         | GRANT CUSTOM                            | FPS                    | 2015-08-10              | 8                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|---------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| GREA0004         | GREAT LAKES AND ST LAWRENCE CITIES INITIATIVE     | COUNTY                 | 2016-11-28              | 3                                                |
| GREE0004         | GREEK TOWN GRILL AND TAKEOUT                      | COUNTY                 | 2018-12-03              | 5                                                |
| GREE0001         | GREEN ACRES INN                                   | FPS                    | 2018-06-11              | 7                                                |
| GREE0005         | GREEN TRACTORS                                    | FPS                    | 2018-06-18              | 3                                                |
| GREE0008         | GREEN, GLENNA (Entertainer)                       | FAIRMOUNT              | 2018-09-17              | 1                                                |
| GREI0001         | GREIG, NANCY                                      | FAIRMOUNT              | 2017-03-10              | 2                                                |
| GROU0001         | GROUNDWORK ENGINEERING LIMITED                    | COUNTY                 | 2017-02-13              | 4                                                |
| GUAR0001         | GUARDIAN BRIDGE RAPID CONSTRUCTION INC.           | COUNTY                 | 2015-08-21              | 3                                                |
| GUIN0001         | GUINDON HVAC                                      | DEFAULT                | 2015-01-12              | 3                                                |
| HAAS0001         | HAASE, JANETTE                                    | COUNTY                 | 2017-06-28              | 2                                                |
| HAHN0002         | HAHN PLASTICS                                     | FAIRMOUNT              | 2017-11-21              | 2                                                |
| HALL0002         | HALLIDAY, KURT                                    | COUNTY                 | 2018-12-12              | 2                                                |
| HALL0001         | HALLMAN, TIM (Entertainer)                        | FAIRMOUNT              | 2018-12-28              | 7                                                |
| HAMI0001         | HAMILTON SMITH LTD                                | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| HANN0001         | HANNAH ENVIRONMENTAL EQUIPMENT INC.               | FAIRMOUNT              | 2018-11-22              | 6                                                |
| HARR0002         | HARROWSMITH & DISTRICT SOCIAL & ATHLETE CLUB      | COUNTY                 | 2016-11-16              | 4                                                |
| HART0002         | HARTINGTON EQUIPMENT                              | FAIRMOUNT              | 2018-11-19              | 10+                                              |
| HART0005         | HARTSELL, WILLOW                                  | COUNTY                 | 2017-11-21              | 2                                                |
| HAST0001         | HASTINGS MANOR                                    | FAIRMOUNT              | 2018-10-16              | 3                                                |
| HAVE0001         | HAVE TENTS WILL TRAVEL                            | FPS                    | 2015-08-18              | 4                                                |
| HDSU0001         | HD SUPPLY CONSTRUCTION & INDUSTRIAL               | FAIRMOUNT              | 2018-07-30              | 4                                                |
| HEAL0004         | HEALTH SCIENCES NORTH CENTRE FOR PREHOSPITAL CARE | FPS                    | 2016-05-05              | 3                                                |
| HEAR0004         | HEART OF THE MATTER CONSULTING                    | FPS                    | 2016-12-06              | 3                                                |
| HEAR0003         | HEARTHMAKERS ENERGY COOPERATIVE                   | DEFAULT                | 2014-07-22              | 6                                                |
| HEND0002         | HENDRIX HOTEL & RESTAURANT EQUIPMENT              | FAIRMOUNT              | 2018-04-23              | 10                                               |
| HICK0003         | HICKEY, ASHLEY DAWN                               | DEFAULT                | 2017-11-21              | 2                                                |
| HICK0001         | HICKS MORLEY HAMILTON STEWART STORIE              | FPS                    | 2018-12-03              | 10+                                              |
| HILL0001         | HILLARY'S DRY CLEANERS                            | FAIRMOUNT              | 2015-01-12              | 4                                                |
| HIPS0001         | HIPSAVER CANADA                                   | FAIRMOUNT              | 2018-12-10              | 8                                                |
| HOEK0001         | HOEKSTRA CONSTRUCTION LTD.                        | FAIRMOUNT              | 2014-07-04              | 6                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                        | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-----------------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| HOGA0003         | HOGAN'S PORTABLE TOILET RENTAL                            | FPS                    | 2018-10-29              | 1                                                |
| HOLI0002         | HOLIDAY COUNTRY MANOR                                     | DEFAULT                | 2018-01-29              | 2                                                |
| HOLI0001         | HOLIDAY INN                                               | COUNTY                 | 2018-10-16              | 6                                                |
| HOLS0001         | HOLSAG CANADA                                             | FAIRMOUNT              | 2018-03-05              | 9                                                |
| HOLW0001         | HOLWAY & HUTCHINSON                                       | COUNTY                 | 2018-08-21              | 10                                               |
| HOME0001         | HOMESTYLE DELI                                            | FPS                    | 2016-03-15              | 3                                                |
| HOPK0002         | HOPKINS CHITTY LAND SURVEYORS INC.                        | FPS                    | 2018-07-03              | 6                                                |
| HRSY0001         | HR SYSTEMS STRATEGIES INC.                                | COUNTY                 | 2017-01-10              | 10                                               |
| HRBN0001         | HRBN ENTERPRISES                                          | County                 | 2018-10-01              | 1                                                |
| ANDE0001         | HUBBY'S HOUSE                                             | FPS                    | 2018-02-05              | 7                                                |
| HUGH0002         | HUGHES DOWNEY ARCHITECTS                                  | COUNTY                 | 2013-11-22              | 7                                                |
| HUGH0001         | HUGHES, B.J. (Entertainer)                                | FAIRMOUNT              | 2018-06-19              | 8                                                |
| HULT0002         | HULTON BUS SERVICE LTD.                                   | County                 | 2018-09-10              | 1                                                |
| HULT0001         | HULTON'S CONSTRUCTION LTD.                                | FPS                    | 2018-05-01              | 6                                                |
| VISA             | HUMAN RESOURCES PROFESSIONAL ASSOCIATION OF ONTARIO       | COUNTY                 |                         | 3                                                |
| HUMA0002         | HUMANSIZE CANADA CORPORATION                              | FPS                    | 2015-12-03              | 4                                                |
| HUTC0001         | HUTCHINGS, EDWARD (Entertainer)                           | FAIRMOUNT              | 2019-01-15              | 1                                                |
| HYDR0001         | HYDRO ONE                                                 | All Department         | 2018-12-09              | 10+                                              |
| ICOM0001         | ICOMPASSS TECHNOLOGIES INC.                               | COUNTY                 | 2018-06-18              | 8                                                |
| IDPG0001         | IDP GROUP INC.                                            | FPS                    | 2016-12-06              | 4                                                |
| IMAG0002         | IMAGEWEAR A DIVISION OF MARK'S                            | FPS                    | 2015-11-19              | 4                                                |
| IMPE0001         | IMPERIAL OIL                                              | FPS                    | 2018-12-13              | 10+                                              |
| VISA             | INDEED                                                    | COUNTY                 |                         | 3                                                |
| INDE0001         | INDEPENDENT TELEPHONE SERVICES                            | COUNTY                 | 2018-12-31              | 4                                                |
| INDU0001         | INDUSTRIAL ALLIANCE INSURANCE AND FINANCIAL SERVICES INC. | COUNTY                 | 2018-12-01              | 2                                                |
| INFI0001         | INFITRAK INC.                                             | FPS                    | 2014-12-12              | 6                                                |
| INSI0001         | INSIGHT CANADA INC.                                       | COUNTY                 | 2015-10-02              | 4                                                |
| INSP0001         | INSPEC-SOL INC.                                           | FAIRMOUNT              | 2014-09-09              | 10+                                              |
| INTE0003         | INTERDEV TECHNOLOGIES INC.                                | FPS                    | 2018-12-17              | 10+                                              |
| INTE0006         | INTERFLEET INC.                                           | FPS                    | 2012-09-17              | 9                                                |
| INTE0004         | INTERNATIONAL COAT OF ARMS                                | COUNTY                 | 2016-11-01              | 10+                                              |
| INTE0005         | INTERPROVINCIAL INSULATION INC.                           | COUNTY                 | 2014-06-18              | 8                                                |
| INVE0004         | INVERARY SEPTIC PUMPING                                   | COUNTY                 | 2015-08-21              | 7                                                |
| IPAC0001         | IPAC - EASTERN ONTARIO                                    | COUNTY                 | 2018-08-13              | 5                                                |
| IPAC0001         | IPAC CANADA                                               | DEFAULT                | 2018-08-13              | 2                                                |
| IRON0001         | IRONCLAD GRAPHICS                                         | DEFAULT                | 2018-10-01              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                     | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| IRWI0001         | IRWIN-CHAMPAGNE, JESSICA (Entertainer) | FAIRMOUNT              | 2018-12-31              | 1                                                |
| ISOL0001         | ISOLARA SOLAR POWER                    | COUNTY                 | 2018-04-23              | 7                                                |
| JCON0001         | J CONSULTING GROUP                     | FAIRMOUNT              | 2018-10-05              | 2                                                |
| JHAR0001         | J. HARRISON EXCAVATING & PIPELINE      | FPS                    | 2015-04-27              | 5                                                |
| JSTR0001         | J. STRUPAT TECHNOLOGIES LTD.           | DEFAULT                | 2018-06-25              | 4                                                |
| JWAT0001         | J. WATKINS AND ASSOCIATES (INC.)       | FPS                    | 2018-10-05              | 5                                                |
| JJEX0002         | J.J. EXPRESS                           | FPS                    | 2016-12-05              | 10+                                              |
| JLRI0001         | J.L. RICHARDS & ASSOCIATES LIMITED     | FAIRMOUNT              | 2015-02-23              | 8                                                |
| JACK0003         | JACK KNOX WELL DRILLING LTD.           | FAIRMOUNT              | 2013-06-03              | 7                                                |
| JACO0001         | JACOBS BUSINESS SOFTWARE INC.          | COUNTY                 | 2018-06-25              | 7                                                |
| JAME0004         | JAMES, ROGER (Entertainer)             | FAIRMOUNT              | 2018-09-17              | 1                                                |
| JANA0001         | JANAM PUBLICATIONS INC.                | COUNTY                 | 2013-04-29              | 6                                                |
| JAYN0001         | JAYNES PLUMBING & HEATING              | DEFAULT                | 2018-12-17              | 7                                                |
| JEFF0003         | JEFF BYRON PUMPS AND WATER TREATMENT   | Fairmount              | 2018-11-22              | 1                                                |
| JEFF0002         | JEFF GEE                               | County                 | 2018-09-24              | 1                                                |
| JEMS0001         | JEMS                                   | FPS                    | 2013-11-22              | 6                                                |
| JESS0002         | JESSE M. NYMAN                         | County                 | 2018-07-17              | 1                                                |
| JESS0001         | JESSUP FOOD & HERITAGE LTD.            | FPS                    | 2016-10-18              | 6                                                |
| JETS0001         | JET SIGNS                              | COUNTY                 | 2013-03-07              | 7                                                |
| JIFF0001         | JIFFY AUTO SERVICE                     | FPS                    | 2017-01-20              | 10+                                              |
| JIMT0001         | JIM THOMPSON CHRYSLER                  | FAIRMOUNT              | 2018-12-17              | 6                                                |
| CURT0001         | JOHN CURTIS LAWYER, MEDIATOR, OLYMPAIN | FPS                    | 2014-08-26              | 6                                                |
| JOHN0009         | JOHN STREET BISTRO                     | DEFAULT                | 2017-03-29              | 2                                                |
| JONA0001         | JON ALLISON DESIGN                     | COUNTY                 | 2018-11-19              | 3                                                |
| JOSE0001         | JOSEPH POWER VACUUM SERVICE            | FPS                    | 2018-01-04              | 6                                                |
| JP2G0001         | JP2G CONSULTANTS INC.                  | COUNTY                 | 2016-11-01              | 4                                                |
| JUBI0001         | JUBILATE SINGERS (Entertainer)         | FAIRMOUNT              | 2018-12-03              | 7                                                |
| JULI0001         | JULIA'S WINDOW FASHIONS                | FPS                    | 2014-07-04              | 9                                                |
| JUST0002         | JUST JUNK                              | FAIRMOUNT              | 2017-10-17              | 2                                                |
| K3CC0001         | K3C COMMUNITY COUNSELLING CENTRES      | COUNTY                 | 2017-08-21              | 7                                                |
| KAAA0001         | KAAAV                                  | FAIRMOUNT              | 2018-06-25              | 3                                                |
| KALT0001         | KAL TIRE (CALTRAC ENTERPRISES LTD)     | FPS                    | 2015-05-19              | 4                                                |
| KAPS0001         | KAPS KINGSTN AREA PATIENT SHUTTLE      | FAIRMOUNT              | 2017-06-26              | 10                                               |
| KIMM0001         | KAREN KIMMETT (Entertainer)            | FAIRMOUNT              | 2018-12-28              | 1                                                |
| KENN0003         | KENNEDY, MARY (Entertainer)            | FAIRMOUNT              | 2018-10-01              | 1                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                          | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-------------------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| KEPL0001         | KEPLER BELL                                                 | FPS                    | 2013-01-29              | 5                                                |
| KILP0002         | KILPATRICK, KATHERINE                                       | FAIRMOUNT              | 2018-12-24              | 3                                                |
| KING0028         | KINGS TOWN CLEANERS                                         | FPS                    | 2013-02-25              | 7                                                |
| KING0053         | KINGSTON & AREA ASSOCIATION OF ADMINISTRATORS OF VOLUNTEERS | FAIRMOUNT              | 2018-11-22              | 1                                                |
| KING0002         | KINGSTON & DISTRICT AGRICULTURAL SOCIETY                    | COUNTY                 | 2018-10-01              | 2                                                |
| KING0019         | KINGSTON ACCESS BUS                                         | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| KING0041         | KINGSTON HEALTH SCIENCES CENTRE                             | FPS                    | 2018-12-31              | 1                                                |
| KING0016         | KINGSTON HOME HEATING                                       | FAIRMOUNT              | 2017-05-01              | 7                                                |
| KING0047         | KINGSTON INJURY MANAGEMENT CENTRE                           | FPS                    | 2017-03-06              | 10+                                              |
| KING0043         | KINGSTON MONUMENTS                                          | FAIRMOUNT              | 2013-01-29              | 10+                                              |
| KING0008         | KINGSTON ONLINE SERVICES                                    | FPS                    | 2018-11-01              | 10+                                              |
| KING0029         | KINGSTON OXYGEN                                             | FAIRMOUNT              | 2018-05-14              | 10+                                              |
| KING0049         | KINGSTON PLATE & WINDOW GLASS                               | DEFAULT                | 2018-11-26              | 2                                                |
| KING0051         | KINGSTON POPPY TRUST FUND                                   | FPS                    | 2018-11-22              | 4                                                |
| KING0052         | KINGSTON PROGRESS & INNOVATIONS INC.                        | FPS                    | 2019-01-02              | 1                                                |
| KING0009         | KINGSTON REGIONAL HOSPITAL LAUNDRY                          | FPS                    | 2018-12-31              | 10                                               |
| KING0034         | KINGSTON SELF STORAGE SYSTEMS                               | FPS                    | 2012-11-30              | 7                                                |
| KING0037         | KINGSTON SOUND WORKS - HO                                   | COUNTY                 | 2015-08-21              | 4                                                |
| KING0011         | KINGSTON THIS WEEK                                          | FPS                    | 2013-06-03              | 10                                               |
| KING0024         | KINGSTON TOYOTA                                             | FPS                    | 2016-09-13              | 8                                                |
| DACO0001         | KINGSTOWN INVESTMENTS INC                                   | FPS                    | 2018-07-03              | 10+                                              |
| KING0040         | KINGSWAY TRANSPORT                                          | FPS                    | 2013-09-23              | 9                                                |
| KNOW0001         | KNOWLES LEADERSHIP GROUP                                    | COUNTY                 | 2017-12-04              | 4                                                |
| KOST0001         | KOSTER CONSULTING & ASSOCIATES                              | FAIRMOUNT              | 2016-01-12              | 8                                                |
| KPMG0002         | KPMG ACCOUNTING SERVICE CENTRE                              | COUNTY                 | 2014-01-27              | 10+                                              |
| KRAC0001         | KRACKLES THE PARTY PEOPLE                                   | COUNTY                 | 2015-08-21              | 4                                                |
| KREC0001         | KRECKLO MUNICIPAL CONSULTANTS INC.                          | DEFAULT                | 2018-11-09              | 4                                                |
| KROC0001         | K-ROCK CENTRE                                               | DEFAULT                | 2018-06-11              | 2                                                |
| KROW0001         | KROWN BODY MAINTENANCE                                      | FPS                    | 2018-11-26              | 10                                               |
| VISA             | KS SIRENS                                                   | FPS                    |                         | 3                                                |
| LABO0001         | L.A. BOB'S SMOKEHOUSE RESTAURANT                            | COUNTY                 | 2015-06-29              | 7                                                |
| LABO0002         | LABOUR RELATIONS SERVICES                                   | DEFAULT                | 2015-05-19              | 4                                                |
| LADY0001         | LADY PAINTERS                                               | COUNTY                 | 2014-01-13              | 6                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                 | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| LAER0001         | LAERDAL MEDICAL CANADA LTD.        | FPS                    | 2017-01-16              | 10+                                              |
| LAKE0004         | LAKES AND TRAILS FESTIVAL          | County                 | 2018-10-01              | 1                                                |
| LANC0001         | LANCASTER HOUSE                    | COUNTY                 | 2015-05-19              | 6                                                |
| LAND0002         | LAND O' LAKES TOURIST ASSOCIATION  | COUNTY                 | 2016-02-25              | 10+                                              |
| LARR0001         | LARRY STEINBERG DISPUTE RESOLUTION | FPS                    | 2017-05-29              | 10+                                              |
| LAVA0001         | LAVALLEE'S COOKERY                 | County                 | 2018-12-12              | 1                                                |
| LCMS0001         | LCM SECURITY                       | COUNTY                 | 2018-07-23              | 9                                                |
| LEAR0001         | LEARNING BRICK                     | FPS                    | 2018-12-03              | 4                                                |
| VISA             | LEATHERSMITH DESIGNS               | FPS                    |                         | 3                                                |
| LENS0001         | LEN'S CONTROLS LTD                 | COUNTY                 | 2016-03-21              | 10                                               |
| LEON0001         | LEONARD FUELS LTD.                 | FPS                    | 2018-12-31              | 10+                                              |
| LEON0003         | LEONARD, PHIL                      | COUNTY                 | 2018-06-18              | 10+                                              |
| LEON0004         | LEON'S                             | FPS                    | 2018-12-28              | 6                                                |
| LEVA0004         | LEVAC PROPANE - COUNTY             | COUNTY                 | 2018-11-09              | 10+                                              |
| LEVA0001         | LEVAC SUPPLY LTD                   | FAIRMOUNT              | 2015-08-10              | 7                                                |
| LEVE0001         | LEVEQUE, FRAN (Entertainer)        | FAIRMOUNT              | 2018-12-28              | 1                                                |
| LEVI0001         | LEVITT SAFETY                      | FPS                    | 2016-03-21              | 8                                                |
| LEXI001          | LEXIS NEXIS CANADA INC.            | DEFAULT                | 2017-03-29              | 3                                                |
| MDSL0001         | LIFELABS LP                        | FAIRMOUNT              | 2018-12-24              | 10                                               |
| LIGH0001         | LIGHTING...FX INC                  | FAIRMOUNT              | 2017-11-27              | 2                                                |
| LIME0001         | LIMESTONE HEALTH CONSULTANTS INC.  | FPS                    | 2013-01-21              | 7                                                |
| WATS0001         | LINDA SILVER "SUNSHINE SOULS"      | FAIRMOUNT              | 2018-12-03              | 7                                                |
| BOCC0001         | LINDE CANADA                       | FPS                    | 2018-12-31              | 10+                                              |
| LITT0003         | LITTLE RAY'S REPTILE ZOO           | DEFAULT                | 2016-05-16              | 3                                                |
| LLOY0001         | LLOYD, STEVEN (Entertainer)        | FAIRMOUNT              | 2018-07-11              | 6                                                |
| LOCA0001         | LOCAL AUTHORITY SERVICES LTD.      | COUNTY                 | 2017-10-16              | 2                                                |
| LOND0002         | LONDRY ALARMS                      | COUNTY                 | 2018-08-13              | 10+                                              |
| LOUI0001         | LOUISA DAVIE ARBITRATIONS          | DEFAULT                | 2017-03-10              | 10+                                              |
| LOYA0003         | LOYALIST GOLF AND COUNTRY CLUB     | DEFAULT                | 2017-09-11              | 2                                                |
| LTS0001          | LTS CONSULTING                     | FAIRMOUNT              | 2017-12-22              | 7                                                |
| LUNM0001         | LUNMAN, ALF                        | COUNTY                 | 2016-12-29              | 3                                                |
| LYNC0001         | LYNCH, MICHAEL                     | FAIRMOUNT              | 2017-06-13              | 2                                                |
| MCHE0001         | M.C. HEALTHCARE PRODUCTS           | FAIRMOUNT              | 2016-12-30              | 7                                                |
| MACL0002         | MACLELLAN WATER TECHNOLOGY LTD     | FAIRMOUNT              | 2018-07-16              | 10+                                              |
| MAGL0001         | MAGLIN SITE FURNITURE INC.         | DEFAULT                | 2017-09-26              | 2                                                |
| MAGN0002         | MAGNACHARGE                        | FPS                    | 2018-12-17              | 10+                                              |
| MAGN0001         | MAGNUS                             | FAIRMOUNT              | 2018-12-17              | 4                                                |
| MAKE0001         | MAKE HAY MEDIA                     | COUNTY                 | 2018-10-01              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                    | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|---------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| MALL0002         | MALLORY'S FIRE SYSTEMS LTD            | FPS                    | 2015-01-05              | 10+                                              |
| MALR0001         | MALROZ                                | COUNTY                 | 2018-11-09              | 8                                                |
| MALV0001         | MALVERN CONTRACT INTERIORS LIMITED    | FAIRMOUNT              | 2017-01-10              | 7                                                |
| MANN0001         | MANNING, JOHN (Entertainer)           | FPS                    | 2018-12-28              | 6                                                |
| MANP0001         | MANPOWER                              | FPS                    | 2016-05-09              | 7                                                |
| MANR0001         | MANREX LTD. MEDICATION                | FAIRMOUNT              | 2014-06-02              | 10+                                              |
| MAPL0001         | MAPLE LANE FARMS                      | FAIRMOUNT              | 2014-07-04              | 10                                               |
| MARC0002         | MARCHANT MARKING DEVICES              | FAIRMOUNT              | 2018-09-10              | 7                                                |
| VEPS0001         | MARI VEPSALAINEN (Entertainer)        | FAIRMOUNT              | 2015-12-03              | 7                                                |
| MARI0002         | MARIA STEBELSKY & ASSOCIATES          | FAIRMOUNT              | 2012-03-29              | 9                                                |
| MARI0001         | MARILYN'S CLEANING SERVICES           | FPS                    | 2018-11-26              | 10+                                              |
| MARI0003         | MARINO, BOB (Entertainer)             | FAIRMOUNT              | 2018-09-17              | 1                                                |
| MARK0002         | MARK'S COMMERCIAL                     | FPS                    | 2018-11-09              | 7                                                |
| MARK0001         | MARKS, LAURENCE (Entertainer)         | FAIRMOUNT              | 2018-10-16              | 10+                                              |
| MART0001         | MARTIN & LEVESQUE INC.                | FPS                    | 2014-06-16              | 7                                                |
| MAUN0001         | MAUNCO                                | FAIRMOUNT              | 2017-11-27              | 10+                                              |
| MCIM0001         | MC IMAGING TECHNOLOGIES LIMITED       | COUNTY                 | 2014-01-27              | 7                                                |
| MCAR0001         | MCARTHUR MEDICAL SALES INC.           | FPS                    | 2016-05-09              | 6                                                |
| MCCL0001         | MCCLEMENT ELECTRIC LTD.               | FAIRMOUNT              | 2014-05-06              | 6                                                |
| MCKE0001         | MCKENNA'S LOCK & KEY                  | COUNTY                 | 2018-07-30              | 8                                                |
| MCKE0003         | MCKEOWN & WOOD FUELS                  | FAIRMOUNT              | 2017-08-28              | 8                                                |
| MCLU0001         | MCLURG, JON                           | COUNTY                 | 2017-11-21              | 2                                                |
| MCNE003          | MCNEELY, MURRAY (Entertainer)         | FAIRMOUNT              | 2017-10-31              | 3                                                |
| MCNE0002         | MCNEIL, BILLIE (Entertainer)          | FAIRMOUNT              | 2015-02-12              | 8                                                |
| MCNI0002         | MCNISH, STEVE                         | FAIRMOUNT              | 2018-11-09              | 1                                                |
| MDBI0001         | MDB INSIGHT INC.                      | COUNTY                 | 2017-08-04              | 10+                                              |
| MEDE0002         | MED E-CARE HEALTH CARE SOLUTIONS INC. | FAIRMOUNT              | 2018-11-19              | 5                                                |
| MEDI0003         | MEDICAL ARTS PHARMACY                 | FAIRMOUNT              | 2018-09-17              | 8                                                |
| MEDI0001         | MEDICAL MART                          | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| MEDI0006         | MEDIGAS - DIV OF PRAXAIR CANADA INC.  | FAIRMOUNT              | 2018-12-03              | 10+                                              |
| MEDT0003         | MEDTECH TECHNOLOGY INC.               | FPS                    | 2014-05-23              | 7                                                |
| MEDT0001         | MEDTRONIC OF CANADA LTD.              | FPS                    | 2012-03-08              | 8                                                |
| MELO0001         | MELODY MAGIC                          | FAIRMOUNT              | 2015-08-18              | 7                                                |
| MEMO0001         | MEMORY LANE FLOWERS                   | COUNTY                 | 2013-06-03              | 7                                                |
| MENT0001         | MENTAL HEALTH COMMISSION OF CANADA    | FPS                    | 2018-04-16              | 3                                                |
| METR0002         | METROLAND MEDIA                       | COUNTY                 | 2017-11-06              | 4                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                           | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| MICH0002         | MICHAEL RIDDELL & ASSOCIATES                 | COUNTY                 | 2015-05-19              | 7                                                |
| MICH0005         | MICHELLE MACKENZIE CONSULTING INC.           | DEFAULT                | 2017-11-13              | 10+                                              |
| MICR0002         | MICRO MARKET BUSINESS CENTRE                 | COUNTY                 | 2013-11-22              | 8                                                |
| MICR0001         | MICROAGE KINGSTON                            | COUNTY                 | 2018-10-05              | 10                                               |
| MIKE0001         | MIKE HECTOR - WRITER & CONTENT STRATEGIST    | County                 | 2018-08-31              | 1                                                |
| MILL0004         | MILLS, JACKIE                                | FAIRMOUNT              | 2018-12-28              | 2                                                |
| MINI0018         | MINISTRY OF NATURAL RESOURCES AND FORESTRY   | COUNTY                 | 2015-03-13              | 4                                                |
| MINO0001         | MINOS VILLAGE LIMITED                        | COUNTY                 | 2013-12-04              | 8                                                |
| MEDI0008         | MIP INC.                                     | FAIRMOUNT              | 2018-12-31              | 4                                                |
| MMMG0001         | MMM GROUP                                    | COUNTY                 | 2017-04-03              | 5                                                |
| MOBI0001         | MOBILITY CARE CO.                            | FAIRMOUNT              | 2018-12-24              | 7                                                |
| MODE0003         | MODERN CITY TAXI                             | FAIRMOUNT              | 2018-12-31              | 3                                                |
| VISA             | MOORES CLOTHING FOR MEN                      | FPS                    |                         | 3                                                |
| MORN0004         | MORNEAU SHEPELL LTD.                         | County                 | 2018-12-03              | 1                                                |
| MOSK0001         | MOSKALUK, ANNA                               | FPS/Fairmount          | 2018-04-16              | 1                                                |
| MOTI0001         | MOTION SPECIALTIES                           | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| MOUN0001         | MOUNTAIN EQUIPMENT CO-OP                     | FPS                    | 2018-12-28              | 4                                                |
| MRRE0001         | MR REFILL                                    | FPS                    | 2018-04-09              | 4                                                |
| MULT0002         | MULTIDEAS INC.                               | COUNTY                 | 2018-06-18              | 8                                                |
| MULT0001         | MULTIGEN HEALTHCARE                          | FAIRMOUNT              | 2016-10-05              | 8                                                |
| MUNI0006         | MUNICIPAL EMPLOYER PENSION CENTRE OF ONTARIO | COUNTY                 | 2017-01-16              | 10+                                              |
| MUNI0001         | MUNICIPAL FINANCE OFFICER'S ASSOCIATION      | COUNTY                 | 2018-12-12              | 8                                                |
| MUNI0005         | MUNICIPAL INFORMATION SYSTEMS ASSOCIATION    | COUNTY                 | 2017-01-16              | 7                                                |
| MUNI0002         | MUNICIPAL PROPERTY ASSESSMENT CORPORATION    | COUNTY                 | 2018-10-22              | 10+                                              |
| MUNI0003         | MUNICIPAL WORLD INC                          | COUNTY                 | 2016-07-18              | 7                                                |
| MUSI0001         | MUSIC CARE                                   | FAIRMOUNT              | 2012-11-01              | 7                                                |
| MYER0001         | MYERS, MIKE                                  | FAIRMOUNT              | 2018-10-29              | 7                                                |
| NATI0003         | NATIONAL SYSTEMS COMPANY                     | FAIRMOUNT              | 2012-12-18              | 7                                                |
| NATU0001         | NATURAL CAPITAL RESOURCES                    | COUNTY                 | 2017-05-01              | 4                                                |
| NEBS0001         | NEBS BUSINESS FORMS LTD                      | COUNTY                 | 2014-06-06              | 10+                                              |
| NEDC0003         | NEDCO KINGSTON                               | FPS                    | 2017-08-14              | 10                                               |
| NEDO0001         | NEDOW CONST. INC.                            | County                 | 2018-09-10              | 1                                                |
| NEIL0001         | NEIL'S FLOWERS                               | FAIRMOUNT              | 2018-12-17              | 10+                                              |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                         | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| NELS0002         | NELSCO MAILBOXES INC.                                      | FPS                    | 2014-05-23              | 5                                                |
| NEOP0001         | NEOPOST CANADA                                             | COUNTY                 | 2018-12-03              | 7                                                |
| NESB0001         | NESBITT ENGINEERING                                        | COUNTY                 | 2017-03-06              | 10+                                              |
| NEWL0001         | NEW LEAF LINK                                              | COUNTY                 | 2014-12-29              | 5                                                |
| NEXU0001         | NEXUS ACTUARIAL CONSULTANTS LTD.                           | COUNTY                 | 2018-11-09              | 10                                               |
| NINE0001         | NINE ONE ONE OUTERWEAR                                     | FPS                    | 2012-06-25              | 10+                                              |
| NIXO0001         | NIXON, JUNE                                                | DEFAULT                | 2018-10-16              | 2                                                |
| NORM0001         | NORMAN, DON (Entertainer)                                  | FAIRMOUNT              | 2018-12-03              | 9                                                |
| NORT0011         | NORTH FRONTENAC BACKROADS STUDIO TOUR                      | County                 | 2018-12-12              | 1                                                |
| NORT0005         | NORTH FRONTENAC FOOD BANK                                  | COUNTY                 | 2016-11-16              | 3                                                |
| NORT0004         | NORTH FRONTENAC TELEPHONE CO. LTD.                         | COUNTY                 | 2018-11-25              | 10                                               |
| NORT0008         | NORTHWAY HARDWARE                                          | FAIRMOUNT              | 2014-07-04              | 10+                                              |
| NOVA0001         | NOVACK'S UNIFORM GROUP                                     | FPS                    | 2015-03-30              | 10+                                              |
| OACA0001         | OACA                                                       | COUNTY                 | 2018-06-11              | 10+                                              |
| OCCU0001         | OCCUPATIONAL SAFETY GROUP INC.                             | FAIRMOUNT              | 2017-06-20              | 10+                                              |
| OFFI0001         | OFFICE CART INC. (FPS)                                     | FPS                    | 2017-02-17              | 4                                                |
| GRAN0002         | OFFICE MAX GRAND & TOY                                     | COUNTY                 | 2018-10-22              | 10+                                              |
| OLIV0001         | OKR CONSULTING ARBORIST-ECOLOGIST                          | FAIRMOUNT              | 2013-10-24              | 7                                                |
| ONLI0001         | ONLINE LEARNING ENTERPRISES                                | COUNTY                 | 2015-05-19              | 4                                                |
| ONLI0002         | ONLINE PAVEMENT MARKINGS & MAINTENANCE                     | FAIRMOUNT              | 2018-08-21              | 4                                                |
| ONTA0019         | ONTARIO ASSOCIATION OF RESIDENTS COUNCIL                   | FAIRMOUNT              | 2016-07-11              | 4                                                |
| ONTA0001         | ONTARIO EAST ECONOMIC DEVELOPMENT                          | COUNTY                 | 2018-04-23              | 3                                                |
| ONTA0030         | ONTARIO HERITAGE TRUST                                     | COUNTY                 | 2014-12-18              | 4                                                |
| ONTA0031         | ONTARIO HOSE SPECIALTIES KINGSTON                          | FPS                    | 2018-09-17              | 3                                                |
| ONTA0007         | ONTARIO LAUNDRY SYSTEMS INC.                               | FAIRMOUNT              | 2018-04-23              | 7                                                |
| ONTA0017         | ONTARIO MEDICAL SUPPLY INC                                 | DEFAULT                | 2018-12-03              | 4                                                |
| ONTA0027         | ONTARIO MUNICIPAL ADMINISTRATORS ASSOCIATION               | COUNTY                 | 2018-03-05              | 4                                                |
| ONTA0023         | ONTARIO MUNICIPAL H.R. ASSOCIATION                         | COUNTY                 | 2018-03-05              | 9                                                |
| ONTA0006         | ONTARIO MUNICIPAL HEALTH AND SAFETY REPRESENTATIVES ASSOC. | COUNTY                 | 2018-03-05              | 4                                                |
| ONTA0010         | ONTARIO MUNICIPAL MANAGEMENT INSTITUTE                     | COUNTY                 | 2018-11-26              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                           | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| ONTA0005         | ONTARIO PROFESSIONAL PLANNERS INSTITUTE      | COUNTY                 | 2015-11-02              | 4                                                |
| ONTA0012         | ONTARIO TRAILS COUNCIL                       | COUNTY                 | 2018-01-11              | 4                                                |
| ONTA0020         | ONTARIO'S HIGHLANDS TOURISM ORGANIZATION     | County                 | 2018-02-26              | 1                                                |
| OOME0001         | OOMEN'S GLASS LTD.                           | FAIRMOUNT              | 2017-02-13              | 2                                                |
| ORMS0001         | ORMSBEE'S MERCANTILE                         | FPS                    | 2018-07-16              | 7                                                |
| OSSO0001         | OSSO ELECTRIC SUPPLIES INC.                  | FAIRMOUNT              | 2014-01-14              | 10                                               |
| OTTA0001         | OTTAWA BUSINESS INTERIORS                    | COUNTY                 | 2018-11-09              | 8                                                |
| OTWO0001         | O-TWO MEDICAL TECHNOLOGIES INC               | FPS                    | 2017-11-06              | 8                                                |
| P&DS0001         | P & D SEALING AND LINES                      | FAIRMOUNT              | 2015-07-28              | 6                                                |
| PARA0002         | PARACHUTE                                    | COUNTY                 | 2013-06-03              | 7                                                |
| PARA0004         | PARADISE PHOTOGRAPHY                         | COUNTY                 | 2018-09-10              | 1                                                |
| PARM0001         | PARMAR ARBITRATION & MEDIATION SERVICES INC. | FPS                    | 2015-03-10              | 4                                                |
| PATR0001         | PAT ROGERS TOWING SERVICE                    | FPS                    | 2018-11-26              | 10+                                              |
| PATT0001         | PATTERSON MEDICAL                            | FAIRMOUNT              | 2018-10-01              | 3                                                |
| PAUL0002         | PAULA KNOPF ARBITRATIONS LTD.                | FPS                    | 2017-09-11              | 3                                                |
| PAUL0005         | PAUL'S SIGN SERVICE LIMITED                  | FAIRMOUNT              | 2016-09-06              | 7                                                |
| PENT0001         | PENTNEY, JANET                               | FAIRMOUNT              | 2018-06-19              | 2                                                |
| PERC0001         | PERCY SNIDER                                 | COUNTY                 | 2018-11-22              | 7                                                |
| PERF0002         | PERFORMANCE CONCEPTS CONSULTING INC.         | FPS                    | 2014-07-14              | 7                                                |
| EDWA0001         | PETRIE FORD (KINGSTON)                       | FPS                    | 2018-11-09              | 10+                                              |
| PETR0001         | PETRO CANADA                                 | FPS                    | 2018-12-09              | 10+                                              |
| PLCO0001         | PHIL LEONARD - 1684504 ONTARIO INC           | FPS                    | 2018-08-13              | 8                                                |
| PHYS0001         | PHYSIO-CONTROL CANADA SALES LTD              | FPS                    | 2018-03-26              | 7                                                |
| PHYS0002         | PHYSIOTHERAPY KINGSTON & SPINAL REHAB CENTRE | FPS                    | 2015-06-05              | 6                                                |
| PICK0001         | PICKET FENCES (Entertainer)                  | FAIRMOUNT              | 2018-11-22              | 8                                                |
| PINC0001         | PINCHIN ENVIRONMENTAL                        | DEFAULT                | 2014-02-24              | 7                                                |
| PLEA0001         | PLEASANT VIEW, 8113238 CANADA INC            | FAIRMOUNT              | 2018-12-17              | 3                                                |
| POSI0001         | POSITIVE PROMOTIONS                          | FAIRMOUNT              | 2012-05-24              | 8                                                |
| POST0002         | POSTAGE SOLUTIONS INC.                       | COUNTY                 | 2014-03-28              | 6                                                |
| POST0003         | POSTMEDIA NETWORK INC.                       | COUNTY                 | 2018-12-03              | 3                                                |
| PREM0001         | PREMERGENCY INC.                             | FPS                    | 2015-12-30              | 5                                                |
| PREM0002         | PREMIER TECH AQUA                            | FPS                    | 2018-01-04              | 3                                                |
| PRIC0001         | PRICE, RON                                   | DEFAULT                | 2018-01-29              | 3                                                |
| PRIN0001         | PRINCESS AUTO                                | FAIRMOUNT              | 2018-11-19              | 7                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                             | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| PRIN0002         | PRINTERS PLUS (+)                              | COUNTY                 | 2018-12-31              | 4                                                |
| GRAP0001         | PRINTFUSION INC.                               | FPS                    | 2018-11-26              | 7                                                |
| PROF0003         | PROFILE KINGSTON                               | COUNTY                 | 2018-08-21              | 1                                                |
| PROF0002         | PROFORMA URBAN PEDDLER PROMOTIONS              | COUNTY                 | 2018-11-22              | 7                                                |
| PROG0002         | PROGRESSIVE WASTE SOLUTIONS                    | FAIRMOUNT              | 2017-06-05              | 3                                                |
| PROV0004         | PROVIDENCE CARE                                | FAIRMOUNT              | 2017-04-03              | 6                                                |
| PUBL0002         | PUBLIC SERVICES HEALTH & SAFETY ASSOC.         | FPS                    | 2015-03-10              | 4                                                |
| PURO0001         | PUROLATOR COURIER LTD.                         | FPS                    | 2018-12-31              | 10+                                              |
| PVBR0001         | PVB ROOFING CONSULTANTS INC                    | COUNTY                 | 2013-11-18              | 10                                               |
| PYKE0001         | PYKE FARMS LANDSCAPING PRODUCTS                | FAIRMOUNT              | 2015-07-14              | 4                                                |
| QUAL0003         | QUALITY CARE HEALTH SERVICES LTD               | FAIRMOUNT              | 2018-12-31              | 8                                                |
| QUAL0001         | QUALITY LIFE SERVICES INC.                     | FAIRMOUNT              | 2016-11-07              | 10                                               |
| QUAL0002         | QUALITY PATIENT TRANSFER SERVICE               | FAIRMOUNT              | 2018-11-05              | 10+                                              |
| QUAL0004         | QUALITY WINDOW CLEANING                        | FAIRMOUNT              | 2018-07-11              | 2                                                |
| QUIC0001         | QUICK SEW                                      | FPS                    | 2018-02-12              | 8                                                |
| QUIN0006         | QUINN'S OF TWEED                               | DEFAULT                | 2017-04-28              | 2                                                |
| QUIN0002         | QUINTE CRANE RENTALS INCORPORATED              | FPS                    | 2019-01-02              | 4                                                |
| QUIN0005         | QUINTE DOOR SYSTEMS                            | FAIRMOUNT              | 2018-11-09              | 3                                                |
| RNIC0001         | R. NICHOLLS DISTRIBUTORS INC.                  | FPS                    | 2014-04-07              | 7                                                |
| RHER0001         | R.HERMAN ARBITRATION/MEDIATION INC.            | COUNTY                 | 2013-07-29              | 10+                                              |
| RACK0001         | RACKAIR INC.                                   | FPS                    | 2018-10-22              | 10                                               |
| RAIN0001         | RAINBOW AWNINGS & CANVAS                       | FAIRMOUNT              | 2017-05-01              | 10                                               |
| RAME0001         | RAMEKINS FOOD SERVICES                         | COUNTY                 | 2017-11-28              | 3                                                |
| RAND0001         | RANDY THE MENTALIST (Entertainer)              | FAIRMOUNT              | 2015-03-13              | 4                                                |
| RANG0001         | RANGER SUPPLY-OPS                              | FPS                    | 2016-08-01              | 10                                               |
| RAVE0001         | RAVENHILL GROUP INC.                           | COUNTY                 | 2014-09-08              | 6                                                |
| RAYM0002         | RAYMOND DISPUTE RESOLUTION INC.                | FPS                    | 2015-09-15              | 8                                                |
| RECO0002         | RECOVERY ABATEMENT & INSULATION LIMITED        | FAIRMOUNT              | 2014-01-13              | 6                                                |
| REGI0004         | REGION 9 REGIONAL TOURISM ORGANIZATION         | County                 | 2018-07-11              | 1                                                |
| UNIO0002         | RELIANCE HOME COMFORT                          | FPS                    | 2018-12-19              | 10+                                              |
| RENA0001         | RENAISSANCE MUSIC LTD                          | FAIRMOUNT              | 2012-12-18              | 7                                                |
| RENT0001         | RENTOKIL PEST CONTROL                          | FPS                    | 2015-01-05              | 10+                                              |
| RESI0001         | RESIDENCE INN BY MARIOTT KINGSTON WATER'S EDGE | FPS                    | 2017-10-10              | 3                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                            | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|-----------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| RESO0001         | RESOLVE COUNSELLING SERVICES                  | FAIRMOUNT              | 2018-12-24              | 2                                                |
| REVE0001         | REVELL FORD LINCOLN                           | FPS                    | 2018-08-13              | 10                                               |
| RICO0001         | RICOH CANADA INC.                             | All Department         | 2018-12-31              | 1                                                |
| RIGN0001         | RIGNEY BUILDING SUPPLIES LTD.                 | FPS                    | 2017-06-05              | 7                                                |
| RISE0001         | RISE TO THE OCCASION TENT AND PARTY           | COUNTY                 | 2015-12-22              | 4                                                |
| RIVE0001         | RIVETT ARCHITECTURAL HARDWARE LTD             | FAIRMOUNT              | 2018-12-31              | 10                                               |
| RIVI0001         | RIVINGTON ASSOCIATES COMMERCIAL DIVISION INC. | COUNTY                 | 2018-04-23              | 3                                                |
| RIVI0001         | RIVINGTON COMMERCIAL APPRAISERS INC.          | COUNTY                 | 2018-04-23              | 2                                                |
| RNAW0001         | RNA WIRELESS TECHNOLOGY INC                   | FAIRMOUNT              | 2018-12-03              | 10                                               |
| ROBM0001         | ROB MOOY                                      | COUNTY                 | 2017-03-29              | 2                                                |
| ROBI0002         | ROBINSON EXCAVATING                           | COUNTY                 | 2018-08-21              | 4                                                |
| ROGE0002         | ROGERS MEDIA INC.                             | COUNTY                 | 2015-10-02              | 4                                                |
| RONA0001         | RONA HOME & GARDEN                            | FAIRMOUNT              | 2018-11-23              | 10+                                              |
| ROOF0001         | ROOF & BUILDING SERVICE                       | FAIRMOUNT              | 2018-07-30              | 1                                                |
| RICA0001         | ROOF & BUILDING SERVICE INTERNATIONAL         | COUNTY                 | 2017-09-11              | 6                                                |
| ROSE0005         | ROSE SCALE LTD                                | FAIRMOUNT              | 2018-06-19              | 1                                                |
| ROSE0003         | ROSEN FUELS                                   | FPS                    |                         | 10+                                              |
| ROSE0001         | ROSEN SUNSHINE LLP                            | FPS                    | 2018-01-29              | 1                                                |
| ROSS0002         | ROSS, MICHELLE                                | County                 | 2018-10-01              | 1                                                |
| ROWA0001         | ROWAN, DAVE                                   | FAIRMOUNT              | 2018-01-11              | 8                                                |
| ROWL0002         | ROWLAND EMERGENCY VEHICLE PRODUCTS            | FPS                    | 2018-11-09              | 9                                                |
| RUBI0001         | RUBINO & CHAPLIN                              | FPS                    | 2013-05-14              | 7                                                |
| HEND0002         | RUSSELL HENDRIX FOODSERVICE EQUIPMENT         | FAIRMOUNT              | 2018-04-23              | 10+                                              |
| SING0002         | S. INGO MEDICINE PROFESSIONAL CORPORATION     | DEFAULT                | 2014-08-26              | 5                                                |
| SAFE0001         | SAFE STEP BUILDING TREATMENTS                 | DEFAULT                | 2014-08-26              | 5                                                |
| SAFE0002         | SAFEDESIGN APPAREL LTD.                       | FPS                    | 2016-07-04              | 10                                               |
| SAFE0003         | SAFETY MEDIA INC.                             | FAIRMOUNT              | 2015-02-12              | 4                                                |
| SAIN0002         | SAINT ELIZABETH HEALTHCARE                    | FAIRMOUNT              | 2018-04-09              | 7                                                |
| SAIN0001         | SAINT JAMES MAJOR PARISH                      | COUNTY                 | 2016-11-01              | 3                                                |
| SAMC0001         | SAM CHEMICAL SPECIALITIES                     | FAIRMOUNT              | 2018-12-31              | 8                                                |
| SAMM0001         | SAMMONS PRESTON ROLYAN CANADA                 | FAIRMOUNT              | 2016-04-26              | 10                                               |
| SAND0001         | SANDS CANADA INC/ANGUS                        | FPS                    | 2018-11-26              | 10                                               |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                     | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| SCHM0001         | SCHMIDT DISPUTE RESOLUTION             | FPS                    | 2018-10-22              | 3                                                |
| SCOT0004         | SCOTT, WAYNE (Entertainer)             | FAIRMOUNT              | 2018-11-22              | 3                                                |
| SCOT0002         | SCOTT'S TRUCKING & EXCAVATION INC.     | FPS                    | 2018-12-10              | 10+                                              |
| SECO0001         | SECOND NATURE                          | FAIRMOUNT              | 2017-11-21              | 2                                                |
| SEED0001         | SEED TO SAUSAGE CORPORATION            | COUNTY                 | 2018-04-09              | 6                                                |
| SELE0001         | SELECT DOOR AND FRAME                  | FAIRMOUNT              | 2014-03-03              | 10+                                              |
| SEPT0001         | SEPTO-CLEAN LIMITED                    | FAIRMOUNT              | 2017-02-24              | 2                                                |
| SERV0002         | SERVANTS HEART CATERING CO.            | COUNTY                 | 2016-03-15              | 3                                                |
| SERV0001         | SERVE PRO - KINGSTON                   | FPS                    | 2018-12-17              | 7                                                |
| RGHE0001         | SERVICE IN MOTION KINGSTON LTD.        | FAIRMOUNT              | 2016-07-18              | 10                                               |
| SETO0001         | SETON                                  | FAIRMOUNT              | 2017-06-13              | 2                                                |
| COLL0003         | SG COLLABORATIVE SOLUTIONS LLC         | FPS                    | 2018-10-23              | 4                                                |
| SHAD0001         | SHADES OF RHYTHM TRIO                  | FAIRMOUNT              | 2015-12-22              | 4                                                |
| SHAR0005         | SHARBOT LAKE COUNTRY INN               | DEFAULT                | 2017-04-25              | 2                                                |
| SHAR0001         | SHARBOT LAKE LAWN SERVICE              | FPS                    | 2017-11-06              | 10                                               |
| STAR0001         | SHAW DIRECT                            | COUNTY                 | 2018-12-02              | 10+                                              |
| SHEA0001         | SHEA CONSTRUCTION                      | FAIRMOUNT              | 2018-01-22              | 7                                                |
| SHEB0001         | SHEBA'S HAVEN RESCUE                   | DEFAULT                | 2018-10-01              | 3                                                |
| SHEE0001         | SHEEHAN ARBITRATION MEDIATION SERVICES | COUNTY                 | 2017-11-20              | 7                                                |
| SHEL0001         | SHELDON'S PROPERTY MAINTENANCE         | FPS                    | 2014-12-18              | 7                                                |
| SHER0002         | SHERBERT, KIRK                         | FAIRMOUNT              | 2017-05-29              | 2                                                |
|                  | SHERRI PRICE ARBITRATOR                | COUNTY                 |                         | 2                                                |
| SHOP0002         | SHOPPERS DRUG MART                     | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| SHOP0001         | SHOPPERS HOME HEALTH CARE              | FAIRMOUNT              | 2016-04-25              | 3                                                |
| SHRE0001         | SHRED-IT INTERNATIONAL ULC             | COUNTY                 | 2018-12-03              | 4                                                |
| SHSC0001         | SHS CONSULTING                         | COUNTY                 | 2018-12-03              | 9                                                |
| SIEM0001         | SIEMENS CANADA LTD.                    | FAIRMOUNT              | 2018-12-10              | 10+                                              |
| SILK0001         | SILKWOOD LAWN AND GARDEN               | FPS                    | 2018-12-28              | 10+                                              |
| SILV0002         | SILVER MERIDIAN                        | FAIRMOUNT              | 2013-10-24              | 7                                                |
| SILV0003         | SILVERT'S STORE                        | FAIRMOUNT              | 2018-12-31              | 10                                               |
| SIMO0001         | SIM ONE                                | FPS                    | 2012-04-10              | 7                                                |
| SIMP0001         | SIMPLEX GRINNELL                       | FAIRMOUNT              | 2012-07-25              | 8                                                |
|                  | SKILLCHECK                             | COUNTY                 |                         | 2                                                |
| SKIL0001         | SKILLPATH SEMINARS                     | COUNTY                 | 2014-10-27              | 6                                                |
| SMAR0003         | SMART IP                               | All Department         | 2018-12-28              | 1                                                |
| SMIT0002         | SMITH'S SEPTIC TANK SERVICE            | DEFAULT                | 2018-12-17              | 3                                                |
| SMOK0001         | SMOKIN CARNIVORE FOOD TRUCK & EVENTS   | FPS                    | 2018-06-11              | 1                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                     | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|----------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| SODE0001         | SODEXO SERVICES CANADA                 | FAIRMOUNT              | 2018-11-23              | 10+                                              |
| SONN0001         | SONNY'S AUTOMOTIVE CENTRE              | FAIRMOUNT              | 2016-07-04              | 10                                               |
| SONO0001         | SONOPTIC MEDIA & COMMUNICATIONS        | COUNTY                 | 2017-04-03              | 3                                                |
| SOUL0001         | SOUL SURVIVORS                         | COUNTY                 | 2015-08-21              | 4                                                |
| SOUT0006         | SOUTH EAST LHIN                        | FAIRMOUNT              | 2018-03-13              | 2                                                |
| SOUT0005         | SOUTH FRONTENAC COMMUNITY SERVICES     | COUNTY                 | 2018-07-16              | 2                                                |
| SPAC0001         | SPACE AGE SHELVING                     | FPS                    | 2018-03-27              | 8                                                |
| SPAD0001         | SPADA TILE (BELLEVILLE) LIMITED        | FAIRMOUNT              | 2017-12-18              | 8                                                |
| SPAN0001         | SPAN MEDICAL PRODUCTS CANADA           | FAIRMOUNT              | 2018-06-04              | 3                                                |
| SPEC0002         | SPECIALTY FURNITURE                    | FAIRMOUNT              | 2014-07-04              | 5                                                |
| TROP0002         | SPECIALTY TROPHIES                     | FPS                    | 2018-12-03              | 10                                               |
| SPEC0001         | SPECTRUM NASCO                         | FPS                    | 2017-08-22              | 10+                                              |
| SPEE0001         | SPEEDY GLASS                           | FPS                    | 2014-01-13              | 6                                                |
| SPIE0001         | SPIELMANN, ISIDORA (Entertainer)       | FAIRMOUNT              | 2018-12-31              | 1                                                |
| VISA             | SPOT GPS                               | COUNTY                 |                         | 6                                                |
| STLA0002         | ST LAWRENCE POOLS                      | FAIRMOUNT              | 2018-05-01              | 7                                                |
| STJO0001         | ST. JOHN AMBULANCE                     | FPS                    | 2016-11-21              | 6                                                |
| STAF0001         | STAFFSTAT INC.                         | FAIRMOUNT              | 2018-09-24              | 3                                                |
| STAP0001         | STAPLES                                | COUNTY                 | 2018-12-28              | 10+                                              |
| STEA0005         | STEAMATIC OF KINGSTON LTD.             | FPS                    | 2018-08-13              | 10                                               |
| STER0001         | STERICYCLE INC.                        | FPS                    | 2018-12-28              | 10                                               |
| STEW0001         | STEWART, HELEN                         | FAIRMOUNT              | 2018-04-16              | 10                                               |
| STOK0001         | STOKES INTERNATIONAL                   | COUNTY                 | 2016-07-22              | 4                                                |
| STOR0004         | STORMM WIND LLC                        | County                 | 2018-03-23              | 1                                                |
| STOR0001         | STORRING SEPTIC SERVICE LTD.           | FPS                    | 2016-06-16              | 3                                                |
| STOR0002         | STORRINGTON LIONS HALL                 | FAIRMOUNT              | 2013-11-22              | 6                                                |
| STOU0001         | STOUT DISPUTE RESOLUTION INC.          | COUNTY                 | 2012-01-26              | 8                                                |
| STRA0001         | STRADWICK CARPET ONE                   | FAIRMOUNT              | 2012-03-29              | 8                                                |
| STRA0002         | STRATHROY SENIOR'S HYMN BOOK COMMITTEE | FAIRMOUNT              | 2016-09-06              | 5                                                |
| STRY0001         | STRYKER CA LP                          | FPS                    | 2018-11-09              | 5                                                |
| CONN0001         | SUGAR WOODS FARM (HANK CONNELL)        | COUNTY                 | 2015-06-05              | 4                                                |
| SUNL0001         | SUN LIFE ASSURANCE COMPANY OF CANADA   | COUNTY                 | 2017-03-13              | 10+                                              |
| SUNM0001         | SUN MEDIA CORPORATION                  | COUNTY                 | 2016-08-29              | 10+                                              |
| SUNC0003         | SUNCOR ENERGY INC.                     | DEFAULT                | 2017-09-18              | 2                                                |
| SUNH0001         | SUNHARVEST GREENHOUSES                 | FAIRMOUNT              | 2018-08-21              | 8                                                |
| SUNN0001         | SUNNYFIELD SUPPLIES INC.               | FAIRMOUNT              | 2017-09-18              | 2                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                                | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|---------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| SUPE0004         | SUPERIOR VENDING MACHINE                          | FAIRMOUNT              | 2012-02-14              | 10                                               |
| SURG0002         | SURGE LEARNING                                    | FAIRMOUNT              | 2018-11-09              | 3                                                |
| SURG0001         | SURGO SURGICAL SUPPLY                             | FAIRMOUNT              | 2016-05-16              | 3                                                |
| SUZY0001         | SUZY LAMONT PHOTOGRAPHY                           | DEFAULT                | 2018-07-03              | 2                                                |
| SWIS0001         | SWISH MAINTENANCE LTD                             | COUNTY                 | 2018-12-31              | 10+                                              |
| SWIT0001         | SWITCH                                            | COUNTY                 | 2014-06-02              | 6                                                |
| SWYR0001         | SWYRICH CORPORATION<br>INTERNATIONAL CODE OF ARMS | COUNTY                 | 2018-10-05              | 10+                                              |
| SYDE0002         | SYDENHAM HIGH SCHOOL                              | FAIRMOUNT              | 2017-11-21              | 2                                                |
| SYDE0003         | SYDENHAM LANDSCAPE PRODUCTS                       | FAIRMOUNT              | 2013-07-23              | 7                                                |
| SYDE0001         | SYDENHAM LEGION                                   | COUNTY                 | 2012-04-10              | 8                                                |
| SYDE0004         | SYDENHAM LIONS CLUB                               | COUNTY                 | 2015-08-21              | 4                                                |
| TASC0001         | T.A.S.COMMUNICATIONS                              | COUNTY                 | 2015-01-28              | 10+                                              |
| TRMA0001         | T.R. MACMUNN & SONS                               | COUNTY                 | 2018-12-12              | 3                                                |
| TWBE0001         | T.W. BEDFORD CONSULTING                           | FPS                    | 2012-11-21              | 8                                                |
| TACK0001         | TACKABERRY HEATING &<br>REFRIGERATION SUPPLIES    | FAIRMOUNT              | 2014-06-02              | 7                                                |
| TAND0001         | TANDET EASTERN                                    | FPS                    | 2017-11-06              | 2                                                |
| TAYL0001         | TAYLOR CHEVROLET CADILLAC                         | FPS                    | 2018-05-28              | 7                                                |
| TAYL0002         | TAYLOR STUDIOS                                    | COUNTY                 | 2016-08-23              | 7                                                |
| VISA             | TEDDY BEARS PERSONALIZED                          | FPS                    |                         | 4                                                |
| TELE0001         | TELEFLEX MEDICAL CANADA INC.                      | DEFAULT                | 2018-11-26              | 6                                                |
| TEMP0002         | TEMPLEMAN MENNINGA LLP                            | COUNTY                 | 2018-07-03              | 3                                                |
| TENN0001         | TENNANT SALES AND SERVICE COMPANY                 | FAIRMOUNT              | 2018-05-01              | 2                                                |
| TENN0002         | TENNANT'S WELDING LTD.                            | FPS                    | 2018-06-25              | 1                                                |
| TERA0001         | TERANET ENTERPRISES INC.                          | COUNTY                 | 2018-05-22              | 7                                                |
| TEXT0001         | TEXT HELP SYSTEMS                                 | COUNTY                 | 2017-05-29              | 8                                                |
| THEC0008         | THE CANADIAN MENTAL HEALTH<br>ASSOCIATION         | COUNTY                 | 2016-11-01              | 3                                                |
| THEC011          | THE COUNTY OF LANARK                              | COUNTY                 | 2017-03-10              | 2                                                |
| THEC0009         | THE CREEKSIDE BAR & GRILL                         | COUNTY                 | 2018-03-27              | 3                                                |
| THEF0004         | THE FLAG SHOP                                     | FPS                    | 2018-05-22              | 7                                                |
| THEF0001         | THE FRONTENAC NEWS                                | COUNTY                 | 2014-11-28              | 10                                               |
| THEG0002         | THE GREER GALLOWAY GROUP INC.                     | COUNTY                 | 2018-11-05              | 8                                                |
| THEI0002         | THE INFORMATION PROFESSIONALS                     | COUNTY                 | 2018-09-24              | 5                                                |
| THEK0004         | THE KINGSTON WHIG                                 | COUNTY                 | 2014-03-03              | 10+                                              |
| THEM0002         | THE MAPLES PIZZA & SUBS                           | COUNTY                 | 2011-03-31              | 8                                                |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                             | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| THEM0005         | THE MEDIATION CENTRE OF SOUTHEASTERN ONTARIO   | COUNTY                 | 2016-10-05              | 3                                                |
| THEP0002         | THE PUBLIC SECTOR DIGEST INC.                  | COUNTY                 | 2018-12-03              | 7                                                |
| THES0004         | THE SCOTT WENTWORTH LANDSCAPE GROUP LTD.       | COUNTY                 | 2018-12-31              | 8                                                |
| THET0002         | THE TEMA CONTER MEMORIAL TRUST                 | FPS                    | 2015-12-03              | 8                                                |
| WOLF0005         | THE WOLFE ISLAND SPRING CRAFT BREWERY          | County                 | 2018-01-29              | 1                                                |
| THEY0001         | THE YOUNG COMPANY - THOUSAND ISLANDS PLAYHOUSE | FAIRMOUNT              | 2015-06-30              | 4                                                |
| THEZ0001         | THE ZOO CREW                                   | FAIRMOUNT              | 2018-06-25              | 1                                                |
| THER0001         | THERMOPATCH (CANADA) INC.                      | FAIRMOUNT              | 2018-12-17              | 10+                                              |
| THIN0001         | THINKDOX INC.                                  | COUNTY                 | 2018-08-31              | 3                                                |
| THOM0005         | THOMAS LEMMON & SONS (1973) LTD                | FAIRMOUNT              | 2018-12-31              | 8                                                |
| THOM0007         | THOMAS TOWING & RECOVERY                       | FPS                    | 2015-04-13              | 7                                                |
| THOM0002         | THOMPSON CONSTRUCTION MANAGEMENT SERVICES      | COUNTY                 | 2017-05-08              | 10+                                              |
| THOM0006         | THOMPSON ELECTRIC                              | FPS                    | 2018-12-31              | 10+                                              |
| THOM0001         | THOMSON REUTERS                                | COUNTY                 | 2018-07-17              | 2                                                |
| THYE0001         | THYSSEN KRUPP ELEVATOR                         | FAIRMOUNT              | 2018-12-31              | 10+                                              |
| TILL0001         | TILLEY ENDURABLES                              | FPS                    | 2016-12-06              | 10                                               |
| TIMB0001         | TIMBER TREES O/C 901641 ONTARIO LTD            | FAIRMOUNT              | 2017-11-13              | 7                                                |
| TINT0001         | TINT WORLD 4001                                | FPS                    | 2018-11-22              | 1                                                |
| TOML0001         | TOMLINSON ENVIRONMENTAL SERVICES LTD.          | FAIRMOUNT              | 2018-11-26              | 3                                                |
| TOWN0007         | TOWNFOLIO INC.                                 | DEFAULT                | 2017-10-10              | 10+                                              |
| JARV0001         | TRACEY JARVIS-CRAIG                            | DEFAULT                | 2017-10-17              | 2                                                |
| TRANS0001        | TRANSPORT CANADA                               | FPS                    | 2017-09-18              | 10+                                              |
| TREV0001         | TREVOR OWEN LTD.                               | FPS                    | 2013-10-28              | 10+                                              |
| TRIT0001         | TRI TONES                                      | FAIRMOUNT              | 2018-03-27              | 5                                                |
| TRIM0001         | TRIM-LINE OF SOUTH EASTERN ONTARIO             | FPS                    | 2018-12-31              | 10+                                              |
| TROP0001         | TROPHY HOUSE                                   | COUNTY                 | 2018-12-28              | 10+                                              |
| TROU0001         | TROUSDALE HOME HARDWARE                        | FPS                    | 2018-11-09              | 8                                                |
| TROY0001         | TROY LIFE & FIRE SAFETY LTD.                   | FPS                    | 2018-12-31              | 4                                                |
| TRUE0002         | TRUE COMFORT HEATING & COOLING LTD.            | COUNTY                 | 2015-07-13              | 10                                               |
| TSSA0001         | TSSA - TECHNICAL STANDARDS SAFETY AUTHORITY    | FAIRMOUNT              | 2018-12-31              | 10                                               |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                       | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| TUFT0001         | TUFTS, TERRY                             | COUNTY                 | 2018-09-17              | 1                                                |
| TURR0001         | TURRIS COMMUNICATRIONS LTD.              | FPS                    | 2018-12-17              | 3                                                |
| TWOM0001         | TWO MEN AND A TRUCK                      | FAIRMOUNT              | 2013-12-04              | 6                                                |
| ULIN0001         | ULINE                                    | COUNTY                 | 2018-06-18              | 10                                               |
| UNIO0001         | UNION GAS                                | FPS                    | 2018-12-10              | 10+                                              |
| UNIS0001         | UNISYNC GROUP LTD                        | FPS                    | 2016-01-12              | 3                                                |
| UNIV0001         | UNIVERSITY HOSPITALS KINGSTON FOUNDATION | COUNTY                 | 2018-12-12              | 10+                                              |
| UNIV0003         | UNIVERSITY OF WATERLOO                   | FPS                    | 2018-06-04              | 1                                                |
| UPPE0003         | UPPER CANADA ELEVATORS                   | FAIRMOUNT              | 2018-09-24              | 1                                                |
| UPPE0002         | UPPER CANADA FUELS                       | FAIRMOUNT              | 2018-11-09              | 2                                                |
| UPPE0001         | UPPER CANADA OFFICE SYSTEMS              | COUNTY                 | 2017-09-25              | 7                                                |
| UTIL0001         | UTILITIES KINGSTON                       | FPS                    | 2018-12-13              | 10+                                              |
| V2IN0001         | V2INNOVATIONS LTD                        | FAIRMOUNT              | 2018-03-19              | 2                                                |
| VAND0003         | VANDERLAAND THE BARNYARD ZOO             | COUNTY                 | 2015-08-21              | 4                                                |
| VAND0002         | VANDERVOORT HOLDINGS LTD.                | DEFAULT                | 2018-12-12              | 7                                                |
| VANS0001         | VAN'S MOBILE WASH                        | FAIRMOUNT              | 2018-09-10              | 10+                                              |
| VANZ0001         | VANZUYLEN ALIGNMENT SERVICE LTD          | FPS                    | 2015-09-21              | 7                                                |
| VENT0001         | VENTREX                                  | FAIRMOUNT              | 2017-06-20              | 7                                                |
| VERA0001         | VERATHON MEDICAL                         | FAIRMOUNT              | 2014-08-11              | 5                                                |
| VERO0001         | VERONA LIONS CLUB                        | COUNTY                 | 2018-03-13              | 8                                                |
| VERS0001         | VERSUS BUSINESS FORMS AND LABELS         | FPS                    | 2018-12-31              | 8                                                |
| VESE0001         | VESEY'S BULBS                            | FAIRMOUNT              | 2018-03-27              | 6                                                |
| VIDA0001         | VIDACARE                                 | FPS                    | 2014-10-06              | 9                                                |
| VIVA0001         | VIVA PRODUCTIONS                         | FPS                    | 2012-08-08              | 8                                                |
| WMUR0001         | W. MURRAY COTTON                         | COUNTY                 | 2013-12-12              | 8                                                |
| WIVI0001         | W.I. VILLAGER LTD.                       | FPS                    | 2018-10-22              | 8                                                |
| WRBR0001         | W.R. BRIGHTMAN & SON LTD                 | FPS                    | 2018-12-31              | 10                                               |
| WAGA0001         | WAGAR BALANCING CO.                      | FAIRMOUNT              | 2014-03-03              | 4                                                |
| WALK0001         | WALKERTON CLEAN WATER CENTER             | FAIRMOUNT              | 2015-04-27              | 10+                                              |
| WALL0001         | WALLACK'S ART SUPPLY                     | FAIRMOUNT              | 2014-11-10              | 7                                                |
| WALM0001         | WALMART CREDIT DEPT.                     | FAIRMOUNT              | 2017-12-05              | 10                                               |
| WAND0001         | WANDELL, LESLIE (Entertainer)            | FAIRMOUNT              | 2018-06-19              | 1                                                |
| WAST0001         | WASTE CONNECTIONS OF CANADA INC.         | FAIRMOUNT              | 2018-12-31              | 2                                                |
| CANA0037         | WASTE MANAGEMENT                         | FAIRMOUNT              | 2018-12-31              | 10                                               |
| WATS0002         | WATSON & ASSOCIATES ECONOMISTS LTD.      | COUNTY                 | 2015-05-11              | 10                                               |
| WATS0004         | WATSON BAIN SIGNS & DESIGNS              | COUNTY                 | 2016-12-22              | 4                                                |
| WECA0001         | WE CARE HEALTH SERVICES INC.             | FAIRMOUNT              | 2013-12-27              | 10                                               |

**2018 Vendor of Record**

| <b>Vendor ID</b> | <b>Vendor Name</b>                         | <b>Vendor Class ID</b> | <b>Last Cheque Date</b> | <b>Years Associated with County of Frontenac</b> |
|------------------|--------------------------------------------|------------------------|-------------------------|--------------------------------------------------|
| WEDD0001         | WEDDEN, JESSICA                            | COUNTY                 | 2017-11-21              | 2                                                |
| WEMP0001         | WEMP & SMITH CONSTRUCTION LTD.             | COUNTY                 | 2012-11-16              | 9                                                |
| WEST0006         | WEST CONNECTIONS                           | COUNTY                 | 2016-07-11              | 5                                                |
| WEST0004         | WEST WINDS RANCH                           | FAIRMOUNT              | 2016-07-11              | 8                                                |
| WEST0002         | WESTBURNE/RUDDY ELECTRIC                   | FAIRMOUNT              | 2018-12-17              | 10                                               |
| WEST0005         | WESTENDORP DEMOLITION                      | FAIRMOUNT              | 2013-03-26              | 7                                                |
| WEST0009         | WESTENDORP DISPOSAL SERVICE                | FPS                    | 2018-12-28              | 4                                                |
| WEST0008         | WESTERN CUT PRODUCTIONS                    | FPS                    | 2016-06-16              | 4                                                |
| WEST0007         | WESTERN LANDSCAPE SERVICES                 | FAIRMOUNT              | 2017-07-25              | 4                                                |
| REDT0001         | WHITEROCK REID INC (OPERATING AS REDTRAIN) | COUNTY                 | 2016-08-08              | 3                                                |
| WILF0001         | WILF HALL & SONS WELL DRILLING             | FPS                    | 2013-06-24              | 7                                                |
| WILK0002         | WILKINSON CHUTES CANADA                    | FAIRMOUNT              | 2014-04-23              | 10+                                              |
| WINM0001         | WINMAR                                     | COUNTY                 | 2015-03-10              | 4                                                |
| WINT0001         | WINTERGREEN STUDIOS                        | COUNTY                 | 2015-06-05              | 8                                                |
| WLYK0001         | WLYK-FM ROGERS MEDIA INC.                  | COUNTY                 | 2015-10-02              | 4                                                |
| WOLS0001         | WOLSELEY MECHANICAL GROUP                  | FAIRMOUNT              | 2018-10-22              | 10                                               |
| VISA             | WORKOPOLIS                                 | COUNTY                 |                         | 3                                                |
| WORK0003         | WORKPLACE SAFETY & PREVENTION SERVICES     | FPS                    | 2018-12-17              | 3                                                |
| CBCI0001         | WORLDLYNX WIRELESS                         | COUNTY                 | 2017-05-08              | 10+                                              |
| VISA             | WOWJOBS                                    | COUNTY                 |                         | 3                                                |
| WSPC0002         | WSP CANADA GROUP LIMITED                   | County                 | 2018-12-31              | 1                                                |
| WSPC0001         | WSP CANADA INC.                            | FAIRMOUNT              | 2018-12-10              | 4                                                |
| WTCC0001         | WTC COMMUNICATIONS                         | COUNTY                 | 2018-11-23              | 10                                               |
| XPER0001         | XPERA RISK MITIGATION & INVESTIGATION      | FPS                    | 2017-05-29              | 4                                                |
| YOUN0001         | YOUNG SIGNS                                | FPS                    | 2014-07-30              | 10                                               |



**Report 2019-017**

**Recommend Report to Council**

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

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

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

**Date of meeting:** February 20, 2019

**Re: Corporate Services – Approval of a Pregnancy and Parental Leave Policy  
for Members of Council**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Approval of a Pregnancy and Parental Leave Policy for Members of Council report;

**And Further That** the Clerk be authorized to bring forward a by-law later in the meeting to establish a Pregnancy and Parental Leave Policy for Members of Council attached to this report as Appendix A.

**Background**

Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016 was introduced in the Legislature on November 16, 2016 and received Royal Assent on May 30, 2017. The legislation introduces changes to municipal governance, including amendments to the *Municipal Act, 2001* in which a new subsection 2.1 of Section 270 – Adoption of Policies requires municipalities to adopt and maintain a policy with respect to pregnancy leaves and parental leaves of members of council. This new section comes into force March 1, 2019.

**Comment**

Section 259 of the *Municipal Act* currently sets out circumstances where a council member's office becomes vacant. Previously, the Act declared the office of a member of council of a municipality vacant if, among other things, the member is absent from the meetings of council for three successive months without being authorized to do so by a resolution of council.

A new subsection 259 (1.1) is added to provide that an office is not vacated due to absences related to pregnancy or the birth or adoption of the member's child.

In addition, amendments are made to subsection 270 (1) of the Act to require a municipality to adopt and maintain policies with respect to pregnancy and parental leaves of council members.

**Points to Note:**

Council members are not employees of the County. The County does not deduct or remit Employment Insurance (EI) premiums from their annual remuneration. As such, council members do not qualify to receive EI benefits while on leave.

With respect to the continuation of remuneration while on leave, the *Municipal Act*, contains no legal requirement that the County continue to remunerate council members while on pregnancy or parental leave; however Section 283 of the Act, broadly empowers the municipality to pay any part of the remuneration and expenses of council members as it considers advisable. Members of County Council currently receive a remuneration of \$11,900 per year.

As noted, Section 259(1.1) of the *Municipal Act*, now provides that, while a council member is on pregnancy or parental leave, his or her office is protected for up to 20 consecutive weeks. Council members on leave reserve the right to participate as active members but are not required to do so.

At its regular meeting held January 17, 2018, Council received [Report 2018-003](#) which recommended Amendments to Procedural By-law 2013-0020 resulting from Bill 68. Included in those amendments, which were approved by Council, was the provision for a new Section 4.4, which spoke to a lower-tier council now being able to temporarily appoint an alternate in situations where the permanent member cannot attend an upper-tier council meeting. The changes also imposed several limitations to the replacement of a member of upper-tier council, including:

- An alternate appointed under Section 268 of the Municipal Act shall be limited to representing the municipality at a meeting of County Council with the exception of the annual Inaugural Meeting, and not at a meeting of an advisory or special committee, board or agency to which the member of Council has been appointed.
- If appointed under Section 268 of the Municipal Act, it is the responsibility of the Member of Council upon whose behalf an alternate will be serving to ensure that a copy of the meeting agenda is provided to the alternate in advance of the meeting.
- The remuneration and/or reimbursement of appropriate costs incurred by an alternate while serving in this capacity shall be the responsibility of the constituent municipality. An alternate shall not be eligible to attend a convention or seminar on behalf of the County.

Given that the County's Procedural By-law does not provide for the remuneration of an Alternate as well as limits the extent of participation by an Alternate, it would be to the

County's benefit to encourage the active participation of council members on pregnancy or parental leave by continuing to remunerate those Members as if they were not on leave. This is further supported by the fact that council members are not eligible for EI benefits. Should the Warden be on pregnancy or parental leave, By-law 2018-0032 provides for the Deputy Warden to be paid at 120% of that of a member of Council for his/her responsibilities as Deputy Warden. It is not being suggested that any additional remuneration be provided at this time.

**Attachments**

Appendix A Pregnancy and Parental Leave Policy for Members of Council

**Sustainability Implications**

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

**Financial Implications**

There are no financial implications directly associated with the adoption of a Pregnancy and Parental Leave Policy for Members of Council.

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

Susan Brant, Director of Corporate Services/Treasurer  
John Mascarin, Integrity Commissioner



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Pregnancy and Parental Leave  
Policy for Members of County Council**

**Index Number A09-ADM-008**

**Page 1 of 3**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

---

**Purpose**

This policy provides guidance on how the County of Frontenac addresses a Council Member's pregnancy or parental leave in a manner that respects a Member's statutory role as an elected representative, in accordance with Section 270 of the *Municipal Act, 2001*.

**Policy Statement**

The County of Frontenac recognizes a Member of Council's right to take leave for the Members' pregnancy, the birth of the Member's child or the adoption of a child by the Member in accordance with the *Municipal Act, 2001*.

**Definitions**

**Council:** means the Council of the County of Frontenac

**County:** means the Corporation of the County of Frontenac

**Pregnancy and/or Parental Leave:** an absence of 20 consecutive weeks or less as a result of a Member's pregnancy, the birth of a Member's child or the adoption of a child by the Member in accordance with Section 259 (1.1) of the *Municipal Act, 2001*.

**Effective Date**

This Policy shall come into effect on the date of the passing of the By-law.

**Procedures**

County Council supports a Member of Council's right to pregnancy and/or parental leave in keeping with the following principles:

- A Member of Council is elected to represent the interests of their constituents.
- A Member's pregnancy and/or parental leave does not require Council approval and their office cannot be declared vacant as a result of the Pregnancy and/or Parental Leave.



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Pregnancy and Parental Leave  
Policy for Members of County Council**

**Index Number A09-ADM-008**

**Page 2 of 3**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

- 
- The Member is entitled to continue to receive communication from the County (Council packages/weekly distribution, email, meeting invitations), as if the Member were not on Leave, in accordance with the wishes of the Member.
  - A Member of Council on pregnancy and/or parental leave reserves the right to participate as a Member at any time during their leave.
  - A Member of Council on pregnancy and/or parental leave shall continue to be paid their honourarium in accordance with the application Payment of Remuneration By-law and continue to have expenses paid in accordance with the Council Expense policy.

Where a Member of Council will be absent due to a pregnancy and/or parental leave the Member shall provide written notice to the County Clerk outlining the expected duration of leave including a potential start date and return date.

It is understood that under emergent circumstances, a Member may not be able to submit the appropriate notice before the leave commences. Each Member shall nonetheless endeavor to provide the appropriate notice in advance of any leave or as soon as possible after commencing the pregnancy and/or parental leave. The County Clerk will provide the Warden, CAO and Director of Corporate Services/Treasurer with a copy of any written notice.

**Temporary Appointment to Boards and Committees**

The Warden shall make temporary appointments to fill any vacancies of the Member to Committees, Boards or other meetings or activities of the Member.

Notwithstanding, at any point in time during a Member's pregnancy and/or parental leave, the Member can provide written notice to the County Clerk of their intent to lift any of the Council-approved, temporary appointments. The Member shall inform the Council Clerk, with proper notice, on any changes regarding their return date.

**Exclusions**

This policy does not apply to County Staff, or Members of Local Boards/Committees



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: Pregnancy and Parental Leave  
Policy for Members of County Council**

**Index Number A09-ADM-008**

**Page 3 of 3**

**Approved: February 20, 2019**

**Effective Date: February 20, 2019**

---

**Policy Revisions**

The Clerk is delegated authority to make administrative changes to this Policy that may be required from time to time due to legislative changes.



**Report 2019-018**

**Recommend Report to Council**

**To:** Warden and Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** February 20, 2019

**Re: Corporate Services – Approval of a Council Code of Conduct and Complaints Protocol**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Approval of a Council Code of Conduct and Complaints Protocol report;

**And Further That** the Clerk be authorized to bring forward a by-law later in the meeting to establish a Council Code of Conduct and Complaints Protocol attached to this report as Appendix A, including the assigning of specific functions as outlined under section 223.3(1) of the *Municipal Act*, 2001 to the Integrity Commissioner effective March 1, 2019;

**And Further That** Council pass a by-law authorizing the delegation of authority of Council's powers to impose penalties for a contravention of the Code of Conduct to the Integrity Commissioner.

**Background**

Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016 was introduced in the Legislature on November 16, 2016 and received Royal Assent on May 30, 2017. The legislation introduces changes to municipal governance, including amendments to the *Municipal Act*, 2001 including repealing the current section 232.2 of the Act which makes it discretionary for municipalities to establish codes of conduct for members of the council of the municipality and of local boards, and replacing with a new section that now makes it mandatory for municipalities to establish codes of conduct for members of the council of the municipality and of local boards. This new section comes into force March 1, 2019.

**Comment**

The County of Frontenac issued a Request for Quotations (RFQ) for the services of an Integrity Commissioner in the spring of 2018 that included the four member municipalities of the Townships of North, Central and South Frontenac and Frontenac Islands. Part of the RFQ required that the Integrity Commissioner assist the County and constituent municipalities in the review/refresh of their Codes of Conduct to ensure it meets the needs of Council(s) and Local Boards, as well as the legislation.

Subsequently, Aird Berlis was the successful proponent, with the team being led by John Mascarin. Their proposal provided for the development of policies required as a result of Bill 68, including:

- Council Code of Conduct
- Council/Staff Relations Policy
- Complaints Protocol

The Council Code of Conduct and Complaints Protocol was prepared and provided to the County by Mr. Mascarin and forwarded to the Township CAO's for review. The CAO's group had an opportunity to review the documents and based on feedback, any minor tweaking would be done at the local level without requiring any additional work by Mr. Mascarin.

The County of Frontenac adopted a Code of Conduct for Members of County Council and Committees on October 16, 2013; however as noted in Report [2017-154](#) which Council received in December of 2017, harmonizing codes of conduct and having the same integrity commissioner for all of the Frontenac's would reduce the potential for complainants to have access to two or more integrity commissioners for the same issue. The purpose of this report is to seek approval on the Council Code of Conduct and Complaints Protocol attached to this report as Appendix A, in accordance with Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016.

**Attachments**

Appendix A Council Code of Conduct and Complaints Protocol

**Sustainability Implications**

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

**Financial Implications**

There are no financial implications directly associated with the adoption of a Code of Conduct and Complaints Protocol.

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

Susan Brant, Director of Corporate Services/Treasurer  
Township CAO's  
John Mascarin, Integrity Commissioner



**The Corporation of the  
County of Frontenac  
Code of Conduct for Members  
of Council and Local Boards**

---

**1.0 Application & Purpose**

1.1 This Code of Conduct applies to all Members of the Council of the County of Frontenac, including the Warden and, unless specifically provided, with necessary modifications to all County committees, agencies, boards and commissions, which are defined as local boards in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*.

1.2 The purpose of this Code of Conduct is to establish a general standard to ensure that all Members share a common basis for acceptable conduct, and to which all Members are expected to adhere to and comply with. This Code of Conduct augments other laws which Members are governed by and which requires Members to follow the Procedural By-law and other sources of applicable law, including but not limited to:

- *Municipal Act, 2001*
- *Municipal Conflict of Interest Act*
- *Municipal Elections Act, 1996*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Human Rights Code*
- *Occupational Health and Safety Act*
- *Provincial Offences Act*
- *Criminal Code*

**2.0 Statement of Principles**

2.1 This Code of Conduct is intended to set a high standard of conduct for Members in order to provide good governance and a high level of public confidence in the administration of the County by its Members as duly elected public representatives to ensure that they each operate from a foundation of integrity, transparency, justice, truth, honesty and courtesy.

2.2 The following key statements of principle are intended to guide Members and assist with the interpretation of the Code of Conduct:

- Members shall serve and be seen to serve the public in a conscientious and diligent manner;
- Members shall observe and act with the highest standard of ethical conduct and integrity;

- Members shall avoid the improper use of the influence of their office and act without self-interest;
- Members shall act and are expected to perform their functions with honesty, integrity, accountability and transparency;
- Members shall perform their duties and arrange their private affairs in a manner that promotes public confidence and that will bear close public scrutiny;
- Members shall be cognizant that they are at all times representatives of the County and of Council, recognize the importance of their duties and responsibilities, take into account the public character of their function, and maintain and promote the public trust in the County; and
- Members shall uphold the spirit and the letter of the laws of Canada, Ontario and the laws and policies adopted by Council.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Code of Conduct – the principles are *not* operative provisions of the Code of Conduct and are not intended to be enforced independently as such.

### **3.0 Definitions**

3.1 The following terms shall have the following meanings in this Code of Conduct:

- (a) “CAO” means the Chief Administrative Officer of the County;
- (b) “child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;
- (c) “confidential information” means information or records that are in the possession, in the custody or under the control of the County that the County is either precluded from disclosing under the *Municipal Act, 2001* or other applicable legislation, its Procedural By-law or any of its other by-laws, policies, rules or procedures, or that it is required to refuse to disclose under the *Municipal Freedom of Information and Protection of Privacy Act* or other legislation;
- (d) “conflict of interest” means a situation in which a Member has competing interests or loyalties between the Member’s personal or private interests and his or her public interests as an elected representative such that it might influence his or her decision in a particular a matter;
- (e) “Council” means the council for the County and includes, as the context may require and with all necessary modifications, any County committee,

agency, board or commission, which are defined as local boards in the *Municipal Act, 2001*;

- (f) “County” means The Corporation of the County of Frontenac;
- (g) “fiduciary” means the obligation of a person in a position of authority to act on behalf of another, assuming a duty to act in good faith and with care, candour and loyalty in fulfilling this obligation;
- (h) “frivolous” means of little or no weight, worth, importance or any need of serious notice;
- (i) “local board” means any County committee, agency, board or commission, which is a local board as defined in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*;
- (j) “meeting” means a regular, special or other meeting of Council or a committee of Council where:
  - (i) a quorum of Members is present, and
  - (ii) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council;
- (k) “Member” means a Member of the Council for the County;
- (l) “non-pecuniary interest” means a private or personal interest that a Member may have that is non-financial in nature and that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member’s decision in any matter in which the non-pecuniary interest arises, and may include, but is not limited to, an interest that arises from a relationship with a person or entity;
- (m) “parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;
- (n) “spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage;
- (o) “staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union staff, whether full-time, part-time, contract, seasonal or volunteer, as well as agents and consultants acting in furtherance of the County’s business and interest;
- (p) “vexatious” means troublesome or annoying in the case of being instituted without sufficient grounds and serving only to cause irritation and aggravation to the person being complained of; and
- (q) “Warden” means the head of council for the County.

**4.0 General Obligations**

4.1 In all respects, a Member shall:

- (a) make every effort to act with good faith and care;
- (b) conduct themselves with integrity, courtesy and respectability at all meetings of the Council or any committee and in accordance with the County's Procedural By-law or other applicable procedural rules and policies;
- (c) seek to advance the public interest with honesty;
- (d) seek to serve their constituents in a conscientious and diligent manner;
- (e) respect the individual rights, values, beliefs and personality traits of any other person, recognizing that all persons are entitled to be treated equally with dignity and respect for their personal status regarding gender, sexual orientation, race, creed, religion, ability and spirituality;
- (f) refrain from making statements known to be false or with the intent to mislead Council or the public;
- (g) recognize that they are representatives of the County and that they owe a duty of loyalty to the residents of the County at all times;
- (h) accurately communicate the decisions of Council and respect Council's decision-making process even if they disagree with Council's ultimate determinations and rulings; and
- (i) refrain from making disparaging comments about another Member or unfounded accusations about the motives of another Member.

**5.0 The Role of Staff**

5.1 Council as a whole approves the budget, policies and governance of the County through its by-laws and resolutions. An individual Member does not direct nor oversee the functions of the staff of the County.

5.2 The County's staff serve Council and work for the County as a body corporate under the direction of the CAO. Inquiries of staff from Members should be directed to the CAO or to the appropriate senior staff as directed by the CAO.

5.3 A Member shall comply with the County's Council and Staff Relationship Policy.

5.4 A Member shall not publicly criticize staff. Should a Member have any issue with respect to any staff member, such issue shall be referred to the CAO who will direct the matter to the particular staff member's appropriate superior.

- 5.5 A Member shall respect the role of staff in the administration of the business and governmental affairs of the County, and acknowledge and appreciate that staff:
- (a) provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that a Member must not falsely or maliciously injure the reputation of staff members whether professional or ethical or otherwise;
  - (b) work within the administration of justice and that a Member must not make requests, statements or take actions which may be construed as an attempt to influence the independent administration of justice and, therefore, a Member shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity; and
  - (c) carry out their duties based on political neutrality and without undue influence from any individual Member and, therefore, a Member must not invite or pressure any member of staff to engage in partisan political activities or be subjected to discrimination or reprisal for refusing to engage in such activities.

**6.0 County Property**

- 6.1 Council is the custodian of the assets of the County. The community places its trust in Council and those it appoints to make decisions for the public good in relation to these assets.
- 6.2 By virtue of their office or appointment, a Member must not use or permit the use of the County's land, facilities, equipment, supplies, services, staff or other resources for activities other than the business of the County. No Member shall seek financial gain for themselves, family or friends from the use or sale of County-owned intellectual property, computer programs, technological innovations, or other patent, trademarks or copyright held by the County.

**7.0 Gifts and Benefits**

- 7.1 Any gift to a Member risks the appearance of improper influence. Gifts may improperly induce influence or create an incentive for a Member to make decisions on the basis of relationships rather than in the best interests of the County. A Member shall not accept a fee, advance, gift, gift certificate, cash, hospitality or any form of personal benefit connected directly or indirectly with the performance of his or her duties except as provided in Section 7.2. A gift, benefit or hospitality provided with the Member's knowledge to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member. Any doubt concerning the propriety of the gift should be resolved by the Member not accepting or keeping it.

- 7.2 For greater clarity, despite Section 7.1, a Member is entitled to accept any compensation, remuneration or benefits authorized by law but shall not accept any gift or benefit other than in the following circumstances:
- (a) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
  - (b) a political contribution otherwise reported by law, in the case of a Member running for office;
  - (c) services provided without compensation by persons volunteering their time;
  - (d) nominal tokens, mementos or souvenirs received as an incident of protocol or social obligation that normally accompanies the responsibilities of elected office or at a function honouring the Member;
  - (e) food, lodging, transportation and entertainment provided by provincial, regional and local governments or any agencies or subdivisions of them or by the federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity as a representative of the County;
  - (f) entrance fees or food and beverages consumed at banquets, receptions or similar events, if:
    - (i) attendance serves a legitimate municipal business purpose related to the normal business of the County,
    - (ii) the person extending the invitation or a representative of the organization is in attendance, and
    - (iii) the value is reasonable and the invitations are infrequent;
  - (g) gifts not having a value greater than \$300;
  - (h) benefits received as a door prize, raffle or similar draw at an event, conference or seminar attended by the Member; and
  - (i) any gift or benefit, if the Integrity Commissioner is of the opinion, before the gift or personal benefit has been accepted, that it is unlikely that receipt of the gift or benefit gives rise to a reasonable presumption that the gift or benefit was given in order to influence the Member in the performance of his or her duties.
- 7.3 A Member who has received and accepted a gift or benefit pursuant to Section 7.2 shall file a disclosure of the gift or benefit indicating the person, body or entity from which it was received together with the estimated value of the gift or benefit

in accordance with the Disclosure Statement set out in Appendix “A”. The list shall be provided to the Clerk on an annual basis commencing on March 31 of every year and shall be a matter of public record.

- 7.4 A Member shall not seek or obtain by reason of his or her office any personal privilege or advantage with respect to municipal services not otherwise available to the general public and not connected directly or indirectly to the performance of the Member’s duties.

**8.0 Confidential Information**

8.1 Members receive confidential information from a number of sources as part of their work as elected officials. This includes information received in confidence by the County that falls under the privacy provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable privacy laws and information received during closed meetings of Council. Examples of types of information that a Member must keep confidential, unless expressly authorized by Council or as required by law, include, but are not limited to:

- (a) matters related to ongoing litigation or negotiation, or that is the subject of solicitor-client privilege;
- (b) information provided in confidence, for example the identity of a complainant where a complaint is made in confidence;
- (c) price schedules in contract tender or Request for Proposal submissions if so specified;
- (d) personnel matters about an identifiable individual;
- (e) “personal information” as defined in the *Municipal Freedom of Information and Protection of Privacy Act*; and
- (f) any census or assessment data that is deemed confidential.

8.2 A Member shall not disclose the content of any confidential information, or the substance of deliberations, of a closed meeting. A Member has a duty to hold any information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. All confidential documents received at a closed meeting are to be turned into the Clerk at the end of the closed meeting. A Member shall not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or as required by law.

8.3 A Member shall not disclose, use or release confidential information in contravention of applicable privacy laws. Members are only entitled to information in the possession of the County that is relevant to matters before

the Council, or a committee. Otherwise, Members enjoy the same access rights to information as any other member of the community or resident of the County and must follow the same processes as any private citizen to obtain such information.

- 8.4 A Member shall not misuse confidential information in any way or manner such that it may cause detriment to the County, Council or any other person, or for financial or other gain for themselves or others.
- 8.5 A Member shall respect the right to confidentiality and privacy of all clients, volunteers and staff, and should be aware of their responsibilities under applicable legislation, County policies, procedures and rules, ethical standards and, where appropriate, professional standards.
- 8.6 A Member shall not disclose any confidential information received by virtue of his or her office, even if the Member ceases to be a Member.

**9.0 Discrimination and Harassment**

- 9.1 A Member shall treat all members of the public, one another and staff with respect and without abuse, bullying or intimidation and ensure that their work environment is free from discrimination and harassment.
- 9.2 A Member shall not use indecent, abusive or insulting words, phrases or expressions toward any member of the public, another Member or staff. A Member shall not make comments or conduct themselves in any manner that is discriminatory to any individual based on the individual's race, colour, ancestry, citizenship, ethnic origin, place of origin, creed or religion, gender, sexual orientation, marital status, family status, disability, age or record of offences for which a pardon has not been granted.
- 9.3 A Member shall comply with the County's workplace harassment and violence policy.

**10.0 Improper Use of Influence**

- 10.1 A Member shall not use the influence of their office or appointment for any purpose other than the exercise of his or her official duties in the public interest.
- 10.2 A Member shall not use the status of their position to influence the decision of another person to the private advantage or non-pecuniary interest of themselves, their parents, children or grandchildren, spouse, or friends or associates, or for the purpose of creating a disadvantage to another person or for providing an advantage to themselves.

**11.0 Conflicts of Interest**

11.1 A Member shall seek to avoid conflicts of interest, both pecuniary and non-pecuniary. A Member shall comply with the requirements of the *Municipal Conflict of Interest Act* with respect to obligations relating to pecuniary interests. A Member shall take proactive steps to mitigate any non-pecuniary conflicts of interest in order to maintain public confidence in the County and its elected officials.

11.2 Members are encouraged to seek guidance from the Integrity Commissioner when they become aware that they may have a conflict between their responsibilities to the public as a Member and any other interest, pecuniary or non-pecuniary.

**12.0 Council Policies and Procedures**

12.1 A Member shall observe and adhere to the policies, procedures and rules established from time to time by Council.

**13.0 Election Activity**

13.1 A Member is required to conduct themselves in accordance with the *Municipal Elections Act, 1996* and any County policies pertaining to elections. The use of the County's resources, both property and staff time, for any election-related activity is strictly prohibited. Election-related activity applies to the Member's campaign and any other election campaigns for municipal, provincial or federal office.

**14.0 Respect for the Code of Conduct**

14.1 A Member shall respect the process for complaints made under the Code of Conduct or through any process for complaints adopted by the County. A Member shall not act in reprisal or threaten reprisal against a person who makes a complaint or provides information to the Integrity Commissioner during an investigation. A Member shall interact courteously and respectfully with the Integrity Commissioner and with any person acting under the direction of the Integrity Commissioner.

14.2 A Member shall cooperate with requests for information during any investigations or inquiries under the Code of Conduct. A Member shall not destroy or damage documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a complaint has been filed under the Code of Conduct or any process for complaints adopted by the County.

**15.0 Penalties for Non-Compliance with the Code of Conduct**

15.1 Where the Integrity Commissioner reports that there has been a violation of the Code of Conduct by a Member, Council delegates the authority to the Integrity Commissioner to impose the following penalties on the Member:

- (a) a reprimand; or
- (b) a suspension of the remuneration paid to the Member in respect of his or her services as a Member for a period up to ninety (90) days.

15.2 The Integrity Commissioner may also require that the Member take any or all of the following corrective or remedial actions:

- (a) provide a written or verbal apology;
- (b) return property or make reimbursement of its value or of money spent;
- (c) be removed from or not be appointed to the membership on a committee of Council;
- (d) be removed from or not be appointed as chair of a committee of Council; and
- (e) comply with any other remedial or corrective action or measure deemed appropriate by the Integrity Commissioner.

**16.0 Legal Fees**

16.1 A Member of Council is responsible for his or her own legal costs if he or she retains a lawyer or paralegal to provide counsel, advice or representation on any matter related to the Code of Conduct, including, but not limited to, an investigation and the imposition of penalties or remedial or corrective measures or actions by the Integrity Commissioner.

**17.0 Complaint Protocol**

17.1 The Complaint Protocol – Code of Conduct is Appendix “B” to the Code of Conduct.

**APPENDIX "A"**

**DISCLOSURE STATEMENT FOR GIFTS OR BENEFITS**

Member's Name: \_\_\_\_\_

Gift Received or Nature of Benefit: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Received From: \_\_\_\_\_

Date of Receipt: \_\_\_\_\_ Value or Estimate of Gift: \_\_\_\_\_

Please describe the circumstances under which the Gift or Benefit was received:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please describe your intentions with respect to the Gift or Benefit:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you anticipate transferring the Gift or Benefit described above to the municipality?

Yes, immediately \_\_\_\_\_ Yes, eventually \_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_  
Member's Signature

\_\_\_\_\_  
Date

**Appendix “B”  
Complaint Protocol**

**Part A – Informal Complaint Procedure**

1. Any individual who identifies or witnesses behaviour or activity by a Member that they believe contravenes the Code of Conduct may seek to address the prohibited behaviour or activity themselves in the following manner by following the Informal Complaint Procedure:
  - (a) document the incident(s) where the Member may have contravened the Code of Conduct including dates, times, locations, other persons present, and any other relevant information;
  - (b) advise a third party about the concerns regarding the Member’s actions;
  - (c) advise the Member that the behaviour or activity appears to contravene the Code of Conduct;
  - (d) identify to the Member the specific provision(s) of the Code of Conduct that may have been contravened;
  - (e) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to undertake to refrain from future occurrences of the prohibited behaviour or activity;
  - (f) request the Integrity Commissioner to assist in informal discussion of the alleged complaint with the Member in an attempt to settle or resolve the issue;
  - (g) if applicable:
    - (i) confirm to the Member that his or her response is satisfactory, or
    - (ii) advise the Member that his or her response is unsatisfactory;
  - (h) consider the need to pursue the matter in accordance with the Formal Complaint Procedure set out in Part B, or in accordance with any other applicable judicial or quasi-judicial process or complaint procedure.
2. Individuals are strongly encouraged to pursue the Informal Complaint Procedure as the first means of remedying behaviour or activity of a Member that they believe violates the Code of Conduct.
3. With the consent of both the complaining individual and the Member, the Integrity Commissioner may participate in any informal process. The parties involved are encouraged to take advantage of the Integrity Commissioner’s potential role as a mediator/conciliator of issues relating to a complaint.

4. The Informal Complaint Procedure is **not** a precondition or a prerequisite to pursuing the Formal Complaint Procedure set out in Part B.

**Part B – Formal Complaint Procedure**

**Formal Complaints**

- 1(1) Any individual who identifies or witnesses behaviour or activity by a Member that they reasonably believe contravenes the Code of Conduct may file a formal complaint to request an inquiry by the Integrity Commissioner as to whether a Member has contravened the Code of Conduct in accordance with the following requirements:
  - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 1) and shall be dated and signed by an identifiable individual;
  - (b) the complaint must set out reasonable and probable grounds for the allegation that the Member has contravened the Code of Conduct and must be accompanied by a supporting sworn affidavit setting out the evidence in full in support of the allegation; and
  - (c) Council may also file a complaint against any of its Members of an alleged contravention of the Code of Conduct by passing a resolution requesting the Integrity Commissioner to undertake an inquiry.
- (2) An elector, as defined in section 1 of the *Municipal Conflict of Interest Act*, or a person demonstrably acting in the public interest (collectively, a “complainant”) may file a formal complaint to request the Integrity Commissioner conduct an inquiry into an alleged contravention of section 5, 5.1 or 5.2 of that Act by a Member in accordance with the following requirements:
  - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 2) dated and signed by an identifiable individual;
  - (b) the complaint shall include a statutory declaration setting out reasonable and probable grounds for the allegation that the Member has contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* and attesting to the fact that:
    - (i) the complainant became aware of the contravention not more than six (6) weeks before the date of the complaint, or
    - (ii) in the case where the complainant became aware of the alleged contravention during the period of time described in paragraph 1 of subsection 223.4.1(5) of the *Municipal Act, 2001*, that the complainant became aware of the alleged contravention during that period of time;

- (c) Council may also file a complaint against any of its Members respecting an alleged contravention of sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* by passing a resolution requesting the Integrity Commissioner to undertake an inquiry and providing a statutory declaration as required by Section 1(2).
- (3) Individuals, electors or persons demonstrably acting in the public interest who file a formal complaint under Sections 1(1) or 1(2) must provide a full and complete record of evidence to the Integrity Commissioner who is under no obligation whatsoever to, but may, seek additional information to supplement or complete the evidentiary record to substantiate or support the allegation set out in the complaint.

**Filing of Complaint and Classification by Integrity Commissioner**

- 2(1) The complaint may be filed with the Clerk by hard copy or directly with the Integrity Commissioner by a sealed hard copy or by e-mail to the email address(es) set out on the County's website.
- (2) The Integrity Commissioner shall initially classify the complaint to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council procedures, policies or rules as set out in Section 3 or whether it is, on its face, a complaint under sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*.

**Complaints Outside Integrity Commissioner's Jurisdiction**

- 3. If the complaint, including the supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint relates to matters addressed by other legislation or complaint procedure under another County procedure, policy or rule or to an alleged contravention of section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant in writing as follows:

***Criminal Matter***

- (a) if the complaint is, on its face, an allegation of a criminal nature consistent with the *Criminal Code*, the complainant shall be advised that:
  - (i) the Integrity Commissioner will refer it to the appropriate police service, or
  - (ii) the complainant may pursue it with the appropriate police service if the complainant wishes to pursue any such allegation;

***Municipal Freedom of Information and Protection of Privacy Act***

- (b) if the complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant

shall be advised that the matter must be referred to the Clerk to deal with under its access and privacy policies under that statute;

***Other Procedure, Policy or Rule Applies***

- (c) if the complaint appears to fall within the scope of another procedure, policy or rule of the County, the complainant shall be advised to pursue the matter under such procedure, policy or rule with the appropriate County official or staff member;

***Lack of Jurisdiction***

- (d) if the complaint is, for any other reason not within the jurisdiction of the Integrity Commissioner (for example, it relates to a decision of Council or a local board as a whole and not one or more individual Members), the complainant shall be so advised and provided with any additional reasons and referrals as the Integrity Commissioner considers appropriate;

***Matter Already Pending***

- (e) if the complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a court proceeding, a human rights or workplace harassment complaint or similar process, or to a civil matter that is pending before the courts, the Integrity Commissioner may, in his/her sole discretion, suspend any investigation, in whole or in part, pending the result of the other process;

***Similar Matter Already Pending***

- (f) if the complaint is in relation to a similar matter which is subject to an outstanding complaint before the Integrity Commissioner, the Integrity Commissioner may, in his/her sole discretion, consider the matter in conjunction with the similar matter or deal with it separately, including not undertaking an inquiry if the matter can be adequately addressed in any report and/or recommendations made with respect to the complaint in the similar matter; and

***Other Ethical Code or Policy Applies***

- (g) if the complaint is in relation to a matter which is governed by a code of conduct, ethical code or similar procedure or policy of another body or entity which also governs the Members (for example, another board, body or committee to which the Member has been appointed), the Integrity Commissioner shall consider the most appropriate forum for the complaint and may, in his/her sole discretion, defer consideration of the matter pending any determination made by the other body or entity and shall so advise the complainant and, if necessary, the Member.

**Limitation Period**

- 4.(1) The Integrity Commissioner shall not accept a complaint under the Code of Conduct for which the event giving rise to the complaint occurred or came to the attention of the complainant more than six (6) months prior to the date of the filing of the complaint. The complainant must establish that the event giving rise to the complaint occurred and/or came to the complainant's attention within six (6) months of the complaint being filed in accordance with Section 2.
  
- (2) The Integrity Commissioner shall not accept a complaint relating to sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* except in accordance with the requirements of subsections 8(2)-(6) of that statute and section 223.4.1 of the *Municipal Act, 2001*.

**Refusal to Conduct Investigation**

- 5. The Integrity Commissioner has a discretion as to whether to carry out an investigation. If the Integrity Commissioner is satisfied, after considering the information contained in the complaint, that a complaint:
  - (a) is frivolous or vexatious,
  - (b) is not made in good faith,
  - (c) constitutes an abuse of process,
  - (d) discloses no grounds or insufficient grounds for an investigation, or
  - (e) does not warrant a full investigation,

the Integrity Commissioner shall not be required to conduct an investigation and may summarily dismiss the complaint, and, where this becomes apparent during the course of an investigation, the Integrity Commissioner shall terminate the inquiry and provide notice to the complainant and, if necessary, to the Member.

**Opportunities for Resolution**

- 6. Following receipt and review of a formal complaint or at any time during the investigation where the Integrity Commissioner, in his or her discretion, believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be pursued to achieve an informal resolution.

**Investigation**

- 7.(1) The Integrity Commissioner may proceed as follows, except where the Integrity Commissioner has a full factual record and believes, in his or her sole discretion, that no additional information is required, or where otherwise required by the *Public Inquiries Act, 2009*, or where the Integrity Commissioner has not otherwise terminated the inquiry:
- (a) provide the Member with an outline of the complaint with sufficient particularity to allow the Member to understand the complaint against him or her but the Integrity Commissioner shall not have any obligation to disclose:
    - (i) the identity of the complainant, or
    - (ii) the identity of any witnesses set out in the complaint or persons that are questioned/interviewed by the Integrity Commissioner,unless it is essential for the Member to adequately respond to the complaint, which determination shall be made in the Integrity Commissioner's sole and absolute discretion;
  - (b) request that the Member provide a written response to the allegations in the complaint to the Integrity Commissioner within ten (10) business days;
  - (c) provide a copy of the Member's response to the complainant with a request that any written reply be provided by the complainant to the Integrity Commissioner within ten (10) business days; and
  - (d) extend the timelines set out above if the Integrity Commissioner deems it necessary to do so in his or her sole and absolute discretion.
- (2) If necessary, after reviewing the submitted materials, the Integrity Commissioner may contact and speak to or correspond with any other persons, access and examine any other documents or electronic materials, including any materials on the County's computers and servers, and may enter any County work location relevant to the complaint for the purpose of investigation and potential resolution.
- (3) The Integrity Commissioner may, but is under no obligation, to provide the Member with a draft of the proposed draft report on the complaint.
- (4) The Integrity Commissioner shall not issue a report finding a violation of the Code of Conduct on the part of any Member unless the Member has had an opportunity either in person or in writing to comment to the Integrity Commissioner on any preliminary or proposed finding(s).

- (5) The Integrity Commissioner may, but is under no obligation, to advise either the Member or the complainant of any proposed sanction or recommendation the Integrity Commissioner may include in the report to Council.
- (6) The Integrity Commissioner may make interim reports to Council where necessary and as required to address any instances of interference, obstruction, intimidation, delay, reprisal or retaliation by the Member or by any other person encountered during the formal complaint investigation.
- (7) The Integrity Commissioner is entitled to make such additional inquiries and provide such additional reports to Council where necessary and as required to address any instances of non-compliance with any decision of Council including the failure to comply with any penalties or corrective measure or actions imposed by the Integrity Commissioner.
- (8) The Integrity Commissioner shall retain all records related to the complaint and investigation but may provide copies of certain records, in confidence, to County administrative staff who are required to ensure that any such records are securely and confidentially retained.

**No Complaint Prior to Municipal Election**

- (1) Notwithstanding any other provision of this Complaint Protocol, no complaint may be filed with the Integrity Commissioner, no report shall be made by the Integrity Commissioner to Council during the period of time starting on nomination day for a regular municipal election year, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on the voting day in a regular election as set out in section 5 of the *Municipal Elections Act, 1996*.
- (2) If the Integrity Commissioner has received a complaint and has commenced an inquiry but has not completed the inquiry before nomination day in a regular municipal election year, the Integrity Commissioner shall terminate the inquiry on nomination day but may commence an inquiry in respect of the same complaint if within six (6) weeks after the voting day in a regular municipal election the individual who made the request makes a written request to the Integrity Commissioner in accordance with subsection 223.4(8) of the *Municipal Act, 2001*.

**Advice Provided to Member by Integrity Commissioner**

- (1) Subject to Section 9(2), a Member is entitled to rely upon any written advice given by the Integrity Commissioner to the Member respecting the Code of Conduct in any subsequent consideration of the conduct of the Member in the same matter provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.

- (2) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Member is entitled to advise the judge of any written advice given by the Integrity Commissioner provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (3) A Member under investigation by the Integrity Commissioner shall not request advice from the Integrity Commissioner as to the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or generally at law with respect to any matter that the Integrity Commissioner is investigating or reviewing with respect to the Member, nor is the Member entitled to rely upon any statement(s) made by the Integrity Commissioner during the course of any investigation or review that may impact the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or at generally law.

**Authority to Abridge or Extend**

10. (1) Notwithstanding any requirement, obligation or timeline, set out in the Code of Conduct or this Complaint Protocol, the Integrity Commissioner shall retain the right to abridge or extend any provision therein in the public interest.

**Investigation Report**

- 11.(1) The Integrity Commissioner shall report to the complainant and the Member no later than ninety (90) days after the official receipt of any complaint under the Code of Conduct. If the investigation process is anticipated to or takes more than ninety (90) days, the Integrity Commissioner shall provide an interim report to Council and must advise the parties of the approximate date the report will be available. The Integrity Commissioner may also, at his or her discretion, advise any witnesses or other persons of the approximate date the report will be available.
- (2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall report to Council outlining the findings, the terms of any settlement and/or any recommended remedial or corrective measure or action.
- (3) The Integrity Commissioner may provide a copy of the report to the complainant and the Member whose conduct has been investigated in advance of the public release of the report, in strict confidence until the report is publicly released. The Member shall have the right to address the report if it considered by Council.
- (4) Where the complaint is not sustained, the Integrity Commissioner is not obligated to report to Council on the result of the investigation or any findings but may do so at his/her discretion and may also include such information as he/she deems

necessary in a report or as part of an annual or other periodic report by the Integrity Commissioner.

- (5) The Integrity Commissioner shall complete the investigation under the *Municipal Conflict of Interest Act* no later than one hundred eighty (180) days after the official receipt of any complaint validly made under Section 1(2) of this Part.

**Findings**

12.(1) If the Integrity Commissioner determines that:

- (a) there has been no contravention of the Code of Conduct, or section 5, 5.1 or 5.3 of the *Municipal Conflict of Interest Act*, or
- (b) a contravention occurred but:
  - (i) the Member took all reasonable measures to prevent it, including having sought and followed the advice of the Integrity Commissioner;
  - (ii) it was trivial,
  - (iii) it was committed through inadvertence, or
  - (iv) it resulted from an error in judgment made in good faith,

the Integrity Commissioner may so state in the report and may also take appropriate actions.

- (2) If the Integrity Commissioner considers it appropriate, once he or she has concluded the investigation under Section 1(2) of this Part, he or she may apply to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member has contravened section 5, 5.1 or 5.2 of that statute. If the Integrity Commissioner does not proceed with an application to the judge, he or she shall so advise the complainant.

**Report to Council**

13. Upon receipt of a report from the Integrity Commissioner with respect to the Code of Conduct, the Clerk shall place the report on the next regular agenda of Council for consideration by Council. A report from the Integrity Commissioner may also be considered by Council in advance of its next regular meeting should Council agree to hold a special or other meeting before its next regular meeting to consider the report.

**Public Disclosure**

- 14.(1) The Integrity Commissioner and every person acting under his or her jurisdiction shall preserve confidentiality where appropriate and where it does not interfere with the course of any investigation, except as required by law and as required by this Complaint Protocol.
- (2) The Integrity Commissioner shall retain all records related to the complaint and investigation although copies may be provided to the County's administrative staff, subject to the duty of confidentiality under subsection 223.5 of the *Municipal Act, 2001*.
- (3) The identity of the Member who is the subject of the complaint shall not be treated as confidential information in the Integrity Commissioner's report to Council. The identity of the complainant and of any other person, including witnesses, may be disclosed if deemed appropriate and necessary by the Integrity Commissioner or if consented to by the complainant.
- (4) All reports from the Integrity Commissioner to Council shall be made available to the public by the Clerk.

**Delegation by Integrity Commissioner**

17. The Integrity Commissioner may delegate in writing to any person, other than a Member of Council, any of the Integrity Commissioner's powers and duties under Part V.1 of the *Municipal Act, 2001*.







**Report 2019-019**

**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:** February 20, 2019

**Re: Corporate Services – 2018 Frontenac Howe Islander Petition for Subsidy**

**Recommendation**

**Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2018 Frontenac Howe Islander Ferry Petition for Subsidy report;

**And Further That** Council authorize the Clerk to petition the Ministry of Transportation for \$913,224.11.

**Background**

The operating agreement with the Ministry of Transportation (MTO) for the Frontenac Howe Islander Ferry came into effect in January 2004.

The terms of the agreement require the County of Frontenac to prepare and deliver a statement reconciling the actual operating costs and revenues for each calendar year by February 15<sup>th</sup> of the following year.

**Comment**

The financial information forwarded to MTO is presented in Appendix A to this report.

The contract with MTO authorizes the County to retain a reserve to which ticket and pass revenue over the 20% of expenditures can be allocated annually. The reserve balance cannot exceed 5% of the operating expenditures.

**Sustainability Implications**

The operation of the Frontenac Howe Islander Ferry ensures the long term viability of the community on Howe Island.

**Financial Implications**

In accordance with the agreement, the Provincial subsidy totals \$913,224 for 2018. This is calculated as 80% of the gross expenditure in 2018 of \$1,145,796 less the subsidy repayment of \$3,413.

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

Marine Services  
Township of Frontenac Islands  
Ministry of Transportation

Appendix A

|                                                        |                     |
|--------------------------------------------------------|---------------------|
| <b>Salaries, Wages &amp; Benefits</b>                  |                     |
| Wages                                                  | 810,876.86          |
| Benefits                                               | 172,164.51          |
| WSIB / EHT                                             | 66,391.72           |
| <b>Materials &amp; Supplies:</b>                       |                     |
| Repairs/Maintenance Supplies                           | 22,614.84           |
| Tickets                                                | 4,567.51            |
| Fuel                                                   | 493.00              |
| Cables                                                 |                     |
| <b>Services:</b>                                       |                     |
| Hydro                                                  |                     |
| Phone, Cell Phones                                     | 2,233.94            |
| Insurance                                              | 8,825.76            |
| Audit Fee                                              | 1,679.63            |
| Legal Costs                                            | 23,768.83           |
| Sundry, Health & Safety                                | 8,568.68            |
| Machine Rental                                         |                     |
| Mileage                                                | 1,144.95            |
| Lease                                                  |                     |
| <b>Subtotal **</b>                                     | <b>1,123,330.23</b> |
| Administration costs **                                | 22,466.60           |
| <b>Total Operating Costs **</b>                        | <b>1,145,796.83</b> |
| <b>80% of Eligible Operating Costs **</b>              | <b>916,637.47</b>   |
| <b>Revenues:</b>                                       |                     |
| Ferry Passes                                           | 120,838.00          |
| Ferry Fares                                            | 119,821.01          |
| Other Revenue                                          |                     |
| <b>Total Revenues **</b>                               | <b>240,659.01</b>   |
| <b>20% of Operating Costs **</b>                       | <b>229,159.37</b>   |
| <b>Revenues in excess of 20% of operating costs **</b> | <b>11,499.64</b>    |
| <b>FERRY REVENUE RESERVE:</b>                          |                     |
| To Revenue Reserve 2018                                | 11,499.64           |
| Balance in Reserve                                     | 49,203.56           |
| <b>TOTAL FERRY RESERVE **</b>                          | <b>60,703.20</b>    |
| <b>5% OF OPERATING COSTS **</b>                        | <b>57,289.84</b>    |
| Ferry Revenue Reserve                                  | 60,703.20           |
| <b>in excess of 5% of Operating **</b>                 | <b>-3,413.36</b>    |
| <b>Subsidy Payable:</b>                                |                     |
| 80% of Operating Costs **                              | 916,637.47          |
| <b>Less:</b>                                           |                     |
| Revenues in excess of 20% of Operating Costs           | 3,413.36            |
| <b>Total Annual Subsidy</b>                            | <b>913,224.11</b>   |
| <b>Prior year adjustment</b>                           | <b>0.00</b>         |
| <b>TOTAL SUBSIDY PAYABLE -</b>                         | <b>913,224.11</b>   |



**Report 2019-020**

**Recommend Report to Council**

**To:** Warden and Members of County Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Susan Brant, Director of Corporate Services/Treasurer  
**Date of meeting:** February 20, 2019  
**Re:** **Corporate Services – Setting of the 2020 County Budget  
Deliberations and Solicitation of Public Input**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Setting of the 2020 County Budget Deliberations and Solicitation of Public Input report for information;

**And Further That** Council hold a public meeting on September 18, 2019, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2020 budget.

**And Further That** the Council of the County of Frontenac confirm the following dates for the 2020 Budget Deliberations:

|                             |                                                                                                        |
|-----------------------------|--------------------------------------------------------------------------------------------------------|
| Wednesday, October 23, 2019 | Council Presentation – 2019 KPIs, 2020 Business Plans & Project Proposals Detailed Budget Presentation |
| Thursday, October 24, 2019  | Council Presentation – 2019 KPIs, 2020 Business Plans & Project Proposals Detailed Budget Presentation |
| Tuesday, October 29, 2019   | Council Presentation – Detailed Budget Presentation                                                    |

**Background**

Under the *Municipal Act, 2001*, as amended, Section 289(1) states 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**

The Finance unit annually sets a budget schedule early in the year for the following year's budget. This schedule sets out both staff meeting dates and timelines with respect to departmental budget submissions as well as meeting dates for presentation to Council Liaisons and Council.

The budget process schedule begins in September of the year prior to the budget year with a public meeting to solicit public input followed in October by presentations to Liaisons and Council on departmental KPIs and the following years Business Plans and Project Proposals. The full budget deliberations are then done at a Committee of the Whole meeting with the passage of the budget taking place at either the November or December Council meeting.

With respect to budget deliberations in an election year, Section 289(1.1) states:

**Exception**

(1.1) Despite subsection (1), a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies. 2006, c. 32, Sched. A, s. 119 (2).

This recommendation aligns with the County of Frontenac budget policy which is attached to this report as Appendix A.

**Sustainability Implications**

Governance – appropriate stewardship of County resources.

**Financial Implications**

There are no financial implications associated with this report.

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

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



**Report 2019-021**

**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:** February 20, 2019

**Re: Corporate Services – 2019 Tax Ratios and Tax Rate Reductions**

**Recommendation**

**Resolved That** the Council of the County of Frontenac accept this Corporate Services – 2019 Tax Ratios and Tax Rate Reductions report;

**And Further That** Council consider a by-law, introduced later in the meeting, to re-confirm for 2019 the tax ratios and tax rate currently in place.

**Background**

The *Municipal Act*, subsection 308 (2) requires the County to establish tax ratios. Tax ratios are defined in subsection 308 (3) as “the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1.”

The County is required under section 308 (5) of the *Act* to pass a by-law on or before April 30<sup>th</sup> each year to establish tax ratios for that year for the upper-tier municipality and its lower tiers.

According to the Fair Housing Plan, the Province implemented a mandatory New Multi-Residential property class province-wide for 2017 to ensure municipalities tax multi-residential buildings at a similar rate as other residential properties. This mandate will support and encourage development of new, purpose-built rental housing as a step to improve housing affordability in the rental market. Only properties with a building permit date of April 20, 2017 or later would receive this new coding by MPAC. The County did

not have the previously optional NT class so the mandatory default ratio of 1.0 is required for this class.

Landfill properties were previously classed as commercial and in discussion with the Township Treasurers it was determined that it is appropriate to keep these properties at the residential tax rate similar to its prior treatment. The total assessment for landfills is \$126,814 included under Payments in Lieu.

Vacant commercial property is assessed at 70% of the commercial rate and vacant industrial property is taxed at 65% of the industrial as prescribed in the *Act*.

The tax ratio for the farm property class prescribed under the *Assessment Act* is 0.25 or such lower tax ratio as the upper-tier municipality or single-tier municipality may establish.

The tax ratio for the managed forests property class prescribed under the *Assessment Act* is 0.25.

**Comment**

It is necessary to review the tax ratio by-law each year prior to the presentation of a new budget. However it was agreed in 1998 that all assessment classes should be taxed equally, excluding those for which special consideration must be given according to legislation. At that time, and it continues, this acceptance of fair taxing practices can be implemented without having significant implications for any one property class. The current tax ratios and tax rate reductions are:

| <b>ASSESSMENT CLASS</b>        | <b>TAX RATIO</b> |
|--------------------------------|------------------|
| Residential & Farm Residential | 1.0000           |
| Multi-Residential              | 1.0000           |
| New Multi-Residential          | 1.0000           |
| Commercial Occupied            | 1.0000           |
| Industrial Occupied            | 1.0000           |
| Landfills                      | 1.0000           |
| Pipeline                       | 0.7000           |
| Farmland                       | 0.2500           |
| Managed Forests                | 0.2500           |

| SUBCLASSES                                                                               | TAX RATE REDUCTION |
|------------------------------------------------------------------------------------------|--------------------|
| Vacant Land, Vacant Units and Excess Land<br>In the Commercial Property Class            | 30%                |
| Vacant Land, Vacant Units and Excess Land<br>Subclasses in the Industrial Property Class | 35%                |
| First Subclass of Farmland<br>Awaiting Development for all Property Classes              | 65%                |
| Second Subclass of Farmland Awaiting<br>Development for all Property Classes             | 30%                |

**Sustainability Implications**

Within Directions for Our Future, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward thinking and focused on the longer term.” In 1998 County Council decided to tax all classes equally and maintain a competitive tax structure.

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

Township of North Frontenac  
 Township of South Frontenac  
 Township of Central Frontenac  
 Township of Frontenac Islands



**Report 2019-022**

**Recommend Report to Council**

**To:** Warden and Members of County Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** February 20, 2019

**Re: Corporate Services – Finance - 2019 Temporary Borrowing Bylaw**

---

**Recommendation**

**Resolved That** Council of the County of Frontenac accept the Corporate Services – Finance - 2019 Temporary Borrowing By-law report;

**And Further That** the Clerk be directed to introduce a by-law later in the meeting to authorize current borrowings from time to time during 2019.

**Background**

On an annual basis, the *Municipal Act, Chapter 25 of the Statutes of Ontario 2001*, permits a council to pass a by-law authorizing the head and treasurer to borrow, from time to time by way of promissory note or banker's acceptance, such sums as the council considers necessary to meet current expenditures during the year. These provisions read as:

- 407(2) Except with the approval of the Ontario Municipal Board, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed,
  - (a) from January 1 to September 30 in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and
  - (b) from October 1 to December 31 in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year.
  
- 407(3) Until the budget is adopted in a year, the limits upon borrowing under subsection (2) shall temporarily be calculated using the estimated revenues of the municipality set out in the budget adopted for the previous year.

**Comment**

Based on our 2019 estimates, unpaid temporary borrowings should not exceed \$21,073,139 for the first three-quarters of the year and \$10,536,569 for the final quarter of 2019.

**Sustainability Implications**

Governance – appropriate stewardship of County resources

**Financial Implications**

There are no financial implications associated with this report.

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



**Report 2019-024**

**Council Recommend Report**

**To:** Warden and Council of the County of Frontenac

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

**Prepared by:** Lisa Hirvi, Administrator, Fairmount Home

**Date of meeting:** February 20, 2019

**Re: Fairmount Home – 2019-2022 Long-Term Care Home Service Accountability Agreement (LSAA)**

---

**Recommendation**

**Resolved That** Council of the County of Frontenac received the Fairmount Home – 2019-2022 Long-Term Care Home Service Accountability Agreement for approval;

**And Further That** the Council of the County of Frontenac authorize the Warden and Clerk to execute the 2019-2022 Long-Term Care Home Service Accountability Agreement and return to the Local Health Integration Network as required under the *Local Health System Integration Act*.

**Background**

The Long-Term Care Home Service Accountability Agreement (LSAA) is the service accountability agreement between a long-term care home licensee and the Local Health Integration Network (LHIN) and is required by the *Local Health Systems Integration Act* (LHSIA). It assists the LHIN in fulfilling its obligations to the Ministry of Health and Long-Term Care (MOHLTC), the Province and the taxpayers in respect of funding as well as its obligations under LHSIA to plan, fund and integrate the local health system. The current LSAA expires on March 31, 2019.

**Comment**

The South East Local Health Integration Network (SE LHIN) prepared a new LSAA for 2019-2022, which has been updated to include changes requested by the sector and legal changes to add clarity to provisions, make corrections to clauses and improve consistency across all three SAAs (MSAA-Community Agencies, HSAA-Hospitals, LSAA-Long Term Care Homes). More specifically, the changes to the LSAA include:

- Updated 'Background' section that referenced the unique role of municipalities
- Updated provision related to 'Disposition' to be consistent with the MSAA
- Added provision related to 'Factors Beyond an HSPs Control' to be consistent with the HSAA
- Updated provision related to 'Acknowledgement of LHIN Support' to add clarity and to be consistent language consistent across all three SAAs

Attached is the LSAA that includes the required financial, service activity and performance expectations for the 2019-2020 fiscal year.

### **Sustainability Implications**

The LSAA aligns with the health systems priorities of the province, which are to keep people healthy, provide faster access to family health care and to provide the right care, at the right time, in the right place.

### **Financial Implications**

If the LSAA is not signed, the LHIN will discontinue the flow of funds to Fairmount Home.

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

#### Consulted

- Fairmount Home, Management
  - Director of Corporate Services/Treasurer
  - South East Local Health Integration Network
- #### Affected
- County of Frontenac – Fairmount Home
  - Local Health Integration Network
  - Ministry of Health and Long-Term Care

South East **LHIN** | **RLISS** du Sud-Est

71 Adam Street  
Belleville, ON K8N 5K3  
Tel: 613 967-0196  
Fax: 613 967-1341  
Toll Free: 1 866 831-5446  
www.southeasthin.on.ca

71 Adam Street  
Belleville, ON K8N 5K3  
Téléphone: 613 967-0196  
Télécopieur: 613 967-1341  
Sans frais: 1 866 831-5446  
www.southeasthin.on.ca

**2019-2022  
LONG TERM CARE SERVICE ACCOUNTABILITY AGREEMENT**

**Effective Date: April 1, 2019**

**B E T W E E N :**

South East Local Health Integration Network  
(the "LHIN")

**AND**  
**County of Frontenac**  
(the "HSP")

**IN RESPECT OF SERVICES PROVIDED AT:  
Fairmount Home for the Aged**

Located at  
**2069 Battersea Road,**  
**Glenburnie, Ontario, K9H 1S0**  
(the "Home")



**LONG-TERM CARE HOME SERVICE ACCOUNTABILITY AGREEMENT  
April 1, 2019 to March 31, 2022**

**SERVICE ACCOUNTABILITY AGREEMENT**

**with**

**County of Frontenac**

**Effective Date: April 1, 2019**

**Index to Agreement**

ARTICLE 1.0 - DEFINITIONS & INTERPRETATION.....3  
ARTICLE 2.0 - TERM AND NATURE OF THIS AGREEMENT .....9  
ARTICLE 3.0 - PROVISION OF SERVICES ..... 10  
ARTICLE 4.0 - FUNDING..... 12  
ARTICLE 5.0 - ADJUSTMENT AND RECOVERY OF FUNDING ..... 14  
ARTICLE 6.0 - PLANNING & INTEGRATION..... 16  
ARTICLE 7.0 - PERFORMANCE ..... 19  
ARTICLE 8.0 - REPORTING, ACCOUNTING AND REVIEW .....21  
ARTICLE 9.0 - ACKNOWLEDGEMENT OF LHIN SUPPORT .....24  
ARTICLE 10.0 - REPRESENTATIONS, WARRANTIES AND COVENANTS .....25  
ARTICLE 11.0 - LIMITATION OF LIABILITY, INDEMNITY & INSURANCE.....27  
ARTICLE 12.0 - TERMINATION .....29  
ARTICLE 13.0 - NOTICE .....31  
ARTICLE 14.0 - INTERPRETATION..... 31  
ARTICLE 15.0 - ADDITIONAL PROVISIONS .....32  
ARTICLE 16.0 - ENTIRE AGREEMENT .....33

**Schedules**

- A - Description of Home and Beds
- B - Additional Terms and Conditions Applicable to the Funding Model
- C - Reporting Requirements
- D - Performance
- E - Form of Compliance Declaration

**THIS AGREEMENT** effective as of the 1<sup>st</sup> day of April, 2019.

**B E T W E E N :**

**SOUTH EAST LOCAL HEALTH INTEGRATION NETWORK** (the “LHIN”)

**AND**

**County of Frontenac**  
(the “HSP”)

**IN RESPECT OF:**

**Fairmount Home for the Aged**  
Located at  
**2069 Battersea Road,**  
**Glenburnie, Ontario, K9H 1S0**

**Background:**

This service accountability agreement, entered into pursuant to the *Local Health System Integration Act, 2006* (“LHSIA”), reflects and supports the commitment of the LHIN and the HSP to, separately, jointly, and in cooperation with other stakeholders, work diligently and collaboratively toward the achievement of the purpose of LHSIA, namely “to provide for an integrated health system to improve the health of Ontarians through better access to high quality health services, co-ordinated health care in local health systems and across the province and effective and efficient management of the health system at the local level by local health integration networks”.

The HSP and the LHIN, being committed to a health care system as envisioned by LHSIA, intend to cooperate to advance the purpose and objects of LHSIA and the further development of a patient-centered, integrated, accountable, transparent, and evidence-based health system contemplated by LHSIA. They will do so by such actions as: supporting the development and implementation of sub-regions and Health Links to facilitate regional integrated health care service delivery; breaking down silos that inhibit the seamless transition of patients within the health care system; striving for the highest quality and continuous improvement in the delivery of health services and in all aspects of the health system, including by identifying and addressing the root causes of health inequities, and by improving access to primary care, mental health and addiction services and wait times for specialists; and otherwise striving for the highest quality and continuous improvement in the delivery of health services and in all aspects of the health system.

The HSP and the LHIN are committed to working together, and with others, to achieve evolving provincial priorities including those described: in mandate letters from the Minister of Health and Long-Term Care to the LHIN; in the provincial strategic plan for the health system; and, in the LHIN’s Integrated Health Services Plan.

The LHIN recognizes municipalities as responsible and accountable governments with respect to matters within their jurisdiction. The LHIN acknowledges the unique

character of municipal governments that are funded health service providers (each a “Municipal HSP”) under the Provincial Long-Term Care Home Service Accountability Agreement template (the “LSAA”), and the challenges faced by Municipal HSPs in complying with the terms of the LSAA, given the legal framework under which they operate. The LHIN further recognizes and acknowledges that where a Municipal HSP faces a particular challenge in meeting its obligations under the LSAA due to its responsibilities as a municipal government or the legal framework under which it operates, it may be appropriate for the LHIN to consult with the Municipal HSP and to use reasonable efforts to resolve the issue in a collaborative way that respects the municipal government while operating under the LSAA as a Municipal HSP.

In this context, the HSP and the LHIN agree that the LHIN will provide funding to the HSP on the terms and conditions set out in this Agreement to enable the provision of services to the local health system by the HSP.

In consideration of their respective agreements set out below, the LHIN and the HSP covenant and agree as follows:

#### **ARTICLE 1.0 - DEFINITIONS & INTERPRETATION**

**1.1 Definitions.** In this Agreement the following terms will have the following meanings.

“**Accountability Agreement**” means the accountability agreement, as that term is defined in LHSIA, in place between the LHIN and the MOHLTC during a Funding Year, currently referred to as the Ministry-LHIN Accountability Agreement.

“**Act**” means the *Long-Term Care Homes Act, 2007* and the regulations made under it and they may be amended from time to time.

“**Active Offer**” means the clear and proactive offer of service in French to individuals, from the first point of contact, without placing the responsibility of requesting services in French on the individual.

“**Agreement**” means this agreement and includes the Schedules and any instrument amending this agreement or the Schedules.

“**Annual Balanced Budget**” means that, in each calendar year of the term of this Agreement, the total expenses of the HSP in respect of the Services are less than or equal to the total revenue of the HSP in respect of the Services.

“**Applicable Law**” means all federal, provincial or municipal laws, orders, rules, regulations, common law, licence terms or by-laws, and includes terms or conditions of a licence or approval issued under the Act, that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement.

**“Applicable Policy”** means any orders, rules, policies, directives or standards of practice or Program Parameters issued or adopted by the LHIN, by the MOHLTC or by other ministries or agencies of the province of Ontario that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement. Without limiting the generality of the foregoing, Applicable Policy includes the Design Manual and the Long Term Care Funding and Financial Management Policies and all other manuals, guidelines, policies and other documents listed on the Policy Web Pages as those manuals, guidelines, policies and other documents may be amended from time to time.

**“Approved Funding”** has the meaning ascribed to it in Schedule B.

**“Beds”** means the long term care home beds that are licensed or approved under the Act and identified in Schedule A, as the same may be amended from time to time.

**“Board”** means in respect of an HSP that is:

- (a) a corporation, the board of directors;
- (b) A First Nation, the band council;
- (c) a municipality, the committee of management;
- (d) a board of management established by one or more municipalities or by one or more First Nations’ band councils, the members of the board of management;
- (e) a partnership, the partners; and
- (f) a sole proprietorship, the sole proprietor.

**“BPSAA”** means the *Broader Public Sector Accountability Act, 2010*, and regulations made under it as it and they may be amended from time to time.

**“CEO”** means the individual accountable to the Board for the provision of the Services in accordance with the terms of this Agreement, which individual may be the executive director or administrator of the HSP, or may hold some other position or title within the HSP.

**“Compliance Declaration”** means a compliance declaration substantially in the form set out in Schedule “E”.

**“Confidential Information”** means information that is (1) marked or otherwise identified as confidential by the disclosing party at the time the information is provided to the receiving party; and (2) eligible for exclusion from disclosure at a public board meeting in accordance with section 9 of LHSIA. Confidential Information does not include information that (a) was known to the receiving party prior to receiving the information from the disclosing party; (b) has become publicly known through no wrongful act of the receiving party; or (c) is required to be disclosed by law, provided that the receiving party provides Notice in a timely manner of such requirement to the disclosing party, consults with the disclosing

party on the proposed form and nature of the disclosure, and ensures that any disclosure is made in strict accordance with Applicable Law.

**“Conflict of Interest”** in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under this Agreement

- (a) the HSP;
- (b) a member of the HSP’s Board; or
- (c) any person employed by the HSP who has the capacity to influence the HSP’s decision,

has other commitments, relationships or financial interests that:

- (a) could or could be seen to interfere with the HSP’s objective, unbiased and impartial exercise of its judgement; or
- (b) could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under this Agreement.

**“Construction Funding Subsidy”** has the meaning ascribed to it in Schedule B.

**“Controlling Shareholder”** of a corporation means a shareholder who or which holds (or another person who or which holds for the benefit of such shareholder), other than by way of security only, voting securities of such corporation carrying more than 50% of the votes for the election of directors, provided that the votes carried by such securities are sufficient, if exercised, to elect a majority of the board of directors of such corporation.

**“Days”** means calendar days.

**“Design Manual”** means the MOHLTC design manual or manuals in effect and applicable to the development, upgrade, retrofit, renovation or redevelopment of the Home or Beds subject to this Agreement.

**“Designated”** means designated as a public service agency under the FLSA.

**“Digital Health”** has the meaning ascribed to it in the Accountability Agreement, and means the coordinated and integrated use of electronic systems, information and communication technologies to facilitate the collection, exchange and management of personal health information in order to improve the quality, access, productivity and sustainability of the healthcare system.

**“Director”** has the same meaning ascribed to it in the Act.

**“Effective Date”** means April 1, 2019.

**“Explanatory Indicator”** means a measure that is connected to and helps to

explain performance in a Performance Indicator or a Monitoring Indicator. An Explanatory Indicator may or may not be a measure of the HSP's performance. No Performance Target is set for an Explanatory Indicator.

**"Factors Beyond the HSP's Control"** include occurrences that are, in whole or in part, caused by persons, entities or events beyond the HSP's control. Examples may include, but are not limited to, the following:

- (a) significant costs associated with complying with new or amended Government of Ontario technical standards, guidelines, policies or legislation;
- (b) the availability of health care in the community (hospital care, long-term care, home care, and primary care);
- (c) the availability of health human resources; arbitration decisions that affect HSP employee compensation packages, including wage, benefit and pension compensation, which exceed reasonable HSP planned compensation settlement increases and in certain cases non-monetary arbitration awards that significantly impact upon HSP operational flexibility; and
- (d) catastrophic events, such as natural disasters and infectious disease outbreaks.

**"FIPPA"** means the *Freedom of Information and Protection of Privacy Act*, (Ontario) and the regulations made under it, as it and they may be amended from time to time.

**"FLSA"** means the *French Language Services Act* and the regulations made under it, as it and they may be amended from time to time.

**"Funding"** means the amounts of money provided by the LHIN to the HSP in each Funding Year of this Agreement. Funding includes Approved Funding and Construction Funding Subsidy.

**"Funding Year"** means in the case of the first Funding Year, the period commencing on the January 1 prior to the Effective Date and ending on the following December 31, and in the case of Funding Years subsequent to the first Funding Year, the period commencing on the date that is January 1 following the end of the previous Funding Year and ending on the following December 31.

**"Home"** means the long-term care home at the location set out above, which for clarity includes the buildings where the Beds are located and for greater certainty, includes the Beds and the common areas and common elements which will be used at least in part, for the Beds, but excludes any other part of the building which will not be used for the Beds being operated pursuant to this Agreement.

**"HSP's Personnel and Volunteers"** means the Controlling Shareholders (if any), directors, officers, employees, agents, volunteers and other representatives

of the HSP. In addition to the foregoing HSP's Personnel and Volunteers shall include the contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives.

**"Identified"** means identified by the LHIN or the MOHLTC to provide French language services.

**"Indemnified Parties"** means the LHIN and its officers, employees, directors, independent contractors, subcontractors, agents, successors and assigns and Her Majesty the Queen in right of Ontario and Her Ministers, appointees and employees, independent contractors, subcontractors, agents and assigns. Indemnified Parties also includes any person participating on behalf of the LHIN in a Review.

**"Interest Income"** means interest earned on the Funding.

**"LHIN Cluster"** has the meaning ascribed to it in the Accountability Agreement and is a grouping of LHINs for the purpose of advancing Digital Health initiatives through regional coordination aligned with the MOHLTC's provincial priorities.

**"LHSIA"** means the *Local Health System Integration Act, 2006* and the regulations under it, as it and they may be amended from time to time.

**"Licence"** means one or more of the licences or the approvals granted to the HSP in respect of the Beds at the Home under Part VII or Part VIII of the Act.

**"Mandate Letter"** has the meaning ascribed to it in the Memorandum of Understanding between MOHLTC and the LHIN, and means a letter from the Minister to the LHIN establishing priorities in accordance with the Premier's mandate letter to the Minister.

**"Minister"** means the Minister of Health and Long-Term Care.

**"MOHLTC"** means the Minister or the Ministry of Health and Long-Term Care, as the context requires.

**"Monitoring Indicator"** means a measure of HSP performance that may be monitored against provincial results or provincial targets, but for which no Performance Target is set.

**"Notice"** means any notice or other communication required to be provided pursuant to this Agreement, LHSIA or the Act.

**"Performance Agreement"** means an agreement between an HSP and its CEO that requires the CEO to perform in a manner that enables the HSP to achieve the terms of this Agreement.

**"Performance Corridor"** means the acceptable range of results around a

Performance Target.

**“Performance Factor”** means any matter that could or will significantly affect a party’s ability to fulfill its obligations under this Agreement, and for certainty, includes any such matter that may be brought to the attention of the LHIN, whether by PICB or otherwise.

**“Performance Indicator”** means a measure of HSP performance for which a Performance Target is set; technical specifications of specific Performance Indicators can be found in the LSAA 2016-19 Indicator Technical Specifications document.

**“Performance Standard”** means the acceptable range of performance for a Performance Indicator or a Service Volume that results when a Performance Corridor is applied to a Performance Target.

**“Performance Target”** means the level of performance expected of the HSP in respect of a Performance Indicator or a Service Volume.

**“person or entity”** includes any individual and any corporation, partnership, firm, joint venture or other single or collective form of organization under which business may be conducted;

**“PICB”** means Performance Improvement and Compliance Branch of MOHLTC, or any other branch or organizational unit of MOHLTC that may succeed or replace it.

**“Planning Submission”** means the planning document submitted by the HSP to the LHIN. The form, content and scheduling of the Planning Submission will be identified by the LHIN.

**“Policy Web Pages”** means the web pages available at [www.health.gov.on.ca/lsaapolicies](http://www.health.gov.on.ca/lsaapolicies), and at [www.health.gov.on.ca/erssldpolitique](http://www.health.gov.on.ca/erssldpolitique) or such other URLs or Web pages as the LHIN or the MOHLTC may advise from time to time. Capital policies can be found at [Http://www.health.gov.on.ca/english/providers/program/ltc\\_redev/awardeeoperator.html](http://www.health.gov.on.ca/english/providers/program/ltc_redev/awardeeoperator.html).

**“Program Parameter”** means, in respect of a program, the provincial standards (such as operational, financial or service standards and policies, operating manuals and program eligibility), directives, guidelines and expectations and requirements for that program.

**“RAI MDS Tools”** means the standardized Resident Assessment Instrument – Minimum Data Set (“RAI MDS”) 2.0, the RAI MDS 2.0 User Manual and the RAI MDS Practice Requirements, as the same may be amended from time to time.

**“Reports”** means the reports described in Schedule C as well as any other

reports or information required to be provided under LHSIA, the Act or this Agreement.

“**Resident**” has the meaning ascribed to it under the Act.

“**Review**” means a financial or operational audit, investigation, inspection or other form of review requested or required by the LHIN under the terms of LHSIA or this Agreement, but does not include the annual audit of the HSP’s financial statements.

“**Schedule**” means any one, and “**Schedules**” mean any two or more, as the context requires, of the schedules appended to this Agreement including the following:

**Schedule A:** Description of Home and Beds;

**Schedule B:** Additional Terms and Conditions Applicable to the Funding Model;

**Schedule C:** Reporting Requirements;

**Schedule D:** Performance; and

**Schedule E:** Form of Compliance Declaration.

“**Services**” means the operation of the Beds and the Home and the accommodation, care, programs, goods and other services that are provided to Residents (i) to meet the requirements of the Act; (ii) to obtain Approved Funding; and (iii) to fulfill all commitments made to obtain a Construction Funding Subsidy.

“**Service Volume**” means a measure of Services for which a Performance Target is set.

- 1.2 Interpretation.** Words in the singular include the plural and vice-versa. Words in one gender include all genders. The words “including” and “includes” are not intended to be limiting and shall mean “including without limitation” or “includes without limitation”, as the case may be. The headings do not form part of this Agreement. They are for convenience of reference only and will not affect the interpretation of this Agreement. Terms used in the Schedules shall have the meanings set out in this Agreement unless separately and specifically defined in a Schedule in which case the definition in the Schedule shall govern for the purposes of that Schedule.

## **ARTICLE 2.0 - TERM AND NATURE OF THIS AGREEMENT**

- 2.1 Term.** The term of this Agreement will commence on the Effective Date and will expire on the earlier of (1) March 31, 2022 or (2) the expiration or termination of all Licences, unless this Agreement is terminated earlier or extended pursuant to its terms.

**2.2 A Service Accountability Agreement.** This Agreement is a service accountability agreement for the purposes of section 20(1) of LHSIA.

**2.3 Prior Agreements.** The parties acknowledge and agree that all prior agreements for the Services are terminated.

### **ARTICLE 3.0 - PROVISION OF SERVICES**

#### **3.1 Provision of Services.**

- (a) The HSP will provide the Services in accordance with, and otherwise comply with:
  - (1) the terms of this Agreement;
  - (2) Applicable Law; and
  - (3) Applicable Policy.
- (b) When providing the Services, the HSP will meet the Performance Standards and conditions identified in Schedule D.
- (c) Unless otherwise provided in this Agreement, the HSP will not reduce, stop, start, expand, cease to provide or transfer the provision of the Services except with Notice to the LHIN and if required by Applicable Law or Applicable Policy, the prior written consent of the LHIN.
- (d) The HSP will not restrict or refuse the provision of Services to an individual, directly or indirectly, based on the geographic area in which the person resides in Ontario.

#### **3.2 Subcontracting for the Provision of Services.**

- (a) The parties acknowledge that, subject to the provisions of the Act and LHSIA, the HSP may subcontract the provision of some or all of the Services. For the purposes of this Agreement, actions taken or not taken by the subcontractor and Services provided by the subcontractor will be deemed actions taken or not taken by the HSP and Services provided by the HSP.
- (b) When entering into a subcontract the HSP agrees that the terms of the subcontract will enable the HSP to meet its obligations under this Agreement. Without limiting the foregoing, the HSP will include a provision that permits the LHIN or its authorized representatives, to audit the subcontractor in respect of the subcontract if the LHIN or its authorized representatives determines that such an audit would be necessary to confirm that the HSP has complied with the terms of this Agreement.
- (c) Nothing contained in this Agreement or a subcontract will create a contractual relationship between any subcontractor or its directors,

officers, employees, agents, partners, affiliates or volunteers and the LHIN.

**3.3 Conflict of Interest.** The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under this Agreement without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the LHIN without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the LHIN to resolve any Conflict of Interest.

**3.4 Digital Health.** The HSP agrees to:

- (a) assist the LHIN to implement provincial Digital Health priorities for 2017-18 and thereafter in accordance with the Accountability Agreement, as may be amended or replaced from time to time;
- (b) comply with any technical and information management standards, including those related to data, architecture, technology, privacy and security set for health service providers by MOHLTC or the LHIN within the timeframes set by MOHLTC or the LHIN, as the case may be;
- (c) implement and use the approved provincial Digital Health solutions identified in the LHIN Digital Health plan;
- (d) implement technology solutions that are compatible or interoperable with the provincial blueprint and with the LHIN Cluster Digital Health plan; and
- (e) include in its annual Planning Submission, plans for achieving Digital Health priority initiatives.

**3.5 Mandate Letter.** The LHIN will receive a Mandate Letter from the Minister annually. Each Mandate Letter articulates areas of focus for the LHIN, and the Minister's expectation that the LHIN and health service providers it funds will collaborate to advance these areas of focus. To assist the HSP in its collaborative efforts with the LHIN, the LHIN will share each relevant Mandate Letter with the HSP. The LHIN may also add local obligations to Schedule D as appropriate to further advance any priorities set out in a Mandate Letter.

**3.6 French Language Services.**

**3.6.1** The LHIN will provide the MOHLTC "Guide to Requirements and Obligations of LHIN French Language Services" to the HSP and the HSP will fulfill its roles, responsibilities and other obligations set out therein.

**3.6.2 If Not Identified or Designated.** If the HSP has not been Designated or Identified it will:

- (a) develop and implement a plan to address the needs of the local Francophone community, including the provision of information on services available in French;
- (b) work toward applying the principles of Active Offer in the provision of services;
- (c) provide a report to the LHIN that outlines how the HSP addresses the needs of its local Francophone community; and,
- (d) collect and submit to the LHIN as requested by the LHIN from time to time, French language service data.

**3.6.3 If Identified.** If the HSP is Identified it will:

- (a) work toward applying the principles of Active Offer in the provision of services;
- (b) provide services to the public in French in accordance with its existing French language services capacity;
- (c) develop, and provide to the LHIN upon request from time to time, a plan to become Designated by the date agreed to by the HSP and the LHIN;
- (d) continuously work towards improving its capacity to provide services in French and toward becoming Designated within the time frame agreed to by the parties;
- (e) provide a report to the LHIN that outlines progress in its capacity to provide services in French and toward becoming Designated;
- (f) annually, provide a report to the LHIN that outlines how it addresses the needs of its local Francophone community; and,
- (g) collect and submit to the LHIN, as requested by the LHIN from time to time, French language services data.

**3.6.4 If Designated.** If the HSP is Designated it will:

- (a) apply the principles of Active Offer in the provision of services;
- (b) continue to provide services to the public in French in accordance with the provisions of the FLSA;
- (c) maintain its French language services capacity;
- (d) submit a French language implementation report to the LHIN on the date specified by the LHIN, and thereafter, on each anniversary of that date, or on such other dates as the LHIN may, by Notice, require; and,
- (e) collect and submit to the LHIN as requested by the LHIN from time to time, French language services data.

**ARTICLE 4.0 - FUNDING**

**4.1 Funding.** Subject to the terms of this Agreement, and in accordance with the applicable provisions of the Accountability Agreement, the LHIN will provide the

Funding by depositing the Funding in monthly instalments over the term of this Agreement, into an account designated by the HSP provided that the account resides at a Canadian financial institution and is in the name of the HSP.

**4.2 Conditions of Funding.**

- (a) The HSP will:
- (1) use the Funding only for the purpose of providing the Services in accordance with Applicable Law, Applicable Policy and the terms of this Agreement;
  - (2) not use the Funding for compensation increases prohibited by Applicable Law;
  - (3) meet all obligations in the Schedules;
  - (4) fulfill all other obligations under this Agreement; and
  - (5) plan for and achieve an Annual Balanced Budget.
- (b) Interest Income will be reported to the LHIN and is subject to a year-end reconciliation. The LHIN may deduct the amount equal to the Interest Income from any further funding instalments under this or any other agreement with the HSP or the LHIN may require the HSP to pay an amount equal to the unused Interest Income to the Ministry of Finance.

**4.3 Limitation on Payment of Funding.** Despite section 4.1, the LHIN:

- (a) will not provide any funds to the HSP until this Agreement is fully executed;
- (b) may pro-rate the Funding if this Agreement is signed after the Effective Date;
- (c) will not provide any funds to the HSP until the HSP meets the insurance requirements described in section 11.4;
- (d) will not be required to continue to provide funds,
  - (1) if the Minister or the Director so directs under the terms of the Act;
  - (2) while the Home is under the control of an interim manager pursuant to section 157 of the Act; or
  - (3) in the event the HSP breaches any of its obligations under this Agreement until the breach is remedied to the LHIN's satisfaction; and
- (e) upon notice to the HSP, may adjust the amount of funds it provides to the HSP in any Funding Year pursuant to Article 5.

**4.4 Additional Funding.** Unless the LHIN has agreed to do so in writing, the LHIN is not required to provide additional funds to the HSP for providing services other than the Services or for exceeding the requirements of Schedule D.

**4.5 Appropriation.** Funding under this Agreement is conditional upon an appropriation of moneys by the Legislature of Ontario to the MOHLTC and funding of the LHIN by the MOHLTC pursuant to LHSIA. If the LHIN does not receive its anticipated funding the LHIN will not be obligated to make the payments required by this Agreement.

**4.6 Procurement of Goods and Services.**

- (a) If the HSP is subject to the procurement provisions of the BPSAA, the HSP will abide by all directives and guidelines issued by the Management Board of Cabinet that are applicable to the HSP pursuant to the BPSAA.
- (b) If the HSP is not subject to the procurement provisions of the BPSAA, the HSP will have a procurement policy in place that requires the acquisition of supplies, equipment or services valued at over \$25,000 through a competitive process that ensures the best value for funds expended. If the HSP acquires supplies, equipment or services with the Funding it will do so through a process that is consistent with this policy.

**4.7 Disposition.** Subject to Applicable Law and Applicable Policy, the HSP will not, without the LHIN's prior written consent, sell, lease or otherwise dispose of any assets purchased with Funding, the cost of which exceeded \$25,000 at the time of purchase.

**ARTICLE 5.0 - ADJUSTMENT AND RECOVERY OF FUNDING**

**5.1 Adjustment of Funding.**

- (a) The LHIN may adjust the Funding in any of the following circumstances:
  - (1) in the event of changes to Applicable Law or Applicable Policy that affect Funding;
  - (2) on a change to the Services;
  - (3) if required by either the Director or the Minister under the Act;
  - (4) in the event that a breach of this Agreement is not remedied to the satisfaction of the LHIN; and
  - (5) as otherwise permitted by this Agreement.
- (b) Funding recoveries or adjustments required pursuant to section 5.1(a) may be accomplished through the adjustment of Funding, requiring the repayment of Funding, through the adjustment of the amount of any future funding installments, or through both. Approved Funding already expended properly in accordance with this Agreement will not be subject to adjustment. The LHIN will, at its sole discretion, and without liability or penalty, determine whether the Funding has been expended properly in accordance with this Agreement.

- (c) In determining the amount of a funding adjustment under section 5.1 (a) (4) or (5), the LHIN shall take into account the following principles:
  - (1) Resident care must not be compromised through a funding adjustment arising from a breach of this Agreement;
  - (2) the HSP should not gain from a breach of this Agreement;
  - (3) if the breach reduces the value of the Services, the funding adjustment should be at least equal to the reduction in value; and
  - (4) the funding adjustment should be sufficient to encourage subsequent compliance with this Agreement,

and such other principles as may be articulated in Applicable Law or Applicable Policy from time to time.

**5.2 Provision for the Recovery of Funding.** The HSP will make reasonable and prudent provision for the recovery by the LHIN of any Funding for which the conditions of Funding set out in section 4.2(a) are not met and will hold this Funding in an interest bearing account until such time as reconciliation and settlement has occurred with the LHIN.

**5.3 Settlement and Recovery of Funding for Prior Years.**

- (a) The HSP acknowledges that settlement and recovery of Funding can occur up to 7 years after the provision of Funding.
- (b) Recognizing the transition of responsibilities from the MOHLTC to the LHIN, the HSP agrees that if the parties are directed in writing to do so by the MOHLTC, the LHIN will settle and recover funding provided by the MOHLTC to the HSP prior to the transition of the funding for the Services to the LHIN, provided that such settlement and recovery occurs within 7 years of the provision of the funding by the MOHLTC. All such settlements and recoveries will be subject to the terms applicable to the original provision of funding.

**5.4 Debt Due.**

- (a) If the LHIN requires the re-payment by the HSP of any Funding, the amount required will be deemed to be a debt owing to the Crown by the HSP. The LHIN may adjust future funding instalments to recover the amounts owed or may, at its discretion, direct the HSP to pay the amount owing to the Crown and the HSP shall comply immediately with any such direction.
- (b) All amounts repayable to the Crown will be paid by cheque payable to the "Ontario Minister of Finance" and mailed or delivered to the LHIN at the address provided in section 13.1.

- 5.5 Interest Rate.** The LHIN may charge the HSP interest on any amount owing by the HSP at the then current interest rate charged by the Province of Ontario on accounts receivable.

**ARTICLE 6.0 - PLANNING & INTEGRATION**

**6.1 Planning for Future Years.**

- (a) **Advance Notice.** The LHIN will give at least 60 Days' Notice to the HSP of the date by which a Planning Submission, approved by the HSP's governing body, must be submitted to the LHIN.
- (b) **Multi-Year Planning.** The Planning Submission will be in a form acceptable to the LHIN and may be required to incorporate
- (1) prudent multi-year financial forecasts;
  - (2) plans for the achievement of Performance Targets; and
  - (3) realistic risk management strategies.

It will be aligned with the LHIN's then current integrated health service plan required by LHSIA and will reflect local LHIN priorities and initiatives. If the LHIN has provided multi-year planning targets for the HSP, the Planning Submission will reflect the planning targets.

- (c) **Multi-year Planning Targets.** The parties acknowledge that the HSP is not eligible to receive multi-year planning targets under the terms of Schedule B in effect as of the Effective Date. In the event that Schedule B is amended over the term of this Agreement and the LHIN is able to provide the HSP with multi-year planning targets, the HSP acknowledges that these targets:
- (1) are targets only;
  - (2) are provided solely for the purposes of planning;
  - (3) are subject to confirmation; and
  - (4) may be changed at the discretion of the LHIN.

The HSP will proactively manage the risks associated with multi-year planning and the potential changes to the planning targets.

The LHIN agrees that it will communicate any material changes to the planning targets as soon as reasonably possible.

- (d) **Service Accountability Agreements.** Subject to advice from the Director about the HSP's history of compliance under the Act and provided that the HSP has fulfilled its obligations under this Agreement, the parties expect that they will enter into a new service accountability agreement at the end of the Term. The LHIN will give the HSP at least 6 months' Notice if the LHIN does not intend to enter into negotiations for a subsequent service accountability agreement

because the HSP has not fulfilled its obligations under this Agreement. The HSP acknowledges that if the LHIN and the HSP enter into negotiations for a subsequent service accountability agreement, subsequent funding may be interrupted if the next service accountability agreement is not executed on or before the expiration date of this Agreement.

**6.2 Community Engagement & Integration Activities.**

- (a) **Community Engagement.** The HSP will engage the community of diverse persons and entities in the area where it provides health services when setting priorities for the delivery of health services and when developing plans for submission to the LHIN including but not limited to the HSP's Planning Submission and integration proposals. As part of its community engagement activities, the HSPs will have in place, and utilize, effective mechanisms for engaging families and patients to help inform the HSP plans, including the HSP's contribution to the establishment and implementation by the LHIN of geographic sub-regions in its local health system.
- (b) **Integration.** The HSP will, separately and in conjunction with the LHIN and other health service providers, identify opportunities to integrate the services of the local health system to provide appropriate, co-coordinated, effective and efficient services.
- (c) **Reporting.** The HSP will report on its community engagement and integration activities, using any templates provided by the LHIN, as requested by the LHIN.

**6.3 Planning and Integration Activity Pre-proposals.**

- (a) **General.** A pre-proposal process has been developed to (A) reduce the costs incurred by an HSP when proposing operational or service changes; (B) assist the HSP to carry out its statutory obligations; and (C) enable an effective and efficient response by the LHIN. Subject to specific direction from the LHIN, this pre-proposal process will be used in the following instances:
  - (1) the HSP is considering an integration, or an integration of services, as defined in LHSIA between the HSP and another person or entity;
  - (2) the HSP is proposing to reduce, stop, start, expand or transfer the location of services, which for certainty includes: the transfer of Services from the HSP to another person or entity whether within or outside of the LHIN; and the relocation or transfer of services from one of the HSP's sites to another of the HSP's sites whether within or outside of the LHIN;
  - (3) to identify opportunities to integrate the services of the local health system, other than those identified in (A) or (B) above; or
  - (4) if requested by the LHIN.

- (b) **LHIN Evaluation of the Pre-proposal.** Use of the pre-proposal process is not formal Notice of a proposed integration under section. 27 of LHSIA. LHIN consent to develop the project concept outlined in a pre-proposal does not constitute approval to proceed with the project. Nor does the LHIN consent to develop a project concept presume the issuance of a favourable decision, should such a decision be required by sections 25 or 27 of LHSIA. Following the LHIN's review and evaluation, the HSP may be invited to submit a detailed proposal and a business plan for further analysis. Guidelines for the development of a detailed proposal and business case will be provided by the LHIN.
- (c) Where an HSP integrates its services with those of another person and the integration relates to services funded in whole or in part by the LHIN, the HSP will follow the provisions of section 27 of LHSIA. Without limiting the foregoing, a transfer of services from the HSP to another person or entity is an example of an integration to which section 27 of LHSIA may apply.

**6.4 Proposing Integration Activities in the Planning Submission.** No integration activity described in section 6.3 may be proposed in a Planning Submission unless the LHIN has consented, in writing, to its inclusion pursuant to the process set out in section 6.3.

**6.5 Termination of Designation of Convalescent Care Beds.**

- (a) Notwithstanding section 6.3, the provisions in this section 6.5 apply to the termination of a designation of convalescent care Beds.
- (b) The HSP may terminate the designation of one or more convalescent care Beds and revert them back to long-stay Beds at any time provided the HSP gives the MOHLTC and the LHIN at least 6 months' prior Notice. Such Notice shall include:
  - (1) a detailed transition plan, satisfactory to the LHIN acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and to revert same to a long-stay Bed; and,
  - (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate and the Bed will revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the 6-month Notice period has been discharged from that Bed, unless otherwise agreed by the LHIN and the HSP.

- (c) The LHIN may terminate the designation of the convalescent care Beds at any time by giving at least 6 months' prior Notice to the HSP. Upon

receipt of any such Notice, the HSP shall, within the timeframe set out in the Notice, provide the LHIN with:

- (1) a detailed transition plan, satisfactory to the LHIN acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and, if required by the Notice, to revert same to a long-stay Bed; and,
- (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate, and if applicable revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the Notice period has been discharged from that Bed, unless otherwise agreed by the LHIN and the HSP.

**6.6** In this Article 6, the terms “integrate”, “integration” and “services” have the same meanings attributed to them in section 2(1) and section 23 respectively of LHSIA, as it and they may be amended from time to time.

(a) “**service**” includes;

- (1) a service or program that is provided directly to people,
- (2) a service or program, other than a service or program described in clause (1), that supports a service or program described in that clause, or
- (3) a function that supports the operations of a person or entity that provides a service or program described in clause (1) or (2).

(b) “**integrate**” includes;

- (1) to co-ordinate services and interactions between different persons and entities,
- (2) to partner with another person or entity in providing services or in operating,
- (3) to transfer, merge or amalgamate services, operations, persons or entities,
- (4) to start or cease providing services,
- (5) to cease to operate or to dissolve or wind up the operations of a person or entity,

and “**integration**” has a similar meaning.

## **ARTICLE 7.0 - PERFORMANCE**

**7.1 Performance.** The parties will strive to achieve on-going performance improvement. They will address performance improvement in a proactive,

collaborative and responsive manner.

**7.2 Performance Factors.**

- (a) Each party will notify the other party of the existence of a Performance Factor, as soon as reasonably possible after the party becomes aware of the Performance Factor. The Notice will:
  - (1) describe the Performance Factor and its actual or anticipated impact;
  - (2) include a description of any action the party is undertaking, or plans to undertake, to remedy or mitigate the Performance Factor;
  - (3) indicate whether the party is requesting a meeting to discuss the Performance Factor; and
  - (4) address any other issue or matter the party wishes to raise with the other party.
- (b) The recipient party will provide a written acknowledgment of receipt of the Notice within 7 Days of the date on which the Notice was received (“Date of the Notice”).
- (c) Where a meeting has been requested under section 7.2(a), the parties agree to meet and discuss the Performance Factors within 14 Days of the Date of the Notice, in accordance with the provisions of section 7.3. PICB may be included in any such meeting at the request of either party.

**7.3 Performance Meetings.** During a meeting on performance, the parties will:

- (a) discuss the causes of a Performance Factor;
- (b) discuss the impact of a Performance Factor on the local health system and the risk resulting from non-performance; and
- (c) determine the steps to be taken to remedy or mitigate the impact of the Performance Factor (the “Performance Improvement Process”).

**7.4 The Performance Improvement Process.**

- (a) The Performance Improvement Process will focus on the risks of non-performance and problem-solving. It may include one or more of the following actions:
  - (1) a requirement that the HSP develop and implement an improvement plan that is acceptable to the LHIN;
  - (2) the conduct of a Review;
  - (3) an amendment of the HSP’s obligations; and
  - (4) an in-year, or year end, adjustment to the Funding,

among other possible means of responding to the Performance Factor or improving performance.

- (b) Any performance improvement process begun under a prior service accountability agreement that was not completed under the prior agreement will continue under this Agreement. Any performance improvement required by a LHIN under a prior service accountability agreement will be deemed to be a requirement of this Agreement until fulfilled or waived by the LHIN.

**7.5 Factors Beyond the HSP's Control.** Despite the foregoing, if the LHIN, acting reasonably, determines that the Performance Factor is, in whole or in part, a Factor Beyond the HSP's Control:

- (a) the LHIN will collaborate with the HSP to develop and implement a mutually agreed upon joint response plan which may include an amendment of the HSP's obligations under this Agreement;
- (b) the LHIN will not require the HSP to prepare an Improvement Plan; and
- (c) the failure to meet an obligation under this Agreement will not be considered a breach of this Agreement to the extent that failure is caused by a Factor Beyond the HSP's Control.

## **ARTICLE 8.0 - REPORTING, ACCOUNTING AND REVIEW**

### **8.1 Reporting.**

- (a) **Generally.** The LHIN's ability to enable its local health system to provide appropriate, co-ordinated, effective and efficient health services as contemplated by LHSIA, is heavily dependent on the timely collection and analysis of accurate information. The HSP acknowledges that the timely provision of accurate information related to the HSP, its Residents and its performance of its obligations under this Agreement, is under the HSP's control.
- (b) **Specific Obligations.** The HSP:
  - (1) will provide to the LHIN, or to such other entity as the LHIN may direct, in the form and within the time specified by the LHIN, the Reports other than personal health information as defined in LHSIA, that the LHIN requires for the purposes of exercising its powers and duties under this Agreement or LHSIA or for the purposes that are prescribed under any Applicable Law;
  - (2) will comply with the applicable reporting standards and requirements in both Chapter 9 of the Ontario Healthcare Reporting Standards and the RAI MDS Tools;
  - (3) will fulfil the specific reporting requirements set out in Schedule C;
  - (4) will ensure that every Report is complete, accurate, signed on behalf of the HSP by an authorized signing officer where

- required and provided in a timely manner and in a form satisfactory to the LHIN; and
- (5) agrees that every Report submitted to the LHIN by or on behalf of the HSP, will be deemed to have been authorized by the HSP for submission.

For certainty, nothing in this section 8.1 or in this Agreement restricts or otherwise limits the LHIN's right to access or to require access to personal health information as defined in LHSIA, in accordance with Applicable Law for purposes of carrying out the LHIN's statutory objects to achieve the purposes of LHSIA, including to provide certain services, supplies and equipment in accordance with section 5(m.1) of LHSIA and to manage placement of persons in accordance with section 5(m.2).

- (c) **RAI MDS.** Without limiting the foregoing, the HSP
- (1) will conduct quarterly assessments of Residents, and all other assessments of Residents required by the RAI MDS Tools, using the RAI MDS Tools;
  - (2) will ensure that the RAI MDS Tools are used correctly to produce an accurate assessment of the HSP's Residents ("RAI MDS Data");
  - (3) will submit the RAI MDS Data to the Canadian Institute for Health Information ("CIHI") in an electronic format at least quarterly in accordance with the submission guidelines set out by CIHI; and
  - (4) acknowledges that if used incorrectly, the RAI MDS Tools can increase Funding beyond that to which the HSP would otherwise be entitled. The HSP will therefore have systems in place to regularly monitor, evaluate and where necessary correct the quality and accuracy of the RAI MDS Data.
- (d) **Health Quality Ontario.** The HSP will submit a Quality Improvement Plan to the Ontario Health Quality Council operating as Health Quality Ontario that is aligned with this Agreement and supports local health system priorities.
- (e) **French Language Services.** If the HSP is required to provide services to the public in French under the provisions of the *FLSA*, the HSP will be required to submit a French language services report to the LHIN. If the HSP is not required to provide services to the public in French under the provisions of the *FLSA*, it will be required to provide a report to the LHIN that outlines how the HSP addresses the needs of its local Francophone community.
- (f) **Declaration of Compliance.** On or before March 1 of each Funding Year, the Board will issue a Compliance Declaration declaring that the HSP has complied with the terms of this Agreement. The form of the declaration is set out in Schedule E and may be amended by the LHIN from time to time through the term of this Agreement.

- (g) **Financial Reductions.** Notwithstanding any other provision of this Agreement, and at the discretion of the LHIN, the HSP may be subject to a financial reduction if any of the Reports are received after the due date, are incomplete, or are inaccurate where the errors or delay were not as a result of LHIN actions or inaction or the actions or inactions of persons acting on behalf of the LHIN. If assessed, the financial reduction will be as follows:

- (1) if received within 7 Days after the due date, incomplete or inaccurate, the financial penalty will be the greater of (1) a reduction of 0.02 percent (0.02%) of the Funding; or (2) two hundred and fifty dollars (\$250.00), and
- (2) for every full or partial week of non-compliance thereafter, the rate will be one half of the initial reduction.

**8.2 Reviews.**

- (a) During the term of this Agreement and for 7 years after the term of this Agreement, the HSP agrees that the LHIN or its authorized representatives may conduct a Review of the HSP to confirm the HSP's fulfillment of its obligations under this Agreement. For these purposes the LHIN or its authorized representatives may, upon 24 hours' Notice to the HSP and during normal business hours enter the HSP's premises to:
  - (1) inspect and copy any financial records, invoices and other finance-related documents, other than personal health information as defined in LHSIA, in the possession or under the control of the HSP which relate to the Funding or otherwise to the Services, and
  - (2) inspect and copy non-financial records, other than personal health information as defined in LHSIA, in the possession or under the control of the HSP which relate to the Funding, the Services or otherwise to the performance of the HSP under this Agreement.
- (b) The cost of any Review will be borne by the HSP if the Review (1) was made necessary because the HSP did not comply with a requirement under the Act or this Agreement; or (2) indicates that the HSP has not fulfilled its obligations under this Agreement, including its obligations under Applicable Law and Applicable Policy.
- (c) To assist in respect of the rights set out in (a) above the HSP shall disclose any information requested by the LHIN or its authorized representatives, and shall do so in a form requested by the LHIN or its authorized representatives.
- (d) The HSP may not commence a proceeding for damages or otherwise against any person with respect to any act done or omitted to be done,

any conclusion reached or report submitted that is done in good faith in respect of a Review.

**8.3 Document Retention and Record Maintenance.** The HSP will

- (a) retain all records (as that term is defined in FIPPA) related to the HSP's performance of its obligations under this Agreement for 7 years after the termination or expiration of the term of this Agreement. The HSP's obligations under this section will survive any termination or expiry of this Agreement;
- (b) keep all financial records, invoices and other finance-related documents relating to the Funding or otherwise to the Services in a manner consistent with either generally accepted accounting principles or international financial reporting standards as advised by the HSP's auditor; and
- (c) keep all non-financial documents and records relating to the Funding or otherwise to the Services in a manner consistent with all Applicable Law.

**8.4 Disclosure of Information.**

- (a) **FIPPA.** The HSP acknowledges that the LHIN is bound by FIPPA and that any information provided to the LHIN in connection with this Agreement may be subject to disclosure in accordance with FIPPA.
- (b) **Confidential Information.** The parties will treat Confidential Information as confidential and will not disclose Confidential Information except with the consent of the disclosing party or as permitted or required under FIPPA, the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act, 2004*, the Act, court order, subpoena or other Applicable Law. Notwithstanding the foregoing, the LHIN may disclose information that it collects under this Agreement in accordance with LHSIA.

**8.5. Transparency.** The HSP will post a copy of this Agreement and each Compliance Declaration submitted to the LHIN during the term of this Agreement in a conspicuous and easily accessible public place at the Home and on its public website if the HSP operates a public website.

**8.6 Auditor General.** For greater certainty the LHIN's rights under this article are in addition to any rights provided to the Auditor General under the *Auditor General Act* (Ontario).

**ARTICLE 9.0 - ACKNOWLEDGEMENT OF LHIN SUPPORT**

**9.1 Publication.** For the purposes of this Article 9, the term "*Publication*" means: an annual report; a strategic plan; a material publication on a consultation about a possible integration; a material publication on community engagement; and, a

material report to the community that the HSP develops and makes available to the public in electronic or hard copy.

**9.2 Acknowledgment of Funding Support.**

- (a) The following statement will be included on the HSP's website, on all Publications and, upon request of the LHIN, on any other publication of the HSP relating to a HSP initiative:

“The [Insert name of HSP] receives funding from [Insert name of LHIN] Local Health Integration Network. The opinions expressed in this publication do not necessarily represent the views of [Insert name of LHIN] Local Health Integration Network.”
- (b) Neither party may use any insignia or logo of the other party without the prior written permission of the other party. For the LHIN, this includes any insignia or logo of Her Majesty the Queen in right of Ontario.

**ARTICLE 10.0 - REPRESENTATIONS, WARRANTIES AND COVENANTS**

**10.1 General.** The HSP represents, warrants and covenants that:

- (a) it is, and will continue for the term of this Agreement to be, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has the experience and expertise necessary to carry out the Services;
- (c) it holds all permits, licences, consents, intellectual property rights and authorities necessary to perform its obligations under this Agreement;
- (d) all information that the HSP provided to the LHIN in its Planning Submission or otherwise in support of its application for funding was true and complete at the time the HSP provided it, and will, subject to the provision of Notice otherwise, continue to be true and complete for the term of this Agreement;
- (e) it has not and will not for the term of this Agreement, enter into a non-arm's transaction that is prohibited by the Act; and
- (f) it does, and will continue for the term of this Agreement to, operate in compliance with all Applicable Law and Applicable Policy.

**10.2 Execution of Agreement.** The HSP represents and warrants that:

- (a) it has the full power and authority to enter into this Agreement; and
- (b) it has taken all necessary actions to authorize the execution of this Agreement.

**10.3 Governance.**

- (a) The HSP represents, warrants and covenants that it has established, and will maintain for the period during which this Agreement is in effect, policies and procedures:
  - (1) that set out one or more codes of conduct for, and that identify, the ethical responsibilities for all persons at all levels of the HSP's organization;
  - (2) to ensure the ongoing effective functioning of the HSP;
  - (3) for effective and appropriate decision-making;
  - (4) for effective and prudent risk-management, including the identification and management of potential, actual and perceived conflicts of interest;
  - (5) for the prudent and effective management of the Funding;
  - (6) to monitor and ensure the accurate and timely fulfillment of the HSP's obligations under this Agreement and compliance with the Act and LHSIA;
  - (7) to enable the preparation, approval and delivery of all Reports;
  - (8) to address complaints about the provision of Services, the management or governance of the HSP; and
  - (9) to deal with such other matters as the HSP considers necessary to ensure that the HSP carries out its obligations under this Agreement.
- (b) The HSP represents and warrants that it:
  - (1) has, or will have within 60 Days of the execution of this Agreement, a Performance Agreement with its CEO;
  - (2) will take all reasonable care to ensure that its CEO complies with the Performance Agreement; and
  - (3) will enforce the HSP's rights under the Performance Agreement.

**10.4 Funding, Services and Reporting.** The HSP represents, warrants and covenants that:

- (a) the Funding is, and will continue to be, used only to provide the Services in accordance with the terms of this Agreement:
- (b) the Services are and will continue to be provided:
  - (1) by persons with the expertise, professional qualifications, licensing and skills necessary to complete their respective tasks; and
  - (2) in compliance with Applicable Law and Applicable Policy; and
- (c) every Report is and will continue to be, accurate and in full compliance with the provisions of this Agreement, including any particular requirements applicable to the Report, and any material change to a Report will be communicated to the LHIN immediately.

**10.5 Supporting Documentation.** Upon request, the HSP will provide the LHIN with proof of the matters referred to in this Article.

**ARTICLE 11.0 - LIMITATION OF LIABILITY, INDEMNITY & INSURANCE**

**11.1 Limitation of Liability.** The Indemnified Parties will not be liable to the HSP or any of the HSP's Personnel and Volunteers for costs, losses, claims, liabilities and damages howsoever caused arising out of or in any way related to the Services or otherwise in connection with this Agreement, unless caused by the negligence or wilful act of any of the Indemnified Parties.

**11.2 Same.** For greater certainty and without limiting section 11.1, the LHIN is not liable for how the HSP and the HSP's Personnel and Volunteers carry out the Services and is therefore not responsible to the HSP for such Services. Moreover, the LHIN is not contracting with or employing any HSP's Personnel and Volunteers to carry out the terms of this Agreement. As such, it is not liable for contracting with, employing or terminating a contract with or the employment of any HSP's Personnel and Volunteers required to carry out this Agreement, nor for the withholding, collection or payment of any taxes, premiums, contributions or any other remittances due to government for the HSP's Personnel and Volunteers required by the HSP to carry out this Agreement.

**11.3 Indemnification.** The HSP hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant costs), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, the "Claims"), by whomever made, sustained, brought or prosecuted, including for third party bodily injury (including death), personal injury and property damage, in any way based upon, occasioned by or attributable to anything done or omitted to be done by the HSP or the HSP's Personnel and Volunteers in the course of the performance of the HSP's obligations under, or otherwise in connection with, this Agreement, unless caused by the negligence or wilful misconduct of any Indemnified Parties.

**11.4 Insurance.**

- (a) **Generally.** The HSP shall protect itself from and against all Claims that might arise from anything done or omitted to be done by the HSP and the HSP's Personnel and Volunteers under this Agreement and more specifically all Claims that might arise from anything done or omitted to be done under this Agreement where bodily injury (including personal injury), death or property damage, including loss of use of property is caused.
- (b) **Required Insurance.** The HSP will put into effect and maintain, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent

person in the business of the HSP would maintain including, but not limited to, the following at its own expense.

- (1) **Commercial General Liability Insurance.** Commercial General Liability Insurance, for third party bodily injury, personal injury and property damage to an inclusive limit of not less than 2 million dollars per occurrence and not less than 2 million dollars products and completed operations aggregate. The policy will include the following clauses:
    - A. The Indemnified Parties as additional insureds,
    - B. Contractual Liability,
    - C. Cross-Liability,
    - D. Products and Completed Operations Liability,
    - E. Employers Liability and Voluntary Compensation unless the HSP complies with the Section below entitled "Proof of WSIA Coverage,
    - F. Tenants Legal Liability (for premises/building leases only),
    - G. Non-Owned automobile coverage with blanket contractual coverage for hired automobiles, and
    - H. A 30 Day written notice of cancellation, termination or material change.
  - (2) **Proof of WSIA Coverage.** Unless the HSP puts into effect and maintains Employers Liability and Voluntary Compensation as set out above, the HSP will provide the LHIN with a valid *Workplace Safety and Insurance Act, 1997* ("WSIA") Clearance Certificate and any renewal replacements, and will pay all amounts required to be paid to maintain a valid WSIA Clearance Certificate throughout the term of this Agreement.
  - (3) All Risk Property Insurance on property of every description, for the term, providing coverage to a limit of not less than the full replacement cost, including earthquake and flood. All reasonable deductibles and self-insured retentions are the responsibility of the HSP.
  - (4) Comprehensive Crime insurance, Disappearance, Destruction and Dishonest coverage.
  - (5) Errors and Omissions Liability Insurance insuring liability for errors and omissions in the provision of any professional services as part of the Services or failure to perform any such professional services, in the amount of not less than two million dollars per claim and in the annual aggregate.
- (c) **Certificates of Insurance.** The HSP will provide the LHIN with proof of the insurance required by this Agreement in the form of a valid certificate of insurance that references this Agreement and confirms the required coverage, on or before the commencement of this Agreement, and

renewal replacements on or before the expiry of any such insurance. Upon the request of the LHIN, a copy of each insurance policy shall be made available to it. The HSP shall ensure that each of its subcontractors obtains all the necessary and appropriate insurance that a prudent person in the business of the subcontractor would maintain and that the Indemnified Parties are named as additional insureds with respect to any liability arising in the course of performance of the subcontractor's obligations under the subcontract.

**ARTICLE 12.0 – TERMINATION**

**12.1 Termination by the LHIN.**

- (a) **Immediate Termination.** The LHIN may terminate this Agreement immediately upon giving Notice to the HSP if:
  - (1) the HSP is unable to provide or has discontinued the Services in whole or in part or the HSP ceases to carry on business;
  - (2) the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
  - (3) the LHIN is directed, pursuant to the Act, to terminate this Agreement by the Minister or the Director;
  - (4) the Home has been closed in accordance with the Act; or
  - (5) as provided for in section 4.5, the LHIN does not receive the necessary funding from the MOHLTC.
- (b) **Termination in the Event of Financial Difficulties.** If the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver the LHIN will consult with the Director before determining whether this Agreement will be terminated. If the LHIN terminates this Agreement because a person has exercised a security interest as contemplated by section 107 of the Act, the LHIN would expect to enter into a service accountability agreement with the person exercising the security interest or the receiver or other agent acting on behalf of that person where the person has obtained the Director's approval under section 110 of the Act and has met all other relevant requirements of Applicable Law.
- (c) **Opportunity to Remedy Material Breach.** If an HSP breaches any material provision of this Agreement, including, but not limited to, the reporting requirements in Article 8 and the representations and warranties in Article 10 and the breach has not been satisfactorily resolved under Article 7, the LHIN will give the HSP Notice of the particulars of the breach and of the period of time within which the HSP is required to remedy the

breach. The Notice will advise the HSP that the LHIN may terminate this Agreement:

- (1) at the end of the Notice period provided for in the Notice if the HSP fails to remedy the breach within the time specified in the Notice; or
- (2) prior to the end of the Notice period provided for in the Notice if it becomes apparent to the LHIN that the HSP cannot completely remedy the breach within that time or such further period of time as the LHIN considers reasonable, or the HSP is not proceeding to remedy the breach in a way that is satisfactory to the LHIN; and

the LHIN may then terminate this Agreement in accordance with the Notice.

**12.2 Termination of Services by the HSP.**

- (a) Except as provided in section 12.2(b) and (c) below, the HSP may terminate this Agreement at any time, for any reason, upon giving the LHIN at least six months' Notice.
- (b) Where the HSP intends to cease providing the Services and close the Home, the HSP will provide Notice to the LHIN at the same time the HSP is required to provide Notice to the Director under the Act. The HSP will ensure that the closure plan required by the Act is acceptable to the LHIN.
- (c) Where the HSP intends to cease providing the Services as a result of an intended sale or transfer of a Licence in whole or in part, the HSP will comply with section 6.3 of this Agreement.

**12.3 Consequences of Termination.**

- (a) If this Agreement is terminated pursuant to this Article, the LHIN may:
  - (1) cancel all further Funding instalments;
  - (2) demand the repayment of any Funding remaining in the possession or under the control of the HSP;
  - (3) determine the HSP's reasonable costs to wind down the Services; and
  - (4) permit the HSP to offset the costs determined pursuant to section (3), against the amount owing pursuant to section (2).
- (b) Despite (a), if the cost determined pursuant to section 12.3(a) (3) exceeds the Funding remaining in the possession or under the control of the HSP the LHIN will not provide additional monies to the HSP to wind down the Services.

**12.4 Effective Date.** Termination under this Article will take effect as set out in the Notice.

**12.5 Corrective Action.** Despite its right to terminate this Agreement pursuant to this Article, the LHIN may choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the LHIN determines, to ensure the successful completion of the Services in accordance with the terms of this Agreement.

**ARTICLE 13.0 - NOTICE**

**13.1 Notice.** A Notice will be in writing; delivered personally, by pre-paid courier, by any form of mail where evidence of receipt is provided by the post office or by facsimile with confirmation of receipt, or by email where no delivery failure notification has been received. For certainty, delivery failure notification includes an automated 'out of office' notification. A Notice will be addressed to the other party as provided below or as either party will later designate to the other in writing:

To the LHIN:

South East Local Health Integration  
Network  
71 Adam Street  
Belleville, ON K8N 5K3

Attention: Paul Huras, CEO

Email: paul.huras@lhins.on.ca  
Fax: 613-967-1341  
Telephone: 613-967-0196

To the HSP:

County of Frontenac  
2069 Battersea Rd.  
Glenburnie, ON K0H 1S0

Attention: Kelly J. Pender, CAO

Email: kpende@frontenacounty.ca  
Fax: 613-548-8460  
Telephone: 613-548-9400, ext. 300

**13.2 Notices Effective From.** A Notice will be deemed to have been duly given 1 business day after delivery if Notice is delivered personally, or by pre-paid courier. A Notice that is delivered by facsimile with confirmation of receipt or by email where no delivery failure notification has been received will be deemed to have been duly given 1 business day after the facsimile or email was sent.

**ARTICLE 14.0 - INTERPRETATION**

**14.1 Interpretation.** In the event of a conflict or inconsistency in any provision of this Agreement, the main body of this Agreement will prevail over the Schedules.

**14.2 Jurisdiction.** Where this Agreement requires compliance with the Act, the Director will determine compliance and advise the LHIN. Where the Act requires

compliance with this Agreement, the LHIN will determine compliance and advise the Director.

- 14.3 Determinations by the Director.** All determinations required by the Director under this Agreement are subject to an HSP's rights of review and appeal under the Act.
- 14.4 The Act.** For greater clarity, nothing in this Agreement supplants or otherwise excuses the HSP from the fulfillment of any requirements of the Act. The HSP's obligations in respect of LHSIA and this Agreement are separate and distinct from the HSP's obligations under the Act.

#### **ARTICLE 15.0 - ADDITIONAL PROVISIONS**

- 15.1 Currency.** All payment to be made by the LHIN or the HSP under this Agreement shall be made in the lawful currency of Canada.
- 15.2 Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.
- 15.3 Terms and Conditions on Any Consent.** Any consent or approval that the LHIN may grant under this Agreement is subject to such terms and conditions as the LHIN may reasonably require.
- 15.4 Waiver.** A party may only rely on a waiver of the party's failure to comply with any term of this Agreement if the other party has provided a written and signed Notice of waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.
- 15.5 Parties Independent.** The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by any agreements, warranties or representations made by the other party to any other person or entity, nor with respect to any other action of the other party.
- 15.6 LHIN is an Agent of the Crown.** The parties acknowledge that the LHIN is an agent of the Crown and may only act as an agent of the Crown in accordance with the provisions of LHSIA. Notwithstanding anything else in this Agreement, any express or implied reference to the LHIN providing an indemnity or any other form of indebtedness or contingent liability that would directly or indirectly increase the indebtedness or contingent liabilities of the LHIN or of Ontario,

whether at the time of execution of this Agreement or at any time during the term of this Agreement, will be void and of no legal effect.

- 15.7 Express Rights and Remedies Not Limited.** The express rights and remedies of the LHIN are in addition to and will not limit any other rights and remedies available to the LHIN at law or in equity. For further certainty, the LHIN has not waived any provision of any applicable statute, including the Act and LHSIA, nor the right to exercise its rights under these statutes at any time.
- 15.8 No Assignment.** The HSP will not assign this Agreement or the Funding in whole or in part, directly or indirectly, without the prior written consent of the LHIN which consent shall not be unreasonably withheld. No assignment or subcontract shall relieve the HSP from its obligations under this Agreement or impose any liability upon the LHIN to any assignee or subcontractor. The LHIN may assign this Agreement or any of its rights and obligations under this Agreement to any one or more of the LHINs or to the MOHLTC.
- 15.9 Governing Law.** This Agreement and the rights, obligations and relations of the parties hereto will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Any litigation arising in connection with this Agreement will be conducted in Ontario unless the parties agree in writing otherwise.
- 15.10 Survival.** The provisions in Articles 1.0, 5.0, 8.0, 10.5, 11.0, 13.0, 14.0 and 15.0 and sections 2.3, 4.6, 10.4, 10.5 and 12.3 will continue in full force and effect for a period of seven years from the date of expiry or termination of this Agreement.
- 15.11 Further Assurances.** The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 15.12 Amendment of Agreement.** This Agreement may only be amended by a written agreement duly executed by the parties.
- 15.13 Counterparts.** This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

#### **ARTICLE 16.0 - ENTIRE AGREEMENT**

- 16.1 Entire Agreement.** This Agreement together with the appended Schedules constitutes the entire Agreement between the parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

The parties have executed this Agreement on the dates set out below.

**SOUTH EAST LOCAL HEALTH INTEGRATION NETWORK**

By:

\_\_\_\_\_  
Hersh Sehdev, Chair

\_\_\_\_\_  
Date

And by:

\_\_\_\_\_  
Paul Huras, CEO

\_\_\_\_\_  
Date

**County of Frontenac**

By:

\_\_\_\_\_  
Kelly Pender, CAO

\_\_\_\_\_  
Date

I have authority to bind the HSP

And by:

\_\_\_\_\_  
Lisa Hirvi, Administrator

\_\_\_\_\_  
Date

I have authority to bind the HSP

## Long Term Care Accountability Agreement

|                        |                                            |
|------------------------|--------------------------------------------|
| Facility #:            | H11094                                     |
| Legal Name / Licensee: | The Corporation of the County of Frontenac |
| Site Common Name:      | Fairmount Home for the Aged                |

### Schedule A: Description of Home and Beds

#### A.1 General Information

|                                       |                                         |                   |                  |
|---------------------------------------|-----------------------------------------|-------------------|------------------|
| Address:                              | 2069 Battersea Road                     |                   |                  |
| City & Province:                      | Glenburnie, ON                          | Postal Code:      | K0H 1S0          |
| Geography Served:<br>(catchment area) | Kingston, Frontenac, Lennox & Addington |                   |                  |
| Accreditation organization:           | Accreditation Canada                    |                   |                  |
| Date of Last Accreditation:           | Jan-2015                                | Years Rewarded:   | 4 Year Exemplary |
| French Language Services (FLS):       | Identified (Y/N): N                     | Designated (Y/N): | N                |

#### A.2 Licensed or Approved Beds & Classification / Bed Type

| Bed Types                      | Total # of Beds |   |   |   |     | Term of License | Comments/Additional Information |
|--------------------------------|-----------------|---|---|---|-----|-----------------|---------------------------------|
|                                | A               | B | C | D | New |                 |                                 |
| Regular Long Stay Beds         | 126             |   |   |   |     |                 |                                 |
| Convalescent Care Beds         |                 |   |   |   |     |                 |                                 |
| Respite Beds                   |                 |   |   |   |     |                 |                                 |
| Beds in Abeyance               |                 |   |   |   |     |                 |                                 |
| ELDCAP Beds                    |                 |   |   |   |     |                 |                                 |
| Interim Beds                   |                 |   |   |   |     |                 |                                 |
| Veterans' Priority Access Beds | 2               |   |   |   |     |                 |                                 |
| Other beds *                   |                 |   |   |   |     |                 |                                 |
| Sub Total #<br>all Bed types   | 128             | 0 | 0 | 0 | 0   |                 |                                 |
| Total #<br>all Bed types       | 128             |   |   |   |     |                 |                                 |

\* Other beds available under a Temporary Emergency License or Short-Term Authorization

#### A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations)

|                             |     |                             |    |                   |     |
|-----------------------------|-----|-----------------------------|----|-------------------|-----|
| Number of rooms with 1 Bed: | 100 | Number of rooms with 2 Bed: | 14 | Number of Floors: | 2   |
| Number of rooms with 3 Bed: |     | Number of rooms with 4 Bed: |    | Total # of Rooms: | 114 |

Original Construction Year: 1968

|                                                                                                                            |    |                                                    |
|----------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------|
| Renovations: Please list year and details<br>(unit/resident home area, design standards, # of beds, reason for renovating) | 1) | 2002 - 2004 redevelopment to meet Class A Standard |
|                                                                                                                            | 2) |                                                    |
|                                                                                                                            | 3) |                                                    |
|                                                                                                                            | 4) |                                                    |

#### Number of Units/Resident Home Areas and Beds

|                  |    |
|------------------|----|
| 1 North - Secure | 32 |
| 1 South          | 32 |
| 2 North          | 32 |
| 2 South          | 32 |

## Long Term Care Accountability Agreement

Legal Name / Licensee:

The Corporation of the County of Frontenac

### **Schedule B: Additional Terms and Conditions Applicable to the Funding Model (Part 1)**

**1.0 Background.** The LHINs provide subsidy funding to long-term care home health service providers pursuant to a funding model set by MOHLTC. The current model provides estimated per diem funding that is subsequently reconciled. The current funding model is under review and may change during the Term (as defined below). As a result, and for ease of amendment during the Term, this Agreement incorporates certain terms and conditions that relate to the funding model in this Schedule B.

**2.0 Additional Definitions.** Any terms not otherwise defined in this Schedule have the same meaning attributed to them in the main body of this Agreement. The following terms have the following meanings:

**"Approved Funding"** means the allowable subsidy for the Term determined by reconciling the Estimated Provincial Subsidy (as defined below) in accordance with Applicable Law and Applicable Policy

**"Construction Funding Subsidy" or "CFS"** means the funding that the MOHLTC agreed to provide, or to ensure the provision of, to the HSP, in an agreement for the construction, development, redevelopment, retrofitting or upgrading of beds (a "Development Agreement").

**"CFS Commitments"** means

- (a) commitments of the HSP related to a Development Agreement, identified in Schedule A of the service agreement in respect of the Home, in effect between the HSP and the LHIN on June 30, 2010, and
- (b) commitments of the HSP identified in a Development Agreement in respect of beds that were developed or redeveloped and opened for occupancy after June 30, 2010, (including, without limitation, any commitments set out in the HSP's Application as defined in the Development Agreement, and any conditions agreed to in the Development Agreement in respect of any permitted variances from standard design standards.)

**"Envelope"** is a portion of the Estimated Provincial Subsidy that is designated for a specific use. There are four Envelopes in the Estimated Provincial Subsidy as follows:

- (a) the "Nursing and Personal Care" Envelope;
- (b) the "Program and Support Services" Envelope;
- (c) the "Raw Food" Envelope; and
- (d) the "Other Accommodation" Envelope.

**"Estimated Provincial Subsidy"** means the estimated provincial subsidy calculated in accordance with Applicable Policy.

**"Reconciliation Reports"** means the reports required by Applicable Policy including the Long-term Care Home Annual Report and, the In-Year Revenue/Occupancy Report.

**"Term"** means the term of this Agreement.

#### **3.0 Provision of Funding.**

3.1 In each Funding Year, the LHIN shall advise the HSP of the amount of its Estimated Provincial Subsidy. The amount of the Estimated Provincial Subsidy shall be calculated on both a monthly basis and an annual basis and will be allocated among the Envelopes and other funding streams applicable to the HSP, including the CFS.

3.2 The Estimated Provincial Subsidy shall be provided to the HSP on a monthly basis in accordance with the monthly calculation described in 3.1 and otherwise in accordance with this Agreement. Payments will be made to the HSP on or about the twenty-second (22nd) day of each month of the Term.

3.3 CFS will be provided as part of the Estimated Provincial Subsidy and in accordance with the terms of the Development Agreement and Applicable Policy. This obligation survives any termination of this Agreement.

## Long Term Care Accountability Agreement

Legal Name / Licensee:

The Corporation of the County of Frontenac

### **Schedule B: Additional Terms and Conditions Applicable to the Funding Model (Part 2)**

#### **4.0 Use of Funding.**

4.1 Unless otherwise provided in this Schedule B, the HSP shall use All Funding allocated for a particular Envelope only for the use or uses set out in the Applicable Policy.

4.2 The HSP shall not transfer any portion of the Estimated Provincial Subsidy in the "Raw Food" Envelope to any other Envelope:

4.3 The HSP may transfer all or any of the part of the Estimated Provincial Subsidy for the Other Accommodation Envelope to any other Envelope without the prior written approval of the LHIN, provided that the HSP has complied with the standards and criteria for the "Other Accommodation" Envelope as set out in Applicable Policy.

4.4 The HSP may transfer any part of the Estimated Provincial Subsidy in the (a) "Nursing and Personal Care" Envelope; or (b) the "Program and Support Services Envelope; to any Envelope other than the Other Accommodation Envelope without the prior written approval of the LHIN provided that the transfer is done in accordance with Applicable Policy.

4.5 In the event that a financial reduction is determined by the LHIN, the financial reduction will be applied against the portion of the Estimated Provincial Subsidy in the "Other Accommodation" Envelope.

#### **5.0 Construction Funding Subsidies.**

5.1 Subject to 5.2 and 5.3 the HSP is required to continue to fulfill all CFS Commitments, and the CFS Commitments are hereby incorporated into and deemed part of the Agreement.

5.2 The HSP is not required to continue to fulfill CFS Commitments that the MOHLTC has agreed in writing: (i) have been satisfactorily fulfilled; or (ii) are no longer required to be fulfilled; and the HSP is able to provide the LHIN with a copy of such written agreement.

5.3 Where this Agreement establishes or requires a service requirement that surpasses the service commitment set out in the CFS Commitments, the HSP is required to comply with the service requirements in this Agreement.

5.4 MOHLTC is responsible for monitoring the HSP's on-going compliance with the CFS Commitments. Notwithstanding the foregoing, the HSP agrees to certify its compliance with the CFS Commitments when requested to do so by the LHIN.

#### **6.0 Reconciliation.**

6.1 The HSP shall complete the Reconciliation Reports and submit them to MOHLTC in accordance with Schedule C. The Reconciliation Reports shall be in such form and containing such information as required by Applicable Policy or as otherwise required by the LHIN pursuant this Agreement.

6.2 The Estimated Provincial Subsidy provided by the LHIN under section 3.0 of this Schedule shall be reconciled by the LHIN in accordance with Applicable Law and Applicable Policy to produce the Approved Funding.

6.3 In accordance with the Applicable Law and Applicable Policy, if the Estimated Provincial Subsidy paid to the HSP exceeds the Approved Funding for any period, the excess is a debt due and owing by the HSP to the Crown in right of Ontario which shall be paid by the HSP to the Crown in right of Ontario and, in addition to any other methods available to recover the debt, the LHIN may deduct the amount of the debt from any subsequent amounts to be provided by the LHIN to the HSP. If the Estimated Provincial Subsidy paid for any period is less than the Approved Funding, the LHIN shall provide the difference to the HSP.

## Long Term Care Accountability Agreement

Legal Name / Licensee:

The Corporation of the County of Frontenac

### Schedule C: Reporting Requirements (Part 1)

#### 1. In-Year Revenue/Occupancy Report

| Reporting Period               | Estimated Due Dates <sup>1</sup> |
|--------------------------------|----------------------------------|
| 2019 - Jan 01-19 to Sept 30-19 | By October 15, 2019              |
| 2020 - Jan 01-20 to Sept 30-20 | By October 15, 2020              |
| 2021 - Jan 01-21 to Sept 30-21 | By October 15, 2021              |

#### 2. Long-Term Care Home Annual Report

| Reporting Period              | Estimated Due Dates <sup>1</sup> |
|-------------------------------|----------------------------------|
| 2019 - Jan 01-19 to Dec 30-19 | By September 30, 2020            |
| 2020 - Jan 01-20 to Dec 30-20 | By September 30, 2021            |
| 2021 - Jan 01-21 to Dec 30-21 | By September 30, 2022            |

#### 3. French Language Services Report

| Fiscal Year                              | Due Dates   |
|------------------------------------------|-------------|
| 2019-17 - Apr 01-2019- to March 31- 2020 | 30-Apr-2020 |
| 2020-18 - Apr 01-2020- to March 31- 2021 | 30-Apr-2021 |
| 2021-19 - Apr 01-2021- to March 31- 2022 | 30-Apr-2022 |

#### 4. OHRs/MIS Trial Balance Submission

| 2019-2020                                    | Due Dates (Must pass 3c Edits)        |
|----------------------------------------------|---------------------------------------|
| Q2 – Apr 01-19- to Sept 30-19 (Fiscal Year)  | 31-Oct-2019                           |
| Q2 – Jan 01-19 to Jun 30-19 (Calendar Year)  |                                       |
| Q3 – Apr 01-19- to Dec 31-19 (Fiscal Year)   | January 31, 2020 - Optimal Submission |
| Q3 – Jan 01-19 to Sept 30-19 (Calendar Year) |                                       |
| Q4 – Apr 01-19- to March 31-17 (Fiscal Year) | 31-May-2020                           |
| Q4 – Jan 01-19 to Dec 31-19 (Calendar Year)  |                                       |
| 2020-2021                                    | Due Dates (Must pass 3c Edits)        |
| Q2 – Apr 01-20- to Sept 30-20 (Fiscal Year)  | 31-Oct-2020                           |
| Q2 – Jan 01-20 to Jun 30-20 (Calendar Year)  |                                       |
| Q3 – Apr 01-20- to Dec 31-20 (Fiscal Year)   | January 31, 2021 - Optimal Submission |
| Q3 – Jan 01-20 to Sept 30-20 (Calendar Year) |                                       |
| Q4 – Apr 01-20- to March 31-21 (Fiscal Year) | 31-May-2021                           |
| Q4 – Jan 01-20 to Dec 31-20 (Calendar Year)  |                                       |
| 2021-2022                                    | Due Dates (Must pass 3c Edits)        |
| Q2 – Apr 01-21- to Sept 30-21 (Fiscal Year)  | 31-Oct-2021                           |
| Q2 – Jan 01-21 to Jun 30-21 (Calendar Year)  |                                       |
| Q3 – Apr 01-21- to Dec 31-21 (Fiscal Year)   | January 31, 2022 - Optimal Submission |
| Q3 – Jan 01-21 to Sept 30-21 (Calendar Year) |                                       |
| Q4 – Apr 01-21- to March 31-22 (Fiscal Year) | 31-May-2022                           |
| Q4 – Jan 01-21 to Dec 31-21 (Calendar Year)  |                                       |

#### 5. Compliance Declaration

| Fiscal Year                         | Due Dates   |
|-------------------------------------|-------------|
| January 1, 2019 – December 31, 2019 | 01-Mar-2020 |
| January 1, 2020 – December 31, 2020 | 01-Mar-2021 |
| January 1, 2021 – December 31, 2021 | 01-Mar-2022 |

\* These are estimated dates provided by the MOHLTC and are subject to change. If the due date falls on a weekend, reporting will be due the following business day.

## Long Term Care Accountability Agreement

Legal Name / Licensee:

The Corporation of the County of Frontenac

### Schedule C: Reporting Requirements (Part 2)

#### 6. Continuing Care Reporting System (CCRS)/RAID MDS

| Reporting Period | Estimated Due Dates <sup>1</sup> |
|------------------|----------------------------------|
| 2019-2020 Q1     | 31-Aug-19                        |
| 2019-2020 Q2     | 30-Nov-19                        |
| 2019-2020 Q3     | 28-Feb-20                        |
| 2019-2020 Q4     | 31-May-20                        |
| 2020-2021 Q1     | 31-Aug-20                        |
| 2020-2021 Q2     | 30-Nov-20                        |
| 2020-2021 Q3     | 28-Feb-21                        |
| 2020-2021 Q4     | 31-May-21                        |
| 2021-2022 Q1     | 31-Aug-21                        |
| 2021-2022 Q2     | 30-Nov-21                        |
| 2021-2022 Q3     | 28-Feb-22                        |
| 2021-2022 Q4     | 31-May-22                        |

#### 7. Staffing Report

| Reporting Period                    | Estimated Due Dates <sup>1</sup> |
|-------------------------------------|----------------------------------|
| January 1, 2019 – December 31, 2019 | 07-Jul-2020                      |
| January 1, 2020 – December 31, 2020 | 06-Jul-2021                      |
| January 1, 2021 – December 31, 2021 | 05-Jul-2022                      |

#### 8. Quality Improvement Plan

*(Submitted to Health Quality Ontario (HQO) & sedatateam@lhins.on.ca)*

| Planning Period                | Due Dates   |
|--------------------------------|-------------|
| April 1, 2019 – March 31, 2020 | 01-Apr-2020 |
| April 1, 2020 – March 31, 2021 | 01-Apr-2021 |
| April 1, 2021 – March 31, 2022 | 01-Apr-2022 |

\* These are estimated dates provided by the MOHLTC and are subject to change. If the due date falls on a weekend, reporting will be due the following business day.

## Long Term Care Accountability Agreement

Legal Name / Licensee:

The Corporation of the County of Frontenac

### Schedule D: Provincial Performance Indicators

#### 1.0 Performance Indicators

The HSP's delivery of the Services will be measured by the following Indicators, Targets and where applicable Performance Standards. In the following table:

n/a means 'not-applicable', that there is no defined Performance Standard for the indicator for the applicable year.

tbd means a Target, and a Performance Standard, if applicable, will be determined during the applicable year.

| INDICATOR CATEGORY                           | INDICATOR<br><i>P= Performance Indicator</i><br><i>E= Explanatory Indicator</i> | 2019 / 20<br>Performance |          |
|----------------------------------------------|---------------------------------------------------------------------------------|--------------------------|----------|
|                                              |                                                                                 | Target                   | Standard |
| Organization Health and Financial Indicators | Debt Service Coverage Ratio (P)                                                 | 1                        | ≥ 1      |
|                                              | Total Margin (P)                                                                | 0                        | ≥ 0      |
| Coordination and Access Indicators           | Percent Resident Days – Long Stay (E)                                           | n/a                      | n/a      |
|                                              | Wait Time from LHIN Determination of Eligibility to LTC Home Response (E)       | n/a                      | n/a      |
|                                              | Long-Term Care Home Refusal Rate (E)                                            | n/a                      | n/a      |
| Quality and Resident Safety Indicators       | Percentage of Residents Who Fell in the Last 30 days (E)                        | n/a                      | n/a      |
|                                              | Percentage of Residents Whose Pressure Ulcer Worsened (E)                       | n/a                      | n/a      |
|                                              | Percentage of Residents on Antipsychotics Without a Diagnosis of Psychosis (E)  | n/a                      | n/a      |
|                                              | Percentage of Residents in Daily Physical Restraints (E)                        | n/a                      | n/a      |

# Long Term Care Accountability Agreement

Legal Name / Licensee: The Corporation of the County of Frontenac

## Schedule E: Form of Compliance Declaration (Part 1)

### DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The Board of Directors of the South East Local Health Integration Network (the "LHIN"). Attn: Board Chair.

From: The Board of Directors (the "Board") of the The Corporation of the County of Frontenac (the "HSP")

For: \_\_\_\_\_ (the "Home")

Date: \_\_\_\_\_ [insert date]

Re: [January 1, 2019 – December 31, 2019] (the "Applicable Period")

\_\_\_\_\_

The Board has authorized me, by resolution dated \_\_\_\_\_ [insert date], to declare to you as follows:

After making inquiries of the [insert name and position of person responsible for managing the Home on a day to day basis, e.g. the Chief Executive Office or the Executive Director] and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the "Agreement") in effect during the Applicable Period

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the Local Health System Integration Act, 2006 and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the LHIN and the HSP effective April 1, 2019.

\_\_\_\_\_  
*[insert name of individual authorized by the Board to make the Declaration on the Board's behalf], [insert title]*

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

## **Long Term Care Accountability Agreement**

Legal Name / Licensee:

The Corporation of the County of Frontenac

### **Schedule E: Form of Compliance Declaration (Part2)**

#### **Appendix 1 - Exceptions**

[Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance]

**2019-20 Long Term Care Accountability Agreement - Schedule D Local Obligation**  
**Licensee: County of Frontenac**

|              |                                                                        |                                                                                  |
|--------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------|
|              |                                                                        | <b>Ref #:</b> 2019-20-001                                                        |
| <b>Type:</b> | <input type="checkbox"/> <b>INDICATOR</b> (Quantitative & Reportable)  | <input checked="" type="checkbox"/> <b>OBLIGATION</b> (Qualitative & Reportable) |
|              | <input type="checkbox"/> <b>OBLIGATION</b> (Quantitative & Reportable) | <input type="checkbox"/> <b>OBLIGATION</b> (Not Reportable)                      |

**Category:** Regional (All Sectors)

**OBLIGATION NAME:** Senior Friendly Care

**Obligation Details:**  
 All health service providers will adopt the guiding principles and defining statements found in the Senior Friendly Care Framework developed by the Ontario Regional Geriatric Program.

**Rationale / Intent:**  
 Supports the Older Adult Strategy objective to improve health outcomes for older adults in the South East LHIN.

**Measures (if Applicable):**  
 All organizations will report on the progress of the implementation of their 2019/20 Senior Friendly Care Quality Improvement Plan based on the 2018 Senior Friendly Care Self-Assessment Report Card 2018.

**Reporting Expectations:**

|                   |                                                   |                                            |                                              |
|-------------------|---------------------------------------------------|--------------------------------------------|----------------------------------------------|
| <b>Frequency:</b> | <input type="checkbox"/> <b>Monthly</b>           | <input type="checkbox"/> <b>Quarterly</b>  | <input type="checkbox"/> <b>Semi- Annual</b> |
|                   | <input checked="" type="checkbox"/> <b>Annual</b> | <input type="checkbox"/> <b>Multi-Year</b> | <input type="checkbox"/> <b>Other</b>        |

**Reporting Details/Guidelines**  
 Quality Improvement reports will cover the 10 recommendations set out in the Senior Friendly Care Self-Assessment Report Card 2018.

**Data Sources for Reporting**  
 Reporting of these metrics will occur quarterly through the South East data centre in the following format

Senior Friendly Care Progress Report

Organization Name: \_\_\_\_\_

| Domain                              | Recommendations                                                                                  | Rating (1 to 5 Stars) | Comments |
|-------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------|----------|
| Organizational Support              | 1. Making strategic commitments                                                                  | Select                |          |
|                                     | 2. Establishing guiding documents (such as policies) that reflect equitable, person centred care | Select                |          |
|                                     | 3. Training staff                                                                                | Select                |          |
|                                     | 4. Collaborating across sectors to create seamless transitions of care                           | Select                |          |
| Processes of Care                   | 5. Delivering interprofessional assessment and care                                              | Select                |          |
|                                     | 6. Providing patients with information to promote participation in care                          | Select                |          |
| Emotional & Behavioural Environment | 7. Creating collaborative care plans aligned with older adult preferences                        | Select                |          |
| Ethics in Clinical Care & Research  | 8. Evaluating the experience and outcomes of older adults                                        | Select                |          |
| Physical Environment                | 9. Supporting care providers and older adults in challenging and ethical situations              | Select                |          |
|                                     | 10. Designing a physical environment that is conducive to the needs of older adults              | Select                |          |

**2019-20 Long Term Care Accountability Agreement - Schedule D Local Obligation**  
**Licensee: County of Frontenac**

|                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                   |                                                                       |                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Check here to remove this obligation from the 2019-20 Schedules                                                                                                                                                                                                                                                                                                      |                                                                                   | <b>Ref #:</b> 2019-20-003                                             |                                                         |
| <b>Type:</b>                                                                                                                                                                                                                                                                                                                                                                                  | <input type="checkbox"/> <b>INDICATOR</b> (Quantitative & Reportable)             | <input type="checkbox"/> <b>OBLIGATION</b> (Qualitative & Reportable) |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                               | <input checked="" type="checkbox"/> <b>OBLIGATION</b> (Quantitative & Reportable) | <input type="checkbox"/> <b>OBLIGATION</b> (Not Reportable)           |                                                         |
| <b>Category:</b>                                                                                                                                                                                                                                                                                                                                                                              | Regional (All Sectors)                                                            |                                                                       |                                                         |
| <b>OBLIGATION NAME:</b>                                                                                                                                                                                                                                                                                                                                                                       | Integrated Falls Prevention & Management Strategy- Implementation                 |                                                                       |                                                         |
| <b>Obligation Details:</b>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                       |                                                         |
| Community agencies will work collaboratively with hospitals, LTCH, primary care providers and the LHIN to design and implement a regional falls prevention & management strategy. Collaboration in implementation of the strategy objectives will work towards impacting the system-level indicators aligned with the strategy. The South East LHIN will engage in a regional program review. |                                                                                   |                                                                       |                                                         |
| <b>Rationale / Intent:</b>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                       |                                                         |
| Participate in implementation towards achieving the 2019-2020 work plan goals for the following strategy pillars:                                                                                                                                                                                                                                                                             |                                                                                   |                                                                       |                                                         |
| <ul style="list-style-type: none"> <li>• Public Awareness &amp; Education</li> <li>• Provider Skill Development &amp; Education</li> <li>• Service Navigation &amp; System Integration</li> <li>• Assessment &amp; Management</li> <li>• Engagement &amp; Advocacy</li> </ul>                                                                                                                 |                                                                                   |                                                                       |                                                         |
| <b>Measures (if Applicable):</b>                                                                                                                                                                                                                                                                                                                                                              |                                                                                   |                                                                       |                                                         |
| Meet the provincial average by 2019-2020 (three-year goal) for the following measures:                                                                                                                                                                                                                                                                                                        |                                                                                   |                                                                       |                                                         |
| <ul style="list-style-type: none"> <li>• Rate of falls-related admissions to inpatient care</li> <li>• Rate of falls-related ED visits</li> </ul>                                                                                                                                                                                                                                             |                                                                                   |                                                                       |                                                         |
| <b>Reporting Expectations:</b>                                                                                                                                                                                                                                                                                                                                                                |                                                                                   |                                                                       |                                                         |
| <b>Frequency:</b>                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> <b>Monthly</b>                                           | <input type="checkbox"/> <b>Quarterly</b>                             | <input checked="" type="checkbox"/> <b>Semi- Annual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                               | <input type="checkbox"/> <b>Annual</b>                                            | <input type="checkbox"/> <b>Multi-Year</b>                            | <input type="checkbox"/> <b>Other</b>                   |
| <b>Reporting Details/Guidelines</b>                                                                                                                                                                                                                                                                                                                                                           |                                                                                   |                                                                       |                                                         |
| <ol style="list-style-type: none"> <li>1. Provide input to quarterly reports (where required) to LHIN Lead</li> <li>2. Provide a narrative on contributions and progress to date bi-annually (via the South East Data Centre)</li> <li>3. System-level data to be extrapolated through dashboards on the South East Data Centre on bi-annual basis</li> </ol>                                 |                                                                                   |                                                                       |                                                         |
| <b>Data Sources for Reporting</b>                                                                                                                                                                                                                                                                                                                                                             |                                                                                   |                                                                       |                                                         |
| LHIN Lead and South East Data Centre.                                                                                                                                                                                                                                                                                                                                                         |                                                                                   |                                                                       |                                                         |

**2019-20 Long Term Care Accountability Agreement - Schedule D Local Obligation**  
**Licensee: County of Frontenac**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                        |                                                                        |                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------|
| <input type="checkbox"/> Check here to remove this obligation from the 2019-20 Schedules                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                        | <b>Ref #:</b> 2019-20-005                                              |                                                                      |
| <b>Type:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <input type="checkbox"/> <b>INDICATOR</b> (Quantitative & Reportable)  | <input type="checkbox"/> <b>OBLIGATION</b> (Qualitative & Reportable)  |                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <input type="checkbox"/> <b>OBLIGATION</b> (Quantitative & Reportable) | <input checked="" type="checkbox"/> <b>OBLIGATION</b> (Not Reportable) |                                                                      |
| <b>Category:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Regional (All Sectors)                                                 |                                                                        |                                                                      |
| <b>OBLIGATION NAME:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Implementation of Sub Regions                                          |                                                                        |                                                                      |
| <b>Obligation Details:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                        |                                                                        |                                                                      |
| <p>Health Service Provider's (HSP) will work collaboratively within specified sub-region geographies to create an integrated service delivery network that includes primary care providers, inter-professional health care teams, hospitals, public health, mental health and addictions and home and community care to ensure a more seamless patient experience. This will include development of sub-region planning committees, population based data analysis, collaborative identification of potential opportunities to improve the health care system for patients, and active participation in implementation efforts for initiatives identified for sub-regions.</p> |                                                                        |                                                                        |                                                                      |
| <b>Rationale / Intent:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                        |                                                                        |                                                                      |
| <p>This obligation is intended to communicate requirement for HSPs to participate in sub-region planning and implementation of initiatives identified provincially, by the SE LHIN, and locally within the sub-region that would benefit patients.</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                        |                                                                        |                                                                      |
| <b>Measures (if Applicable):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                        |                                                                        |                                                                      |
| n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                        |                                                                      |
| <b>Reporting Expectations:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                        |                                                                        |                                                                      |
| <b>Frequency:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <input type="checkbox"/> <b>Monthly</b>                                | <input type="checkbox"/> <b>Quarterly</b>                              | <input type="checkbox"/> <b>Semi- Annual</b>                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <input type="checkbox"/> <b>Annual</b>                                 | <input type="checkbox"/> <b>Multi-Year</b>                             | <input checked="" type="checkbox"/> <b>Other</b> No Formal Reporting |
| <b>Reporting Details/Guidelines</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                        |                                                                      |
| <p>Sub-region directors will monitor HSP participation and identify any potential concerns to senior leadership.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                        |                                                                        |                                                                      |
| <b>Data Sources for Reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                        |                                                                        |                                                                      |
| n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                        |                                                                      |

**2019-20 Long Term Care Accountability Agreement - Schedule D Local Obligation**  
**Licensee: County of Frontenac**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                        |                                                                        |                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Check here to remove this obligation from the 2019-20 Schedules                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                        | <b>Ref #:</b> 2019-20-011                                              |                                              |
| <b>Type:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <input type="checkbox"/> <b>INDICATOR</b> (Quantitative & Reportable)  | <input type="checkbox"/> <b>OBLIGATION</b> (Qualitative & Reportable)  |                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input type="checkbox"/> <b>OBLIGATION</b> (Quantitative & Reportable) | <input checked="" type="checkbox"/> <b>OBLIGATION</b> (Not Reportable) |                                              |
| <b>Category:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Regional (All Sectors)                                                 |                                                                        |                                              |
| <b>OBLIGATION NAME:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Older Adult Strategy (OAS)                                             |                                                                        |                                              |
| <b>Obligation Details:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                        |                                              |
| <p>The OAS encompasses the realignment and further development of the local health system to better meet the needs of older adults in the south east now and into the future. This vision has been informed by desired health system attributes which will also be used to guide its implementation. To make the vision a reality, five key themes for action have been identified:</p> <ul style="list-style-type: none"> <li>• Promoting and preserving wellness and functionality of older adults in the community</li> <li>• Enhancing caregiver wellbeing</li> <li>• Enhancing the care experience</li> <li>• Early identification of high-risk older adults with targeted upstream interventions</li> <li>• Supporting older adults that are affected by dementias, behavioural issues, and addictions and mental health challenges</li> </ul> <p>In 2019-20, the following initiatives will be the focus of Older Adult Strategy efforts:</p> <ol style="list-style-type: none"> <li>1. Implementation of a common basket of services across CSS Home Support agencies</li> <li>2. Expansion and further development of Supported and Assisted Living for High Risk Seniors in urban and rural communities</li> <li>3. Development and implementation of initiatives in the South East LHIN, and MOHLTC Dementia Capacity Plan to improve care for people living with dementia and their caregivers</li> <li>4. Improve care coordination within the community to better align resources with needs of older adults</li> </ol> |                                                                        |                                                                        |                                              |
| <b>Rationale / Intent:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                        |                                              |
| Identify initial actions for implementation in 2018-19 that will begin formal Older Adult Strategy work within the South East LHIN region, building on expert panel advice, engagement of patients, and MOHLTC initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                        |                                                                        |                                              |
| <b>Measures (if Applicable):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                        |                                                                        |                                              |
| n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                                                                        |                                              |
| <b>Reporting Expectations:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |                                                                        |                                              |
| <b>Frequency:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <input type="checkbox"/> <b>Monthly</b>                                | <input type="checkbox"/> <b>Quarterly</b>                              | <input type="checkbox"/> <b>Semi- Annual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input checked="" type="checkbox"/> <b>Annual</b>                      | <input type="checkbox"/> <b>Multi-Year</b>                             | <input type="checkbox"/> <b>Other</b>        |
| <b>Reporting Details/Guidelines</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                                                                        |                                              |
| Reporting will be done in the fourth quarter through the South East LHIN Data Centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                        |                                                                        |                                              |
| <b>Data Sources for Reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                        |                                                                        |                                              |
| n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                                                                        |                                              |

**2019-20 Long Term Care Accountability Agreement - Schedule D Local Obligation**  
**Licensee: County of Frontenac**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                        |                                                                                  |                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Check here to remove this obligation from the 2019-20 Schedules                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                        | <b>Ref #:</b> 2019-20-015                                                        |                                              |
| <b>Type:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <input type="checkbox"/> <b>INDICATOR</b> (Quantitative & Reportable)  | <input checked="" type="checkbox"/> <b>OBLIGATION</b> (Qualitative & Reportable) |                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input type="checkbox"/> <b>OBLIGATION</b> (Quantitative & Reportable) | <input type="checkbox"/> <b>OBLIGATION</b> (Not Reportable)                      |                                              |
| <b>Category:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Regional (All Sectors)                                                 |                                                                                  |                                              |
| <b>OBLIGATION NAME:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | French Language Services - FLS work plan - Non identified HSPs         |                                                                                  |                                              |
| <b>Obligation Details:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                                  |                                              |
| <p>According to section 3.5 of the MSAA and 3.6 of the LSAA, the HSP has to:</p> <p>(a) Develop and implement a plan to address the needs of the local Francophone community, including the provision of information on services available in French;</p> <p>(b) Work towards applying the principles of Active Offer in the provision of services;</p> <p>(c) Provide a report to the LHIN that outlines how the HSP addresses the needs of its local Francophone community; and,</p> <p>(d) Collect and submit to the LHIN as requested by the LHIN from time to time, French language services data (OZi).</p> <p>To fulfill these obligations, the HSP will develop and implement a FLS plan.</p> |                                                                        |                                                                                  |                                              |
| <b>Measures (if Applicable):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                        |                                                                                  |                                              |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                        |                                                                                  |                                              |
| <b>Reporting Expectations:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |                                                                                  |                                              |
| <b>Frequency:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <input type="checkbox"/> <b>Monthly</b>                                | <input type="checkbox"/> <b>Quarterly</b>                                        | <input type="checkbox"/> <b>Semi- Annual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input checked="" type="checkbox"/> <b>Annual</b>                      | <input type="checkbox"/> <b>Multi-Year</b>                                       | <input type="checkbox"/> <b>Other</b>        |
| <b>Reporting Details/Guidelines</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                                                                                  |                                              |
| The HSP will report on the development and implementation of its FLS plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                                                                                  |                                              |
| <b>Data Sources for Reporting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                        |                                                                                  |                                              |
| Ozi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                                                                                  |                                              |



**Report 2019-025**

**Council Recommend Report**

**To:** Warden and Council of the County of Frontenac

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

**Prepared by:** Lisa Hirvi, Administrator, Fairmount Home

**Date of meeting:** February 20, 2019

**Re: Fairmount Home – Long-Term Care Home Service Accountability Agreement (LSAA) - Schedule E - Form of Compliance Declaration**

---

**Recommendation**

**Resolved That** Council of the County of Frontenac receive the Fairmount Home Long-Term Care Home Service Accountability Agreement – Schedule E – Form of Compliance Declaration Report;

**And Further That** the Council of the County of Frontenac direct the Clerk to sign the Long-Term Care Home Service Accountability Agreement Schedule E – Form of Compliance Declaration and return to the Local Health Integration Network as required under the *Local Health System Integration Act*.

**Background**

The Long-Term Care Home Service Accountability Agreement (LSAA) is the service accountability agreement between a long-term care home licensee and the Local Health Integration Network (LHIN) and is required by the *Local Health Systems Integration Act* (LHSIA). It assists the LHIN in fulfilling its obligations to the Ministry of Health and Long-Term Care (MOHLTC), the Province and the taxpayers in respect of funding as well as its obligations under LHSIA to plan, fund and integrate the local health system. The current LSAA covers a three-year period ending March 31, 2019 and includes reporting requirements.

**Comment**

The LSAA reporting requirements include annual completion of Schedule E – Form of Compliance Declaration that is attached. After consultation with the appropriate officers and management, the Administrator believes that Fairmount Home has fulfilled its obligations during the reporting period from January 1, 2018 to December 31, 2018.

**Sustainability Implications**

Not applicable

**Financial Implications**

If the LSAA Schedule E – Form of Compliance Declaration is not signed, the LHIN will discontinue the flow of funds to Fairmount Home.

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

Consulted

- Fairmount Home, Management
- Director of Corporate Services/Treasurer
- Affected
- County of Frontenac - Fairmount Home
- Local Health Integration Network
- Ministry of Health and Long-Term Care

**Schedule E – Form of Compliance Declaration**

**DECLARATION OF COMPLIANCE**

Issued pursuant to the Long Term Care Service Accountability Agreement

**To:** The Board of Directors of the South East Local Health Integration Network (the "LHIN"). Attn: Board Chair.

**From:** The Board of Directors (the "Board") of the Corporation of the County of Frontenac (the "HSP")

**For:** Fairmount Home (the "Home")

**Date:** February 20, 2019

**Re:** January 1, 2018 – December 31, 2018 (the "Applicable Period")

---

The Board has authorized me, by resolution dated **February 20, 2019**, to declare to you as follows:

After making inquiries of the **Administrator, Lisa Hirvi**, and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the "Agreement") in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the Local Health System Integration Act, 2006 and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the LHIN and the HSP effective April 1, 2017.

---

Jannette Amini,  
Manager of Legislative Services/Clerk

**Schedule E – Form of Compliance Declaration Cont'd.**





**Report 2019-027**

**Council Recommend Report**

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

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

**Prepared by:** Richard Allen, Manager of Economic Development  
Joe Gallivan, Director of Planning and Economic Development

**Date of meeting:** February 20, 2019

**Re:** **Planning and Economic Development – Request to expand  
Ambassador Program to Rural Kingston**

---

**Recommendation**

**Be It Resolved That** the request from the Frontenac Federation of Agriculture be referred to the Community Development Advisory Committee to consider options for including a wider range of Ambassadors in the Frontenac Ambassador program.

**Background**

On January 31, 2019 the Manager of Economic Development made a presentation to the Frontenac Federation of Agriculture, a local chapter of the Ontario Federation of Agriculture, on the variety of initiatives the County has undertaken in support of local farms including the Open Farms event and the Frontenac Ambassador Program.

On February 11, 2019 the County received a letter (Appendix A) from the Frontenac Federation of Agriculture requesting the expansion of the Ambassador program to include farm businesses in rural Kingston.

**Comment**

The Frontenac Ambassador program was launched in 2016 as part of an effort to ensure the new regional brand was widely adopted and shared across Frontenac. Participating businesses got a boost from a social media announcement, were added to an email list, and highlighted in various Frontenac economic development efforts – from photography for marketing materials to aiding in the selection of successful RFP submissions.

The one-on-one meetings with the businesses established a critical link for the County to local businesses and as the number of participating businesses grew, so did the opportunities for engagement and developing programs to serve the needs of this group.

In addition, as the brand became more ubiquitous the need for businesses to adopt and celebrate it became secondary to establishing a stronger network of local businesses to guide and participate in local economic development initiatives. The Frontenac Ambassador program now has 149 participants from a variety of sectors, including agriculture, retail, food and beverage, health promotion, tourism and construction services.

In August of 2017, County staff surveyed the existing network of Ambassadors on their experience with the program, what the program priorities should be and how the program should be expanded. [Report 2017-125](#) summarizes the responses.

Question 9 of the survey specifically asks

A few businesses with ties to Frontenac - that are technically not located in Frontenac - have expressed interest in becoming Frontenac Ambassadors. What do you think, do we let them in the club or not?

While the group was 70% supportive of the idea in their response, the comments indicated a mix of feelings associated with this idea (See Appendix B). Ultimately, staff did not proceed with opening membership to businesses located outside of Frontenac at that time.

At this point, County staff suggest referring the request to the Community Development Advisory Committee (CDAC) to consider options for including a wider range of Ambassadors in the program.

### **Sustainability Implications**

Ensuring that Frontenac businesses have access to partners for collaboration, expansion of markets, and new business opportunities ensures the resilience of local businesses.

The #infrontenac brand is specific the geographic region comprised of Frontenac communities, and its expansion should be thoughtful and executed with care.

### **Financial Implications**

There are no financial implications with this report.

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

Kingston Economic Development Corporation  
Frontenac Federation of Agriculture  
Frontenac Ambassadors

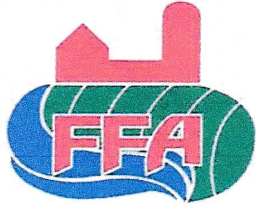
---

Recommend Report

Planning and Economic Development – Request to Expand Ambassador Program to Rural Kingston

February 20, 2019

Page 2 of 2



**Frontenac Federation of Agriculture  
c/o Dudley Shannon  
Secretary  
RR#2  
Inverary , On. K0H 1X0**

Kelly Pender  
County of Frontenac  
2069 Battersea Rd.  
Glenburnie Ont  
K0H 1S0

Dear Kelly Pender

At our monthly meeting January 31<sup>st</sup> at Glenburnie United Church we were pleased to have Richard Allen as our guest . Richard 's presentation to us concerned methods to promote Agriculture in the Frontenacs which is very important to us . One of the important initiatives he is enacting is "Frontenac Ambassadors" where local businesses work together to promote agriculture and create the importance of local foods .

Agriculture is one of the most Important economic activities in our province and inspires 1 out of every 8 jobs . We the Frontenac Federation want to give every farm in our area a boost if we can . Richards area of importance does not include the areas that were Kingston and Pittsburgh Townships . they are now part of the City of Kingston .

Our wish is that County Council would allow Richard to include farms, farm families and Agricultural businesses within the Countryside Ward and former Pittsburgh to be eligible to participate in the Frontenac Ambassador Program . This might help to build the " In Frontenac " brand .We would like you to bring this matter to County Council for their blessing .

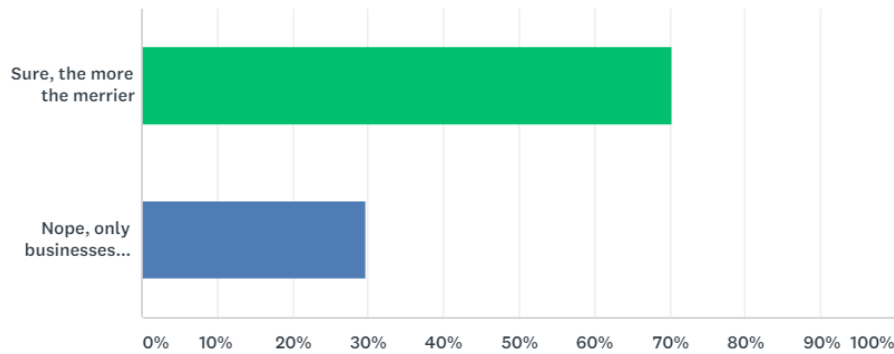
Dudley Shannon Sec/treas  
[shanlake@kingston.net](mailto:shanlake@kingston.net)

Allison Shannon President  
[sunharvest@sympatico.ca](mailto:sunharvest@sympatico.ca)

cc Richard Allen ([rallen@frontenaccountry.ca](mailto:rallen@frontenaccountry.ca))  
cc Gary Oosterhoff ([goosterhof@cityofkingston.ca](mailto:goosterhof@cityofkingston.ca))  
cc Ryan Boehme ([RNBoehme@cityofkingston.ca](mailto:RNBoehme@cityofkingston.ca))

**Q9 A few businesses with ties to Frontenac - that are technically not located in Frontenac - have expressed interest in becoming Frontenac Ambassadors. What do you think, do we let them in the club or not?**

Answered: 37 Skipped: 11



| ANSWER CHOICES                                                              | RESPONSES |
|-----------------------------------------------------------------------------|-----------|
| Sure, the more the merrier                                                  | 70.27% 26 |
| Nope, only businesses located #inFrontenac should be allowed in the program | 29.73% 11 |
| <b>TOTAL</b>                                                                | <b>37</b> |

| #  | COMMENTS                                                                                                                                                                                                                                                                                                                                                                          | DATE               |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1  | The goal of the program is partly to develop a brand identity for Frontenac and the only defining feature at this point is the boundary. If outside businesses come in, it becomes a regional player among other regional players.                                                                                                                                                | 10/2/2017 7:47 AM  |
| 2  | This needs more thought. On one hand, will they be willing to put the "brand" on a vehicle? On the other hand, Napanee CofC welcomed me in a decade or more ago. I didn't stay ... I had no time to go to breakfasts & meetings                                                                                                                                                   | 9/30/2017 6:47 AM  |
| 3  | Not sure how to answer this. Personally I go to the L & A business mixers and love to know what is happening around me. L & A is close to us. But not sure about letting them be ambassadors if you were to do marketing and they were out of the area. Would depend on the future of brand ambassadors. Maybe "no" until we know more about what being a brand ambassador means. | 9/29/2017 9:41 PM  |
| 4  | As long "outside of Frontenac" businesses don't compete directly with an #inFrontenac business.                                                                                                                                                                                                                                                                                   | 9/29/2017 4:11 PM  |
| 5  | ...if they are fairly close Frontenac                                                                                                                                                                                                                                                                                                                                             | 9/22/2017 10:35 AM |
| 6  | How local? It kind of goes against the whole concept of #inFrontenac .                                                                                                                                                                                                                                                                                                            | 9/20/2017 12:42 PM |
| 7  | I am torn on this one. If they are not physically located here, then why would they want to promote Frontenac County                                                                                                                                                                                                                                                              | 9/20/2017 10:36 AM |
| 8  | Perhaps they could pay for advertising in our resource guide?                                                                                                                                                                                                                                                                                                                     | 9/19/2017 7:37 PM  |
| 9  | If a company is located outside of Frontenac regions but serve the clientele within, I feel these businesses should be included. For example, the town of Westport is right on the border of the Frontenacs and many of those businesses offer services to Frontenac inhabitants.                                                                                                 | 9/10/2017 12:22 PM |
| 10 | as much as I think inclusion is important - I think it would lose it's meaning ... being an ambassador IN Frontenac, should mean you are IN Frontenac.                                                                                                                                                                                                                            | 9/8/2017 1:52 PM   |
| 11 | Networking makes connections all over!                                                                                                                                                                                                                                                                                                                                            | 9/7/2017 9:39 PM   |

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

|    |                                                                                                                                                                                                                                                                                                                                                       |                    |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 12 | Mixed feelings, while it is awesome others want to join, what makes the #inFrontenac brand exclusive? and what kind of ties do they need to be an ambassador?                                                                                                                                                                                         | 8/30/2017 2:11 PM  |
| 13 | As long as they're not accessing Frontenac-specific funding I have no issue with it.                                                                                                                                                                                                                                                                  | 8/28/2017 1:56 PM  |
| 14 | depends on there involvement. Stores in Kingston that sell our products in there stores should be eligable, or perhaps if they sell us our supplies?                                                                                                                                                                                                  | 8/28/2017 11:24 AM |
| 15 | not sure                                                                                                                                                                                                                                                                                                                                              | 8/27/2017 9:38 PM  |
| 16 | let them have their own program!                                                                                                                                                                                                                                                                                                                      | 8/26/2017 8:05 PM  |
| 17 | not sure! is this like a Kingston business that does work in South Frontenac, that is already promoted by the city of Kingston? then no :)                                                                                                                                                                                                            | 8/26/2017 7:38 PM  |
| 18 | Depends who it is and what they are offering.                                                                                                                                                                                                                                                                                                         | 8/25/2017 9:11 PM  |
| 19 | I'm really split on this...I see some folks from Westport and Maberly in the club - these guys have more in common with Frontenac than people from Kingston. It seems that there are places that even though not in Frontenac are traditionally considered "ok" like Westport. Glenburine even though technically in Kingston should be one of us.... | 8/25/2017 5:20 PM  |



**Report 2019-023**

**Council Information Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Lisa Hirvi, Administrator  
**Date of meeting:** February 20, 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 October 1, 2018 to December 31, 2018 as well as significant updates in January 2019.

**Comment**

**Ministry of Health and Long-Term Care**

During the fourth quarter, there was one (1) complaint logged with the Ministry of Health and Long-Term Care (MOHLTC) regarding alleged neglect and staff to resident verbal abuse. A ministry inspection was conducted; there were no findings.

During the ministry inspection, the inspector also conducted a Critical Incident System (CIS) inspection for critical incidents that Fairmount has reported since January 2018, which was when the annual Resident Quality Inspection (RQI) was conducted. The CIS inspection included eight (8) critical incidents, which included falls resulting in injury and hospitalization, alleged resident to resident abuse, alleged neglect of residents and a medication incident/adverse drug reaction. The findings included four (4) written notifications and four (4) voluntary plans of correction, which included the requirement to follow the resident’s plan of care, follow the policy to promote zero tolerance for abuse and neglect, ensure immediate reporting of critical incidents and ensure prescribed drugs are administered to residents. Management has since acted on the findings of non-compliance.

The public versions of the reports are posted at Fairmount for public review. The reports are also available on the Ministry’s Reports on Long-Term Care Homes website.

Thank you to the management and staff who worked professionally and cooperatively with the ministry inspector.

**Public Health Inspection**

During the fourth quarter, Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health conducted a routine inspection on December 10 in the main kitchen. There were no critical violations and two (2) non-critical violations. The non-critical violations included food premise not maintained with clean walls in the food-handling room and use of food equipment not of readily cleanable form. The Manager of Food Services has acted on the findings. Thank you to the management and staff who worked professionally and cooperatively with the public health inspector.

**Outbreaks**

During the fourth quarter, there were two respiratory outbreaks declared. On December 3 a respiratory outbreak was declared, which ended on December 14. There were nine (9) residents. The second respiratory outbreak was declared on December 31 and declared over on January 9. There were five (5) residents. No staff were affected in either respiratory outbreak. Thank you to the management and staff who were diligent in managing the outbreaks. The legislated reporting was completed to the required Ministries including the Ministry of Health & Long-Term Care (MOHLTC), Ministry of Labour (MOL) and KFL&A Public Health.

**Resident Family Satisfaction Survey**

According to the Long-Term Care Homes Act, 2007 (s. 85), long-term care homes shall ensure that, at least once in every year, a survey is taken of the residents and their families to measure their satisfaction with the home and the care, services, programs and goods provided at the home.

Fairmount was one of nine (9) LTC homes that worked together to develop a common satisfaction survey that meets the homes' requirements as well as accreditation standards. There were separate survey questions for residents and POA/family members/friends of residents. There was one question added for the 2018 satisfaction survey, which was "Staff actively listen to me (listen and acknowledge what I am saying)". Respondents were able to complete the survey online or hardcopy.

There were 666 survey responses among the nine (9) LTC homes, which is a response rate of 0.63 per bed. The overall average score was 90%.

At Fairmount, there were 51 survey responses, which is a response rate of 0.40 per bed. Although Fairmount's response rate is less than the homes' overall average (0.63 per bed), the number of Fairmount's residents who responded increased by 21% when compared to 2017. However, the family members' response rate decreased by 48% when compared to the previous year. Overall, Fairmount's satisfaction survey results at 91% were slightly higher than the previous year (88%) and consistent with the other homes' overall results (90%).

Management has reviewed the survey responses including the comments and will ensure that action is taken, as appropriate. The satisfaction survey results were shared with the Residents' Council, Family Council and staff. The Resident/Family Annual Satisfaction Survey Response Summary for 2018 is attached.

**Sustainability Implications**

Not applicable

**Financial Implications**

For the lighting replacement, the financial implications are outstanding.

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

Fairmount Home Management Team

Fairmount Staff

Frontenac County Staff

Residents

Volunteers

## Resident/Family Annual Satisfaction Survey - 2018 Survey Summary and Scoring

| Questions                                                                                                                                                          | Fairmount Home |            |          | All LTC Homes (9) |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------|----------|-------------------|----------|
|                                                                                                                                                                    | Score 2018     | Score 2017 | Variance | Score 2018        | Variance |
| Q1 I am completing the survey for the following home: Fairmount Home                                                                                               | 51             | 61         | -16%     | 666               |          |
| Q2 I am a resident                                                                                                                                                 | 34             | 28         | 21%      | 407               |          |
| Q2 I am a POA/family member/friend                                                                                                                                 | 17             | 33         | -48%     | 259               |          |
| Q3 I am involved as much as I want to be in decisions about care.                                                                                                  | 95%            | 86%        | 9%       | 90%               | 5%       |
| Q4 I am comfortable approaching staff with my concerns.                                                                                                            | 95%            | 88%        | 7%       | 93%               | 2%       |
| Q5 The Home respects the individuals cultural values.                                                                                                              | 97%            | 97%        | 0%       | 96%               | 1%       |
| Q6 As POA/SDM, I am provided with enough information regarding changes in medication, physical condition and plan of care in order to provide my informed consent. | 98%            | 89%        | 9%       | 94%               | 4%       |
| Q7 The Home responds to my questions and concerns in a timely manner.                                                                                              | 95%            | 84%        | 11%      | 91%               | 4%       |
| Q10 I am aware of how I could access external healthcare services (ie. Dental, advanced foot care, hearing services)                                               | 95%            | 87%        | 8%       | 88%               | 7%       |
| Q11 I am satisfied with the respect and emotional support given to my individual.                                                                                  | 95%            | 84%        | 11%      | 91%               | 4%       |
| Q13 I would recommend this Home to others.                                                                                                                         | 100%           | 92%        | 8%       | 94%               | 6%       |
| Q14 All staff, including dietary, activation, housekeeping treat me with kindness, courtesy, respect and dignity.                                                  | 91%            | 88%        | 3%       | 92%               | -1%      |
| Q15 I feel that staff appreciate my personal privacy.                                                                                                              | 87%            | 91%        | -4%      | 89%               | -2%      |
| Q16 Staff take into consideration my religious, ethnic and cultural values.                                                                                        | 95%            | 92%        | 3%       | 95%               | 0%       |
| Q17 I am encouraged and / or involved in decisions about my care.                                                                                                  | 84%            | 88%        | -4%      | 87%               | -3%      |
| Q19 I can share my opinion without being afraid of consequences.                                                                                                   | 89%            | 86%        | 3%       | 92%               | -3%      |
| Q20 The Home responds to my questions and concerns in a timely manner.                                                                                             | 90%            | 82%        | 8%       | 89%               | 1%       |
| Q21 I am given enough information about changes in my medication, physical condition and plan of care which allows me to feel capable in giving my consent.        | 85%            | 83%        | 2%       | 88%               | -3%      |
| Q23 I am given timely information on how I could access external healthcare services when I require them. (ie. dental, advanced foot care, hearing services)       | 95%            | 88%        | 7%       | 91%               | 4%       |
| Q24 I am satisfied with the medical attention provided by my Physician. (and Nurse Practitioner if applicable)                                                     | 82%            | 87%        | -5%      | 86%               | -4%      |
| Q26 I feel safe and secure with Staff.                                                                                                                             | 96%            | 91%        | 5%       | 95%               | 1%       |
| Q27 I feel safe and secure with my fellow Residents.                                                                                                               | 86%            | 87%        | -1%      | 89%               | -3%      |
| Q28 I feel safe and secure in my home environment.                                                                                                                 | 96%            | 94%        | 2%       | 94%               | 2%       |
| Q29 Staff answer when I call. (using a respectful manner - knock on my door, introduce themselves etc)                                                             | 91%            | 86%        | 5%       | 89%               | 2%       |

| Questions                                                                                                                | Fairmount Home |            |           | All LTC Homes (9) |           |
|--------------------------------------------------------------------------------------------------------------------------|----------------|------------|-----------|-------------------|-----------|
|                                                                                                                          | Score 2018     | Score 2017 | Variance  | Score 2018        | Variance  |
| Q30 Staff actively listen to me (listen and acknowledge what I am saying)                                                | 87%            | N/A        | N/A       | 88%               | -1%       |
| Q31 Meal Preferences (likes / dislikes)                                                                                  | 90%            | 88%        | 2%        | 87%               | 3%        |
| Q32 Bathing Preference (day / time / bath or shower)                                                                     | 87%            | 89%        | -2%       | 90%               | -3%       |
| Q33 Time I prefer to get up.                                                                                             | 94%            | 85%        | 9%        | 89%               | 5%        |
| Q34 Time I prefer to go to bed.                                                                                          | 94%            | 87%        | 7%        | 91%               | 3%        |
| Q35 Temperature of the Food.                                                                                             | 88%            | 77%        | 11%       | 86%               | 2%        |
| Q36 Taste of the Food.                                                                                                   | 88%            | 78%        | 10%       | 83%               | 5%        |
| Q37 Variety of the Food                                                                                                  | 86%            | 76%        | 10%       | 85%               | 1%        |
| Q38 Portion size of the meals.                                                                                           | 90%            | 92%        | -2%       | 91%               | -1%       |
| Q39 Programs during the Day.                                                                                             | 93%            | 87%        | 6%        | 89%               | 4%        |
| Q40 Programs during the Evening.                                                                                         | 92%            | 87%        | 5%        | 85%               | 7%        |
| Q41 Programs during the weekend.                                                                                         | 85%            | 75%        | 10%       | 82%               | 3%        |
| Q42 I receive the assistance I need to enjoy a program.                                                                  | 95%            | 88%        | 7%        | 93%               | 2%        |
| Q43 The current activity programs meet my needs.                                                                         | 92%            | 81%        | 11%       | 86%               | 6%        |
| Q45 I am satisfied with the Restorative Care and physiotherapy services.                                                 | 89%            | 89%        | 0%        | 90%               | -1%       |
| Q46 I am satisfied with the incontinence products provided in the Home.                                                  | 93%            | 94%        | -1%       | 93%               | 0%        |
| Q47 I am satisfied with the cleanliness and upkeep of the of the Home (interior)                                         | 99%            | 96%        | 3%        | 96%               | 3%        |
| Q48 I am satisfied with the cleanliness and upkeep of the of the Home (exterior)                                         | 96%            | 99%        | -3%       | 95%               | 1%        |
| Q49 I am satisfied with the laundry services provided over the past year.                                                | 90%            | 89%        | 1%        | 91%               | -1%       |
| Q50 I am satisfied with the religious and spiritual services.                                                            | 96%            | 94%        | 2%        | 93%               | 3%        |
| Q51 I am satisfied with my involvement and / or the work of the Residents Council in the Home.                           | 95%            | 90%        | 5%        | 92%               | 3%        |
| Q52 I would recommend this Home to others.                                                                               | 98%            | 93%        | 5%        | 95%               | 3%        |
| <b>The PSW [name] shaved only half my face, and I don't want him to try again. He never shuts-up when he is with me.</b> | <b>91%</b>     | <b>88%</b> | <b>3%</b> | <b>90%</b>        | <b>1%</b> |

**Fairmount Home  
Resident/Family Annual Satisfaction Survey - 2018  
Responses - Comments**

| Responses - Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Dept./ Program |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Section - POA/Family/Friend Satisfaction Survey</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |
| <b>Q12. Do you have any additional comments you would like to add?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |
| Good first year here at Fairmount. Staff are wonderful. Communication seems to be an issue throughout departments. Do kids ever in groups to visit/spend time with residents? A laptop for facetime or skype would be useful but don't know stats about how much it would be used.                                                                                                                                                                                                                                                         | All            |
| Very responsive to questions concerning care.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | All<br>Nursing |
| I am quite satisfied with care to [resident name].                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | All            |
| The only ongoing concern I have is the laundry situation. I launder moms tops and undergarments and have a large sign in the room and in the bathroom. Mom received 3 new sweaters for her birthday in October and all three plus her new bras have been sent to the laundry. We purchase her nice clothes because we want her to dress the way she always has. I launder all her sweaters in cold water and hang to dry, so when it is a continuing problem I have to ask if the care plans are being read or the neon signs in the room. | Nursing        |
| I really appreciate that there is an Occupational Therapist on site. Beth has been very helpful initially, and continues to be.                                                                                                                                                                                                                                                                                                                                                                                                            | Programing -OT |
| a personal meeting would be appreciated re 11.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | MGMT           |
| love to have an outdoor recreation program for appropriate months for mom love to have event scheduled not during my work hours love more social opportunities for mom. Although she may just want to wander off...id like her to always be included in the main floor activities                                                                                                                                                                                                                                                          | Programming    |
| The caregivers for Mama, are gentle, positive, caring people. They sing, whistle, dance and have conversations with her. When I can't be with Mama, I know she has them.                                                                                                                                                                                                                                                                                                                                                                   | Nursing        |
| <b>Section - respecting client values, expressed needs and preferences</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| <b>Q18. Additional Comments:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |
| I have a hard time getting someone to shave me.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Nursing        |
| Informed about decisions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | All            |
| Everything is really wonderful here.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | All            |
| Heather is an excellent person.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Nursing        |
| I am very happy with everything.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | All            |
| I have been treated with utmost care since admission in February 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | All            |
| I am pleased with the service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | All            |

| Responses - Comments                                                                                                                                                                                                                                                                                                                                                                             | Dept./ Program               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>Section - POA/Family/Friend Satisfaction Survey</b>                                                                                                                                                                                                                                                                                                                                           |                              |
| confusion does interfere somewhat with his own decisions                                                                                                                                                                                                                                                                                                                                         |                              |
| <b>Section - sharing information, communication and education</b>                                                                                                                                                                                                                                                                                                                                |                              |
| <b>Q22. Additional Comments:</b>                                                                                                                                                                                                                                                                                                                                                                 |                              |
| When I am supposed to drink my orange juice and powder mix (med) it should be given to me before I eat at lunch time. But quite often isn't provided until I'm finished eating.                                                                                                                                                                                                                  | <b>Nursing</b>               |
| The Home always consults my daughter for my change in medicine.                                                                                                                                                                                                                                                                                                                                  | <b>Nursing</b>               |
| I have good people who treat me well all the time.                                                                                                                                                                                                                                                                                                                                               | <b>All</b>                   |
| They can tell me things about my health                                                                                                                                                                                                                                                                                                                                                          | Nursing                      |
| <b>Section - medical attention</b>                                                                                                                                                                                                                                                                                                                                                               |                              |
| <b>Q25. Additional comments.</b>                                                                                                                                                                                                                                                                                                                                                                 |                              |
| I feel when I take an asthma attack, they take too long to help me.                                                                                                                                                                                                                                                                                                                              | Nursing                      |
| She won't talk to me about my health issues.                                                                                                                                                                                                                                                                                                                                                     | Nursing - MD                 |
| I feel I was not informed in a timely manner by the physician and/or the nurse practitioner a cancerous growth. There were many delays in appointments, surgery, and skin grafts required. I would have appreciated a call from someone to explain the cancer and the delay in referral to plastics. After a year and a half I have yet to speak to the doctor. There should be an introduction. | Nursing - MD                 |
| Marlisa is a fabulous nurse practitioner when the doctor is not here.                                                                                                                                                                                                                                                                                                                            | Nursing                      |
| It's very good                                                                                                                                                                                                                                                                                                                                                                                   | Nursing                      |
| Always consulted about my care.                                                                                                                                                                                                                                                                                                                                                                  | Nursing                      |
| I am always consulted about my care.                                                                                                                                                                                                                                                                                                                                                             | Nursing                      |
| Sometimes I ask questions and I don't get the answers                                                                                                                                                                                                                                                                                                                                            | All - Nursing                |
| I never see her                                                                                                                                                                                                                                                                                                                                                                                  | Nursing - MD                 |
| <b>Section - enhancing quality of life in the care environment and in activities of daily living</b>                                                                                                                                                                                                                                                                                             |                              |
| <b>Q44. Comments would be helpful, especially if you have responded with "sometimes" or "never":</b>                                                                                                                                                                                                                                                                                             |                              |
| Often does not like the options of food                                                                                                                                                                                                                                                                                                                                                          | Dietary                      |
| 1) I prefer morning shower/bath but don't seem to get it until almost lunch time 2) Western music                                                                                                                                                                                                                                                                                                | Nursing                      |
| They keep changing the day and time of my shower. I wear compression stockings that are put on at 6am or 630am and shouldn't be removed until 6:30pm or 7pm. Which means I should have my shower in the evening. This has been discussed with Emily already but to no avail. The PSW's keep trying to change me around.                                                                          | Nursing                      |
| I would like to see more different exercises. I'd like more time with kids. More crafts would be fun too.                                                                                                                                                                                                                                                                                        | Programming<br>Physiotherapy |
| It's hard to tell if he needs help as he is not a person to join in                                                                                                                                                                                                                                                                                                                              | All - Programing             |
| Too many potatoes!                                                                                                                                                                                                                                                                                                                                                                               | Dietary                      |
| <b>Section - end of survey</b>                                                                                                                                                                                                                                                                                                                                                                   |                              |

| Responses - Comments                                                                                                         | Dept./ Program                      |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Section - POA/Family/Friend Satisfaction Survey</b>                                                                       |                                     |
| <b>Q53. Additional comments.</b>                                                                                             |                                     |
| Too many residents that is making it too hard for the staff.                                                                 | All - Nursing                       |
| The PSW [name] shaved only half my face, and I don't want him to try again. He never shuts-up when he is with me.            | Nursing                             |
| The staff at Fairmount are very caring and efficient.                                                                        | All                                 |
| I'd like to see a little more service.                                                                                       | All?                                |
| Laundry may have misplaced my vest (down filled with zipper, burgundy?)                                                      | All - Laundry                       |
| Satisfied and happy                                                                                                          | All                                 |
| I think they are very good here. I am satisfied - no complaints.                                                             | All                                 |
| It's clean and nice here and the nurses are very nice                                                                        | All - Nursing                       |
| 1) Maybe the gardens can be cleaned up more. 2) Residents could have more choice in what the residents council choose to do. | Environmental Services - Programing |
| One of my sweaters was lost                                                                                                  | All - Laundry                       |



**Report 2019-026**

**Council Information Report**

**To:** Warden and Members of Council

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

**Prepared by:** Richard Allen, Manager of Economic Development  
Joe Gallivan, Director of Planning and Economic Development

**Date of meeting:** February 20, 2019

**Re:** **Planning and Economic Development – Regional Active  
Transportation Plan Update**

---

**Recommendation**

This report is for information purposes only.

**Background**

In late 2017, Frontenac County declared its participation in the Ontario Municipal Commuter Cycling Program (OMCCP) and became eligible for four years of cycling infrastructure allocations from the Province of Ontario. In order to undertake these projects a cycling or active transportation plan must be in place, however it is possible to use this funding to complete a plan. The County of Frontenac was allocated \$120,177.19 for the first year of the program prior to program cancellation and future allocations will no longer be provided. The County of Frontenac has until 2020 to complete the identified projects in the OMCCP program, including the Regional Active Transportation Master Plan.

As part of the 2018 budget process, County Council approved the use of OMCCP funds for the development of the required regional active transportation plan and staff selected Alta Planning + Design to complete the work through a competitive RFP process.

On August 9, 2018 staff provided an update on project progress to Community Development Advisory Committee with [Report 2018-102](#) which highlighted the involvement of Township Public Works staff in data collection phase of the project and which outlined the public engagement plan for gathering suggestions from Frontenac residents.

**Comment**

During the summer of 2018, the consultant team conducted three public engagement events at several locations identified for their high visibility:

- July 14, 2018 - Lakes and Trails Festival, Sydenham
- August 13, 2018 - Marysville Ferry Dock, Morning Commute
- August 25, 2018 - Cardinal Café, Sharbot Lake

In addition to in-person public engagements, an online mapping tool was used to collect feedback about destinations in Frontenac County where people like to walk and bike. This tool was online from August to September, and was promoted regularly via County social media channels resulting in 115 responses.

In addition to meetings with township staff and public engagement, the consultant team engaged in field visits to various hamlets, villages and trail locations to get a firsthand look at how facilities are being used in the County.

With information collected from public engagement, municipal staff, and site visits the consultants have been drafting an analysis of existing conditions and gaps which will inform the active transportation plan by contributing to the list of priority projects.

The next step of the planning process for the Active Transportation Plan will include presenting the existing conditions maps to the Township staff to ensure they are accurate. In addition, a trail standard will be provided as part of the plan outlining what people should expect when they use a County wide trail. This includes treatment of signage, road crossings, accessibility, and surface treatment, while creating a well-advertised signature shared space for all trail users.

Later this spring, a draft of the plan will be brought to the public with a draft network plan and a list of priorities. After the comments on the draft have been received, a final plan will be developed for approval by County Council. Policy recommendations in the plan will inform trail development, official plan policies, and projects such as the Marysville Secondary Plan.

Attached as Appendix A to this report is a detailed briefing from Alta Planning + Design

**Sustainability Implications**

The County of Frontenac Guide to Sustainability, Directions for Our Future, identifies the development of a “complete transportation system” which “includes a network for non-mechanized methods of travel.” Indicators of success include pedestrian friendly streets and kilometres of bicycle lanes established.

The Regional Active Transportation Plan will enable townships to integrate active transportation projects into long-term capital plans, and to apply for additional funding dedicated towards active transportation infrastructure. The Plan will also provide

direction to planning policy for transportation issues in both the County and the Township Official Plans.

**Financial Implications**

Frontenac County has received \$120,177.19 of funding from the OMCCP, however the program has been cancelled and no future allocations will be received. \$40,000 of this funding has been combined with \$40,000 from the Community Development Reserve to complete the Regional Active Transportation Master Plan.

The project is on budget and on schedule.

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

- Alta Planning + Design
- Township of Central Frontenac
- Township of North Frontenac
- Township of South Frontenac
- Township of Frontenac Islands



987-A Wellington West, Suite 201  
Ottawa Ontario K1Y 1Y2  
(613) 319-0331

## MEMORANDUM

To: Richard Allen, County of Frontenac  
From: Laura Hagerman  
Cc: Kate Whitfield, P.Eng., MCIP, RPP  
Date: February 11, 2019

**Re: County of Frontenac Active Transportation Plan: Council Briefing Note**

---

### 1.0 Background

Active transportation is any form of human-powered transportation. It is any trip made for the purposes of getting yourself, or others, to a particular destination, including trips to work, school, the store or to visit friends. Common examples of active transportation are walking, cycling, rollerblading and skateboarding. The County of Frontenac is preparing an Active Transportation Plan (ATP) to develop a realistic, feasible and implementable blueprint for the planning, design and implementation of non-motorized routes, infrastructure and promotion. The ATP will guide decision-making, coordination and collaboration between Council, local municipal staff, community partners and residents. Small and rural towns have great potential for creating viable networks that serve residents and visitors. Common attributes of a small-town network include connections between communities that are located along highways and access to retail businesses and schools in a relatively small area within the community core.

Preparing a County-wide Active Transportation Plan for Frontenac offers several advantages. Working with all four Townships to set priorities for infrastructure improvement can result in economies of scale and a coordinated implementation approach. Trail links to external municipalities and adjacent Counties will also be considered.

### 2.0 Public Engagement

Initial engagement events were organized in the summer 2018. The plan's approach to public engagement used in person and online methods to hear from residents and visitors. To date, over 200 people have engaged with the planning process. This section summarizes public engagement activities since project commencement.

On July 14, 2018, Alta and County Staff attended the Lake and Trails Festival in Sydenham with a booth dedicated to the ATP. The team spoke with approximately 112 people about the plan. The team used two visual aids to enhance conversations with festival attendees: a poster illustrating examples of active transportation facilities in small-town settings and a map of existing active transportation facilities in Frontenac County. People were asked to share their experiences walking and cycling in Frontenac County. The plan's public reception was positive and many shared their experiences. Common themes included interest in paved shoulders, well maintained multi-use trails, connected sidewalk infrastructure and the development of bike lanes.

A second in person engagement opportunity occurred in Marysville on August 13, 2018. The consulting team was positioned at the ferry dock starting at 6:30am to catch morning commuters. On August 25, 2018, the team set up at the Cardinal Café in Sharbot Lake to engage with local residents using similar engagement materials as the Lake and Trails Festival. The majority of residents' and visitors' feedback

County of Frontenac Active Transportation Plan: Council Briefing Note

was positive and included many comments about how active transportation is used in the hamlets and suggestions for its improvement.

In addition to in person engagement with residents and township staff, an online mapping tool collected feedback about destinations in Frontenac County where people like to walk and bike. The online engagement tool also allowed residents to note concerns and leave comments and suggestions for active transportation facilities. The online platform was open from August-November 2018 and collected 115 responses. The majority of the comments were constructive and will benefit the plan as it moves forward. The comments loaded into the interactive online map by residents are able to be cross-referenced into GIS as part of our analysis.

Some examples of comments:

“Gates along the Cataraqui trail are not bike friendly. They require dismounting in places. if cycling is going to be encouraged the gates should be designed in a way that is passable on a bike with minimal skill at slow speeds”

“This piece of highway 7 desperately needs a paved shoulder. Help people safely access the retail area, and travel to quieter sideroads like 509, Fall River, Sharbot Lake Provincial park.”

“Our family (and others from this area) walk along Battersea Road into the village. It is quite dangerous due to the speed of traffic and many hills and turns. Paved shoulders may increase safety.”

### 3.0 Site Visits

To lay the groundwork for the ATP, Alta worked with County GIS staff to gather data related to road design, speed limits, trails, crossings, sidewalks, and planned capital works. After collecting data, Alta and County Staff met in person with representatives from each township’s public works department to discuss the GIS information and to gather a township perspective on opportunities and challenges associated with the development and promotion of active transportation in Frontenac communities. The GIS data was used to create maps that present observations and conditions in the Townships. Alta also conducted field visits to various hamlets and villages to get a firsthand look at how AT facilities in the County are being used. It also allowed the team to explore the challenges and opportunities across the varying topography and demographic span of Frontenac County. Photos taken on these site visits contributed to the existing conditions observations and gaps analysis conducted.

### 4.0 Existing Conditions & Gaps

Understanding the County’s existing conditions will help the project team create recommendations to strengthen the County’s active transportation networks. Selected hamlets were reviewed to assess their current provision of active transportation facilities. The existing conditions and gaps are based on GIS data provided by Frontenac County as well as the feedback collected from the online mapping tool, in-person events and staff meetings.

Existing types of infrastructure in Frontenac County include sidewalks, on-road cycling facilities such as bike lanes, paved shoulders and raised cycle tracks. Many trail typologies are also present in the County. The most well-known trails are the K&P Trail, Cataraqui Trail, and Rideau Trail. The consulting team have mapped the many characteristics of trails in the County including user regulations (i.e., motorized vs non-motorized), trail category (i.e., primary, secondary, and foot trails), and ownership information.



987-A Wellington West, Suite 201  
Ottawa Ontario K1Y 1Y2  
(613) 319-0331

**MEMORANDUM**

By identifying existing conditions in the hamlets, we can then identify the gaps within the existing network. Commonly identified gaps include consistent trail crossings, connected sidewalks to schools and libraries, and cycling facilities that end abruptly. Gaps will help inform the plan by contributing to the list of priority projects for Frontenac County.

**5.0 Next Steps**

The next step of the planning process for the ATP will include presenting the existing conditions maps to the Township staff to ensure they are accurate and represent the current conditions of the County. A trail standard will be provided as part of the plan outlining what people should expect when they use a County wide trail. Focusing on signage, road crossings, accessibility, and surface treatment, while creating a well-advertised signature shared space for all trail users in the County will be the goal of the trail standard. The output of this plan will help direct the County and Townships to allocate funds to priority projects when they become available. Moving forward the plan will be brought to the public with a list of priorities for implementation and a draft network plan.

**By-Law Number 2019-0006**

of

**The Corporation of the County of Frontenac**

being a by-law to Authorize the Warden and Clerk to execute the 2019-2022 Long-Term Care Home Service Accountability Agreement with the South East Local Health Integration Network as required under the Local Health System Integration Act.

---

**Whereas** the Long-Term Care Home Service Accountability Agreement (LSAA) is required by the Local Health Systems Integration Act (LHSIA); and,

**Whereas** The South East Local Health Integration Network (SE LHIN) has prepared a new LSAA for 2019-2022; and,

**Whereas** an LSAA is required in order for Fairmount Home to continue to receive funding from the LHIN:

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

1. **That** the Council of the County of Frontenac authorize the Warden and Clerk to execute the 2019-2022 Long-Term Care Home Service Accountability Agreement with the South East Local Health Integration Network (SE LHIN) and return to the Local Health Integration Network as required under the *Local Health System Integration Act*.
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 20<sup>th</sup> day of February, 2019.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0007**

**of**

**The Corporation of the County of Frontenac**

being a by-law to Adopt a Code of Conduct and Complaints Protocol for Council and Committee Members

---

**Whereas** The Council for The Corporation of the County of Frontenac deems it expedient to establish policies; and,

**Whereas** the *Municipal Act*, 2001, Section 5(3), as amended provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law; and,

**Whereas** the *Municipal Act*, 2001, Section 223.2(1) establishes that municipalities must establish codes of conduct for members of the council of the municipality and of its local boards prior to March 1, 2019;

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

1. **That** The Council of the Corporation of the County of Frontenac hereby adopts a Code of Conduct and Complaints Protocol for Council and Committee members as contained in the attached Schedule "A" to this By-Law;
2. **That** any by-laws or parts of by-laws contrary to or inconsistent with this by-law are hereby repealed;
3. **That** this by-law shall come into force and take effect as of March 1, 2019.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0008**

**of**

**The Corporation of the County of Frontenac**

being a by-law to Adopt a Council and Staff Relationship Policy

---

**Whereas** Section 270(1) of the *Municipal Act* provides that the County shall adopt and maintain a policy with respect to the relationship between members of council and the officers and employees of the municipality;

**And Whereas** the Council of the Corporation of the County of Frontenac considers it appropriate to adopt a policy regarding the relationship between members of council and the officers and employees of the municipality;

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

1. **That** Policy A09-ADM-009, a Council and Staff Relationship Policy attached to this By-law as Schedule A be adopted;
2. **That** any by-laws or parts of by-laws contrary to or inconsistent with this by-law are hereby repealed;
3. **That** this by-law shall come into force and take effect as of March 1, 2019.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0009**

**of**

**The Corporation of the County of Frontenac**

being a by-law to Adopt a Pregnancy and Parental Leave Policy for Members of County Council

---

**Whereas** Section 270(1) of the *Municipal Act* provides that the County shall adopt and maintain a policy with respect to pregnancy leaves and parental leaves of members of council;

**And Whereas** the Council of the Corporation of the County of Frontenac considers it appropriate to adopt a policy regarding pregnancy leaves and parental leaves of members of County Council;

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

1. **That** Policy A09-ADM-008, a Pregnancy and Parental Leave Policy for Members of County Council attached to this By-law as Schedule A be adopted;
2. **That** any by-laws or parts of by-laws contrary to or inconsistent with this by-law are hereby repealed;
3. **That** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0010**

**of**

**The Corporation of the County of Frontenac**

being a by-law to authorize temporary borrowing for current expenditures for the year 2019

---

**Whereas** per Section 407(1) of the *Municipal Act, 2001*, as amended (“the Act”), at any time during a fiscal year, a municipality may authorize temporary borrowing, until the taxes are collected and other revenues are received, of the amounts that the municipality considers necessary to meet the current expenditures of the municipality for the year;

**And Whereas** the Corporation of the County of Frontenac (“the County”) deems it necessary to borrow from time to time until other revenues are collected;

**And Whereas** per Section 407(2) of the *Act*, except with the approval of the Ontario Municipal Board, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed:

- (a) from January 1 to September 30 in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and,
- (b) from October 1 to December 31 in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year.

**And Whereas** per Section 407(4) of the *Act* estimated revenues of the County as set forth in the estimates adopted for the year 2019 is \$42,146,276, which does not include revenues derivable or derived from:

- (a) arrears of taxes, fees or charges; or
- (b) a payment from a reserve fund of the municipality, whether or not the payment is for a capital purpose.

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

1. **That** the Warden and Treasurer are hereby authorized, on behalf of the County, to borrow from time to time, by way of promissory note or banker’s acceptance, from the TD Canada Trust (the “Bank”), any municipality or school board, a sum or sums not to exceed the aggregate of \$21,073,139 from January 1, 2019 to September 30, 2019 and \$10,536,569 from October

1, 2019 to December 31, 2019 less the amount of similar borrowings which are still unpaid to meet, until the taxes are collected, the current expenditures of the County for the year 2019, including the amounts required for the purposes mentioned in Sub-section (1) of the said Section 407 and to give, on behalf of the County, to the said Bank, a promissory note(s) or banker's acceptance(s), sealed with the corporate seal and signed by the Warden and Treasurer for the monies so borrowed with interest, in the case of borrowing from the Bank at the Bank's prime interest rate less one-quarter per cent which shall be as notified by the Bank to the Treasurer from time to time, or in the case of borrowing from a municipality or school board at a rate to be negotiated with the municipality or school board but not to exceed the Bank's prime lending rate at the time of borrowing.

2. **That** all sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed in this year and in previous years from the said Bank, municipality or school board for any or all of the purposes mentioned in the said Section 407 of the Act shall, with interest thereon, be a charge upon the whole of the revenues of the County for the current year and for all preceding years, as and when such revenues are received.
3. **That** the Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of the taxes levied for the current year and preceding years, or from any other source, which may lawfully be applied for such purposes.
4. **That** this by-law shall come into force and effect on the final passing thereof.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County of Frontenac**

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

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

**By-Law No. 2019-0011**

**of**

**The Corporation of the County of Frontenac**

Being a by-law to set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2019.

---

**Whereas** the County of Frontenac deems it expedient for the County, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended, ("Municipal Act")* to establish the tax ratios for 2019 for the County of Frontenac and the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac; and,

**Whereas** the tax ratios establish the relative amount of taxation to be borne by each property class; and,

**Whereas** the property classes have been prescribed by the Minister of Finance pursuant to Section 7 of the *Assessment Act, R.S.O. 1990, Chapter A.31* and amendments thereto ("*Assessment Act*"); and,

**Whereas** the County of Frontenac after consultation with the elected representatives of the four Townships, in order to achieve real property tax reform, deems it expedient to establish tax ratios that are within the "*range of fairness*" prescribed by the Minister of Finance under Ontario Regulation 386/98 as amended by Ontario Regulation 212/05 for purposes of subsection (8) of Section 308 of the *Municipal Act*; and,

**Whereas** it is necessary for the County of Frontenac, pursuant to Section 362 of the *Municipal Act*, to establish tax reductions for prescribed subclasses for 2019 for County of Frontenac and Local Municipal purposes; and

**Whereas** the property subclasses for which tax reductions are to be established are in accordance with Section 8 of the *Assessment Act*; and,

**Whereas** the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

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

1. **That** for the taxation year 2019, tax ratios for indicated property classes shall be as follows:

| <b>ASSESSMENT CLASS</b>        | <b>TAX RATIO</b> |
|--------------------------------|------------------|
| Residential & Farm Residential | 1.0000           |
| Multi-Residential              | 1.0000           |
| New Multi-Residential          | 1.0000           |
| Commercial Occupied            | 1.0000           |
| Industrial Occupied            | 1.0000           |
| Landfills                      | 1.0000           |
| Pipeline                       | 0.7000           |
| Farmland                       | 0.2500           |
| Managed Forests                | 0.2500           |

2. **That** for the taxation year 2019, the tax reduction for indicated property classes shall be as follows:

| <b>SUBCLASSES</b>                                                                        | <b>TAX RATE REDUCTION</b> |
|------------------------------------------------------------------------------------------|---------------------------|
| Vacant Land, Vacant Units and Excess Land<br>In the Commercial Property Class            | 30%                       |
| Vacant Land, Vacant Units and Excess Land<br>Subclasses in the Industrial Property Class | 35%                       |
| First Subclass of Farmland<br>Awaiting Development for all Property Classes              | 65%                       |
| Second Subclass of Farmland Awaiting<br>Development for all Property Classes             | 30%                       |

3. **That** for the purposes of this by-law:
  - a) the commercial property class shall include all commercial office property, shopping centre property and parking lot property;
  - b) the industrial property class shall include all large industrial property; and
  - c) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development shall consist of land as defined in accordance with Regulations passed under the *Municipal Act*.
4. **That** this by-law shall come into force and take effect on the 1<sup>st</sup> day of January, 2019.

Read a first and second time this 20<sup>th</sup> day of February, 2019.

Read a third time and finally passed, signed and sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0012**

**of**

**The Corporation of the County of Frontenac**

being a by-law to establish Tax Rates for the year 2019 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac

---

**Whereas** all property assessment rolls on which the 2019 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act, R.S.O. 1990, Chapter A.31 and amendments thereto*, subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

**And Whereas** the “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment”, “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses pursuant to Section 7 of the *Assessment Act* have been determined on the basis of the aforementioned property assessment rolls;

**And Whereas** pursuant to Section 311(2) of the *Municipal Act*, for purposes of raising the general upper-tier levy, the sums required by taxation in the year 2019 are to be levied by separate rates by the Townships for the estimated current annual expenditures for County of Frontenac purposes after deduction of other revenue as directed by County of Frontenac by-law;

**And Whereas** the tax ratios and tax rate reductions for prescribed property subclasses on the aforementioned property for the 2019 taxation year have been set out in County of Frontenac By-law Number 2019-0011 passed by Council on the 20<sup>th</sup> day of February, 2019;

**And Whereas** the tax rates on the aforementioned “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment” (where applicable), “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses have been calculated pursuant to the provisions of the *Municipal Act*, in the manner set out herein;

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

1. **That** having duly adopted the gross estimates set out in Bylaw 2019-0013 the County of Frontenac hereby adopts the sum of \$10,263,152 as its estimate of the Property Tax Levy required during the year 2019 for the purposes of the County of Frontenac.
2. **That** for the year 2019 in the area coming under the jurisdiction of the County of Frontenac, the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac shall levy upon the Residential/Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Landfill Assessment, Pipe Line Assessment (if applicable), Farmlands Assessment

and Managed Forests Assessment and applicable subclasses, the tax rates for County of Frontenac purposes as determined in accordance with Schedule A to this by-law.

3. **That** the County of Frontenac hereby directs the County's portion of Payments in Lieu of Taxation be paid to the Treasurer of the County of Frontenac as set out in Schedule B to this by-law.
4. **That** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**SCHEDULE A  
COUNTY OF FRONTENAC  
2019 Budget**

| SCHEDULE A: 2019 SUMMARY OF TAXES RAISED BY COUNTY OF FRONTENAC TAX RATES SET OUT BELOW |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-----------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                        | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                         | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                          | 493,070,235       | 0.00182728 | 900,977        | 3,210,757,175   | 0.00182728 | 5,866,949      | 898,714,980       | 0.00182728 | 1,642,203      | 886,522,382     | 0.00182728 | 1,619,924      |
| Multi-residential                                                                       | 0                 | 0.00182728 | 0              | 5,438,163       | 0.00182728 | 9,937          | 848,750           | 0.00182728 | 1,551          | 0               | 0.00182728 | 0              |
| Commercial Occupied                                                                     | 4,046,620         | 0.00182728 | 7,394          | 23,384,737      | 0.00182728 | 42,730         | 10,254,762        | 0.00182728 | 18,738         | 4,624,041       | 0.00182728 | 8,449          |
| Commercial Vacant                                                                       | 0                 | 0.00127910 | 0              | 693,363         | 0.00127910 | 887            | 307,057           | 0.00127910 | 393            | 202,835         | 0.00127910 | 259            |
| Commerical New Construction                                                             | 924,175           | 0.00182728 | 1,689          | 5,848,654       | 0.00182728 | 10,687         | 934,050           | 0.00182728 | 1,707          | 1,252,363       | 0.00182728 | 2,288          |
| Commerical Excess New Construction                                                      | 0                 | 0.00127910 | 0              | 37,438          | 0.00127910 | 48             | 0                 | 0.00127910 | 0              | 18,048          | 0.00127910 | 23             |
| Parking Lot                                                                             | 0                 | 0.00182728 | 0              | 40,875          | 0.00182728 | 75             | 0                 | 0.00182728 | 0              | 0               | 0.00182728 | 0              |
| Industrial Occupied                                                                     | 49,863            | 0.00182728 | 91             | 1,465,001       | 0.00182728 | 2,677          | 532,239           | 0.00182728 | 973            | 843,916         | 0.00182728 | 1,542          |
| Industrial Vacant                                                                       | 0                 | 0.00118773 | 0              | 494,725         | 0.00118773 | 588            | 15,491            | 0.00118773 | 18             | 34,800          | 0.00118773 | 41             |
| Industrial New Construction                                                             | 12,210,446        | 0.00182728 | 22,312         | 2,171,131       | 0.00182728 | 3,967          | 0                 | 0.00182728 | 0              | 55,075          | 0.00182728 | 101            |
| Industrial Excess New Construction                                                      | 231,025           | 0.00118773 | 274            | 14,100          | 0.00118773 | 17             | 0                 | 0.00118773 | 0              | 0               | 0.00118773 | 0              |
| Farmland                                                                                | 57,691,621        | 0.00045682 | 26,355         | 98,337,307      | 0.00045682 | 44,922         | 17,355,568        | 0.00045682 | 7,928          | 3,002,345       | 0.00045682 | 1,372          |
| Managed Forests                                                                         | 304,191           | 0.00045682 | 139            | 11,008,875      | 0.00045682 | 5,029          | 12,131,252        | 0.00045682 | 5,542          | 5,155,940       | 0.00045682 | 2,355          |
| <b>TOTALS</b>                                                                           | 568,528,176       |            | 959,231        | 3,359,691,544   |            | 5,988,513      | 941,094,149       |            | 1,679,053      | 901,711,745     |            | 1,636,355      |

**Schedule B**  
**COUNTY OF FRONTENAC**  
**2019 Budget**

| 2019 SUMMARY OF TAXES RAISED BY PAYMENTS-IN-LIEU TO COUNTY OF FRONTENAC TAX RATES SET OUT BELOW |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-------------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                                | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                                 | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                                  | 143,850           | 0.00182728 | 263            | 2,644,944       | 0.00182728 | 4,833          | 2,614,900         | 0.00182728 | 4,778          | 4,980,491       | 0.00182728 | 9,101          |
| Multi-residential                                                                               | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Commercial Occupied                                                                             | 411,475           | 0.00182728 | 752            | 4,713,691       | 0.00182728 | 8,613          | 2,442,175         | 0.00182728 | 4,463          | 3,197,787       | 0.00182728 | 5,843          |
| Commercial Vacant                                                                               | 0                 | 0.00127910 | 0              |                 | 0.00127910 | 0              |                   | 0.00127910 | 0              | 36,600          | 0.00127910 | 47             |
| Parking Lot                                                                                     | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Landfill                                                                                        | 0                 | 0.00182728 | 0              | 94,500          | 0.00182728 | 173            | 10,575            | 0.00182728 | 19             | 21,739          | 0.00182728 | 40             |
| Industrial Occupied                                                                             | 0                 | 0.00182728 | 0              |                 | 0.00182728 | 0              |                   | 0.00182728 | 0              |                 | 0.00182728 | 0              |
| Industrial Vacant                                                                               | 0                 | 0.00118773 | 0              | 56,775          | 0.00118773 | 67             |                   | 0.00118773 | 0              |                 | 0.00118773 | 0              |
| Farmland                                                                                        | 0                 | 0.00045682 | 0              |                 | 0.00045682 | 0              |                   | 0.00045682 | 0              |                 | 0.00045682 | 0              |
| Managed Forests                                                                                 | 0                 | 0.00045682 | 0              |                 | 0.00045682 | 0              |                   | 0.00045682 | 0              | 0               | 0.00045682 | 0              |
| <b>TOTALS</b>                                                                                   | 555,325           |            | 1,015          | 7,509,910       |            | 13,686         | 5,067,650         |            | 9,260          | 8,236,617       |            | 15,031         |

**By-Law No. 2019-0013**

**Of**

**The Corporation of the County of Frontenac**

being a by-law to adopt the estimates for the sums required during the year 2019 for the purposes of the County of Frontenac.

---

**Whereas** pursuant to Section 289 of the *Municipal Act, S.O. 2001, and amendments thereto ('the Municipal Act')*, the County of Frontenac shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the County of Frontenac;

**And Whereas** it is necessary for the County of Frontenac to raise for the year 2019 certain sums;

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

1. **That** the 2019 budget of the County of Frontenac, which is set out as Schedule A attached hereto and forming part of this by-law and which incorporates estimates for revenue and reserve transfers in the amount of \$44,110,563 and estimates for expenditures in the amount of \$44,110,563 be approved and adopted by the Council of the County of Frontenac.
2. **That** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of February, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

---

Ron Higgins, Warden

---

Jannette Amini, Clerk

**By-Law No. 2019-0014**

**of**

**The Corporation of the County of Frontenac**

A by-law to Amend By-law 2016-0006 to delegate Councils powers to impose penalties under the Code of Conduct to the Integrity Commissioner

**Whereas** Section 23.1 of the *Municipal Act*, S.O. 2001, as amended, permit certain limited legislative and administrative matters to be delegated to one or more members of Council, a Council Committee or a municipal officer, employee or agent;

**And 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 passed By-law 2016-0006, being a by-law to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the Municipal Act, 2001, the Planning Act and other Acts;

**And Whereas** the Council of the Corporation of the County of Frontenac considers it appropriate to amend By-law 2016-0006 to delegate Councils powers to impose penalties under the Code of Conduct to the Integrity Commissioner;

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

1. **That** By-law 2016-0006, Schedule B be amended to add:

|                                   |                                                                                                            |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Integrity<br/>Commissioner</b> | Delegation of authority of Council's powers to impose penalties for a contravention of the Code of Conduct |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|

2. **That** this by-law shall come into force and take effect as of the March 1, 2019.

Read a first and second time this 20<sup>th</sup> Day of February, 2019.

Read a third time and finally passed this 20<sup>th</sup> Day of February, 2019.

**The Corporation of the County of Frontenac**

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

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

**By-Law No. 2019-0015**

**of**

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
February 20, 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 February 20, 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 February 20, 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 February 20, 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 20<sup>th</sup> day of February 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of February, 2019.

**The Corporation of the County Of Frontenac**

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

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