



**Frontenac County Council Meeting**  
**Wednesday, December 16, 2020 – 9:00 a.m.**  
**Council will resolve into Closed Meeting**  
**and will reconvene as regular Council at 9:30 a.m.**  
Meeting to be held in Virtual Electronic Format,  
and live streamed on the County of Frontenac's YouTube  
Channel  
<https://youtu.be/hKRx-2MFboc>

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## **Agenda**

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### **Call to Order**

### **Closed Session**

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

1. Adoption of Closed Minutes of Meetings held November 18, 2020
2. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - as it relates to Ontario Health Teams
3. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - as it relates to negotiations with MTO regarding the Howe Island Ferry

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

### **Election of Warden and Deputy Warden**

To be conducted by the Clerk

- a) Election of Warden
- b) Election of Deputy Warden

### **Declaration of Office of Warden and Deputy Warden**

### **Warden's Inaugural Address**

### **Approval of Addendum**

## **Disclosure of Pecuniary Interest and General Nature Thereof**

### **Adoption of Minutes**

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- a) Minutes of Meeting held November 18, 2020  
**Resolved That** the minutes of the regular Council meeting held November 18, 2020 be adopted.

### **Deputations and/or Presentations**

- a) Former Warden Fran Smith will provide her 2020 Year in Review

### **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**

### **Unfinished Business**

### **Recommend Reports from the Chief Administrative Officer**

- a) **Consultant Briefing:** Mr. Ian Shelley of Blacklines Consulting will brief County Council on the Service Delivery Review of the Economic Development Unit.  
[See Recommend Reports from the Chief Administrative Officer, clause b)]

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- b) **2020-117**  
**Planning and Economic Development**  
**Economic Development Service Review**  
**Recommendation**  
**Be It Resolved** That the Council of the County of Frontenac receive the Economic Development Service Review Report

**And Further That** staff be directed to return to Council with a plan for implementation and next steps in Q2 2021.

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- c) **2020-109**  
**Corporate Services**  
**2021 Tax Rate**  
**Recommendation**

**Resolved That** Council of the County of Frontenac accept this Corporate Services - 2021 Tax Rate report;

**And Further That** Council consider a by-law, introduced later in the meeting, to establish the 2021 tax rates.

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- d) **2020-110**  
**Corporate Services**  
**2020 Draft Budget Revision**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2021 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 2021 Budget.

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- e) **2020-111**  
**Corporate Services**  
**2020 Federal Gas Tax Allocation**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2020 Federal Gas Tax Distribution By-law report;

**And Further That** the Clerk be directed to bring forward a by-law to authorize the distribution of Federal Gas Tax to the Townships for 2020.

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- f) **2020-112**  
**Corporate Services**  
**2021 Tax Ratios and Tax Rate Reductions**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac accept this Corporate Services –2021 Tax Ratios and Tax Rate Reductions report;

**And Further That** Council consider a by-law, introduced later in the meeting, to confirm 2021 the tax ratios and tax rate.

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- g) **2020-113**  
**Corporate Services**  
**2020 Fairmount Home Accounts Receivables Write-Offs**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac receive this Corporate Services – 2020 Fairmount Home Accounts Receivable Write-Offs report;

**And Further That** Council authorize the Treasurer to write off accounts totalling \$16,774.48.

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- h) **2020-114**  
**Corporate Services**  
**Establishment of a Committee to undertake Comprehensive Review of Procedural By-law 2013-0020**  
**Recommendation**

**Be It Resolved That** a committee be established to conduct a comprehensive review of the County of Frontenac Procedure By-law;

**And Further That** the Terms of Reference for the Procedure By-law Review Committee as outlined in Appendix A to the Corporate Services – Establishment of a Committee to undertake Comprehensive Review of Procedural By-law 2013-0020 report be approved;

**And Further That** Procedural By-law 2013-0020, as amended, be further amended to add a new Schedule B-8 – Procedural By-law Review Committee attached to this report as Appendix A,

**And Further That** Council appoint the following members of County Council to the Procedural By-law Review Committee:

1. Councillor
2. Councillor
3. Councillor

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- i) **2020-115**  
**Office of the Chief Administrative Officer**  
**Options for Frontenac County regarding Conservation Authorities request for Support regarding Upcoming Stimulus Funding Opportunities**  
**Recommendation**

**Be It Resolved That** the County of Frontenac support, in principle, the Conservation Authorities application for stimulus funding for the acquisition of LiDAR Elevation Data Project and the Rehabilitate K&P Bridge Project;

**And Further That** the County of Frontenac include, as part of the 2022 budget deliberations, a project proposal and funding formula for support for the acquisition of LiDAR Elevation Data Project.

- j) **2020-116**  
**Office of the Chief Administrative Officer**  
**Authorization to submit an Application to the COVID-19 Resilience Infrastructure Stream Funding – Long-Term Care**  
**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac authorize staff to submit a grant application to the COVID-19 Resilience Infrastructure Stream Funding;

**And Further That** staff report back to Council on any successful application for Councils final decisions prior to the execution of any funding agreements.

### **Information Reports from the Chief Administrative Officer**

#### **Reports from Council Liaison Appointees**

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

#### **Reports from External Boards and Committees**

- a) Kingston Frontenac Library Board Update - Councillor Revill
- b) KFL&A Public Health Board Update - Councillor Doyle
- c) Housing and Homelessness Committee Update - 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**

a) **Food Literacy for Students Act Bill 216**

Moved by: Councillor Higgs

Seconded by: Councillor Doyle

**Whereas** food literacy has been in decline over the past few decades, resulting in food deskilling and an increase of pre-prepared packaged foods and a higher consumption of processed foods by society, including children and youth, which led the KFL&A Food Policy Council to initiate the first draft of Bill 216 which was put forward in the Provincial Legislature by Daryl Kramp, M.P.P., Hastings-Lennox and Addington;

**And Whereas** Bill 216 aims to ensure that food literacy and skills education be embedded in the school curriculum throughout Grades 1 to 12;

**And Whereas** Bill 216 received First Reading on October 19, 2020 and Second Reading on October 20, 2020;

**And Whereas** Bill 216 has now been sent to Standing Committee for review prior to Third Reading, expected in January 2021;

**And Whereas** Bill 216, the Food Literacy for Students Act, would be the first of its kind in Canada to mandate food education in schools;

**And Whereas** the Ontario Dietitians in Public Health, the independent and official voice of Registered Dietitians working in Ontario's public health system, whose mission is to advance public health nutrition through member and partner collaboration in order to improve population health and health equity locally and provincially, and, the Community Schools Alliance, who believes that a better system is needed to address the educational facility needs in Ontario's communities, have offered their support for Bill 216 in a letters dated November 24, 2020 and December 2, 2020 respectively to MPP Daryl Kramp;

**Now Therefore Be It Resolved That** the Council of the County of Frontenac offer its support for the passage of Bill 216, the Food Literacy for Students Act, 2020;

**And Further That** a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Stephen Lecce, Minister of Education, the Honourable Christine Elliot, Minister of Health, the Honourable Ernie Hardeman, Minister of Agriculture Food and Rural Affairs, Daryl Dramp, M.P.P. Hastings-Lennox and Addington, Ian Arthur, M.P.P., Kingston and the Islands, Randy Hillier, M.P.P., Lanark—Frontenac—Kingston, the KFL&A Food Policy Council, the City of Kingston, and the County of Lennox and Addington.

b) **Communication from Councillor Higgins  
Strategy Corp. Modernization Report**

Moved by: Councillor Higgins

Seconded by: Councillor Martin

**Be It Resolved That** County Council open discussions on the correspondence received from Councillor Higgins regarding working towards a Single Tier municipality for Frontenac.

**Giving Notice of Motion**

**Communications**

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

- a) From the Town of Ford Erie regarding resolution supporting the Town of Asphodel-Norwood resolution and the Cannabis Act  
[Distributed to Members of County Council November 20, 2020]
- b) From the Town of Fort Erie regarding resolution supporting the Towns of Grimsby resolution opposing amendments to LPAT  
[Distributed to Members of County Council November 20, 2020]
- c) From the Town of Lincoln regarding Resolution in support of Norfolk County correspondence regarding Illicit Cannabis Operations  
[Distributed to Members of County Council November 20, 2020]
- d) From the Township of Howick regarding resolution requesting OMAFRA to lower interest rates on Tile Drain Loans  
[Distributed to Members of County Council November 20, 2020]
- e) Letter of Support from Clarence-Rockland Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines  
[Distributed to Members of County Council November 20, 2020]
- f) Letter of Support from Norfolk County Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines  
[Distributed to Members of County Council November 20, 2020]
- g) Letter of Support from Norfolk County Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines  
[Distributed to Members of County Council November 20, 2020]
- h) Letter of Support from the Town of Lincoln Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines  
[Distributed to Members of County Council November 20, 2020]
- i) Letter from the Town of Essa Regarding Bill 229 Protect, Support and Recover from COVID19 Act - Schedule 6  
[Distributed to Members of County Council November 20, 2020]

- j) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Retail Stores  
[Distributed to Members of County Council November 20, 2020]
- k) Letter of Support from the Township of Huron-Kinloss Regarding the Unauthorized Car Rallies and Participants  
[Distributed to Members of County Council November 20, 2020]
- l) Letter of Support from the Township of Larder Lake Regarding Support and Training for O.Reg. 191-11  
[Distributed to Members of County Council November 20, 2020]
- m) Letter of Support from the Township of Huron-Kinloss Regarding the amendment to Bill 124  
[Distributed to Members of County Council November 20, 2020]
- n) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Production and land use regulation  
[Distributed to Members of County Council November 20, 2020]
- o) From Councillor Higgins regarding discussions with Gord Taylor, Tri Board Transportation Services  
[Distributed to Members of County Council November 20, 2020]
- p) From the Municipality of Marmora and Lake regarding resolution requesting the Province extend the AODA compliance deadline  
[Distributed to Members of County Council November 20, 2020]
- q) From the Township of North Frontenac regarding Resolution asking the Tri Board Transportation to not proceed with RFP  
[Distributed to Members of County Council November 20, 2020]
- r) Letter from the Town of Essa Regarding Bill 229 Protect, Support and Recover from COVID19 Act - Schedule 6  
[Distributed to Members of County Council November 27, 2020]
- s) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Retail Stores  
[Distributed to Members of County Council November 27, 2020]
- t) Letter of Support from the Township of Huron-Kinloss Regarding the Unauthorized Car Rallies and Participants  
[Distributed to Members of County Council November 27, 2020]
- u) Letter of Support from the Township of Larder Lake Regarding Support and Training for O.Reg. 191-11  
[Distributed to Members of County Council November 27, 2020]
- v) Letter of Support from the Township of Huron-Kinloss Regarding the amendment to Bill 124  
[Distributed to Members of County Council November 27, 2020]

- w) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Production and land use regulation  
[Distributed to Members of County Council November 27, 2020]
- x) From Councillor Higgins regarding discussions with Gord Taylor, Tri Board Transportation Services  
[Distributed to Members of County Council November 27, 2020]
- y) From the Municipality of Marmora and Lake regarding resolution requesting the Province extend the AODA compliance deadline  
[Distributed to Members of County Council November 27, 2020]
- z) From the Township of North Frontenac regarding Resolution asking the Tri Board Transportation to not proceed with RFP  
[Distributed to Members of County Council November 27, 2020]
- aa) Letter from KFL&A Public Health to Minister of Education regarding Bill 216 Food Literacy for Students Act  
[Distributed to Members of County Council November 27, 2020]
- ab) Letter from Ontario Dietitians in Public Health to MPP Daryl Kramp regarding Bill 216 Food Literacy for Students Act  
[Distributed to Members of County Council November 27, 2020]
- ac) From the Kingston Frontenac Housing Corporation providing November 30, 2020 Board Package  
[Distributed to Members of County Council December 4, 2020]
- ad) From Frontenac Transportation Services providing its 3rd Quarter Report 2020  
[Distributed to Members of County Council December 4, 2020]
- ae) From the City of Greater Sudbury Regarding Notice to withdraw from Schedule 6 from Bill 229  
[Distributed to Members of County Council December 4, 2020]
- af) From the Community Schools Alliance providing a letter of endorsement for Bill 216 Food Literacy for Students Act  
[Distributed to Members of County Council December 4, 2020]
- ag) From the Southern Frontenac Community Services providing its calendar of events for December 2020  
[Distributed to Members of County Council December 4, 2020]
- ah) From the Township of Howick providing background information regarding request for amendments to the Tile Drain Installation Act  
[Distributed to Members of County Council December 4, 2020]
- ai) From the Township of Howick to OMAFRA regard resolution asking for amendments to the Tile Drainage Installation Act  
[Distributed to Members of County Council December 4, 2020]

- aj) From the Township of North Frontenac regarding resolution requesting Tri-Board Student Transportation not issue RFP  
[Distributed to Members of County Council December 4, 2020]
- ak) From the Township of Puslinch Regarding Changes to the Conservation Authorities Act Schedule 6 of Bill 229  
[Distributed to Members of County Council December 4, 2020]
- al) From the City of Hamilton Regarding Cap on Gas Plant and Greenhouse Gas Pollution  
[Distributed to Members of County Council December 11, 2020]
- am) From the City of Hamilton Regarding Cap on Gas Plant and Greenhouse Gas Pollution  
[Distributed to Members of County Council December 11, 2020]
- an) From the Municipality of Southwest Middlesex Regarding Drainage Matters - CN Rail  
[Distributed to Members of County Council December 11, 2020]
- ao) From Peel Region Regarding COVID-19  
[Distributed to Members of County Council December 11, 2020]
- ap) From Peel Region Regarding Eliminating Violence Against Paramedics  
[Distributed to Members of County Council December 11, 2020]
- aq) Motion from Peel Region Regarding Eliminating Violence Against Paramedics  
[Distributed to Members of County Council December 11, 2020]
- ar) From the Municipality of Orangeville Regarding Bill 229, Support and Recover from COVID 19 Act - Schedule 6  
[Distributed to Members of County Council December 11, 2020]
- as) From the Limestone District School Board in response to Council resolution regarding Tri-Board RFP for Bus Services  
[Distributed to Members of County Council December 11, 2020]
- at) From the Township of Georgian Bluffs regarding opposition of Bill 218 amendments to the MEA  
[Distributed to Members of County Council December 11, 2020]
- au) Letter of Support from the Municipality of Leamington Regarding Cannabis Production Facilities  
[Distributed to Members of County Council December 11, 2020]
- av) From the Greater Bobs and Crow Lakes Association in response to Bill 299  
[Distributed to Members of County Council December 11, 2020]

**Other Business**

**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 f) that have been circulated to all Members of County Council and that by-laws a) through f) be read a first and second time.

- b) Third Reading

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

**By-Laws**

- 65 - 66                    a) To authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities  
[Proposed By-law No. 2020-0045]
- 67 - 69                    b) 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 2021  
[Proposed By-law No. 2020-0046]
- 70 - 71                    c) To establish Tax Rates for the year 2021 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. 2020-0047]
- 72 - 73                    d) To amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) as it relates to the establishment of the Procedure By-law Review Committee  
[Proposed By-law No. 2020-0048]
- 74                         e) To adopt the estimates for the sums required during the year 2021 for the purposes of the County of Frontenac.  
[Proposed By-law No. 2020-0049]
- 75 - 76                    f) To confirm all actions and proceedings of County Council December 16, 2020  
[Proposed By-law No. 2020-0050]

**Adjournment**







**b) 2020-099  
Corporate Services  
2021 Budget Levy Phase-In for Rural Transportation**

Motion #: 158-20 Moved By: Councillor Revill  
Seconded By: Councillor MacDonald

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2021 Budget Levy Phase-In for Rural Transportation,

**And Further That** Council accepts the phase-in schedule to move the contribution to rural transportation to the levy over six (6) years.

**Carried**

**c) 2020-100  
Corporate Services  
Frontenac-Howe Islander Ferry Fees and Fares Schedule**

Motion #: 159-20 Moved By: Councillor Martin  
Seconded By: Councillor Higgs

**Resolved That** Council of the County of Frontenac receive the Corporate Services – Frontenac-Howe Islander Ferry Fees and Fares Schedule report;

**And Further That** a by-law be introduced later in the meeting to adopt the 2021 Frontenac-Howe Islander Ferry Fees and Fares Schedule.

**Carried**

**d) 2020-101  
Corporate Services  
AODA Website Compliance Extension and Funding/Resource Support**

Motion #: 160-20 Moved By: Councillor Doyle  
Seconded By: Councillor Higgins

**Whereas** Section 14(4) of Ontario Regulation 191/11 under the Accessibility for Ontarians with Disabilities Act requires designated public sector organizations to conform to WCAG 2.0 Level AA by January 1, 2021; and,

**Whereas** the County remains committed to the provision of accessible goods and services; and,

**Whereas** the County provides accommodations to meet any stated accessibility need, where possible; and,

**Whereas** the declared pandemic, COVID-19, has impacted the finances and other resources of the County; and,











- i) [Distributed to Members of County Council October 23, 2020]  
Memorandum from Chief Chavelier to Council regarding Response Time Standards Results for Rural Stations  
[Distributed to County Council Thursday, October 29, 2020]
- j) From the Town of Lincoln regarding resolution in support of Municipality of Tweed Cannabis Production  
for Recreational Sports Deemed Essential in Stage 2  
[Distributed to Members of County Council October 30, 2020]
- k) From the Township of Huron-Kinloss regarding resolution respecting the Municipal Elections Act and rural communities  
[Distributed to Members of County Council October 30, 2020]
- l) From the Township of Huron-Kinloss regarding resolution to remove powers of LPAT regarding heritage properties  
[Distributed to Members of County Council October 30, 2020]
- m) From Norfolk County regarding its Illicit Cannabis Resolution  
[Distributed to Members of County Council October 30, 2020]
- n) From the Kingston Frontenac Housing Corporation providing October 26, 2020 Board Package  
[Distributed to Members of County Council October 30, 2020]
- o) From the County of Prince Edward regarding a resolution in response to Bill 218 and proposed changes to the MEA  
[Distributed to Members of County Council November 6, 2020]
- p) From Loyalist Township providing Resolution regarding funding for Community Groups and Service Clubs  
[Distributed to Members of County Council November 6, 2020]
- q) From the City of Belleville regarding AODA Web-Site Support resolution  
[Distributed to Members of County Council November 6, 2020]
- r) From the City of Kingston regarding resolution passed in support of legislation that supports rejuvenating news outlets  
[Distributed to Members of County Council November 6, 2020]
- s) From the Kingston Frontenac Housing Corporation providing October 26, 2020 Board Package  
[Distributed to Members of County Council November 6, 2020]
- t) From the Town of Grimsby regarding letter and resolution to Premier Ford on Bill 108 and LPAT  
[Distributed to Members of County Council November 6, 2020]
- u) Letter from the City of Hamilton Regarding Amending AGCO Process to Consider Radial Separation from Other Cannabis Locations  
[Distributed to Members of County Council November 6, 2020]
- v) Letter from the Town of Grimsby Regarding the Proposed Regulation under the Ontario Heritage Act (Bill108)  
[Distributed to Members of County Council November 6, 2020]
- w) Letter of Support from Loyalist Township regarding Funding for Community Groups affected by pandemic  
[Distributed to Members of County Council November 6, 2020]
- x) Letter of Support from the Municipality of St.Charles regarding Reliable Access to Affordable Broadband  
[Distributed to Members of County Council November 6, 2020]









**Report 2020-117**

**Council Recommend Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** December 16, 2020  
**Re:** **Planning and Economic Development – Economic Development Service Review**

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**Recommendation**

**Be It Resolved** That the Council of the County of Frontenac receive the Economic Development Service Review Report

**And Further That** staff be directed to return to Council with a plan for implementation and next steps in Q2 2021.

**Background**

In early 2020, Frontenac County was successful in its application to the Municipal Modernization Program for funding to review Economic Development delivery across Frontenac County with the goal of determining the economic development activities that have the most regional value.

The third party review was commissioned to identify service delivery efficiencies and modernization opportunities, resulting in specific and actionable recommendations for improved service delivery across Frontenac County. Blackline Consulting was selected to review and identify the roles that Frontenac County, its member municipalities and/or other partners should play in achieving optimal service delivery within the existing economic development ecosystem. A full summary outlining the purpose of the review was shared with County Council in [Report 2020-087](#) at its regular meeting on September 16, 2020.

To begin the process, the consultant requested background information from County staff and conducted multiple internal and external partner interviews by phone or videoconference:

- Kelly Pender, Joe Gallivan, Richard Allen and Alison Vandervelde – County of Frontenac
- Cathy MacMunn, Clerk Administrator – Township of Central Frontenac
- Frances Smith, Mayor – Township of Central Frontenac
- Cheryl Robson, CAO and Corey Klatt, Manager of Community Development - Township of North Frontenac
- Ron Higgins, Mayor – Township of North Frontenac
- Neil Carbone, CAO – Township of South Frontenac
- Darlene Plumley, CAO – Township of the Frontenac Islands
- Denis Doyle, Mayor – Township of the Frontenac Islands
- Anne Prichard, Executive Director – Frontenac CFDC
- Karen Fischer, OMAFRA
- Megan Knott, Executive Director – Tourism Kingston
- Donna Gillespie, CEO – Kingston Economic Development
- Community Development Advisory Committee – View October 8, 2020 Meeting

Input was also received by email correspondence from Ron Vandewal, Mayor – Township of South Frontenac.

In addition to speaking with Frontenac municipalities and other local partners, the consultant spoke with four neighbouring municipalities to understand their approach to economic development:

- Hastings County
- Prince Edward County
- County of Lennox & Addington
- United Counties of Leeds and Grenville

These conversations with partners then formed the basis for an in-person stakeholder workshop on October 29, 2020. This workshop included key staff from three of the four townships and the Frontenac CFDC. Unfortunately, the representative from North Frontenac was unable to attend due to last minute conflicts.

The findings of this workshop, along with the previous background work and partner interviews informed the observations and recommendations made by the consultant included in the attached report (Appendix A).

## **Comment**

Through its review, the consultant team outlined a number of observations related to the delivery of economic development services in Frontenac County.

## **Staff**

Frontenac County has two full-time staff dedicated to economic development. These staff engage in a number of diverse activities and campaigns associated with economic development from tourism marketing to assisting small businesses. The consultant comments that a small team cannot possibly complete all possible economic

development activities. It was also observed that the following three activities consume up to 75% of the teams time.

- Assisting local businesses
- Administering grants and applications for funding
- Building and maintaining the K&P Trail

The consultants note that many other organizations provide support to local businesses and that it is uncommon for an economic development team to have responsibility for the construction and maintenance of infrastructure, such as the K&P Trail. As the trail continues to lengthen – both to the north into North Frontenac Township and south onto Wolfe Island in Frontenac Islands Township – time spent on managing the trail will continue to increase.

### **Priorities and Performance Measures**

The consultant observed that the Key Performance Indicators for economic development at Frontenac County are related to activities undertaken rather than connected to the economic objectives that the County wishes to achieve. Moving forward, it is recommended that a set of priorities tied to economic objectives be developed with corresponding performance measures.

In the report, the consultants also included a sampling of projects and campaigns undertaken by the Economic Development team since the Charter for Economic Development was established in 2015, noting that while each project may have been a success, it was difficult to see how those projects contribute to the delivery of a set of economic objectives.

The consultants indicate that in many ways, the Frontenac County economic development is representative of its peers, with three of four peers reporting to their County Councils through their planning departments, each with two to four dedicated economic development staff. The difference noted is that the Frontenac team is more generalist in nature while other teams have roles that focus on one aspect of economic development.

The consultant found that the two main documents that provide the economic development team with direction are very broad which makes it difficult to set priorities. They both confirm the current activities of the department but do not help to evaluate new activities. This is not a significant departure from peer comparators, who tend to set annual plans as part of the budget cycle.

### **Overlap**

The report identifies areas in which it appears that there is a significant overlap of services, primarily around small business support. While the County may always play a connecting role with small businesses, the organization best positioned to lead in providing small business supports and services is the Frontenac CFDC, which already works with a significant number of local businesses on a regular basis.

**K&P Trail**

In the report the consultants highlight the significant time commitment dedicated to the K&P Trail by economic development staff and note that it is unusual for an economic development team to have responsibility for the construction and maintenance of infrastructure. The report notes that if the County continues with the status quo, the resources dedicated to economic development activities will be diminished by infrastructure responsibilities. While stakeholders and partners agree that the trail brings value and opportunity to Frontenac County, the consultant suggests distributing responsibility in order to free up team resources for activities more directly related to economic development.

**Recommendations**

The consultant provided recommendations in four areas:

1. **Objectives and priorities:** The County should be clear and concise about why it undertakes economic development. These priorities should then directly inform the performance measures to gauge success.
2. **Responsibilities and activities:** The County should focus its attention on regional priorities and move away from activities also led by other organizations (for example, small business support by the CFDC)
3. **Regional coordination:** The County should coordinate a standing Economic Development Working Group with relevant staff from the Townships and CFDC. This group would exist at an operational level for the partners to provide support to each other, and annual reports would inform respective Councils and the CFDC Board of progress.
4. **Elevate marketing of the trail:** The economic development team should shift its attention from day-to-day trail maintenance to enhance marketing efforts on the K&P Trail and connected systems.

The consultants address the issue of staff capacity by returning to the questions of clear priority setting. The team’s staff complement should reflect the priorities and programs desired by Council and the resources required to achieve the desired outcomes. It is clear to the consultant that shifting infrastructure projects to a qualified contractor or perhaps to Township recreation or public works staff would create more team capacity. However, the consultant notes that a resource should be in place at the County to lead future development of the trail from a regional perspective.

**Stakeholder Input**

The final draft of this report was reviewed by staff at the Townships and Frontenac CFDC. In their comments, Township staff supported the recommendations outlined in the report, particularly around the formation of an economic development working group to facilitate knowledge transfer and coordinate multi-party activities. While most Frontenac Townships do not have dedicated economic development staff, they still play a significant role in economic development activities such as downtown revitalization,

land development, community improvement and building infrastructure. All agree that additional coordination between the County and lower tiers would be of benefit. Looking at the recommendation for the County to shift to more of an “investment and resident attraction” role, it was noted that based on planning and building information, the supply of new seasonal and permanent residents is already growing and resident attraction may need to be more of a targeted program focused on priority demographics – such as families with young children, remote workers, and/or entrepreneurs.

**Next Steps**

The Planning and Economic Development Department will take the recommendations of this review and develop an implementation plan in conjunction with the townships and Frontenac CFDC. This plan will lay out the steps for County Council to establish economic development priorities, the formation of the economic development working group, consideration of regional responsibilities and potential adjustments to the management of the K&P Trail.

**Financial Implications**

The costs associated with the Economic Development Review is supported 100% by a grant through the Municipal Modernization Fund.

Staff will return to County Council with an implementation plan and budget outlining potential changes to future business plans.

**Strategic Priority Implications**

**Priority 2.1:** To meet the needs of future capital projects, explore new sources of funding support (current and future programs), cost-sharing options and other potential economies.

**Priority 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.

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

Township of South Frontenac  
Township of Central Frontenac  
Township of North Frontenac  
Township of Frontenac Islands  
Frontenac CFDC  
St. Lawrence College Employment Services  
Kingston Economic Development  
Tourism Kingston  
Province of Ontario (MEDJCT, OMAFRA, MHSTCI)  
Ontario’s Highlands  
Southeastern Ontario

Ontario East Economic Development Commission



**Report 2020-109**

**Council Recommend Report**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** December 16, 2020  
**Re: Corporate Services - 2021 Tax Rate**

**Recommendation**

**Resolved That** Council of the County of Frontenac accept this Corporate Services - 2021 Tax Rate report;

**And Further That** Council consider a by-law, introduced later in the meeting, to establish the 2021 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 2021 roll for the 2021 tax year in December 2020.

**Comment**

In response to the COVID-19 pandemic, MPAC delayed their property reassessment in 2020 which was scheduled to be used for property valuations in the 2021 tax year. Assessment in the County has increased by 1.31% in 2021. Since no reassessment occurred in 2020, existing properties were held at 2020 valuations and any increase in assessment in 2021 is related to growth within the County.

**2020 Current Value Assessment (CVA) for 2021 tax year**

<b>Tax Class</b>	<b>2020 Current Value Assessment for 2021 tax year (\$)</b>	<b>% change</b>
Residential & Farm Residential	5,716,419,150	1.357%
Multi-Residential	6,531,900	0.000%
Commercial Occupied	53,862,124	1.515%
Commercial Vacant	1,237,600	1.860%
Parking Lot	43,000	0.000%
Industrial Occupied	18,534,600	0.110%
Industrial Vacant	902,400	-1.204%
Farmland	200,643,875	1.093%
Managed Forests	32,443,400	4.226%
Payments in Lieu (PIL)	21,044,663	2.920%
Exempt	153,236,636	-0.885%
<b>TOTAL</b>	<b>\$6,204,899,348</b>	<b>1.307%</b>

The County relies heavily on its residential ratepayers to fund the levy. 92.13% of current value assessment and 97.63% of weighted taxable assessment is residential.

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>2021</b>	<b>2020</b>
<b>Frontenac Islands</b>	9.28%	9.31%
<b>South Frontenac</b>	58.46%	58.33%
<b>Central Frontenac</b>	16.41%	16.44%
<b>North Frontenac</b>	15.85%	15.92%

**Budget Levy Increase:**

Growth in assessment and transfers from reserves were used to mitigate the budget levy increase. Additional contributions from reserve include \$64,000 to fund Rural Transportation and \$61,359 to fund operating pressures experience by Fairmount and Frontenac Paramedics relating to COVID-19.

The base budget, including current year projects and adjusting for growth represents a 0.14% increase, which is just above the August 2020 CPI of 0.1%. The dedicated capital levy of 0.65% brings the overall tax increase in 2021 to 0.79%.

<b>2021 Levy</b>	<u>\$</u>	<u>%</u>
2020 Levy	10,770,976	
2021 Levy	<u>10,996,942</u>	
<b>Levy Increase, Total</b>	<b>225,966</b>	<b>2.10%</b>
Composition:		
Current Year Levy, Ongoing Operations	-48,020	-0.45%
2021 Project Proposals	233,334	2.17%
2021 Requests - External Agencies	96,000	0.89%
Additional Contributions From Reserve	<u>-125,359</u>	<u>-1.16%</u>
<b>Levy Before Capital Increase</b>	<b>155,955</b>	<b>1.45%</b>
Dedicated Capital Levy, 2021	70,011	0.65%
<b>Levy Increase, Total</b>	<b>225,966</b>	<b>2.10%</b>
LESS: Growth, 2021	<u>-141,100</u>	<u>-1.31%</u>
<b>Total 2021 Levy Increase After Growth</b>		<b>0.79%</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 .00187820, which will result in an additional \$1.37 per \$100,000 of residential assessment.

**Schedule A** provides the tax rate by classification and by Township. **Schedule B** provides the Payments in Lieu for 2021. **Schedule C** provides the weighted assessment and tax rate calculation.

**Strategic Priorities Implications**

Good governance and legislative compliance fall under Other Important and Continuing County Priorities, specifically:

- Continually improve customer and financial services

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

- MPAC



**Report 2020-110**

**Recommend Report to Council**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/ Treasurer  
**Date of meeting:** December 16, 2020  
**Re: Corporate Services - 2021 Draft Budget Revision**

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2021 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 2021 Budget.

**Background**

The Committee of the Whole considered the budget on October 20 and 21, 2020 and directed amendments to the 2021 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.

During budget deliberations, the Committee of the Whole recommended that staff bring back a recommendation to phase in the \$96,000 contribution to the Rural Frontenac Transportation Services and Southern Frontenac Community Services through a combination of reserve transfers and levy.

On November 5<sup>th</sup>, 2020 the Province of Ontario announced a commitment to ensuring four hours of direct care per resident per day for long-term care homes by 2024. While

this may have changes on the operating requirements for Fairmount Home for 2021, staff are recommending that council proceeds with the adoption of the budget and the approval of the PSW position for one year in response to COVID-19, with the funding coming from Safe Restart funding.

- Exact funding details on the rollout of four hours of care may not be available until after the Ontario budget is released in April. Most years, funding levels for Fairmount Home are not announced until June of that year.
- Deferring the budget delays service delivery for other projects identified in the budget
- Deferring the budget potentially defers budget approval at the Township level which would require the final amount to requisition for the County levy.
- Impacts ministry funding for 2022 – Frontenac Paramedics are funded based on actual operating expenditures incurred in the previous year. If the budget adoption was pushed back and the implementation of the added shift is delayed in 2021, that would reduce the operating expenditures eligible for ministry funding to be paid in 2022.

### **Financial Implications**

After adjusting for the proposed phase-ins and updated expense figures provided by our service delivery providers, the proposed levy increase for the County for 2021 has been reduced from the 5.51% presented in the 2021 draft budget to 2.10%.

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

- Decreased County requisition by \$35,390 for Fairmount Home by the 1.4 FTE PSW project proposal. It is recommended that Council agrees to add the position in response to the operating pressures faced by the COVID-19 pandemic and that the County's contribution be taken from funding received for COVID-19.
- The External Agencies requests to provide a \$96,000 grant for transportation services will be funded through a combination of borrowing from the stabilization reserve and levy. Council approved a four year phase-in of an incremental levy of \$32,000 per year with a total commitment of six years to repay the amount borrowed from the stabilization reserve as follows:

Year	Levy	Transfer from Reserve	Transfer to Reserve	Balance Owing to Reserve
2021	\$32,000	\$64,000		\$64,000
2022	\$64,000	\$32,000		\$96,000
2023	\$96,000			\$96,000
2024	\$128,000		\$32,000	\$64,000
2025	\$128,000		\$32,000	\$32,000
2026	\$128,000		\$32,000	\$0

- The levy requested from external boards have been amended from the Draft Budget to the following as further details from the service provider have been made available:
  - Increased Library board expense for 2021 by \$1,429 from \$885,076 to \$886,505 compared to the \$885,076
  - Decreased Health Unit expense for 2021 by \$3,310 from \$805,000 to \$801,690
  - Decreased Social Housing expense for 2021 by \$92,899 from \$750,681 to \$657,782
  - Decreased Ontario Works/Child Care expense for 2021 by \$175,325 from \$1,288,904 to \$1,113,579
  - Decreased Provincial Offences revenue for 2021 by \$2,446 from \$136,321 to \$133,875

**2022 Implications**

Some of the service level enhancements proposed may result in additional levy increases beyond 2021 as these enhancements become fully phased-in. The chart below highlights the estimated increase to the 2022 annual levy relating to service level enhancements that have either been previously agreed upon, or have been proposed in the 2021 draft budget.

<b>Operating Levy</b>	<b>Est. 2022 Amount (\$)</b>	<b>Est. 2022 Amount (%)</b>
Community Development Reserve Phase-In (Year 5 of 5)	\$37,000	0.33%
Full-Time Community Planner (8 months funded in 2021, full year in 2022)	\$34,486	0.31%
External Agencies – Rural Transportation Phase-In (Year 2 of 4)	\$32,000	0.28%
<b>Total Operating Levy</b>	<b>\$103,486</b>	<b>0.92%</b>
0.65% Capital Levy (Year 8 of 10)	\$73,427	0.65%
<b>Estimated Total Phased-In Commitments, 2022</b>	<b>\$176,913</b>	<b>1.57%</b>

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



**Report 2020-111**

**Council Recommend Report**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** December 16, 2020  
**Re: Corporate Services – 2020 Federal Gas Tax Allocation**

**Recommendation**

**Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2020 Federal Gas Tax Distribution By-law report;

**And Further That** the Clerk be directed to bring forward a by-law to authorize the distribution of Federal Gas Tax to the Townships for 2020.

**Background**

The County is bound by the terms and conditions of the Federal Gas Tax Agreement with the Association of Municipalities of Ontario (AMO).

**Comment**

Through the 2020 budget process, the Federal Gas Tax received in 2020, \$809,279.71 was to be distributed to the Townships by weighted assessment as follows:

<b>Township</b>	<b>Weighted Assessment</b>	<b>Allocation</b>
North Frontenac	15.92%	\$ 128,850.32
Central Frontenac	16.44%	\$ 133,019.89
South Frontenac	58.33%	\$ 472,091.15
Frontenac Islands	9.31%	\$ 75,318.35
<b>Total</b>	<b>100.00%</b>	<b>\$ 809,279.71</b>

In addition, other Federal Gas Tax funds are forwarded to the Townships for Community Improvement Plans, Eco-tourism projects and Smaller Scale sustainability projects. As the total amounts of those distributions are not known until later in the year, the by-law must include those additional transfers.

The by-law includes the following additional transfers:

Frontenac Islands: \$7,500.00 – Community Improvement Plan

**Strategic Priorities Implications**

Good governance and legislative compliance falls under Other Important and Continuing County Priorities, specifically:

- Continually improve customer and financial services.
- Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

**Financial Implications**

A transfer from the Federal Gas Tax Reserve to the Townships as identified in the by-law is required.

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

Township Treasurers



**Report 2020-112**

**Council Recommend Report**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** December 16, 2020  
**Re: Corporate Services – 2021 Tax Ratios and Tax Rate Reductions**

**Recommendation**

**Resolved That** the Council of the County of Frontenac accept this Corporate Services – 2021 Tax Ratios and Tax Rate Reductions report;

**And Further That** Council consider a by-law, introduced later in the meeting, to confirm 2021 the tax ratios and tax rate.

**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 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 2020 provincial budget introduced the option of a Small Business property subclass, where changes to the *Assessment Act* would allow for a lower rate of taxation to be applied to qualifying small businesses. "Small Business" would be defined locally by the municipality. These changes have yet to be reflected in the *Assessment Act*.

On May 3, 2018 under *Ontario Regulation 361/18*, the Government of Ontario established two new optional subclasses for small-scale on-farm businesses to promote and support local farms across Ontario. The commercial and industrial subclasses were created to provide a tax rate that is 75% lower than the existing commercial and industrial tax rates. The reduced tax rate will apply to the first \$50,000 of eligible assessment for 2018 taxation and subsequent taxation years. To qualify, the commercial and/or industrial facility must be an extension of the farming operation. In addition, 51% of the facility must be used to sell, process or manufacture something from a product produced on your farmland. If the commercial and/or industrial operation has an assessed value equal to or greater than \$1 million, it is not eligible for the small-scale on-farm business subclasses.

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
Small-Scale On-Farm Business	0.2500

Given the lack of time and clear guidelines around measurement, in consultation with Township treasurers, any introduction of a Small Business property subclass would not be introduced in 2021 and would be revisited for the 2022 budget.

<b>Subclasses</b>	<b>Tax Rate Reduction</b>
Vacant Land, Vacant Units and Excess Land In the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%

Second Subclass of Farmland Awaiting Development for all Property Classes	30%
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**Strategic Priorities Implications**

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

- 1.3 Pursue proactive planning approaches that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development

**Other Important and Continuing County Priorities**

Good governance and legislative compliance falls under Other Important and Continuing County Priorities, specifically:

- Continually improve customer and financial services

**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 2020-113**

**Recommend Report to Council**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** December 16, 2020  
**Re: Corporate Services – 2020 Fairmount Home Accounts Receivables Write-Offs**

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive this Corporate Services – 2020 Fairmount Home Accounts Receivable Write-Offs report;

**And Further That** Council authorize the Treasurer to write off accounts totalling \$16,774.48.

**Background**

The Ministry of Health and Long Term Care provides funding to Long Term Care Homes and sets standard rates for resident payments. Residents are billed monthly for their share of the accommodation and any other miscellaneous expenditures that have occurred in that month. Overdue accounts are assessed regularly and payment notices forwarded to residents and responsible family members. When the overdue amount exceeds \$5,000, legal action is taken to recoup funds.

**Comment**

There are three accounts for which collection is deemed unlikely. The largest overdue account has been reported to the Ministry of Health and Long-Term Care as potential misuse/misappropriation of resident's money. A Statement of Claim has been filed with the Superior Court of Justice.

The other two overdue accounts relate to deceased residents. We have been advised by both estates that there are not funds remaining in the estate to settle the amount owing.

**Financial Implications**

At this time, the Treasurer is requesting Council approval to write off those revenues deemed to be uncollectible in the total amount of \$16,774.48.

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

Susan Brant, Administrator, Fairmount Home



**Report 2020-114**

**Council Recommend Report**

**To:** Warden and Members of Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** December 16, 2020  
**Re:** **Corporate Services – Establishment of a Committee to undertake Comprehensive Review of Procedural By-law 2013-0020**

**Recommendation**

**Be It Resolved That** a committee be established to conduct a comprehensive review of the County of Frontenac Procedure By-law;

**And Further That** the Terms of Reference for the Procedure By-law Review Committee as outlined in Appendix A to the Corporate Services – Establishment of a Committee to undertake Comprehensive Review of Procedural By-law 2013-0020 report be approved;

**And Further That** Procedural By-law 2013-0020, as amended, be further amended to add a new Schedule B-8 – Procedural By-law Review Committee attached to this report as Appendix A,

**And Further That** Council appoint the following members of County Council to the Procedural By-law Review Committee:

1. Councillor
2. Councillor
3. Councillor

**Background**

Subsection 238 (2) of The Municipal Act, 2001, provides that every municipality and local board shall pass a procedure by-law for governing the calling, place and proceedings of meetings. There is little prescription in Section 238, leaving it to Council's discretion of the By-laws contents, providing that any provisions in the by-law to not contravene any sections of the Municipal Act itself.

**Comment**

The County of Frontenac's Procedural By-law was enacted in 2013 and is composed of 61 pages including the Schedules for Council Advisory Committees and External Boards. It has been amended 26 times, excluding amendments that make appointments

to Advisory Committee, which reflect both housekeeping and best practices (additions and corrections) as well as modernization and trends that take into account amendments made to the Municipal Act since 2013.

In keeping with best practices to periodically review the By-law, it is being recommended that County Council establish a Procedural By-law Review Committee (“Committee”) to conduct a comprehensive review of the By-law, to develop simplified and streamlined processes and procedures, easier access to documentation while recognizing legislative requirements, access and transparency.

Staff are recommending 3 or 4 members of Council to form this Committee, as Council requires a document that they can both understand and work with as this is Council’s Procedural By-law that governs its meetings. It is staff’s intent to have either monthly or bi-monthly meetings, going through each section of the by-law to review what works and what doesn’t, as well as ensure the by-law meets Councils needs and is understandable.

Staff support for this Committee will include the Manager of Legislative Services/Clerk, the Chief Administrative Officer and the Administrative Clerk.

**Strategic Priorities Implications**

The establishment of a Procedural By-law Review Committee falls under the **Other Important and Continuing County Priorities** identified in Councils 2019-2022 Strategic Priorities, specifically:

- Continually improve customer and financial services.
- Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

**Financial Implications**

The costs associated with Committees that are not legislated is the cost of covering mileage of the Committee members. Given the current global health crises, meetings will continue via virtual electronic format, or in person should current conditions improve. As a result, any costs associated with the establishment of this Committee would be minimal.

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

County Council

**Appendix A**

**Schedule B-8 – Advisory Committee to County Council**

**Committee Name:** Procedural By-law Review Committee

**Establishment of the Committee**

- (i) The County of Frontenac Procedural By-law Review Committee shall be comprised of three (3) members of Council, appointed by County Council
- (ii) The members of the County of Frontenac Procedural By-law Review Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council;
- (iii) The County of Frontenac Procedural By-law Review Committee shall adhere to the County's Procedural By-law No. 2013-0020 and any amendments thereto, specifically *Section 26 – Committees* for the conduct of all Meetings.

**Mandate/Terms of Reference:**

The mandate of the Procedure By-law Review Committee ("Committee") is to conduct a comprehensive review of the County of Frontenac Procedure By-law.

**Roles and Responsibilities of Members:**

The Committee will be undertaking a review and making recommendations on the County of Frontenac Procedure By-law. Members who cannot attend a meeting must inform the Clerk's Office and may designate an alternate Councillor to attend the meeting.

**Reporting Structure:**

The Committee will report to County Council through the Reports from Advisory Committee section of the Council agenda.

**Frequency of Meetings:**

The meeting frequency for the Committee will be determined by the Committee at its first meeting.

**Staff Resources:**

The Committee will be supported by staff from the Clerk's Office and the Chief Administrative Officer.

**Composition of the Committee**

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Procedural By-law Review Committee:

- Councillor
- Councillor
- Councillor



**Report 2020-115**

**Council Recommend Report**

**To:** Warden and Members of Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Kevin Farrell, Manager of Continuous Improvement  
**Date of meeting:** December 16, 2020  
**Re:** **Office of the Chief Administrative Officer – Options for Frontenac County regarding Conservation Authorities request for Support regarding Upcoming Stimulus Funding Opportunities**

**Recommendation**

**Be It Resolved That** the County of Frontenac support, in principle, the Conservation Authorities application for stimulus funding for the acquisition of LiDAR Elevation Data Project and the Rehabilitate K&P Bridge Project;

**And Further That** the County of Frontenac include, as part of the 2022 budget deliberations, a project proposal and funding formula for support for the acquisition of LiDAR Elevation Data Project.

**Background**

At the regular meeting of County Council held November 18, 2020, Council received a joint presentation from the Mississippi Valley Conservation Authority, the Rideau Valley Conservation Authority, the Quinte Conservation Authority, and the Cataraqui Conservation Authority regarding stimulus funding, partnership opportunities and Bill 229 regarding changes to the *Conservation Authorities Act*.

Within that presentation, two (2) stimulus funding projects were presented to Council, those being to Acquire LiDAR Elevation Data to ensure accurate cost-effective elevation data across eastern Ontario, and to Rehabilitate K&P Bridge to maintain the connection between Calabogie and Snow Road for recreational vehicle use as well as bring the bridge into compliance with current codes.

Later in the meeting, Council passed the following resolution being Other Business, clause a):

- a) **Request by the Regional Conservation Authorities Stimulus Funding Opportunities**

Motion #: 168-20 Moved By: Councillor Doyle

Seconded By: Councillor Higgins

**Be It Resolved That** staff be directed to bring forward a report to the December Council meeting providing Council with options on how best to support the request by the Regional Conservation Authorities regarding upcoming stimulus funding opportunities of which the CAs have identified key projects which it is looking to County Council for endorsement, sponsorship, or as a financial partner;

**And Further That** the report include an outline of potential budget implications prior to final approval of the 2021 Budget.

**And Further That** staff be directed to contact the Honourable Rod Phillips, Minister of Finance, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, and the Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks, to have Schedule 6 removed from Bill 229 to allow for consultation with municipalities who are directly affected by the work of Conservation Authorities.

**And Further That** a copy of this resolution be forwarded to the Eastern Ontario Wardens Caucus.

**And Further That** staff be directed to contact the Honourable Rod Phillips, Minister of Finance, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, and the Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks, to have Schedule 6 removed from Bill 229 to allow for consultation with municipalities who are directly affected by the work of Conservation Authorities.

**And Further That** a copy of this resolution be forwarded to the Eastern Ontario Wardens Caucus.

**Carried as Amended**

**Comment**

The intent of this report is to provide Council with options on how best to support the request by the Regional Conservation Authorities regarding upcoming stimulus funding opportunities.

**Project 1 – Acquire LiDAR Elevation Data**

Following discussions with the CA's, staff recommend supporting the LiDAR Elevation Data project in principle for grant purposes.

In terms of financial contributions, and assuming payments would not commence until 2022, the County could look at the potential to spread the cost of this project out over 2 to 3 years. The useful life span of such data is between 10-12 years; however the Conservation Authorities will be using 12 years. The County could also use a 12-year cycle to align with the CA. Partnership on this model makes sense given that GIS will ultimately take the lead on this. The County and Townships would be partnering to purchase any gaps in the data and the CA will then share existing LiDAR so that the County would have full coverage. Any shared County / Township expense could be based on a model to be discussed through the County Treasurers group and brought back to Council during the 2022budget deliberations. The County could be the lead for

the townships as GIS and IS will play a large role in this project in terms of storing, processing, and generating usable bi-products that can be consumed as map services.

In terms of hardware and bandwidth requirements, given that this project is potentially 2-3 years out, specifically regarding bandwidth issues in the north, staff have stressed that there would be additional costs and considerations associated with storage. Given that the CA's already have existing LiDAR data, the storage requirements could be estimated for the entire County coverage area.

**Project 2 – Rehabilitate K&P Bridge**

Both the CAO and the Manager of Economic Development have met with Sally McIntyre, General Manager - Mississippi Valley Conservation Authority and advised that the County would not be using its one ICIP grant opportunity for this project; however would support the project in principle. Ms. McIntyre, will be following up with Lanark County regarding this project.

**Strategic Priorities Implications**

**Priority 2: Explore new funding sources and invest wisely in critical long-term infrastructure.**

- 2.1 To meet the needs of future capital projects, **explore new sources of funding support** (current and future programs), cost-sharing options and other potential economies.

**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.
- 3.2 Continue to pursue collaborative opportunities **to achieve service and cost efficiencies and other economies** through cost-sharing and shared services.

**Financial Implications**

Estimates provided by the Conservation Authorities have the joint County and Township contributions for acquisition of the LiDAR between \$100,000 and \$175,000. County and Township staff will collaborate to bring forward a funding formula and strategy for consideration as part of the 2022 budget cycle.

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

Alex Lemieux, Director of Corporate Services/Treasurer  
Richard Allen, Manager of Economic Development  
David Millard, Manager of FMIS  
Conservation Authorities



**Report 2020-116**

**Council Recommend Report**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Kelly Pender, Chief Administrative Officer  
**Date of meeting:** December 16, 2020  
**Re:** **Office of the Chief Administrative Officer – Authorization to submit an Application to the COVID-19 Resilience Infrastructure Stream Funding – Long-Term Care**

---

**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac authorize staff to submit a grant application to the COVID-19 Resilience Infrastructure Stream Funding;

**And Further That** staff report back to Council on any successful application for Councils final decisions prior to the execution of any funding agreements.

**Background**

On October 28, 2020, the Province of Ontario launched the COVID-19 Resilience Infrastructure Stream, providing up to \$1.05 billion in combined federal-provincial funding to build or renovate health and safety related projects in long-term care, education and municipalities. The funding is part of the federal government's Investing in Canada Infrastructure Program and reinforces the commitment of both the federal and provincial governments to protect the health and well-being of individuals and families during the pandemic.

The flexibility the new COVID-19 Resilience stream will provide to communities and organizations will make it possible for communities to get shovel-ready projects underway sooner, allowing the kick-start of local economies.

The COVID-19 Resilience stream will deliver:

- Up to \$700 million for education-related projects to be nominated and administered by the Ministry of Education;

- An allocation-based program that will deliver \$250 million to municipalities to address critical local infrastructure needs, including \$6.5 million that will be directed toward Indigenous and on-reserve education, through the Ministry of Infrastructure in collaboration with the Ministries of Education and Indigenous Affairs; and
- Up to \$100 million for long-term care projects to be identified and administered by the Ministry of Long-Term Care.

At the November 16, 2020 regular meeting, Council authorized the submission of a grant application under the \$250 million tranche to municipalities to address critical local infrastructure needs. The County is also permitted to submit an application under the \$100 million dollar tranche for Long-Term Care for a project for the benefit of Fairmount Home.

Eligible projects must begin by September 30, 2021 and be completed by December 31, 2021. Additional details about the COVID-19 Resilience stream and intake opening dates will be available in the days and weeks ahead.

#### **Comments**

Details from the Province have been that HVAC-related projects will be prioritized. Given that the HVAC units at Fairmount use outdated technology and are at the end of their useful life, this grant program provides good alignment between its scope and fulfilling a need for the home.

The objective of the project is to improve air quality in the existing building and to help maximize infection prevention and control by repairing the home's heating ventilation and air conditioning (HVAC) system. This repair is essential to improving air filtration and part of a strategy to mitigate the spread and exposure to bacteria and viruses.

#### **Strategic Priorities Implications**

##### **Priority 2 Explore new funding sources and invest wisely in critical long-term infrastructure.**

- 2.1 To meet the needs of future capital projects, explore new sources of funding support (current and future programs), cost-sharing options and other potential economies.
- 2.4 Finalize plans and financing to replace/construct/renovate aging County buildings now used for administration services (through a shared admin facility if possible).

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

- 3.3 Continue to pursue collaborative opportunities to achieve service and cost efficiencies and other economies through cost-sharing and shared services.

**Financial Implications**

Not-for-profit long-term care homes will not be required to cost-share under this stream. The federal government will cover up to 80% of the total eligible costs associated with any approved project and Ontario will cover up to 20%.

Cost estimate is \$335,475.

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

Susan Brant, Administrator, Fairmount Home  
Gale Chevalier, Chief/Director of Emergency and Transportation Services  
Alex Lemieux, Director of Corporate Services/Treasurer



**Councillor Report**

**To:** Members of County Council

**From:** Councillor Higgins

**Date of Meeting:** **December 16, 2020**

**Re: Modernization - Single Tier Municipality**

**Background**

On Oct 19 2020 we had a joint Council meeting between all Townships and the County to receive a presentation from StartegyCorp related to a Joint Service Delivery Review report. The report failed to include any of my inputs for what I thought were some great ideas to save money, improve efficiency, improve effectiveness and work as one municipality on behalf of all residents. During the presentation I asked why my input was not included and the answer was that the consultant was told not to include my input as amalgamation was off the table and not to be included. I mentioned, in this Public meeting, that I would follow up with the County and my own Township to understand this in more detail.

In the Frontenac's we have four Townships as part of one County. This includes North, Central and South Frontenac and Frontenac Islands. Besides some geographic issues, the following is the number of Council Members for the Townships and the County representing only 27K residents which equals 1 Council member for every 730 residents.

North Frontenac	7
Central Frontenac	9
South Frontenac	9
Frontenac Islands	5
Total Townships	30
Frontenac County	7
Grand Total	37

The time has come to review the amalgamation of our Townships and County.

**Research By**

Ron Higgins

**Comments**

I have no issues with the quality of the report and like some of the recommendations.

My key issue is that even though we will work towards shared services, there are significant challenges in trying to get us all to agree and more importantly to work together to reach that end goal.

I also believe that we are providing services at higher than required costs. By taking the action to reduce Council members, moving to a single tier system and restructuring operations we will reduce current costs by an estimated \$750K per year over time. The model would not see any job losses (other than members of Council) as I envision a salary freeze for duplicate positions until attrition gets us to one staffed position per key management position, and not replacing staff who leave until we reach new staffing levels. I feel this is important to ensure staff are aware my proposal would not see job losses.

The StrategyCorp report included Models for Intermunicipal Delivery: A Range of Options were presented as;

1. Local
2. Two or More Frontenac Municipalities Collaborate in Bilateral Shared Service Delivery
3. One Frontenac Municipality Provides Service to Some or All Frontenac Municipalities
4. County Provides Service to all Frontenac Municipalities
5. Municipal Service Corporation Provides Service to Some or All Frontenac Municipalities
6. Municipality Outside of Frontenac Provides Service to a Frontenac Municipality

Nowhere was there a direct option to work towards a Single Tier municipality provided. I feel we failed to consider a single tier municipality as an option which I consider to be a true modernization initiative.

Knowing the reluctance of this Council to consider a Single Tier municipality, my goal today is to acquire Council support to prioritize Option 5 above which will create a municipal services corporation which would be tasked to implement the recommendations of the report. An additional goal would be to identify how our municipalities could be structured. Based on the lack of willingness by this County Council to move to a single tier at this time, which would need to be submitted before the next election, we cannot accomplish this in this term of Council. Having a Municipal Corporation to be adequately setup to provide the services will provide the time and opportunity to implement some key recommendations and to effectively assess the municipal structure we want to see going forward.

It is also important to remember that the Province hinted at looking into restructuring late last year, but it got tabled due to the COVID outbreak. I have heard that this will be on the books again if the Ontario PC get elected for a second term. Whether this is accurate or not, it would be in our best interest to be proactive and plan our own destiny before it is planned for us by the Province.

### **Recommendations**

#### **Option A**

Do nothing

#### **Option B**

Initiate plans to become a single Tier municipality

**Option C**

Create a Municipal Corporation to deliver services

**Option C Benefits**

- Consistent service delivery
- Incorporates shared services
- Can select what services the Corporation is responsible for
- Review and provide recommendations for municipal boundaries

**Appendix A**

Strategy Corp Modernization – Mayor Higgins Input

I am providing my input to County Council that I submitted during the Strategy Corporation interview for Modernization. I have to say that I was disappointed that my input was not considered or included as per direction provided to the consultant. In reading the resulting report presented, and reviewing the recommendations, I am more than ever convinced that this is the direction we should be going to streamline processes and reduce costs. I am providing this through communications as I would like to have a discussion with Council in relation to my input below. I would also like to have this recommendation included in our discussions on how to implement the recommendations provided by StrategyCorp.

Councillor Hoggins

**Township SWOT**

**Strengths – North Frontenac**

- Environment
- Roads
- Communication Plan
- Waste/Recycling
- Emergency Services (Fire and Medical First Response)
- Community Centres
- Municipal Dark Sky Preserve
- Hunting / Fishing
- Community Improvement Plan (CIP)
- Experienced staff

**Weaknesses - North Frontenac**

- Economic Development
- Tax Base
- Cell Reception/Internet Connection
- Medical Services
- Ambulance Service at night
- Overnight accommodations
- Bylaw Enforcement
- Senior aged Council

**Opportunities – North Frontenac**

- Tourism – develop and promote multi-use trails
- Attract Investment
- Implement incentives for businesses retention and attraction
- Promote Green Energy Solar/Water (not Industrial Wind/solar farms)
- Amusement park/recreational facility for all ages
- Outdoor activities/business ventures
- Licensed daycares.
- E-commerce.
- Utilize fish hatchery buildings.
- Strategic partnerships (with other municipalities, organizations).
- Municipal Campground
- Cell and Broadband on the way
- Modernization Focus and Funding from the Province
- Annex North part of NF (Norcan Lake area) to Renfrew County
- Annex part of Central Frontenac to North Frontenac so south boundary of NF is at Hwy 7

**Threats – North Frontenac**

- Lack of industrial/commercial establishments
- Young population leaving
- Tourism decline
- Climate Change
- Reduction in provincial funding.
- Lack of employment opportunities (long term)
- Land fill / Waste
- Lack of Development to build larger tax base
- 

**What North Frontenac does well?**

1. Financial Management
  - a) Asset management
  - b) Healthy Reserves
  - c) Kept levy close to CPI every year
2. Public Works
  - d) Roads, Waste Management and Infrastructure
  - e) 10-year Roads Plan
  - f) Road Maintenance program based on need and risk
3. Emergency Services
  - g) First responders - Volunteer
  - h) Fire Department – Volunteer

**Opportunities to Optimize**

See My Recommendations

**Services we get regular critical feedback on**

1. Planning – applies to severances, development, economic development
  - i) Cumbersome

- j) Too strict
  - k) Costly
  - l) Hard to understand requirements
2. Bylaws
- m) Too restrictive
  - n) Not enforceable
  - o) Complaint driven
3. Complaints Process
- p) Kept confidential
  - q) CAO controlled – hesitancy to complain
  - r) Must be written complaints

**Suggestions for policies to reduce cost and improve service delivery**

See My Recommendations

**County SWOT**

**Strengths – Frontenac County**

- Ambulance Service
- Long Term Care
- Trails
- Planning
- Promotion
- Information Technology

**Weaknesses - Frontenac County**

- Office not in the County
- Investment Attraction
- Office in need of major financial renovation
- Frontenac Islands Township separated by Kingston
- Cannot adequately finance economic development

**Opportunities – Frontenac County**

- Move Frontenac Islands from Frontenac County to the City of Kingston
- Combine South, Central and North Frontenac County into a Single Tier Municipality and eliminate the County Council structure
- Move border of South Frontenac to the 401

**Threats – Frontenac County**

- Amalgamation
- Discontent from some Townships
- Kingston Council not financially supporting Paramedics
- 

**What County of Frontenac does well?**

1. Financial Management
  - Asset management
  - Healthy Reserves
2. Emergency Services
  - Paramedics

3. Long Term Care
4. Business Ambassador Program

**Opportunities to Optimize**

See My Recommendations

**Services we get regular critical feedback on**

1. Planning – applies to severances, development, economic development and is the same as the Township as we hire the County Planner.
  - Cumbersome
  - Too strict
  - Costly
  - Hard to understand requirements

**Suggestions for policies to reduce cost and improve service delivery**

See My Recommendations

**My Recommendations**

The following is a summary of the current state of the Townships and the County and what I feel would be opportunities for improvement and efficiencies that could streamline the governance of the Frontenac's.

In the Frontenac's we have four Townships as part of one County. This includes North, Central and South Frontenac and Frontenac Islands. The following is the number of Council Members for the Townships and the County representing only 27K residents which equals 1 Council member for every 730 residents.

- North Frontenac 7
- Central Frontenac 9
- South Frontenac 9
- Frontenac Islands 5
- Total Townships 30
- Frontenac County 7
- Grand Total 37

Most Council members are classed as seniors as they are the only demographic that can afford to hold these positions due to the low pay scale.

Each Township and County has a CAO, Treasurer and Clerk and in addition each Township has a Fire Chief, Public Works Manager and several duplicate support staff positions.

The geographic map for the County is broken between the Islands and the rest of the County due to Kingston being a City between the Townships within the County. Kingston also has a rural component to their municipality that border South Frontenac north of Highway 401. Central and North share parts of roads north of highway 7 which provides differing levels of road quality for the residents. North Frontenac has a northern section that is difficult to service as staff need to travel 1.5 hours and through two other Townships to provide services. In addition, North Frontenac and Addington Highlands

share the village of Cloyne which is split down the middle by Highway 48. Finally, the County Office is not part of the Frontenac's and actually resides in the City of Kingston in Glenburnie.

## Opportunities for Improvement

1. Annex Frontenac Islands to Kingston as it is a natural opportunity due to the close relations between the two municipalities and dependence on the Ferries for work and Tourism.
2. Eliminate the County and join North, Central and South Frontenac into a single tier municipality (STM). Each current Township could be a Ward with the STM and have two elected Councillors from each Ward and a Warden elected at large. This would eliminate 31 Council positions overall and allow the opportunity to increase the pay level in order to attract the younger generation as they would be paid to a level that makes these positions as essentially full time.
3. Annex the north portion of North Frontenac (Norcan and Centennial Lake area) to Madawaska Highlands to improve serviceability to those residents.
4. Redefine the borders of North Frontenac and Addington Highlands to have all of Cloyne as part of North Frontenac. This could be an issue for Addington Highlands due to the loss of tax base and likewise for North Frontenac if Cloyne would be in Addington Highlands. Another option could be to split up and annex parts of Addington Highlands to North Frontenac and other neighbouring Townships.
5. Annex rural Kingston, from the current border of South Frontenac to Highway 401, to South Frontenac.
6. Annex Central Frontenac from Highway 7 to the current borders of North Frontenac to North Frontenac

If all the above was a possibility, then it would allow for a more efficient and effective provision of services to residents. It would reduce the cost of governance yet attract more qualified and younger generation Council members.

If we became a STM then we could reduce to one key management role versus what we have today. A good example of this is that there would only be a need for one CAO to manage the STM. Other positions such as a Treasurer could be located in one Ward with Deputy treasurers in each of the other two Wards. A senior planner could be in a ward different from the treasurer with junior planners from other wards reporting to the senior planner. To ensure nobody loses jobs we can freeze the salaries for the four CAO's that would be displaced as an example. We would not replace those positions as attrition happens. If the Provincial government would fund it, we could also provide severance packages to reduce unneeded staff in the short versus long term.

Using the suggestions above there would be an ~\$750K reduction in salary alone for CAO and Council. This reduction assumes an increase pay for Council members (new STM Governance model) to make them equivalent to a full-time job salary.

If the above preferred suggestion is not attainable and we were stay in our current municipality's makeup, I would still suggest that Frontenac Islands goes to Kingston and Kingston severs their rural area from highway 401 to the current borders of South Frontenac to South Frontenac. The remaining Townships and the County could be responsible for certain elements of administration such as HR – County, Treasury –

North Frontenac, South Frontenac Planning, Central Frontenac – Recreation and Community development as examples.

**By-Law No. 2020-0045**

**Of**

**The Corporation of the County of Frontenac**

being a by-law to authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities

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**Whereas** the Corporation of the County of Frontenac (the Recipient) adopted By-law 2010-0015 which authorized the Warden and Clerk to execute an agreement with AMO regarding the Federal Gas Tax since the execution of that agreement is mandatory if the County of Frontenac wanted to participate in the transfer of federal gas tax revenue;

**And Whereas** the Corporation of the County of Frontenac (the Recipient) adopted By-law 2014-0027 to execute an amended agreement with AMO regarding Federal Gas Tax;

**And Whereas** Section 6.2 of the Agreement permits the Recipient to allocate funds to another Eligible Municipality;

**And Whereas** Council wishes to authorize the distribution of Federal Gas Tax Funds amongst the County's four lower tier municipalities for 2020;

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac hereby orders and enacts:

1. **That** the County of Frontenac distribute Federal Gas Tax as per the 2020 Schedule attached to this by-law;
2. **That** this By-law shall come into force and have effect upon the final passing thereof.

Read a First and Second Time this 16<sup>th</sup> day of December, 2020.

Read a Third Time and Finally Passed, Signed and Sealed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
, Warden

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

**County Of Frontenac Distribution of Federal Gas Tax to Eligible Municipalities  
For 2020**

<b>Municipality</b>	<b>Weighted Assessment %</b>	<b>Distribution based on Weighted Assessment</b>	<b>Additional Distributions</b>	<b>Federal Gas Tax Total Distribution</b>
Township of Frontenac Islands	9.31%	\$75,318.35	\$7,500	\$82,818.35
Township of South Frontenac	58.33%	\$472,097.15	0\$	\$472,097.15
Township of Central Frontenac	16.44%	\$133,019.89	\$0	\$133,019.89
Township of North Frontenac	15.92%	\$128,850.32	\$0	\$128,850.32
<b>Total Federal Gas Tax Distribution from the County</b>				<b>\$816,779.71</b>

By-law 2020-0045 to authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities  
December 16, 2020

**By-Law No. 2021-0046**

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 2021.

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**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 2021 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 2021 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 hereby enacts as follows:

1. **That** for the taxation year 2021, 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
Small-Scale On-Farm Business	0.2500

2. **That** for the taxation year 2021, 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 In the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%

Second Subclass of Farmland Awaiting Development for all Property Classes	30%
------------------------------------------------------------------------------	-----

3. **That** this by-law shall come into force and take effect on the 1<sup>st</sup> day of January, 2021.

Read a first and second time this 16<sup>th</sup> day of December, 2020.

Read a third time and finally passed, signed and sealed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
, Warden

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

**By-Law No. 2020-0047**

**of**

**The Corporation of the County of Frontenac**

being a by-law to establish Tax Rates for the year 2021 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

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**Whereas** all property assessment rolls on which the 2021 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 2021 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 2021 taxation year have been set out in County of Frontenac By-law Number 2020-0046 passed by Council on the 16<sup>th</sup> day of December, 2020;

**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 By-law 2020-0049 the County of Frontenac hereby adopts the sum of \$10,996,943 as its estimate of the Property Tax Levy required during the year 2021 for the purposes of the County of Frontenac.
2. **That** for the year 2021 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 16<sup>th</sup> day of December, 2020.

Read a Third Time and Finally Passed, Signed and Sealed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
, Warden

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

\_\_\_\_\_  
By-law 2020-0047 – to establish Tax Rates for the year 2021 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  
December 16, 2020

**By-Law Number 2020-0048**

of

**The Corporation of the County of Frontenac**

being a by-law to amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) as it relates to the establishment of the Procedure By-law Review Committee

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**Whereas** Section 238(2) of the Municipal Act, 2001, S.O. 2001, c.25, as amended (the Act) provides that Council shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

**And Whereas** By-law No. 2013-0020, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings, was adopted by the Council of the Corporation of the County of Frontenac on May 15, 2013;

**And Whereas** By-law No. 2013-0020 allows Council to establish Committees, their memberships, mandates and reporting practice, with said committees forming part of By-law 2013-0020 as Schedule B;

**And Whereas** The Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020 as it relates to the establishment of a Procedure By-law Review Committee;

**Now Therefore Be It Resolved That** the Council for The Corporation of the County of Frontenac hereby enacts as follows:

1. **That** By-law 2013-0020 be amended to add Schedule B-8 attached to this by-law hereto as Appendix A;
2. **That** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 16<sup>th</sup> day of December, 2020.

Read a Third Time, Signed, Sealed and Finally Passed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
, Warden

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

**Appendix A**

**Schedule B-8 – Advisory Committee to County Council**

**Committee Name:** Procedural By-law Review Committee

**Establishment of the Committee**

- (i) The County of Frontenac Procedural By-law Review Committee shall be comprised of three (3) members of Council, appointed by County Council
- (ii) The members of the County of Frontenac Procedural By-law Review Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council;
- (iii) The County of Frontenac Procedural By-law Review Committee shall adhere to the County's Procedural By-law No. 2013-0020 and any amendments thereto, specifically Section 26 – Committees for the conduct of all Meetings.

**Mandate/Terms of Reference:**

The mandate of the Procedure By-law Review Committee ("Committee") is to conduct a comprehensive review of the County of Frontenac Procedure By-law.

**Roles and Responsibilities of Members:**

The Committee will be undertaking a review and making recommendations on the County of Frontenac Procedure By-law. Members who cannot attend a meeting must inform the Clerk's Office and may designate an alternate Councillor to attend the meeting.

**Reporting Structure:**

The Committee will report to County Council through the Reports from Advisory Committee section of the Council agenda.

**Frequency of Meetings:**

The meeting frequency for the Committee will be determined by the Committee at its first meeting.

**Staff Resources:**

The Committee will be supported by staff from the Clerk's Office and the Chief Administrative Officer.

**Composition of the Committee**

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Procedural By-law Review Committee:

- Councillor
- Councillor
- Councillor

**By-Law No. 2020-0049**

**Of**

**The Corporation of the County of Frontenac**

being a by-law to adopt the estimates for the sums required during the year 2021 for the purposes of the County of Frontenac.

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**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 2021 certain sums;

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac enacts as follows:

1. **That** the 2021 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 \$48,335,259 and estimates for expenditures in the amount of \$48,335,259 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 16<sup>th</sup> day of December, 2020.

Read a Third Time and Finally Passed, Signed and Sealed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County Of Frontenac**

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, Warden

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Jannette Amini, Clerk

**By-Law No. 2020-0050**

of

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
December 16, 2020

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**Whereas** Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other *Act*; and;

**Whereas** Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

**Whereas** Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

**Whereas** the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 16, 2020 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 16, 2020 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on December 16, 2020 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 16<sup>th</sup> day of December, 2020

Read a Third Time and Finally Passed, Signed and Sealed this 16<sup>th</sup> day of December, 2020.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
, Warden

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Jannette Amini, Clerk