



Committee of the Whole Meeting  
Meeting to be held in combination of in person and Virtual  
Electronic Format,  
and live streamed on the County of Frontenac's YouTube  
Channel

Tuesday, October 20, 2020 – 9:00 a.m.

<https://youtu.be/doBJ3WS9OUg>

and Wednesday, October 21, 2020 - 11:00 a.m.

<https://youtu.be/vqCXnJWTF6o>

and Thursday, October 22, 2020 – 9:00 a.m.

Township of South Frontenac Council Chamber,  
4432 George Street, Sydenham, ON

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## AGENDA

Page

1. **Call to Order**
2. **Adoption of Agenda**
  - a) **Resolved That** the agenda for the October 20 and 21, 2020 meeting of the Committee of the Whole be approved.
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Deputations and/or Presentations**
5. **Reports**
  - a) **2020-095**  
**Corporate Services**  
**2021 Draft Budget – Business Plans and Project Proposals**

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Departmental Business Plans and Project Proposals can be found at <https://www.frontenaccountry.ca/2021BusinessPlans>. The 2021 Draft Budget, Budget Challenges, and the 2021 Budget Context containing the draft tax rate increases can be found under the Financial Services tab.

### **Tuesday, October 20**

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

9:45 a.m. Legislative Services

10:15 a.m. Financial Services

10:30 a.m. Break  
 10:45 a.m. Emergency and Transportation Services  
 12:00 p.m. Human Resources  
 12:30 p.m. Lunch  
 1:00 p.m. Continuous Improvement and GIS  
 1:15 p.m. Frontenac Municipal Information Services  
 1:30 p.m. Fairmount Home

**Wednesday, October 21**

11:00 a.m. Planning and Economic Development  
 12:30 p.m. Lunch

[The following presentations are scheduled to present on October 20; however if time does not permit, the following schedule will accommodate those units as part of the October 21 schedule]

1:00 p.m. Continuous Improvement and GIS  
 1:15 p.m. Frontenac Municipal Information Services  
 1:30 p.m. Deliberations

**Recommendation:**

**That** the Council of the County of Frontenac receive 2021 Draft Budget - Business Plans and Project Proposals Report;

**And Further That** Council approve the 2021-2025 Business Plans as presented;

**And Finally That** Council include the following Project Proposals for inclusion in the 2021 Draft Budget deliberations:

**Fairmount Home**

- Personal Support Worker (PSW) 1.4 FTE – Evening Shift

**Frontenac Paramedic Services**

- 12-Hour Resource 4.0 FTE

**Planning and Economic Development**

- Community Planner 1.0 FTE

**GIS**

- Municipal 511

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b)

**2020-096**

**Office of the Chief Administrative Officer**

**Grants to Others – Funding Requests from Outside Agencies**

**Recommendation:**

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

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

Frontenac Transportation Services (FTS)

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Southern Frontenac Community Services

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6. **Communications**
7. **Notice of Motions**
8. **Other Business**
9. **Public Question Period**
10. **Adjournment**



**Report 2020-095**

**Recommend Report to Committee of the Whole**

**To:** Warden and Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** October 21 and 22, 2020

**Re: 2021 Draft Budget – Business Plans and Project Proposals**

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**Recommendation**

**That** the Council of the County of Frontenac receive 2021 Draft Budget - Business Plans and Project Proposals Report;

**And Further That** Council approve the 2021-2025 Business Plans as presented;

**And Finally That** Council include the following Project Proposals for inclusion in the 2021 Draft Budget deliberations:

**Fairmount Home**

- Personal Support Worker (PSW) 1.4 FTE – Evening Shift

**Frontenac Paramedic Services**

- 12-Hour Resource 4.0 FTE

**Planning and Economic Development**

- Community Planner 1.0 FTE

**GIS**

- Municipal 511

**Background**

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, Councils new Strategic Priorities approved in 2019 and the Long Range Financial Plan. The Budget Policy, adopted in June 2015, identifies that business plans will be developed and approved by Council.

The planning horizon will generally be five years. At a minimum, business plans will identify anticipated changes in service level funding considerations, key performance indicators, risk and customer services objectives.

**Comment**

**Business Plans:** These will continue to be reviewed and revised on an annual basis, but set a general direction for the next five years. Business plans include staff's anticipation of future requirements based on analysis of industry trends, demographics, anticipated legislative changes, and other pressures.

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

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

**Project Proposals:** Staff are providing Council with project proposals for 2021 that align with Council strategic directions and priorities.

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

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

Departmental Business Plans, including presentations and project proposals may be found online here:

[Frontenac County Business Plans](#)

**Strategic Priorities Implications**

**Other Important and Continuing County Priorities:**

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

**Financial Implications**

The Budget Policy identifies the target operational levy increase as the Ontario CPI as calculated in August of the year prior to the budget, 0.1% in 2020. As identified in the policy, while the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below the basket of consumer goods captured in the CPI. Increases in service delivery should not be mitigated by stabilization reserve transfers unless it is used to phase increases on to the levy over time.

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

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

Senior Leadership Team  
County of Frontenac Corporate Services Managers

**Schedule A**

<b>2021 Project Proposals</b>	<b>Total</b>	<b>County</b>	<b>City</b>	<b>Province</b>	<b>Reserves</b>
Fairmount - 1.4 FTE PSW	110,594	35,390	75,204		
Frontenac Paramedics - 12 Hour Crew	646,002	132,695	513,307		
Planning - Community Planner	62,581	62,581			
GIS - Municipal 511	2,668	2,668			
External Agency: Rural Frontenac Community Services	48,000	48,000			
External Agency: South Frontenac Community Services	48,000	48,000			
<b>Total Project Proposals</b>	<b>917,845</b>	<b>329,334</b>	<b>588,511</b>		



**Report 2020-096**

**Committee of the Whole Recommend Report**

**To:** Warden and Council

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

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

**Date of meeting:** October 20 and 21, 2020

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

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**Recommendation**

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

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

Frontenac Transportation Services (FTS) \_\_\_\_\_

Southern Frontenac Community Services \_\_\_\_\_

**Background**

At the September 16, 2020 Council meeting, two presentations were provided to Council regarding requests for funding in the 2021 budget. This report is a summary of those requests. A spreadsheet will be reviewed with Council during the meeting which will provide a range of options that can be selected/amended. Staff are able to quickly calculate the impact of those options.

**Comment**

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

For Council’s ease of reference, a copy of the presentations and requests made by these outside agencies at the September 16, 2020 Council meeting are attached to this report as noted below.

**Summary of Requests**

**Transportation Services for the County of Frontenac**

1. **Rural Frontenac Community Services** is requesting \$48,000 in funding for Frontenac Transportation Services (FTS) for the 2021 Budget. This funding will support Frontenac Transportation Services volunteer transportation program in Rural Frontenac for seniors and families in need.

Based on current data, FTS's projections for 2021 is to provide 7,000 one way rides annually to over 250 unique people, with close to 40% being seniors. A copy of the request by Rural Frontenac Community Services, along with its Q1 and Q2 reports for 2020 is attached to the report as Appendix A. As part of the 2018 budget deliberations, County Council requested that Frontenac Transportation Services provide the County of Frontenac with a Business Plan prior to the 2019 Budget, including a sustainability plan moving forward. A copy of the Frontenac Transportation Services Business Plan which can be viewed [here](#) under the External Agencies tab.

2. **Southern Frontenac Community Services (SFCS)** is requesting \$48,000 in funding for the 2021 budget. This funding will support administering seniors' rides from the SFCS offices for residents of South Frontenac and rural Kingston.

Based on current data, SFCS projections for 2021 is to provide 5,720 rides for 150 unique seniors. A copy of the request by Southern Frontenac Community Services, along with its Q1 and Q2 reports for 2020 is attached to the report as Appendix B. As part of the 2018 budget deliberations, County Council requested that Southern Frontenac Community Services provide the County of Frontenac with a Business Plan prior to the 2019 Budget, including a sustainability plan moving forward. A copy of the Southern Frontenac Community Services Business Plan which can be viewed [here](#) under the External Agencies tab.

**Strategic Priorities Implications**

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

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

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

**Financial Implications**

Should Council approve the funding requests from these external agencies, the increase to the County levy would be \$96,000 or 0.89%.

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

Alex Lemieux, Director of Corporate Services/Treasurer  
Requesting organizations