



Frontenac County Council Meeting
Wednesday, May 20, 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/J3VYM2TuiqM>

Agenda

Page

Call to Order

Closed Session

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

1. Adoption of Closed Minutes of Meetings held April 8, 2020
2. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board - as it relates to mediation with the City of Kingston regarding shared services agreement

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

Approval of Addendum

Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

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- a) Minutes of Special Meeting held April 8, 2020

Resolved That the minutes of the special Council meeting held April 8, 2020 be adopted.

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- b) Minutes of Special Meeting held May 1, 2020

Resolved That the minutes of the special Council meeting held May 1, 2020 be adopted.

Deputations and/or Presentations

- a) **Mr. Howard Allen**, Allen Chartered Accountants will address County Council regarding the audit findings report for the year ended December 31, 2019
[See Recommend Reports from the Chief Administrative Officer, clause a)]

Proclamations

Move into Committee of the Whole

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

Briefings

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

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- a) **2020-045**
Corporate Services
2019 County of Frontenac Audited Financial Statements
Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services - 2019 Audited Financial Statements report;

And Further That the Council of the County of Frontenac approve the 2019 Audited Financial Statements of the Corporation of the County of Frontenac.

- b) **2020-046**
Emergency and Transportation Services
Sale of Simulation Vehicle
Recommendation

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services – Sale of Simulation Vehicle;

And Further That Council directs staff to undertake the sale of the Simulation Vehicle following the provisions of the County Procurement Policy.

- c) **Staff Briefing:** Mr. Richard Allen, Manager of Economic Development, will brief the Committee of the Whole with respect to the changes to 2020-2024 Business Plan to address changes to the local economy related to the COVID-19 Pandemic.
[See Recommend Reports from the Chief Administrative Officer, clause d)]

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- d) **2020-050**
Planning and Economic Development
Changes to 2020-2024 Business Plan to address changes to the local economy related to the COVID-19 Pandemic
Recommendation

That County Council approve changes to the Planning and Economic Development 2020-2024 business plan in response to COVID-19 as outlined in this report.

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- e) **2020-051**
Planning and Economic Development
Options to provide motorized access to the K&P Trail from Bellrock Road to Craig Road
Recommendation

Be It Resolved That access be extended for ATV use on the Frontenac K&P Trail from Craig Road south to the Verona Trailhead at Bellrock Road until November 30, 2020; and

Further that staff be directed to post “community safety zone signage” and post speed to 20 km/h; and

Further that staff report back to Council on this pilot initiative no later than Q1 2021.

- f) **2020-053**
Planning and Economic Development
Request to Declare Lands as Surplus for the Purpose of a Right-of-Way over the Frontenac K&P Trail at Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac

Recommendation

Resolved That the Council of the County of Frontenac receive the Planning and Economic Development – Request to Declare Lands as Surplus for the Purpose of a Right-of-Way over the Frontenac K&P Trail at Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac report;

And Further That in accordance with By-law 17-1995 the Council of the County of Frontenac pass a by-law later in the meeting to declare lands legally described as Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac for the purpose of granting a right-of-way over part of the former K&P right-of-way in favour of two properties identified at Part Lot 13, Concession 2, Geographic Township Hinchinbrooke, Township of Central Frontenac:

- Part 1 13R-22208 & Part 5 13R-18966; and
- Part 4 13R-18966;

And Further That Council of the County of Frontenac authorize staff to execute the necessary legal agreements to provide the above-noted legal right-of-way to the adjacent landowner subject to the following conditions:

- All surveying and legal fees be borne by the landowner;
- The right-of-way across the K&P Trail shall be surveyed to a minimum of 10 meters (33 feet) along the frontage of both lots to gain access across the trail; and
- Trail crossing be upgraded, at the expense of the applicant, to improve visibility for trail users and right-of-way users to the satisfaction of the Manager of Economic Development, or their designate.

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

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- g) **2020-055**
Planning and Economic Development
Authorization to enter into a License of Occupation Agreement with Solar Flow Through Funds to install a utility wire across the K&P Trail
Recommendation
- Be It Resolved That** Council of the County of Frontenac provide consent to Solar Flow Through Funds to install a utility wire across the K&P Trail;

And Further That the Warden and Clerk be authorized to execute a License of Occupation Agreement with Solar Flow Through Funds providing access across the K&P Trail to maintain a 250kW Solar Project located adjacent to the Trail.

Information Reports from the Chief Administrative Officer

- 70 - 77**
- a) **2020-047**
Corporate Services
2020 First Quarter Financial Summary and Outlook
- 78 - 80**
- b) **2020-048**
Corporate Services
2019 County of Frontenac Investment Report
- 81 - 83**
- c) **2020-049**
Emergency and Transportation Services
Cross-Border Billing
- 84 - 89**
- d) **2020-052**
Corporate Services
Finance – 2020 Reserve and Reserve Funds

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) **Support for Resolution asking the Ministry of Natural Resources and Forestry to provide supporting evidence prior to designating new Provincially Significant Wetlands**

Moved by: Councillor Higgins

Seconded by: Councillor Martin

Whereas many rural Ontario municipalities, including the Municipality of West Nipissing, the Village of Merrickville-Wolford and the County of Norfolk have passed resolutions asking that the Ministry of Natural Resources and Forestry respectfully review its practices and procedures to include a requirement to provide supporting evidence to impacted municipalities when designating Provincially Significant Wetlands within their boundaries;

And Whereas Frontenac County, as a rural municipality, faces the same concerns raised by these municipalities:

Now Therefore Be It Resolved That the Council of the County of Frontenac supports the resolution from the Municipality of West Nipissing in requiring that Ministry of Natural Resources and Forestry provide supporting evidence prior to designating new Provincially Significant Wetlands.

And Further That a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario, the Honourable John Yakabuski, Minister of Natural Resources and Forestry, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), the Mississippi Valley Conservation Area, the Municipality of West Nipissing, the Village of Merrickville-Wolford and the County of Norfolk.

b) **Support of Application for County of Frontenac to become a Living Wage Employer**

Moved by: Councillor Higgs

Seconded by: Councillor Doyle

Whereas the Living Wage Employer Program recognizes and celebrates employers that pay their direct and indirect employees a living wage;

And Whereas for the Kingston area, the living wage has been calculated at \$17.57/hour, as at November 2019, with the rate being reviewed annually.

And Whereas the Living Wage Employer Program has three levels of recognition:

- **Supporter:** All direct full-time employees are paid a living wage. The Employer is committed to raising the pay of all direct part-time employees to the living wage rate.
- **Leader:** All direct full-time and part-time employees are paid at the living wage rate. The Employer is committed to including living wage in service contracts for externally contracted employees that provide service on a regular basis are paid a living wage (greater than 120 hours per year).
- **Champion:** All direct full-time and part-time employees are paid at the living wage rate, and all externally contracted staff that provide service on a regular basis are paid at the living wage or the Employer has notified their intent to re-contract at the living wage rate when the contract renews.

Therefore Be It Resolved That the Council of the County of Frontenac direct staff to apply to become a living wage employer by preparing and submitting a draft Living Wage Employer Implementation Plan

And Further That a copy of this resolution be forwarded to the County's member municipalities encouraging them to become certified in the Living Wage Employer Program.

c) **Opportunities for Open Dialogue with the City of Kingston regarding shared services**

[See Communications s)]

Moved by: Councillor Higgins

Seconded by: Warden Smith

Whereas the County of Frontenac has a shared funding agreement with the City of Kingston to provide paramedic and long-term care services;

And Whereas these are vital and complex services of high priority to the community and involving the delivery of health care services with shared provincial funding;

And Whereas it is critically important that funding partners understand the management and delivery of these services across communities that are changing every year;

And Whereas the City of Kingston is seeking greater involvement and understanding in the delivery of these services;

And Whereas it is absolutely vital that partners and decision makers are well informed and understand the services they are responsible for;

Therefore Be It Resolved That the Council of the County of Frontenac host a special meeting on June 22, 2020 at 7:00 p.m. and extend an invitation to Kingston City Council to provide them with an overview of the service delivery of Frontenac Paramedics and Fairmount Home and provide Councillors with an opportunity to ask questions and provide their opinions regarding service delivery options.

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 Minister of Municipal Affairs and Housing to Heads of council regarding proposed suspension of timelines for planning matters
[Distributed to Members of County Council April 9, 2020]
- b) From the Town of Midland regarding payment of federal funds to municipalities to cover 2020 property taxes
[Distributed to Members of County Council April 9, 2020]

- c) Memo from Jannette Amini, Manager of Legislative Services/Clerk regarding COVID-19 Council Update #5
[Distributed to Members of County Council April 9, 2020]
- d) From the Township of Perth South regarding letter to Premier Ford Re: Provincially Significant Wetlands Designation
[Distributed to Members of County Council April 17, 2020]
- e) From Township of North Stormont Resolution Regarding Provincially Significant Wetlands Designation
[Distributed to Members of County Council April 17, 2020]
- f) From Township of North Dumfries Council Resolution regarding Support of Suspend Time of Use Electricity Billing
[Distributed to Members of County Council April 17, 2020]
- g) From Township of North Dumfries Council Resolution regarding Resolution regarding Support of Tourism Orientated Destination Signage Fee Increases
[Distributed to Members of County Council April 17, 2020]
- h) From the Township of Mapleton Resolution regarding the Farm Property Class Tax Rate Programme
[Distributed to Members of County Council April 24, 2020]
- i) From Wellington County providing Committee Report on the Farm Property Class Tax Rate Programme
[Distributed to Members of County Council April 24, 2020]
- j) From the Town of Gravenhurst Resolution Regarding Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services during Covid-19 Pandemic
[Distributed to Members of County Council April 24, 2020]
- k) Memo from Jannette Amini, Manager of Legislative Services/Clerk regarding COVID-19 Council Update #6
[Distributed to Members of County Council April 24, 2020]
- l) From the Office of the Mayor at the City of Hamilton Regarding Request to Regulate and Enforce Odour and Lighting Nuisances Related to the Cultivation of Cannabis Plants
[Distributed to Members of County Council May 1, 2020]
- m) From the City of Hamilton By-Law No. 20-077 To Repeal and Replace By-law No. 09-110, being a By-law to Prohibit and Regulate Certain Public Nuisances within the City of Hamilton; and to Amend By-law No. 17-225, a By-law to Establish a System of Administrative Penalties
[Distributed to Members of County Council May 1, 2020]

- n) From the Municipal Engineers Association extending the deadline for the 2020 Bursary Awards for children of municipal employees and elected official
[Distributed to Members of County Council May 8, 2020]
- o) From the Corporation of the Town of Midland Regarding Direct Payment of Federal Funds to Municipalities to Waive Property Taxes for the Year 2020 – Financial help to alleviate the suffering from COVID-19 Pandemic
[Distributed to Members of County Council May 8, 2020]
- p) From the Township of Montague Regarding Federal Assistance for Municipalities
[Distributed to Members of County Council May 8, 2020]
- q) Manual from the Federation of Canadian Municipalities Regarding Protecting Vital Municipal Services – Urgent federal recommendations to address the financial crisis in our cities and communities due to COVID-19
[Distributed to Members of County Council May 8, 2020]
- r) From the Township of North Frontenac regarding resolution for its Seniors Housing Project
[Distributed to Members of County Council May 15, 2020]
- s) Letter from Mayor Bryan Paterson, City of Kingston to Warden Smith and the Council of the County of Frontenac regarding letter of April 21, 2020
[Distributed to Members of County Council May 15, 2020]
- t) Letter from the Township of North Frontenac Regarding Framework for Reopening our Province – Residential Construction in Rural Areas
- u) Letter from the Township of North Frontenac Regarding Framework for Reopening our Province – Residential Construction in Rural Areas
[Distributed to Members of County Council May 15, 2020]
- v) From Rural Frontenac Community Services providing its Q1 for Frontenac Transportation Services
[Distributed to Members of County Council May 15, 2020]
- w) From the Township of Central Frontenac regarding resolution Reopening our Province – Residential Construction in Rural Areas
[Distributed to Members of County Council May 15, 2020]
- x) Resolution from the City of Kitchener regarding resolution Universal Basic Income
[Distributed to Members of County Council May 15, 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 c) that have been circulated to all Members of County Council and that by-laws a) through c) be read a first and second time.

b) Third Reading

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

By-Laws

- | | |
|----------------|---|
| 90 - 91 | a) To declare lands legally described as Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac surplus for the purpose of granting a right-of-way over part of the former K&P right of way
[Proposed By-law No. 2020-027] |
| 92 | b) To authorize the execution of a License of Occupation Agreement with Solar Flow Through Funds for the installation of a wire across the K&P Trail to maintain a 250kW Solar Project
[Proposed By-law No. 2020-028] |
| 93 - 94 | c) To confirm all actions and proceedings of County Council on May 20, 2020
[Proposed By-law No. 2020-029] |

Adjournment



A special meeting of the Council of the County of Frontenac was held electronically via teleconference on Wednesday, April 8, 2020 and was called to order at 9:03 a.m. Regular business commenced at 9:56 a.m.

Present in Frontenac Room: Warden Fran Smith

Present via Deputy Warden Ron Vandewal (late 9:12 a.m.), Councillors
Teleconference Ron Higgins, Denis Doyle, Bruce Higgs, Bill MacDonald, Gerry
Martin and Alan Revill

Also Present in the Frontenac Room

County:
Kelly Pender, Chief Administrative Officer
Jannette Amini, Manager of Legislative Services/Clerk

Jeff Green
Elliot Ferguson (exited the meeting at 10:05 a.m.)

Also Present via Teleconference	Gale Chevalier, Chief/Director of Emergency & Transportation Services Joe Gallivan, Director of Planning and Economic Development Alex Lemieux, Director of Corporate Services/Treasurer Susan Brant, Administrator-Fairmount Home Barb McCulloch, Director of Human Resources Richard Allen, Manager of Economic Development
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Motion #: 45-20 Moved By: Councillor Doyle
Seconded By: Councillor Higgins

1. Adoption of Closed Minutes of Meetings held December 18, 2019

2. Labour relations or employee negotiations - as it relates to attendance management
3. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board - as it relates to mediation/arbitration with the City of Kingston.
4. Personal matters about an identifiable individual, including municipal or local board employees - as it relates to the salary grids of employees of the Corporation

Carried (7:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, (7)

Nays: (0)

Absent: Deputy Warden Vandewal (count 2) (2)

The following motion was made at the commencement of the open portion of the meeting:

Motion #: 46-20 Moved By: Councillor Doyle
Seconded By: Councillor Higgs

Be It Resolved That Procedural By-law 2013-0020 be waived to have Recommend Reports from the Chief Administrative Officer, clause a) be considered at this time;

And Further That First, Second, and Third reading of proposed By-law g) 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) to allow for the electronic participation of members of council at meetings any period where an emergency has been declared be considered at this time.

Carried (9:0)
(A 2/3 Vote of Council Was Received)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (count 2) (9)

Nays: (0)

Motion 55-20 being Recommend Reports from the Chief Administrative Officer, clause a) was considered at this time.

(Please refer to pages 7 and 8)

Motion 73-20 being By-Laws – General By-laws and Confirmatory By-law, clause d) was considered at this time.

(Please refer to pages 22)

Motion #: 47-20 Moved By: Councillor Higgins
Seconded By: Deputy Warden Vandewal

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

Carried (9:0)

(A 2/3 Vote of Council Was Received)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (count 2) (9)

Nays: (0)

Report of the Committee of the Whole Closed Session

Motion #: 48-20 Moved By: Councillor Higgins
Seconded By: Deputy Warden Vandewal

Whereas, the County undertook a non-union compensation study as part of a regular market review to identify the level of compensation competitiveness to other municipalities;

And Whereas, Krecklo & Associates Inc. was retained in 2018 to complete the compensation survey for the County and compare to selected Ontario Municipalities;

And Whereas, C.P. Wilms Consulting was retained to independently evaluate identified positions at risk based on market competitiveness and ensure Pay Equity was achieved in accordance with the legislative requirements of the *Pay Equity Act*, R.S.O. 1990;

Now Therefore be it resolved that the Council of the County of Frontenac provide direction to staff to implement the following recommendations, effective July 1, 2020:

1. **That** the positions increasing in scope as per the job evaluation be moved to their new pay band;
2. **That** employees be placed upon the closest next step on the new grid that provides them with an increase effective the date of implementation;
3. **That** the positions of Communications Officer, Human Resources Generalist (x2) and Executive Assistant to the Chief Administrative Officer be permitted to progress to step 6 and 7 of their applicable band, based on achieving a rating of "model" on their performance appraisal, and at the approval of the department director and the Chief Administrative Officer;

That staff monitor and report annually to Council regarding pay equity compliance and Market Equity performance;

Carried (9:0)

(See Recorded Vote)

And Whereas access to quality emergency medical care dramatically improves the survival and recovery rate of those who experience sudden illness or injury;

And Whereas the members of paramedic services teams, engage in thousands of hours of specialized training and continuing education to enhance their life saving skills;

And Whereas the members of paramedic services teams often find themselves in dangerous and traumatic situations requiring spontaneous decision-making;

And Whereas the members of paramedic services teams provide a vital pre-hospital service to the residents of the geographic area of the County of Frontenac and the City of Kingston;

Therefore Be It Resolved That the week of May 24 to May 30, 2020 be proclaimed **Paramedic Services Week** in the County of Frontenac with the theme of **"Paramedic as Educator – Citizen Ready"** which demonstrates the important role that paramedics play as educators to the public.

Carried (9:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (count 2) (9)

Nays: (0)

Move into Committee of the Whole

Motion #: 54-20 Moved By: Councillor Revill
Seconded By: Councillor MacDonald

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

Carried (9:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (count 2) (9)

Nays: (0)

Briefings



Clerk authorized to establish Electronic Means for participation	9.3	The Clerk shall be authorized, in consultations with the Warden (or Chair) to determine the appropriate technology to provide for Electronic Means of participation in Meeting, provided that it allows for the following to occur simultaneously: a. each participant may hear any person authorized to speak, b. each participant entitled to speak may indicate to the Chair that they desire to speak, and i. provides for public access as set out in Section 9.4, if necessary.
Open Meetings	9.4	At the discretion of the Clerk, Meetings where Electronic Means are provided may not be physically opened for the public to attend. If the meeting is not physically opened to the public, the Clerk shall ensure that members of the public have a reasonable opportunity to hear all proceedings of the Meeting through Electronic Means, except for those parts of the Meeting that are closed to the public.
Voting	9.5	The Warden (or Chair) may, with the consent of the Meeting, enact such rules as may be necessary to provide for the conduct of voting in a meeting held in whole or part through Electronic Means, including the adoption of motions on unanimous consent, which rules shall supersede the rules on voting set out in section 22 of this By-law.
Recorded Vote	9.6	All votes taken during meetings held under Section 9 where the Electronic Means includes teleconference, votes shall be done through a recorded vote pursuant to procedures set out in Section 22.13
Warden to act as Chair	9.7	Despite Section 15.1, when a Council meeting is convened under Section 9, the Warden will act as Chair During Committee of the Whole
Motions to be read	9.8	Despite Section 19.11, all motions will be read during meetings held under Section 9

And Further That the remainder of By-law 2013-0020 be renumbered accordingly.

Carried (9:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (count 2) (9)

Nays: (0)

**b) 2020-028
Emergency and Transportation Services
2019 Legislated Response Time Standard Performance Plan - Reporting
to the Ministry of Health and Long Term Care (MOLTC)**

Motion #: 56-20 Moved By: Councillor Higgins
Seconded By: Deputy Warden Vandewal

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services - 2019 Legislated Response Time Standard Performance Plan Reporting to Ministry of Health and Long Term Care (MOHLTC) for information,

And Further That the 2019 Response Time Standard Performance Plan outcomes for the County of Frontenac be reported to the Director, Emergency Health Regulatory and Accountability Branch, Ministry of Health and Long Term Care as required by legislation.

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal
(8)

Nays: (0)

c) **2020-031**
Corporate Services
Authorization to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to complete a third party review of the Frontenac County Economic Development program

Motion #: 57-20 Moved By: Councillor Martin
Seconded By: Councillor Revill

Be It Resolved That the Council of the County of Frontenac receive for information the Corporate Services – Authorization to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to complete a third party review of the Frontenac County Economic Development program report;

And Further That County Council authorize the Warden and Clerk to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the

Minister of Municipal Affairs and Housing for the Municipal Modernization Program to complete a third party review of the Frontenac County Economic Development program

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal
(8)

Nays: (0)

d) 2020-032

Corporate Services

Authorization to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to review the possible cost savings in creating a One-Window Permitting System for Freight Movement in the County of Frontenac, the United Counties of Leeds and Grenville, the County of Lanark, the United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, the City of Cornwall, and the Town of Smith Falls, (“the Municipalities”)

Motion #: 58-20 Moved By: Councillor MacDonald
Seconded By: Councillor Higgs

Be It Resolved That the Council of the County of Frontenac receive for information the Corporate Services – Authorization to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to review the possible cost savings in creating a One-Window Permitting System for Freight Movement in the County of Frontenac, the United Counties of Leeds and Grenville, the County of Lanark, the United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, the City of Cornwall, and the Town of Smith Falls, (“the Municipalities”);

And Further That County Council authorize the Warden and Clerk to enter into an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to review the possible cost savings in creating a One-Window Permitting System for Freight Movement in the County of Frontenac, the United Counties of Leeds and Grenville, the County of Lanark, the United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, the City of Cornwall, and the Town of Smith Falls, (“the Municipalities”).

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (8)

Nays: (0)

**e) 2020-040
Corporate Services
Delegated Authority in absence of Council Authorization**

Motion #: 59-20 Moved By: Councillor Doyle
Seconded By: Councillor Higgins

Be it Resolved That By-law 2016-0006, being by-law to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the *Municipal Act, 2001*, the *Planning Act* and other Acts, be amended to add Schedule C as follows:

1. **That** in addition to those delegations of authority listed in Schedule B provided to the Chief Administrative Officer, the Chief Administrative Officer, or their delegate, is delegated the authority to:
 - a. approve any expenditures, enter into any agreements and/or other legal documents and incur any other liabilities which were part of the 2020 Budget;
 - b. approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted emergency expenditures related to COVID-19;
 - c. Make changes to Human Resources and Procurement policies and procedures as they pertain to staffing and operations
 - d. amend due dates for requisition from Townships of Tax levy in consultation with member municipalities and
 - e. implement matters that Council has approved subject to modification as deemed necessary to address circumstances related to COVID-19; and
2. **That** due to the cancellation of the March 18, 2020 regular Council meeting, that this delegation of authority be retroactive to March 30, 2020;
3. **That** upon the termination of this delegation of authority, the Chief Administrative Officer shall report to Council of any exercise of a power or duty delegated under this By-Law;
4. **That** the delegation of powers and authority under this By-Law will only take effect and be limited to the time that County Council is unable to hold its regular or special meetings of Council or to address time sensitive matters as a result of the COVID-19 outbreak.

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (8)

Nays: (0)

And Further That Council consider a by-law, introduced later in the meeting, to confirm 2020 the tax ratios and tax rate.

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal
(8)

Nays: (0)

j) **2019-043**
Planning and Economic Development
Extension of Approval of Draft Plan of Subdivision and Draft Plans of
Condominium – (1) 2292 Sands Road; (2) Cranberry Cove; and (3)
Johnston Point

Motion #: 65-20 Moved By: Councillor Martin
Seconded By: Councillor Revill

Resolved That the Council of the County of Frontenac receive the Planning and Economic Development - Extension of Approval of Draft Plan of Subdivision and Draft Plans of Condominium report;

And Further That the Council of the County of Frontenac extend draft plan approval to January 29th, 2021 for the following:

1. Draft Plan of Subdivision - 2292 Sands Road, Township of South Frontenac – County File #10T-2011/002;
2. Draft Plan of Condominium - Cranberry Cove, Township of South Frontenac – County File #10CD-2012/002; and
3. Draft Plan of Condominium - Johnston Point, Township of South Frontenac – County File #10CD-2014/001.

Carried (8:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal
(8)

Nays: (0)

Information Reports from the Chief Administrative Officer

a) 2020-029
Corporate Services
2019 Remuneration and Reimbursement of Expenses to Council
Members and Non-Council Appointees Report

- b) **2020-030
Corporate Services
Amend Pay Equity Plan**
- c) **2020-033
Frontenac Paramedics
Ambulance Service Review Final Report**
- d) **2020-041
Planning and Economic Development
Initial COVID-19 Response for Businesses in Frontenac County**
- e) **2020-042
Human Resources
Living Wage Employer Program**

Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Higgs

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

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

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

c) Corporate Services - Councillor MacDonald

No Report.

d) Planning and Economic Development - Councillor Revill

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

Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Councillor Revill

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

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

Councillor Doyle provided an overview of the KFL&A Public Health Board activities since the last Council meeting.

And Whereas the Verona Trailhead is the only area adjacent to the K&P Trail that allows for parking and the unloading of recreational vehicles;

And Whereas businesses in Verona are only accessible to ATV users via Highway 38 which is a busy highway;

And Whereas the Council of the County of Frontenac has received a petition from Verona District ATV Club petitioning the County to extend ATV use on the K&P Trail south of Craig Road to the Trailhead at Bellrock Road to allow ATV users to frequent businesses in Verona, including Muddy Waters, Asselstine Hardware and Toppers Gas Bar without having to use Highway 38;

Therefore Be It Resolved That staff be directed to bring back a report to Council at its May meeting with options for Council to consider in terms of allowing ATV access to the K&P Trail south of Craig Road to the Trailhead at Bellrock Road

Carried (9:0)
(See Recorded Vote)

Yeas: Councillor Doyle, Councillor Higgins, Councillor Higgs, Councillor MacDonald, Councillor Martin, Councillor Revill, Warden Smith, Deputy Warden Vandewal (Count 2) (9)

Nays: (0)

Giving Notice of Motion

- a) **Councillor Higgins** advised that he will be bringing forward a motion to the next Council meeting regarding a review of the Seniors Housing funding.
- b) **Councillor Higgs** advised that he will be bringing forward a motion to the next Council meeting regarding the County submitting an application to be considered a living wage employer.

Communications

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

- a) Kingston & Frontenac Housing Corporation February 24, 2020 Agenda Package
[Distributed to Members of County Council February 21, 2020]
- b) Letter to Minister Hardeman from the Township of Madoc expressing its support for Bill 156
[Distributed to Members of County Council February 21, 2020]
- c) Resolution from Northumberland County regarding support for Conservation Authorities
[Distributed to Members of County Council February 21, 2020]

- d) Resolution from the County of Haliburton regarding Tourism Oriented Destination Signage Fee increases
[Distributed to Members of County Council February 21, 2020]
- e) Resolution from the Township of Madoc regarding its support for 911 misdials
[Distributed to Members of County Council February 21, 2020]
- f) Resolution from the Township of Madoc regarding its support for Conservation Authorities
[Distributed to Members of County Council February 21, 2020]
- g) Resolution from the Township of Puslinch regarding support for AMO's position on Bill 132
[Distributed to Members of County Council February 21, 2020]
- h) Resolution from the Township of Puslinch regarding Support for Electronic Delegation
[Distributed to Members of County Council February 21, 2020]
- i) From the City of Vaughan acknowledging receipt of County of Frontenac Resolution supporting Conservation Authorities
[Distributed to Members of County Council February 28, 2020]
- j) From the Honourable Steve Clark, Minister of MMAH regarding the release of the Provincial Policy Statement (PPS) 2020
[Distributed to Members of County Council February 28, 2020]
- k) Petition from the Verona District ATV Club regarding to permit ATV's access on the K&P Trail between Craig Rd and Bellrock Rd
[Distributed to Members of County Council February 28, 2020]
- l) Resolution from the County of Peterborough regarding support for Bill 156 Security from Trespass and Protecting Food Safety Act
[Distributed to Members of County Council February 28, 2020]
- m) Resolution from the Municipality of South Huron regarding enforcement for safety on family farms
[Distributed to Members of County Council February 28, 2020]
- n) Letter from the Corporation of the Municipality of West Nipissing Regarding Provincially Significant Wetlands Designation
[Distributed to Members of County Council March 6, 2020]
- o) Memorandum from the Strategy Corp Regarding Frontenac Service Delivery Review
[Distributed to Members of County Council March 6, 2020]
- p) Letter from the Corporation of the Township of Tyendinaga Regarding New Business – Motion of Support for a peaceful conclusion on the ongoing rail disruptions and encouragement for ongoing discussions for a solution to the costal GasLink Project
[Distributed to Members of County Council March 6, 2020]
- q) Letter from the Town of Ajax Regarding Supporting Conservation Authorities
[Distributed to Members of County Council March 6, 2020]
- r) From the Town of Kirkland Lake regarding resolution in support of Bill 156
[Distributed to Members of County Council March 13, 2020]
- s) Request for financial support from the Food Policy Council of KFL&A
[Distributed to Members of County Council March 13, 2020]
- t) From the County of Norfolk regarding Issues respecting the mapping of

- Provincially Significant Wetlands
[Distributed to Members of County Council March 13, 2020]
- u) New Release from the CRCA regarding the 2020 Flood Outlook for Lake Ontario and the St. Lawrence River
[Distributed to Members of County Council March 13, 2020]
- v) Letter from the Corporation of the Town of Grand Valley Regarding Support of Bill 156
[Distributed to Members of County Council March 20, 2020]
- w) Letter from the Corporation of the City of Sault Ste. Marie Regarding Support for Conservation Authorities
[Distributed to Members of County Council March 20, 2020]
- x) Letter from Grey County Regarding Grey County Council Supporting 100% Canadian Wines Excise Exemption
[Distributed to Members of County Council March 20, 2020]
- y) Letter from the Town of Amaranth Regarding Resolution of Support for Conservation Authorities
[Distributed to Members of County Council March 20, 2020]
- z) Memorandum from Dr. Kieran Moore, KFL&A Medical Officer of Health regarding COVID-19 Important Updates
[Distributed to Members of County Council March 20, 2020]
- aa) Council Update #2 – COVID 19
[Distributed to Members of County Council March 20, 2020]
- ab) Letter from the Town of Grimsby Administration Regarding Suspend Time-of-Use Electric Billing
[Distributed to Members of County Council March 27, 2020]
- ac) Letter from the Municipality of Chatam-Kent Regarding Support for Ban of Single-Use Disposable Wipes
[Distributed to Members of County Council April 3, 2020]
- ad) Letter from the Municipality of Chatam-Kent Regarding Support for Legislative Changes in Bill 132
[Distributed to Members of County Council April 3, 2020]
- ae) Letter from Kingsville Ontario Regarding Kingsville Council Request for Electricity Billing Relief During Covid-19
[Distributed to Members of County Council April 3, 2020]
- af) Letter from the Municipality of Grey Highlands Regarding Support for Ministers to allow for Electronic Delegations
[Distributed to Members of County Council April 3, 2020]
- ag) Resolution from the Town of Grimsby to Suspend Time-of-Use Electricity Billing Resolution.
[Distributed to Members of County Council April 3, 2020]
- ah) From the Verona ATV Club providing additional signatures on a Petition to open up the K&P Trail to ATV's.
[Distributed to Members of County Council April 3, 2020]
- ai) Memo from Jannette Amini, Manager of Legislative Services/Clerk to Council regarding COVID 19 - Council update #4
[Distributed to Members of County Council April 3, 2020]

in the County of Frontenac, the United Counties of Leeds and Grenville, the County of Lanark, the United Counties of Prescott and Russell, United Counties of Stormont, Dundas and Glengarry, the City of Cornwall, and the Town of Smith Falls, ("the Municipalities").

[Proposed By-law No. 2020-0014]

- c) To authorize the execution of an Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Municipal Modernization Program to complete a third party review of the Frontenac County Economic Development program
[Proposed By-law No. 2020-0015]
- d) To appoint an Administrator for Fairmount Home
[Proposed By-law No. 2020-0016]
- e) To appoint a Treasurer for the County of Frontenac.
[Proposed By-law No. 2020-0017]
- f) To appoint a Deputy Treasurer for the County of Frontenac
[Proposed By-law No. 2020-0018]
- g) 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) to allow for the electronic participation of members of council at meetings any period where an emergency has been declared
[Proposed By-law No. 2020-0019]
- h) To amend By-law 2016-0006 to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the Municipal Act, 2001, the Planning Act and other Acts as it relates to Delegating additional authority to the Chief Administrative Officer during the COVID-19 Pandemic
[Proposed By-law No. 2020-0020]
- i) To authorize temporary borrowing for current expenditures for the year 2020
[Proposed By-law No. 2020-0021]
- j) 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 2020.
[Proposed By-law No. 2020-0022]
- k) To establish Tax Rates for the year 2020 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. 2020-0023]
- l) To adopt the estimates for the sums required during the year 2020 for the purposes of the County of Frontenac (2020 Budget)
[Proposed By-law No. 2020-0024]
- m) To confirm all actions and proceedings of County Council on April 8, 2020
[Proposed By-law No. 2020-0025]

Deputy Warden Vandewal excused the meeting at 11:16 a.m.



FRONTENAC



Minutes of the Special Meeting of Council May 1, 2020

A special meeting of the Council of the County of Frontenac was held in virtual electronic format, hosted at the County Administrative Office, 2069 Battersea Road, Glenburnie on Friday, May 1, 2020 and was called to order at 9:30 AM

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

Also Present **County:**
Electronically: Kelly Pender, Chief Administrative Officer
Gale Chevalier, Chief/Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Alex Lemieux, Director of Corporate Services/Treasurer
Susan Brant, Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Megan Rueckwald, Manager of Community Planning

Closed Session

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### **Approval of Addendum**

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Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Adoption of Minutes

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

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Proclamations

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## Move into Committee of the Whole

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Briefings

~~~~~

## Unfinished Business

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Recommend Reports from the Chief Administrative Officer

a) 2020-044

Office of the Chief Administrative Officer

Advocacy for Regionalized Lifting of Restrictions

Motion #: 75-20 Moved By: Councillor Doyle
Seconded By: Councillor Revill

Be It Resolved that the Office of the Chief Administrative Officer – Advocacy for Regionalized Lifting of Restrictions report be received;

And Further That County Council authorize the Warden to co-sign a letter to the Province advocating for a regionalized approach to the lifting of restrictions related to COVID-19.

Carried

Information Reports from the Chief Administrative Officer

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## Reports from Council Liaison Appointees

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Reports from External Boards and Committees

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**Report 2020-045**

**Recommend Report to Council**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** May 20, 2020

**Re: Corporate Services – 2019 County of Frontenac Audited Financial Statements**

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**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2019 Audited Financial Statements report;

**And Further That** the Council of the County of Frontenac approve the 2019 Audited Financial Statements of the Corporation of the County of Frontenac.

**Background**

The County is required to prepare financial statements, comprised of a Financial Report and a Financial Information Return, on an annual basis. The financial statements are required to be audited. Allan Chartered Accountant Professional Corporation was appointed as the County auditors for 2019.

Municipalities are required to present financial statements which comply with the requirements of the Public Sector Accounting Board Standards (PSAB). These standards require a presentation that reflects full accrual accounting.

**Comment**

The external auditor has concluded a review of the financial records of the County of Frontenac for 2019. There were no significant internal financial control deficiencies or material errors noted during the audit.

The section below provides a summary of the components of the financial statements and an explanation of any significant changes from 2018 or from the budgeted amount for 2019.

**Consolidated Statement of Financial Position**

The Consolidated Statement of Financial Position provides a snapshot of the financial assets, liabilities and municipal equity of the County of Frontenac as of December 31, 2019. The Municipal Equity as of December 31, 2019 increased compared to December 31, 2018 as a result of an increase in our net financial assets.

- **Cash/Investments:** The balance between Cash and Investments increased roughly by the net cash inflows into our reserves. Money raised between our levy, operations for the WSIB reserve, and the allocation of Municipal Modernization Funding all helped increase our cash and investment balance over 2019.
- **Accounts Receivable:** The increase in accounts receivable is directly related to an ongoing dispute with the City of Kingston and the cost sharing agreement with them. As of the reconciled costs at end of 2019, the City of Kingston would owe a total of \$601,895 between Frontenac Paramedics, Fairmount Home and interest charges from outstanding receivables.
- **Deferred Revenue – Obligatory Reserve Fund:** The increase in deferred revenue is driven by the allocation of the special Federal Gas Tax payment in 2019. The County held on to the allocation to fund future K&P Trail development and will be shown as a liability until the County performs the work on the trail in the upcoming years.
- **Long-Term Liabilities:** The decrease in long-term liabilities represent the principal paid on the debenture taken out to fund the construction of the Fairmount Home addition in 2002. The balance will continue to fall until September 2022 when the amount of the debenture will be fully repaid.

**Consolidated Statement of Operations**

The Consolidated Statement of Operations shows the revenues earned by the County of Frontenac by source, as well as the expenses incurred by business unit for 2019. Both revenue and expenses were higher in 2019 than budgeted, with the Net Revenue from Operations also coming in higher being \$2,100,286 compared to the budgeted \$780,848. Some of the major sources of the variances are explained in more detail below:

**Revenue**

Operating revenue for 2019 was \$44,706,637 compared to the budgeted amount of \$42,767,745.

- **Province of Ontario (+\$1,052,295):** Revenue received from the Province of Ontario was higher than expected due to the \$725,000 payment for the Municipal Modernization program. Provincial funding for Marine Services, grants for Economic Development through the OMAFRA Rural Economic Development

program, as well as flow through funding for Paramedic staffing at the Kingston Street Health Clinic were also above what was budgeted for. These amounts helped to offset the shortfall in regular grant funding for Fairmount Home and Frontenac Paramedics.

Commented [AL1]: Is that the right name for it?

- Other municipalities (+\$458,551): The City of Kingston's contribution per our cost sharing agreement was \$141,569 lower than budget for Fairmount Home and the contribution was \$602,749 greater for Land Ambulance, due to the higher than budgeted costs.
- Investment Income (+\$137,540): An increase in interest rate in 2019 resulted in our investment portfolio yielding a higher return than budgeted.
- Other (+\$185,583): Donations to Fairmount and contributions to resident initiatives were \$96,479 in 2019. The County also received a \$44,323 grant from the Federation of Canadian Municipalities for the Municipal Asset Management Program. Recoveries of fees from various departments would make up the remainder of the amount.

## Expense

Operating expense for 2019 was \$42,606,351 compared to the budgeted amount of \$41,986,897. Most departments came in relatively close to their budgeted amounts with a further discussion on those with higher variances below:

|                                    | Budget            | Actuals           | Variance       |
|------------------------------------|-------------------|-------------------|----------------|
| General government                 | 2,997,707         | 2,965,714         | -31,993        |
| Protection to persons and property | 8,740             | 4,306             | -4,434         |
| Transportation services            | 1,076,199         | 1,165,941         | 89,742         |
| Ambulance services                 | 18,545,230        | 19,213,836        | 668,606        |
| Health services                    | 771,315           | 771,315           | 0              |
| Social and family services         | 15,049,419        | 14,765,841        | -283,578       |
| Libraries                          | 869,132           | 876,292           | 7,160          |
| Social housing                     | 767,106           | 767,106           | 0              |
| Planning and development           | 948,804           | 1,122,699         | 173,895        |
| Other                              | 953,245           | 953,301           | 56             |
| <b>Total</b>                       | <b>41,986,897</b> | <b>42,606,351</b> | <b>619,454</b> |

- Transportation Services (+\$89,742): The variance in Transportation Services was primarily labour driven, as the costs of part-time staff, overtime, sick leave and WSIB costs all exceeded budget.
- Social and Family Services (-\$283,578): Fairmount Home was under budget on salaries and benefits, driven by some open shifts not being filled due to the Health Human Resources crisis, a year-over-year decrease in OMERS expense and medical benefits coming in under budget. Contracted services were also under budget as hydro, gas, building maintenance and legal fees all came in under budget.

Commented [AL2]: A recovery from a 1.75% increase on wages instead of the 2% estimated on the C.A. from 2017 and 2018 and downstaffing on some shifts when there are sick calls really helped wages in 2019. I'm not sure how clearly I want to spell that out.

Commented [KP3R3]: I think your wording is fine Alex. I don't want the union to see either of those.

- Paramedic Services (+\$668,606): The variance for Frontenac Paramedics is primarily driven by salaries and benefits for absences and replacement. The costs of sick leave and overtime were \$260,557 and \$105,315 over budget respectively. Cross border expenses continued to trend as an added cost for the County of Frontenac. Cross border billing, which is the net amount for calls taken by Frontenac Paramedics outside of the County compared to calls taken by other services within the County of Frontenac, exceeded the budget by \$213,000 in 2019.
- Planning and Economic Development (+\$173,895): The expenses in Planning and Economic Development came in near the budgeted amount for 2019 except for the new Frontenac County signs. The gateway signage, which had originally been planned to be installed in late 2018, were installed in early 2019. The added costs were offset by planned revenue through RED funding and a Strategic Project Reserve transfer.

## Year-End Surplus

After accounting for the budgeted transfers and allocations to reserves for the modernization funding and donations, the County had a year-end surplus of \$85,181. In accordance with the County's budget policy, that amount will be transferred to the Stabilization reserve.

## Sustainability Implications

Audited financial statements are significant to ensure accountability and transparency to citizens, and to assist municipalities with long-term and strategic planning. Financial statements are an important tool for municipal council and administration to use to report to the taxpayers on the municipal services provided with the resources at their disposal.

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

Senior Leadership Team  
Allan Chartered Accountant Professional Corporation



**Report 2020-046**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Gale Chevalier, Chief/Director  
Emergency and Transportation Services

**Date of meeting:** May 20, 2020

**Re:** **Emergency and Transportation Services - Sale of Simulation Vehicle**

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**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Emergency and Transportation Services – Sale of Simulation Vehicle;

**And Further That** Council directs staff to undertake the sale of the Simulation Vehicle following the provisions of the County Procurement Policy.

**Background**

In 2010 Frontenac Paramedics purchased one (1) 2010 International MaxxForce7 crew cab truck, fitted with an ambulance box and emergency lighting package for the purpose of Paramedic mobile simulation training.

The truck was purchased in November 2010 for \$185,919.97 and depreciated over ten (10) years. Current mileage is 17,500 km.

The estimated value of the vehicle in its present condition is \$30,000.

**Comment**

The Simulation Vehicle is no longer being utilized for Paramedic training.

Under the provisions of the County Procurement Policy, all dispositions with a value in excess of \$25,000 require the approval of County Council.

**Strategic Priorities Implications**

**Other Important and Continuing County Priorities:**

Respect the taxpayer and keep tax increases close to the rate of inflation.

**Financial Implications**

Proceeds from the sale of the vehicle will put in the vehicle reserves fund.

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

Alex Lemieux, Director of Corporate Services/Treasurer  
Marc Goudie, Deputy Chief of Performance Standards



**Report 2020-050**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Richard Allen, Manager of Economic Development

**Date of meeting:** May 20, 2020

**Re:** **Planning and Economic Development – Changes to 2020-2024 Business Plan to address changes to the local economy related to the COVID-19 Pandemic**

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**Recommendation**

**That County Council** approve changes to the Planning and Economic Development 2020-2024 business plan in response to COVID-19 as outlined in this report.

**Background**

Since the COVID-19 Pandemic has reached Canada, the response by public health officials and every level of government has been dramatic, with policy announcements and regulations in Ontario impacting first schools, then workers, residents, businesses, and travellers shortly afterwards. As the landscape continues to shift on almost a daily basis, businesses struggle to respond to evolving conditions, with many seeing an immediate and direct impact on their bottom line.

**Discussion**

Since the start of the COVID-19 Pandemic, local businesses have been forced to adapt to strict social distancing protocols or close. Many small businesses have found ways to adapt to the situation by offering delivery, online options or curbside pickup. Travel for recreational purposes such as camping or cottage rentals has been discouraged, and as the busy summer tourist season approaches, many seasonal businesses face uncertainty with respect to whether they will be permitted to open, and if so, if they will have customers willing to travel to their location. At the time of writing, the Canada/US border remains closed to non-essential travel and many of our seasonal businesses have a significant percentage of their visitor traffic arrive annually from south of the border. Through the weekly discussions with local businesses, one-on-one

communications and survey results the Economic Development Team has discovered that the business community is divided about welcoming guests from outside the KFL&A region. It is also becoming apparent that large gatherings and events will continue to be discouraged for the remainder of 2020, and with events being an important driver of visitation in our region, this will negatively impact economic activity in Frontenac further.

**Research**

The impact of COVID-19 and the public health measures taken to slow the spread of the virus on the Canadian economy is devastating.

The Conference Board of Canada reports that Canada experienced the loss of 2,000,000 jobs in April and that Ontario is expected to lose 572,000 jobs between April and June of 2020. The Canadian Federation of Independent Businesses conducted an online survey on April 23:

- 32% of Canadian businesses who have closed are unsure if they will be able to open up again
- Only 20% are fully open, 30% do not have cash flow to pay April bills and 39% are worried about permanent closure.
- The average loss to small businesses due to COVID-19 is \$214,915 so far.

With regard to Tourism, Ipsos conducted reports that indicate:

- 3 in 4 Canadians are not comfortable taking a vacation this year
- 8 in 10 Canadians are avoiding public places like malls, restaurants and coffee shops
- 42% of Ontarians are likely to avoid travel this year, even within their own province.
- 71% of Ontarians are not supportive of bringing international tourists to our province.

**Local Business Impact Surveys: Top Level Results**

Once it was clear that the province-wide state of emergency was going to be around for weeks, if not months, the Economic Development Team distributed a survey to local businesses to take the temperature of the local economy. Below is a brief summary of some of the results.

**Survey 1: March 31 to April 6, 2020 (111 responses)**

- **Impact of COVID-19 on operations:**  
53% of respondents indicated the impact is 10 out 10, meaning greatly impacted.  
73% indicated an impact of 7 or higher (including 10)
- **Business closures:**  
0% have closed permanently  
42% have closed temporarily  
25% have found alternative ways to serve their customers
- **Risk of permanent closure:**  
52% of respondents do not expect to close permanently as a result of COVID-19.  
25% are uncertain about the future of their business at this point.
- **Impact on sales:**  
62% of respondents indicated that they have decreased revenue  
39% have had bookings or orders cancelled  
22% have had challenges receiving supplies to do business with
- **Of businesses that completed cash flow projections:**  
15% were in need of immediate financial support and  
36% reported that they will have difficulty within a few months
- **Support Programs:** At the time of this survey, only a few support programs were available, but local businesses planned to make use of them immediately  
44% - Canada Emergency Response Benefit  
23% - Wage Subsidy Programs (Details not yet released)  
16% - Business Credit Availability Programs (Details not yet released)

In early May, the Economic Development Team updated and redistributed the survey to capture any economic shifts that may have occurred in the previous four weeks.

**Survey 2: May 1 to May 8, 2020 (90 responses, 55% of respondents completed Survey #1)**

- **Impact of COVID-19 on operations:**  
+ 38% of respondents indicated the impact is 10 out 10, meaning greatly impacted.  
- 76% indicated an impact of 7 or higher (including 10)
- **Business closures:**  
0% have closed permanently  
- 47% have closed temporarily  
+ 32% have found alternative ways to serve their customers
- **Risk of permanent closure:**  
+ 63% of respondents do not expect to close permanently due to COVID-19.  
+ 16% are uncertain about the future of their business at this point.

- **Impact on sales:**
  - 73% of respondents indicated that they have decreased revenue
  - 45% have had bookings or orders cancelled
  - 33% have had challenges receiving supplies
- **April 2019 Sales Comparison with April 2020**
  - 45% of respondents indicated they had decreased revenue of 50% or more
  - + 10% of respondents indicated they had **increased** revenue of 25% or more
- **Of businesses that completed cash flow projections:**
  - 5% were in need of immediate financial support and
  - 20% reported that they will have difficulty within a few months
- **Support Programs:** At the time of this survey, only a few support programs were available, but local businesses planned to make use of them immediately
  - 37% - Canada Emergency Response Benefit
  - 9% - Wage Subsidy Programs
  - 2% - Commercial Rent Assistance Program
  - 28% - Business Credit Availability Programs
- **Business Sentiment:**
  - + 17% feel more positive about the future of their business than one month ago
  - 55% feel about the same about the future of their business as one month ago
  - 28% feel less positive about the future of their business than one month ago

While the results of survey #2 are positive with respect to permanent business closures, the differences between respondents of the first and second surveys are significant enough that the data from both surveys should be considered when establishing a local context.

The economic impact with respect to sales is significant and trending in a negative direction. This trend can be expected only to worsen as many businesses in Frontenac are seasonal and the bulk of revenues take place in the second half of the calendar year. This will affect the ability for businesses to sustain employment and/or make future investments to grow and remain competitive. Those businesses who have been able to adapt to COVID-19 and the related economic shutdown have reported not only strong revenues, but additional expenses, thus narrowing profit margins considerably.

When asked what would support operations both now and in the next 6-12 months, common responses included:

- Extension of the CEWS program (which was announced by Prime Minister Trudeau on May 8, 2020) and continued availability of CERB until the economy stabilizes
- Property Tax relief
- Regional Marketing and Tourism Promotion

- Financial aid similar to the small EODP grants previously available through the Frontenac CFDC which could be used to support retooling and adaptation to a “socially distant” business model
- Support both financially and logistically with procuring PPE and cleaning/sanitizing supplies
- Several comments were made with respect to seasonal businesses being able to open and salvage some of their season. These businesses are seeking more direction and clarity from the province and public health with respect to their operations.

**Existing Federal and Provincial Support**

1. [Canada Emergency Response Benefit \(CERB\)](#): Temporary income support for individuals who stopped work due to COVID-19.
2. **Canada Emergency Business Account (CEBA)**: The CEBA is a federally funded revolving line of credit being made available to each eligible business which applies online through their primary financial institutions. CEBA funds will be available for businesses which paid an annual payroll of \$20,000 to \$1,500,000 in 2019. The intent of the funds is to cover non-deferrable costs such as payroll, rent, insurance, and utilities.
3. [Canada Emergency Wage Subsidy \(CEWS\)](#): Up to 75 per cent wage subsidy for qualifying businesses, for up to 3 months, retroactive to March 15, 2020. This will help businesses to keep and return workers to the payroll.
4. [Regional Relief and Recovery Fund](#): This new fund officially launched on May 13, 2020 and provides funding to small- and medium-sized enterprises (SMEs) that are unable to access the government’s existing support measures, and access to capital for rural businesses and communities. Applications are now being accepted under two streams:
  - a. **Regional Economy**: This stream supports provides \$213 million in support to southern Ontario SMEs that do not qualify for, or have been declined for, current Government of Canada COVID-19 relief measures.
  - b. **Community Futures**: This stream supports businesses in rural and smaller communities through additional funding for the existing Community Futures Program (CFP). In order to provide targeted assistance to the small towns and communities they serve, CFDCs, who will deliver this stream of funding, will focus on assisting “main street” businesses, such as retail shops, restaurants and corner stores, etc., and businesses of strategic importance to their communities, with loans up to \$40,000.

**An Economic Response Framework for Frontenac County**

Public Health officials have made clear that reopening the province will be a slow process, with different sectors of the economy being opened up over time while COVID-19 surveillance continues. It is important to note there is a risk of future shutdowns should another wave of the virus emerge prior to the development and distribution of an effective vaccine or treatment. At the time of writing (May 11, 2020), there are no known active cases of COVID-19 in KFL&A and no new cases have been reported for over two weeks.

The Economic Development Team has divided their response into three phases, each phase launching when the appropriate public health conditions exist. The dates outlined in this report are estimates, and can be expected to change according to provincial directions and public health conditions. It can be expected that consumer behaviour will have changed permanently in some respects, and businesses will need to continue to adapt hygiene protocols and product purchase options (curbside pickup, delivery, etc) during transition and recovery.

| <b>Phase:</b>               | <b>Peak</b>                                                                                                  | <b>Transition</b>                                                                                                                           | <b>Recovery</b>                                                                                                                                         |
|-----------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Estimated Timeframe:</b> | March – June 2020                                                                                            | July – December 2020                                                                                                                        | January 2021 and beyond                                                                                                                                 |
| <b>Conditions of Phase:</b> | <ul style="list-style-type: none"> <li>• State of Emergency in Place</li> <li>• Restricted Travel</li> </ul> | <ul style="list-style-type: none"> <li>• State of Emergency downgraded</li> <li>• Local travel, some provincial travel permitted</li> </ul> | <ul style="list-style-type: none"> <li>• State of Emergency ended</li> <li>• Domestic travel permitted, limited international travel resumes</li> </ul> |

In addition, based on survey data and national trends, staff have grouped response efforts into four action areas:

- 1. Business Support**

This action area focuses on providing local businesses with up-to-date information regarding support programs and government announcements. This information is delivered via web resources, videoconference and weekly email updates to the Frontenac Ambassador Network.

The Economic Development Team is working with partners such as the Frontenac CFDC to provide one-on-one advice regarding marketing, cash flow and business strategy in addition to providing small business loans.

- 2. Shop Frontenac**

In order to get the local economy flowing quickly, it will be important to highlight the importance of buying local to our residents. As travel will continue to be

limited, the first markets available to our businesses are our local and neighbouring communities.

### **3. Prioritize Tourism**

Tourism plays a significant role in the Frontenac economy. In January of 2020, Economic Development staff surveyed businesses and discovered that 59% of businesses benefit directly or indirectly from visitors to our region. Tourism will be one of the last industries to reopen, and the Ontario market will prove very competitive if international borders remain closed and consumers avoid air travel.

### **4. Establish Conditions for Investment and Growth**

It is important to establish momentum as investors and businesses begin to capitalize on opportunities presented in the post COVID-19 landscape in 2021. The Economic Development Team will develop programs and services to prepare Frontenac County to be “investment ready.”

Appendix A to this report outlines the tactics associated with each of the above action areas.

Due to the highly fluid nature of the COVID-19 Pandemic, and the newness of this situation, it is difficult to predict both the public health and economic trajectories associated with the crisis. It is still unknown if a ‘second wave’ of the virus may occur. Council will need to remain flexible and subsequent updates to this framework can be expected as a result of the changing conditions, evolving partnership, and new programs announced at other levels of government.

## **Changes to 2020-2024 Planning and Economic Development Business Plan**

The following changes address existing economic development and tourism projects and programs outlined in the [2020-2024 Planning and Economic Development business plan](#).

1. **Ferry by Foot Program:** Part of this program includes annual production of visitor guides. These guides will not be printed in 2020 due to the anticipated late start of the tourist season, but up-to-date material will be available online on a new visitor-focused tourism website (detailed further in this report.)
2. **Farm-to-Table Initiatives (including Open Farms):** Staff will continue to promote Farm-to-Table initiatives in 2020, including planned campaigns with Visit Kingston. The primary goal of these initiatives is to strengthen the local market for small scale producers in Frontenac who often sell directly to restaurants, retailers or residents located in the Kingston-Frontenac region. Many local producers have seen increased demand during the COVID-19 crisis, and several have had to adapt to new customers and/or new ways to deliver their products to the customer.

With respect to Open Farms, staff do not plan to host an “in-person” event as seen in 2018 and 2019. Staff will consult with our partners and discuss options to

pursue a project that follows in the spirit of the event and helps to achieve the same goals of connecting the community to farmers, land and food.

3. **Ambassador Program:** The Frontenac Ambassador program has been the main avenue for communication and provision of support to small businesses in response to COVID-19. Report 2020-041 describes a series of ongoing initiatives being undertaken through the Frontenac Ambassador program to support local businesses during this uncertain time in the global economy.

- Up-to-date Web Resource: [infrontenac.ca/covid19](http://infrontenac.ca/covid19)
- Monthly Surveys to capture data re: evolution of impact and response
- One to One Support (If appropriate - directed to CFDC)
- One to One Check in calls
- Weekly email updates
- Weekly Videoconference **Check In Calls** – Thursdays at 1:00pm

#### 4. **Accommodation Study Implementation**

The 2017 Accommodation Review and Strategy for Growth recommends that Frontenac County continue to strengthen its tourism offering by completing annual investment and marketing plans and growing the exposure of the Frontenac regional brand. The strategy also recommends that the County and Townships revisit Community Improvement Plans in order to promote investment in the accommodations sector.

By making Tourism a clear priority with updated marketing channels and by creating a regional community improvement plan in response to COVID-19, milestones associated with the Accommodations Review and Strategy for Growth will also be completed.

5. **Web Portal:** The web portal at [infrontenac.ca](http://infrontenac.ca) is a resource for businesses, visitors, and investors in Frontenac County. This site has been live since 2017 and was initially envisioned to fill a gap in online information for economic development purposes. In 2018 the county's main [website](#), was updated with much of the functionality required by the Economic Development team, and this website is now an effective platform to communicate Economic Development information. Since its launch, [infrontenac.ca](http://infrontenac.ca) has served a secondary purpose as a place to provide information with respect to tourism.

With the closure of the Land O' Lakes Tourism Association in 2018, Frontenac Economic Development has slowly begun to coordinate tourism efforts and market tourism in the region. Evolving [infrontenac.ca](http://infrontenac.ca) to a stand-alone tourism website will create a focal point for regional tourism marketing efforts, and a go-to online resource for tourists and tourism providers.

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Staff will make [InFrontenac.ca](http://InFrontenac.ca) a tourism centred website, and migrate economic development related content to [Frontenac County website](#)

#### **6. Visitor Attraction Initiatives**

The small and seasonal businesses that are the backbone of the Frontenac tourism economy are most at risk during this crisis. With travel restrictions in place, both domestically and internationally, and changing consumer attitudes towards tourism, it will be important to support this segment of the local economy with strong brand positioning and marketing tactics sensitive to consumer attitudes.

As large scale events are expected to remain limited throughout 2020, the Event Incentive program will be placed on pause.

The 2020 Frontenac Visitor Guide has been produced and printed, however the content may no longer be relevant to a post-COVID world. This content will be updated and added to the improved [Tourism website](#)

The following initiative are new additions to the 2020-2024 Business plan, emerging as a result of the COVID-19 Crisis.

#### **7. Shop Frontenac Web Marketplace**

Now, more than ever, our small businesses will rely on local residents to continue their operations. Staff plan to create a single hub to advertise local businesses and their products under the Frontenac banner. As periods of physical distancing are expected to return with subsequent waves of COVID-19, this online marketplace will promote sales both locally and further afield for many local food producers, retail businesses, artists and makers regardless of public health recommendations.

By marketing these businesses under the Frontenac banner, it will be possible to achieve more reach collectively than for each business to be advertising alone. Undertaking this initiative collectively will also allow businesses that would not have otherwise attempted e-commerce on their own, the opportunity do so with less risk and less overhead costs. During the COVID-19 Pandemic, businesses have found new clients who have never used their service before, and this project is an opportunity to further this trend. Staff anticipate this service will become a permanent fixture in support of Frontenac businesses and ambassadors even after the COVID-19 pandemic has passed.

Significant funding is available to support the development of regional online market initiatives through OMAFRA. Staff have been approached about a potential collaboration with Frontenac Ambassadors who are enthusiastic about leading the development of this marketplace.

#### **8. Community Improvement Plan**

Community Improvement Plans (CIPs) are a tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined project

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area. Section 28 of the *Planning Act* gives municipalities that have enabling policies in their official plans, the ability to prepare CIPs. Once implemented, the plan allows municipalities to provide tax assistance, grants or loans to assist with the achievement of strategic objectives associated with the improvement of lands and/or buildings within a defined Project Area. Frontenac County has the ability to create a regional CIP program that can identify the entire County as a Project Area. A review of Regional CIPs is underway and will explore best practices and options that will be brought forward at a future date. Any plan developed will engage local business and tourism stakeholders as part of the process of development.

#### **9. Adaptation, Succession Planning and Business Transition**

As business owners continue to struggle, adapt and shift with COVID-19, difficult decisions will have to be made about business strategy, succession, and business continuity. Staff propose contracting a resource in 2021 to support businesses owners in adaptation and, if necessary, to transition the business to new owners or a new ownership model. This project proposal will be brought forward as part of the 2021 Budget Process.

#### **10. Broadband**

The County needs to continue to support the EORN cellular and broadband initiatives. The pandemic has once again shone a light on the need for this vital service for businesses and families. The issue was also highlighted in the 2017 accommodation study. While the efforts of EORN mean that our region is leading Ontario in this regard and deserve our ongoing support, there may be some concurrent smaller projects that could have local impact that the County may wish to support or participate in. Physical assets such as the K&P Trail and municipal properties, including paramedic stations, fire halls and public works yards may hold value in terms of fibre access or internet points of presence (PoPs). Economic development staff will continue to look for potential projects and synergies in an effort to build upon the work of EORN.

#### **11. Regional Review of Economic Development Services**

The County was successful in its application to the Municipal Modernization Fund for a review of Economic Development service delivery in Frontenac County. This review was determine the most effective activities and collaborative structure between the County and its partners in the region. This terms of reference for this review will now consider which economic development activities will be critical for the local economy as our region emerges from COVID-19.

#### **Implications for the Frontenac K&P Trail**

In 2020, [a separate business plan](#) was developed for the Frontenac K&P Trail outlining capital and operational plans for the Trail.

During the COVID-19 Pandemic the Frontenac K&P Trail has seen record-breaking numbers of walkers, cyclists and, at times, ATV users. As one of the few recreational facilities to remain open in the region, residents from Kingston and Frontenac have

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made the K&P Trail a regular destination for recreation and relief. Staff expect that local trails will remain popular during the COVID-19 Pandemic, even as restrictions on other recreational facilities and parks are relaxed.

As such, the Frontenac Economic Development team intends to continue with plans to increase promotion of the Frontenac K&P Trail for use by individuals and small groups. These plans include the renewal of the [K&P Trail interactive map](#) and increased social media promotion focused not just on the Trail infrastructure, but on the businesses, communities and experiences located along the trail corridor.

Capital development of the 14 kilometres of K&P Trail from Sharbot Lake to Clarendon Station is also still planned to take place in 2020.

### **Conclusion**

As outlined above, the planned changes to the Economic Development Business Plan will focus Economic Development activities on efforts to create spending opportunities for small business and tourism operators while preparing to position Frontenac to support business investment, succession, and change in 2021.

As the future spread of COVID-19 is unknown at this time, it is difficult to anticipate future limitations placed on business in Frontenac. Staff expect new initiatives and opportunities to respond to COVID-19 to emerge later this year, and it can be assumed that additional initiatives will be proposed as part of the 2021 budget and business plan process.

### **Financial Implications**

The approved 2020 budget for Economic Development is sufficient to cover the costs of the planned projects with savings realized from initiatives delayed or cancelled due to COVID-19. Partnerships will be sought with Regional Tourism Organizations and other funding agencies to expand the scope and impact of each of the planned tactics.

### **Strategic Priority Implications**

**Priority 1.2:** Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.

**Priority 3.2:** Play a leadership role on communications to promote shared messaging for all regional initiatives such as economic development, tourism and lifestyle opportunities, and broadband and cell services.

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

Businesses in Frontenac County  
Joe Gallivan, Director of Planning and Economic Development  
David Millard, Manager of Information Services

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Matt Mills, Communications Officer  
Ontario Highlands Tourism Organization (RTO11)  
Southeastern Ontario (RTO9)  
Anne Prichard, Frontenac Community Futures Development Corporation  
Corey Klatt, Manager of Community Development, North Frontenac Township  
Claire Dodds, Director of Development Services, South Frontenac Township

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|                                                                                               | Phase                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response Initiative                                                                           | Peak (now)<br>May → July                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Transition (Next)<br>August → December                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Recovery<br>2021 and beyond                                                                                                                                                                                                                                                 |
| 1. <b>Support Local Businesses</b> via Frontenac Ambassador Program                           | 1. <b>Business Support</b> (via Ambassador Program) <ul style="list-style-type: none"><li>Up-to-date Web Resource: <a href="http://infrontenac.ca/covid19">infrontenac.ca/covid19</a></li><li><b>Monthly Surveys</b> to capture data re: evolution of impact and response</li><li>One to One phone calls: follow-up after survey</li><li>One to One support in collaboration with the Frontenac CFDC</li><li>Coordinated workshops and training opportunities to assist with new skills development</li><li>Weekly email updates</li><li>Weekly Videoconference <b>Check In Calls</b> – Thursdays at 1:00pm</li><li>Expand Ambassador network to ensure as many businesses as possible are connected to above resources.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                             |
| 2. <b>Shop Frontenac Initiatives</b>                                                          | 1. Frontenac Family <b>Social Media Campaign</b><br>2. Develop “ <b>Shop Frontenac</b> ” Web Marketplace<br>3. Promote Farm-to-Table initiatives <ul style="list-style-type: none"><li>Update “Farm Stories” series</li><li>Fit to farm-gate, delivery options, online markets and stores etc.<ul style="list-style-type: none"><li>Cancel Open Farms as an in-person event, consider integration with Shop Frontenac Web Marketplace</li></ul></li></ul>                                                                                                                                                                                                                                                                          | 1. Expand “ <b>Shop Frontenac</b> ” Web Marketplace <ul style="list-style-type: none"><li>Consider addition of Farmers Markets – extension</li><li>Launch social media campaign Ambassador Exposure</li><li>Collaborate with regional partners to strengthen reach (Townships, RTO’s, Kingston EcDev, Etc)</li></ul>                                                                                                                                                                                                                                                                                                     | 1. Review Web Marketplace for optimization and additional opportunities <ul style="list-style-type: none"><li>Continue marketing efforts and recruitment and training of new sellers</li></ul>                                                                              |
| 3. <b>Make Tourism a Priority</b> by elevating Destination Marketing & Development            | 1. Shift infrontenac.ca to be solely Tourism and migrate economic development content to frontenaccounty.ca<br>2. Develop “ <b>Visit Frontenac</b> ” social channels to clarify corporate messages from regional promotion<br>3. <b>Strengthen regional brand</b> by highlighting natural assets / brand elements (as appropriate to Public Health concerns)<br>4. Gather and organize assets to support future promotional campaigns (see Transition)<br>5. Establish <b>Trails Marketing Plan for 2020</b>                                                                                                                                                                                                                       | 1. <b>Develop 2021 Destination Marketing Plan</b> to position Frontenac as a ‘ <b>getaway</b> ’ destination using remodelled infrontenac.ca<br>2. <b>Implement Trails Marketing Plan</b> <ul style="list-style-type: none"><li>Integrate with 2021 Destination Marketing Plan</li></ul> 3. Create 2020 Recovery <b>marketing campaigns</b> <ul style="list-style-type: none"><li>Themes – Road Trips, Art Studios, Fishing, Cycling, Hiking, Trails, ATVs, Backcountry Camping (Content <b>must link to spending</b>)</li></ul> 4. <b>Complete planned K&amp;P construction</b> between Sharbot Lake & Clarendon Station | 1. <b>Launch</b> 2021 Destination Marketing Plan<br>2. Attract <b>regional events</b> in 2021-22 (Goal for monthly) <ul style="list-style-type: none"><li>Gravel Cycling Race, Ompah Stomp, Open Farms, Lakes &amp; Trails, Fishing Derby, Lumberjack Games, etc.</li></ul> |
| 4. <b>Establish conditions for investment and growth</b> for existing and emerging businesses | 1. Continue with planned review of regional Economic Development services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1. <b>Develop a Regional Community Improvement Program</b> to implement and attract investment in 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1. Promote and Implement Regional <b>Community Improvement Plan</b><br>2. <b>Work with CFDC to Launch a Succession Matching Service</b> to facilitate transfer of existing businesses<br>3. <b>Support Broadband Expansion</b>                                              |



**Report 2020-051**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Richard Allen, Manager of Economic Development

**Date of meeting:** May 20, 2020

**Re:** **Planning and Economic Development – Options to provide motorized access to the K&P Trail from Bellrock Road to Craig Road**

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**Recommendation**

**Be It Resolved That** access be extended for ATV use on the Frontenac K&P Trail from Craig Road south to the Verona Trailhead at Bellrock Road until November 30, 2020; and

**Further that** staff be directed to post “community safety zone signage” and post speed to 20 km/h; and

**Further that** staff report back to Council on this pilot initiative no later than Q1 2021.

**Background**

In 2016, Frontenac County Council provided direction to purchase and remediate the property at 6503 Road 38 (corner of Bellrock Road) for the purpose of developing a public trail access point. This property is located near the southern end of the village of Verona. The remediation is now complete and concept designs have been reviewed and approved. In the meantime, this site will be available for trail users to access the K&P Trail from Verona.

The section of K&P Trail that bypasses the Verona Trailhead was constructed in 2013 with support from a grant from the Trans Canada Trail organization for \$228,000, allowing for the development of the trail from Boyce Road in Hartington through to Craig Road in Verona. The trails concept plan for the K&P Trail supplied to Trans Canada Trail outlined the vision for this section of trail as a “greenway.” Greenways are trails developed exclusively for non-motorized use, with the exception of snowmobiles in the

winter. The concept describes the trail north of Craig Road as a “Yellow Trail,” for shared use between Active and Motorized users. The Trans Canada Trail, also known as [The Great Trail](#), travels through Frontenac County from east to west via the Cataraqui Trail, the K&P Trail and the Tay-Havelock Trail.

The Trans Canada Trail Organization policy dictates a preference to only fund projects with a “greenway” or active transportation focus, which this section of trail was identified as at the time of funding. Representatives from Trans Canada Trail reviewed the comments associated with a survey completed in 2017 and agreed that safety appears to be the largest concern for all trail users, however, they do not support a shift from greenway to multi-use or “yellow trail” along this section of the Great Trail. If County Council determines a permanent change of use from Bellrock Road to Craig Road a response from the Trans Canada Trail organization should be expected.

Frontenac County Council provided direction at their meeting on September 20, 2017 for staff to consult with the community about the possibility of allowing access for motorized vehicles to the K&P Trail from the Verona Trailhead location. Motorized access to the K&P Trail begins at Craig Road, but this location does not have a safe space for the parking of cars, trucks or trailers, so it will be expected to see both active and non-motorized users making use of the Verona Trailhead to start their trip.

On November 20, 2017 staff conducted an open house event in partnership with the Verona Community Association to solicit design suggestions for the Verona Trailhead as well as input in regard to the use of ATV's on the K&P Trail from Bellrock Road to Craig Road. In addition to the open house event, staff received input through survey that was open from November 1 to December 3, 2017.

Subsequently, [Report 2018-073](#) was presented to the Community Development Advisory Committee on May 10, 2018 and the following recommendation from the committee was adopted by County Council at the regular meeting held on May 16, 2018:

**2018-073**  
**Community Development Advisory Committee**  
**Motorized Vehicles on K&P Trail**

**Be It Resolved That** motorized off-road vehicles not be permitted access to the K&P Trail from Bellrock Road to Craig Road as per current policy;

**And Further That** ATV detour signage be established from the Trailhead location through the village of Verona along Road 38 to the K&P Trail intersection at Craig Road;

**And Further That** the County of Frontenac remain open to options for future access from the Verona Street portion of the K&P Trail to Road 38.

**Carried**

No further action was taken at that time.

In March of 2020, County Council received a petition from the Verona District ATV Club with approximately 500 names, requesting that ATV access to the K&P Trail be extended south to the Verona Trailhead. In response to this petition at the Special Meeting of County Council held on April 8, 2020, the following direction was provided to staff:

Motion #: 69-20      Moved By: Deputy Warden Vandewal  
Seconded By: Councillor MacDonald

**Whereas** in the fall of 2015, County Council approved the purchase of property failed tax sale property in Verona, adjacent to the K&P Trail, known now as the Verona Trailhead;

**And Whereas** ATV use on the K&P Trail is not permitted south of Craig Road

**And Whereas** the Verona Trailhead is the only area adjacent to the K&P Trail that allows for parking and the unloading of recreational vehicles;

**And Whereas** businesses in Verona are only accessible to ATV users via Highway 38 which is a busy highway;

**And Whereas** the Council of the County of Frontenac has received a petition from Verona District ATV Club petitioning the County to extend ATV use on the K&P Trail south of Craig Road to the Trailhead at Bellrock Road to allow ATV users to frequent businesses in Verona, including Muddy Waters, Asselstine Hardware and Toppers Gas Bar without having to use Highway 38;

**Therefore Be It Resolved That** staff be directed to bring back a report to Council at its May meeting with options for Council to consider in terms of allowing ATV access to the K&P Trail south of Craig Road to the Trailhead at Bellrock Road

**Carried (9:0)**

### Comment

The K&P Trail is available for motorized use in its entirety for the winter season from December 1 to March 31 each year. The snowmobile clubs patrol the trail and work with County of Frontenac staff to ensure safe use of the trails each year. During January and February of this year, the Verona Trailhead location was well used by snowmobile users to safely unload their vehicles and access the network of OFSC Trails.

In October of 2019, the County Council authorized staff to enter into a partnership agreement with the Verona District ATV Club. This club has already supported the County with regular maintenance efforts after significant storms and hosted group rides in late 2019 that have brought economic activity to the region. In addition, the club has trained trail Wardens, whose role is to educate trail users on appropriate etiquette and responsible use. The success of an open trail through the village of Verona largely depends on the ability for the ATV club to engage with trail users and ensure that motorized users interact with other users in a respectful and safe manner.

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The Verona ATV Club is requesting safe access to the K&P Trail from the Verona Trailhead for ATV users, and wish to play a stewardship role in educating ATV users on safe and respectful use of the K&P Trail, including within the Village of Verona.

Staff conducted a phone call with the Verona District ATV Club and the Verona Community Association, both of whom partner with the County on trail related initiatives. The Verona Community Association has indicated that while they support the K&P Trail and the Verona Trailhead, they do not support the idea of opening the trail to motorized use during non-winter months when there are more active users making use of the trail.

Staff from South Frontenac Township also expressed caution with regard to this proposal. Verona has been identified for residential growth, with a senior's housing project to be located adjacent to the K&P along Verona Street. This intensification of the hamlet could result in conflict between ATV's and increased activity associated with future growth.

As a result, County staff propose providing access for ATV users to the K&P Trail from the Trailhead at Bellrock Road to Craig Road for this year only. Staff will monitor activity from trail users and consult with village businesses on any impact.

As part of the proposed pilot, staff will install community safety signage visible to ATV's entering the village including a warning sign and speed limit signs to promote safe use of the K&P Trail in the village area which can be busy with pedestrians and cyclists.

Staff have also been working towards the completion of a Frontenac K&P Trail management plan and bylaw to govern use of the Trail. At this time, there are no bylaws or related fines in place to curb unsafe use of the Frontenac K&P Trail. Once passed by Council, bylaws can be enforced by the provincial police, municipal by-law officers, and authorized agents, such as trained trail wardens from local clubs.



Example of community safety signage used on the Ottawa Valley Rail Trail

### **Financial Implications**

In 2014 the Trans Canada Trail Organization provided \$228,000 in funding for trail development and bridges from Boyce Road in Hartington through Verona to Craig Road under the agreement that this portion of the K&P would remain a "Greenway." A long term change of use may result in a response from this partner.

Costs for signage will be shared with the Verona District ATV Club. The County portion of costs is available within the 2020 K&P Trail Operating budget.

**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

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

South Frontenac Township

Trans Canada Trail Ontario (The Great Trail)

Verona District ATV Club

Verona Community Association



**Report 2020-053**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Richard Allen, Manager of Economic Development

**Date of meeting:** May 20, 2020

**Re:** **Planning and Economic Development – Request to Declare Lands as Surplus for the Purpose of a Right-of-Way over the Frontenac K&P Trail at Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac**

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**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Planning and Economic Development – Request to Declare Lands as Surplus for the Purpose of a Right-of-Way over the Frontenac K&P Trail at Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac report;

**And Further That** in accordance with By-law 17-1995 the Council of the County of Frontenac pass a by-law later in the meeting to declare lands legally described as Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac for the purpose of granting a right-of-way over part of the former K&P right-of-way in favour of two properties identified at Part Lot 13, Concession 2, Geographic Township Hinchinbrooke, Township of Central Frontenac:

- Part 1 13R-22208 & Part 5 13R-18966; and
- Part 4 13R-18966;

**And Further That** Council of the County of Frontenac authorize staff to execute the necessary legal agreements to provide the above-noted legal right-of-way to the adjacent landowner subject to the following conditions:

- All surveying and legal fees be borne by the landowner;
- The right-of-way across the K&P Trail shall be surveyed to a minimum of 10 meters (33 feet) along the frontage of both lots to gain access across the trail; and

- Trail crossing be upgraded, at the expense of the applicant, to improve visibility for trail users and right-of-way users to the satisfaction of the Manager of Economic Development, or their designate.

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

### **Background**

On July 11, 2019, at the regular meeting of the Committee of Adjustment for the Township of Central Frontenac, provisional consent was granted for the creation a right-of-way over 9518 ROAD 38 to the K&P Trail to provide access to a newly expanded lot that was the subject of a lot addition application (B-09-19-HI Lot Addition and B-10-19-HI Right-of-Way). A condition of provisional consent for the newly expanded lot and the retained lot (both to the east of the K&P Trail and inaccessible without crossing the trail) was the requirement for legal needed access. The applicants are seeking an easement over the K&P Trail to satisfy Condition 3 of the approval which included the following provision:

**“That approval for deeded access across the K&P trail be obtained from the County of Frontenac prior to the stamping of the deeds for the right-of-way to be created through application B-10-19-HI.”**

On April 28, 2020, County staff were approached by the property owner with respect to establishing deeded access across the K&P Trail. The applicants are requesting that an easement for a right-of-way be established across Part 2 on R-Plan 13R-22208 to provide access to the two lots to the east of the trail identified as Part 1 13R-22208 & Part 5 13R-18966 and Part 4 13R-18966 on the attached reference plan.

### **Comment**

County Council, at its regular meeting held September 17, 2014, passed a County of Frontenac Land Use Policy which established a decision making framework for Council, staff and other stakeholders to ensure that the most efficient and least intrusive measure is applied to requests for use of lands owned by the County. The above request falls within the jurisdiction of the Land Use Policy and the right-of-way agreement will be on title for the subject properties that will benefit from the easement.

The proposed location of the right-of-way is an established trail crossing. Following the lot addition application, staff note that it is the intent of the property owners of the newly expanded lot and the retained lands to continue to access the properties through a shared driveway. While staff have no objection to the use of a shared driveway, to staff's knowledge there is no legal shared driveway established. As such, staff recommend that the right-of-way proposed in this request be extended an additional distance to a minimum frontage of 10 meters (33 feet) abutting the lot to the south (Part 4 13R-18966). This will ensure that should the property owners have a dispute in the future, that there is enough frontage along each property to achieve safe access.

Staff have consulted with the applicant with respect to the proposed easement and have indicated that the existing access currently used should be modified to improve visibility between trail users and use of the right-of-way, including enhancements to visibility. It is a requirement that these upgrades be completed prior to the registration of the easement.

Staff are seeking authorization of council for the Warden and Clerk to establish a legal trail crossing with deeded access on title for the two properties to the east of the trail.

**Strategic Plan Alignment**

**Priority 1** Get behind plans that build community vitality and resilience in times of growth and change.

1.2 Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.

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.

**Financial Implications**

The applicant will be responsible for all legal fees incurred with respect to the creation of the right-of-way access across the Frontenac K&P Trail.

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

Township of Central Frontenac

**Attachments**

Attachment 1 – Reference Plan 13R-22208

Attachment 2 – Map



**Report 2020-055**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Richard Allen, Manager of Economic Development

**Date of meeting:** May 20, 2020

**Re:** **Planning and Economic Development – Authorization to enter into a License of Occupation Agreement with Solar Flow Through Funds to install a utility wire across the K&P Trail**

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**Recommendation**

**Be It Resolved That** Council of the County of Frontenac provide consent to Solar Flow Through Funds to install a utility wire across the K&P Trail;

**And Further That** the Warden and Clerk be authorized to execute a License of Occupation Agreement with Solar Flow Through Funds providing access across the K&P Trail to maintain a 250kW Solar Project located adjacent to the Trail.

**Background**

On Tuesday, May 5, 2020 a representative of Solar Flow Through Funds submitted a request for approval to install a utility line across the Frontenac K&P Trail. Solar Through Funds and their respective subcontractors have also been crossing the K&P Trail on a pre-existing lane to conduct their installation.

**Comment**

County Council, at its regular meeting held September 17, 2014 passed a County of Frontenac Land Use Policy which was established to provide a decision making framework for Council, staff and other stakeholders to ensure that the most efficient and least intrusive measure is applied to requests for use of lands owned by the County. The above request can be accommodated through License of Occupation which falls within the jurisdiction of Section 2 of the Land Use Policy as noted below.

| Method                       | Time Period                                                                     | Examples                                                                                                                                                     | Conditions                                                                                                                                    | Approval Authority | Transferable                                                            |
|------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------|
| <b>License of Occupation</b> | Generally for a period up to three years<br>In any case, not more than 21 years | Water line under property for a temporary period<br>Fence encroachment<br>Well installation<br>Property access while a permanent access is being constructed | Pre and post inspection + periodic compliance inspections<br>Proof of insurance<br>Legal Survey<br>Signed agreement<br>Taxes in good standing | Council approval   | Not as of right, but with County permission<br>Not past original length |

Commented [AT1]:

Once authorized staff will complete a License of Occupation agreement with respect to the installation request and to grant future access across the trail for the purpose of maintaining the solar facility.

#### Alignment with Strategic Priorities

**Priority 1** Get behind plans that build community vitality and resilience in times of growth and change.

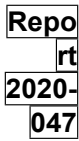
- 1.2 Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.
- 1.3 Pursue proactive planning approaches that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development.

#### Financial Implications

The applicant will be responsible for all legal fees incurred with respect to the creation of the right-of-way access across the Frontenac K&P Trail.

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

None



**FRONTENAC**



**Coun**

**cil Information Report**

**To:** Warden and Council

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

**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer

**Date of meeting:** May 20, 2020

**Re: Corporate Services – 2020 First Quarter Financial Summary and Outlook**

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**Recommendation**

This report is for information purposes only.

**Background**

The County of Frontenac financial summary for the first quarter of 2020 is attached.

**Comment**

The County of Frontenac declared a state of emergency on March 26, 2020 in response to the COVID-19 outbreak. Starting in March, the County of Frontenac has responded with initiatives involving increased expenses on staffing, personal protective equipment, and other safety measures to address the health concerns caused by the pandemic and facilitate social distancing. The Province has provided some direction in terms of incremental funding, though the amount to be received is still largely unknown.

The revenues and expenses incurred in 2020 will differ from what was budgeted and the financial performance from the first quarter of 2020, which was mostly before the COVID-19 outbreak, is likely not indicative of how the County of Frontenac will finish 2020. This information report will provide an update on our first quarter financial performance, as well as a separate section providing an outlook for the remainder of 2020.

**Revenue**

The revenue for the first quarter has come in close to what was budgeted through the first 3 months of the year.

- User Charges were \$18,848 over the year-to-date budget. Frontenac Paramedics provided coverage for the Tim Hortons' Brier and for Kingston Frontenac OHL games. These events brought in \$24,517 in unanticipated revenue and were offset by added staffing costs as the revenue received is based on cost recovery.

- The amounts received for Federal and Provincial grants have been close to what was expected through March. Timing differences to budget related to the MTO Ferry subsidy accounted for a \$91,482 shortfall in the year-to-date budget, although this amount will be reconciled against the expenses incurred at year-end.

**Expenses**

Expenses for 2020 were below what was budgeted for through the first three months of the year. Council passed the 2020 budget on April 8 and many expenditures originally planned for early 2020 were put on hold until after the budget was passed.

**Salaries and Benefits**

- Travel advisories starting in February, which developed into travel bans by March, caused a change in behaviour as staff took less vacation and banked overtime through the first three months of the year than usual. This resulted in lower staffing costs for replacement of staff on vacation and benefits in lieu. The savings here are temporary since vacation is allotted on an annual basis and we will see a higher portion of staff taking vacation days later in the year.
- Due to circumstances caused by the COVID-19 pandemic, Frontenac Paramedics allowed staff to defer taking their banked statutory holidays for 2019 by March 31, 2020 to December 31, 2020. This also resulted in additional temporary savings in payouts, replacement costs and associated benefits.
- The amount paid to OMERS has been under-budget by \$40,853. This is partially due to the lower replacement costs indicated above, but we also have lower uptake in the pension plan amongst part-time employees than was anticipated. There should be some savings in our pension contributions that will be realized this year.

**Materials**

- Timing of estimates for purchases resulted in the variances for materials. While materials required to directly support operations continued to be purchased, many expenses for building upkeep and computer hardware/software were deferred until the budget was passed.
- Travel costs, training costs and conferences were \$30,000 under budget through the first three months of the year. These costs are likely to remain under budget for 2020 given the current restrictions around travel.

**Contracted Services**

- Timing of estimates for purchases has also resulted in variances for contracted services. Purchases of contracted services for vehicle and building maintenance were lower than expected the first three months of 2020, though the total expense for the year is still anticipated to be near the budgeted amount for the year.
- Insurance costs have been incurred for 2020 and are \$25,139 over budget and \$50,968 higher than 2019.
- Expenses for special projects and WSIB insurance exceeded the budgeted amounts by \$70,262 and \$135,151 respectively, though these expenses will be covered by transfers from various reserves.



Fairmount Home has responded by adding shifts to part-time lines to maintain essential duties for resident care. The additional shifts were required for Registered Nurses, Registered Practical Nurses, Environmental Services and a new classification of Resident Aide to maintain resident care. Assuming all shifts are able to be filled, the total hours added are 759 per week and the estimated cost per month is \$132,994. However, the realized cost impact to date has been below that, as Fairmount Home is experiencing ongoing challenges to fill all of its rotations for Registered Practical Nurses and Environmental Services.

The Ministry of Health COVID-19 Outbreak Guidance for Long-Term Care Homes mandated physical distancing of greater than 2 metres for residents during communal dining. To facilitate implementation of this directive 30 bed side tables and plastic dividers were purchased for \$19,200. Personal protective equipment purchases to date are estimated at \$24,850 including face shields, respirator masks, gowns, thermometers, probe covers and fit test equipment for medical masks.

The Ministry of Long-Term Care has made two payments of \$37,500 to cover costs incurred in March and April 2020. On May 7, 2020, a funding formula was shared with long-term care homes to provide monthly funding for May based on a \$12,000 base allocation and \$25,600 or \$200 per beds. There is also additional formula based funding available for homes during a COVID-19 outbreak within the home. The funding received for May 2020 is \$37,600.

Frontenac Paramedics have been assisting with the COVID-19 assessment centre located at Kingston Memorial Centre. Staff have been performing patient assessments and vital signs. Paramedics have also been completing some in-home swabbing of patients who are unable to travel to the Assessment Centre, at the request of public health. The incremental costs to staff the assessment centre are estimated to be \$26,767 per month.

The costs of sick time are also anticipated to increase, as all employees showing symptoms associated with COVID-19 will not be permitted to work as a precautionary measure to reduce any risk of community spread. It is estimated that the impact of the increased sick time and self-quarantining would be an increase of 15% in sick costs or \$10,824 per month.

From March 23 through to April 15, 2020 \$65,035 was spent on personal protective equipment. 22% of our total calls have been screened as possible COVID-19 cases, which requires added precautions and PPE to be worn. Given our historical call volumes and assuming the rate of COVID-19 screened calls remain the same, it is estimated that the monthly additional costs of personal protective equipment will be \$13,297 per month.

There have also been increases in other supplies to support operations within social distancing, such as conference calling to facilitate remote meetings and additional software to support office staff working from home.

The funding for paramedic services is uncertain at this point, as no allocation has been provided. In the 2020 Provincial Economic and Fiscal Update from the Minister of Finance, an additional \$80M was pledged for ambulance and paramedic services and \$75M to supply personal protective equipment to front-line staff was committed provincially, although there is no indication what portion of that would flow through to

Frontenac Paramedics. Frontenac Paramedics could also see funding from KFL&A Public Health to offset the costs of the paramedics used to staff the assessment centre, though no formal agreement has been entered into as of yet.

## **Corporate Services and Planning and Development**

There have been increases in costs as Corporate Services and Planning and Development staff have been instructed to work from home when operationally possible. Conference calling to facilitate remote meetings and additional software and hardware purchases have been required to support office staff working from home.

As of May 8, 2020, \$5,533 had been incurred in incremental costs to facilitate staff working from home. There has been high level discussions that some of these expenses may be eligible for provincial funding, though nothing official has been confirmed.

## **Marine Services**

As a social distancing measure, the Howe Islander Ferry has stopped selling tickets as of March 2020. Ticket sales averaged \$14,000 per month in 2019, though the amount collected since the pandemic would likely have been lower due to directives from public health to shelter in place.

The added costs to Marine Services have been minimal. Some added costs have been incurred related to signage to communicate Transport Canada directives relating to reduced capacity on the ferry.

## **Strategic Plan Implications**

The mission of Frontenac County is “the effective, efficient and sustainable delivery of services to citizens”. Increasing demand for services, inflationary, contracted and mandated costs, plus new government policies and regulations, can cause pressure for budget increases. By publishing the quarterly financial report, the County ensures that the council and public is aware of the costs incurred by the County in relationship to the budget at a given point in time during the year. This enables the County to be accountable for its revenues and expenditures and ensures respect for the taxpayer. The quarterly financial report assists with the goal of the Strategic Plan “to anchor the County’s activities in the municipality’s mission and vision, adapt to the latest evidence and best practices, and respond effectively to circumstances”.

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

Senior Leadership Team  
Phil Piasetzki, Deputy Treasurer  
Kathie Shaw, Senior Financial Analyst

| <div>  <div> <b>County of Frontenac</b><br/> County of Frontenac<br/> For period ending March 31, 2020 </div> </div> |                   |                   |                   |                 |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-----------------|-----------------|
|                                                                                                                                                                                                       | 2020              | 2020              | March             | YTD             | Total Annual    |
|                                                                                                                                                                                                       | Budget            | YTD Budget        | YTD Actual        | Variance        | Spent           |
|                                                                                                                                                                                                       | \$                | \$                | \$                | \$              | %               |
| Operating Revenue                                                                                                                                                                                     |                   |                   |                   |                 |                 |
| Taxation from Other Governments                                                                                                                                                                       | 70,000            |                   |                   |                 |                 |
| User Charges                                                                                                                                                                                          | 3,568,107         | 959,276           | 978,124           | 18,848          | 27.41%          |
| Payments in Lieu of Taxes                                                                                                                                                                             | 42,897            |                   |                   |                 |                 |
| Federal and Provincial                                                                                                                                                                                | 16,302,874        | 4,059,258         | 3,975,549         | (83,709)        | 24.39%          |
| Provincial Offences Net Revenue                                                                                                                                                                       | 136,321           | 34,080            | 32,397            | (1,683)         | 23.77%          |
| Investment Income                                                                                                                                                                                     | 140,000           | 82,750            | 31,713            | (51,037)        | 22.65%          |
| Other                                                                                                                                                                                                 | 739,206           | 40,176            | 155,811           | 115,635         | 21.08%          |
| Transfers from Obligatory Reserve                                                                                                                                                                     | 878,884           |                   |                   |                 |                 |
| Transfers from Reserve                                                                                                                                                                                | 379,638           | 18,874            | 67,937            | 49,063          | 17.90%          |
| <b>Total Operating Revenue</b>                                                                                                                                                                        | <b>22,257,927</b> | <b>5,194,414</b>  | <b>5,241,531</b>  | <b>47,117</b>   | <b>(23.55%)</b> |
| Operating Expense                                                                                                                                                                                     |                   |                   |                   |                 |                 |
| Salaries & Benefits                                                                                                                                                                                   | 30,253,695        | 7,303,693         | 7,024,901         | -278,792        | 23.22%          |
| Materials                                                                                                                                                                                             | 3,416,707         | 686,145           | 498,833           | -187,312        | 14.60%          |
| Contracted Services                                                                                                                                                                                   | 7,909,040         | 2,136,831         | 2,138,964         | 2,133           | 27.04%          |
| Rents & Financing                                                                                                                                                                                     | 226,777           | 71,596            | 62,845            | -8,751          | 27.71%          |
| External Transfers                                                                                                                                                                                    | 151,361           | 25,276            |                   | -25,276         |                 |
| Depreciation                                                                                                                                                                                          | 1,832,291         | 455,903           | 427,922           | -27,981         | 23.35%          |
| Reserve Transfers                                                                                                                                                                                     | 1,715,762         | 5,862             | 13,417            | 7,555           | 0.78%           |
| Unapproved Projects                                                                                                                                                                                   |                   |                   |                   |                 | #DIV/0!         |
| <b>Total Operating Expense</b>                                                                                                                                                                        | <b>45,505,633</b> | <b>10,685,306</b> | <b>10,166,882</b> | <b>-518,424</b> | <b>22.34%</b>   |
| Net Municipal Contribution                                                                                                                                                                            | 23,247,706        | 5,490,892         | 4,925,351         | -565,541        | 21.19%          |
| LESS: Depreciation                                                                                                                                                                                    | (1,832,291)       | (455,903)         | (427,922)         | 27,981          | (23.35%)        |
| Net Municipal Contribution LESS Depreciation                                                                                                                                                          | 21,415,415        | 5,034,989         | 4,497,429         | -537,560        | 21.00%          |
| City of Kingston                                                                                                                                                                                      | -10,896,201       | -2,652,578        | -2,480,700        | 171,878         | 22.77%          |
| <b>County Contribution - Operating</b>                                                                                                                                                                | <b>10,519,214</b> | <b>2,382,411</b>  | <b>2,016,729</b>  | <b>-365,682</b> | <b>19.17%</b>   |
| Capital Revenue                                                                                                                                                                                       | 1,269,922         | 143,154           |                   | (143,154)       |                 |
| Capital Expense                                                                                                                                                                                       | 1,559,429         | 1                 |                   | -1              |                 |
| Net Capital Expense                                                                                                                                                                                   | 289,507           | -143,153          |                   | 143,153         |                 |
| City of Kingston - Capital                                                                                                                                                                            | -248,040          | -62,010           | -45,103           | 16,907          | (18.18%)        |
| <b>County Contribution - Capital</b>                                                                                                                                                                  | <b>41,467</b>     | <b>-205,163</b>   | <b>-45,103</b>    | <b>160,060</b>  | <b>108.77%</b>  |
| County Contribution - Debenture                                                                                                                                                                       | 210,295           | 84,819            | 78,501            | -6,318          | 37.33%          |
| <b>Total Requisition</b>                                                                                                                                                                              | <b>10,770,976</b> | <b>2,262,067</b>  | <b>2,050,127</b>  | <b>-211,940</b> | <b>19.03%</b>   |

| <div>  <div> <b>County of Frontenac</b><br/>                     Fairmount - County<br/>                     For period ending March 31, 2020                 </div> </div> |                   |                  |                  |                 |                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------|------------------|-----------------|-----------------|
|                                                                                                                                                                                                                                                              | 2020              | 2020             | March            | YTD             | Total Annual    |
|                                                                                                                                                                                                                                                              | Budget            | YTD Budget       | YTD Actual       | Variance        | Spent           |
|                                                                                                                                                                                                                                                              | \$                | \$               | \$               | \$              | %               |
| Operating Revenue                                                                                                                                                                                                                                            |                   |                  |                  |                 |                 |
| User Charges                                                                                                                                                                                                                                                 | 3,287,280         | 814,849          | 822,103          | 7,254           | 25.01%          |
| Federal and Provincial                                                                                                                                                                                                                                       | 6,360,243         | 1,573,596        | 1,617,097        | 43,501          | 25.43%          |
| Other                                                                                                                                                                                                                                                        | 113,893           | 27,678           | 29,500           | 1,822           | 25.90%          |
| Transfers from Reserve                                                                                                                                                                                                                                       | 38,873            |                  |                  |                 |                 |
| <b>Total Operating Revenue</b>                                                                                                                                                                                                                               | <b>9,800,289</b>  | <b>2,416,123</b> | <b>2,468,700</b> | <b>52,577</b>   | <b>(25.19%)</b> |
| Operating Expense                                                                                                                                                                                                                                            |                   |                  |                  |                 |                 |
| Salaries & Benefits                                                                                                                                                                                                                                          | 11,221,821        | 2,652,673        | 2,475,253        | -177,420        | 22.06%          |
| Materials                                                                                                                                                                                                                                                    | 1,174,179         | 316,729          | 220,676          | -96,053         | 18.79%          |
| Contracted Services                                                                                                                                                                                                                                          | 1,340,496         | 437,769          | 314,217          | -123,552        | 23.44%          |
| Depreciation                                                                                                                                                                                                                                                 | 579,939           | 142,814          | 145,370          | 2,556           | 25.07%          |
| Reserve Transfers                                                                                                                                                                                                                                            | 137,036           |                  |                  |                 |                 |
| Unapproved Projects                                                                                                                                                                                                                                          |                   |                  |                  |                 | #DIV/0!         |
| <b>Total Operating Expense</b>                                                                                                                                                                                                                               | <b>14,453,471</b> | <b>3,549,985</b> | <b>3,155,516</b> | <b>-394,469</b> | <b>21.83%</b>   |
| Net Municipal Contribution                                                                                                                                                                                                                                   | 4,653,182         | 1,133,862        | 686,816          | -447,046        | 14.76%          |
| LESS: Depreciation                                                                                                                                                                                                                                           | (579,939)         | (142,814)        | (145,370)        | (2,556)         | (25.07%)        |
| Net Municipal Contribution LESS Depreciation                                                                                                                                                                                                                 | 4,073,243         | 991,048          | 541,446          | -449,602        | 13.29%          |
| City of Kingston                                                                                                                                                                                                                                             | -2,723,148        | -680,787         | -579,890         | 100,897         | 21.29%          |
| <b>County Contribution - Operating</b>                                                                                                                                                                                                                       | <b>1,350,095</b>  | <b>310,261</b>   | <b>-38,444</b>   | <b>-348,705</b> | <b>2.85%</b>    |
| Capital Revenue                                                                                                                                                                                                                                              | 71,015            | 143,154          |                  | (143,154)       |                 |
| Capital Expense                                                                                                                                                                                                                                              | 334,878           |                  |                  |                 |                 |
| Net Capital Expense                                                                                                                                                                                                                                          | 263,863           | -143,154         |                  | 143,154         |                 |
| City of Kingston - Capital                                                                                                                                                                                                                                   | -227,717          | -56,928          | -40,604          | 16,324          | (17.83%)        |
| <b>County Contribution - Capital</b>                                                                                                                                                                                                                         | <b>36,146</b>     | <b>-200,082</b>  | <b>-40,604</b>   | <b>159,478</b>  | <b>112.33%</b>  |
| County Contribution - Debenture                                                                                                                                                                                                                              | 210,295           | 84,819           | 78,501           | -6,318          | 37.33%          |
| <b>Total Requisition</b>                                                                                                                                                                                                                                     | <b>1,596,536</b>  | <b>194,998</b>   | <b>-547</b>      | <b>-195,545</b> | <b>0.03%</b>    |

| <div>  <div> <b>County of Frontenac</b><br/> FPS - County<br/> For period ending March 31, 2020 </div> </div> |                   |                  |                  |                |                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------|------------------|----------------|-----------------|
|                                                                                                                                                                                                | 2020              | 2020             | March            | YTD            | Total Annual    |
|                                                                                                                                                                                                | Budget            | YTD Budget       | YTD Actual       | Variance       | Spent           |
|                                                                                                                                                                                                | \$                | \$               | \$               | \$             | %               |
| Operating Revenue                                                                                                                                                                              |                   |                  |                  |                |                 |
| User Charges                                                                                                                                                                                   |                   |                  | 24,517           | 24,517         | #DIV/0!         |
| Federal and Provincial                                                                                                                                                                         | 9,056,509         | 2,264,130        | 2,228,402        | (35,728)       | 24.61%          |
| Other                                                                                                                                                                                          |                   |                  | 3,291            | 3,291          | #DIV/0!         |
| Transfers from Reserve                                                                                                                                                                         | 125,285           |                  |                  |                |                 |
| <b>Total Operating Revenue</b>                                                                                                                                                                 | <b>9,181,794</b>  | <b>2,264,130</b> | <b>2,256,210</b> | <b>(7,920)</b> | <b>(24.57%)</b> |
| Operating Expense                                                                                                                                                                              |                   |                  |                  |                |                 |
| Salaries & Benefits                                                                                                                                                                            | 15,822,376        | 3,839,431        | 3,771,046        | -68,385        | 23.83%          |
| Materials                                                                                                                                                                                      | 1,057,078         | 281,070          | 242,287          | -38,783        | 22.92%          |
| Contracted Services                                                                                                                                                                            | 1,530,607         | 453,901          | 497,891          | 43,990         | 32.53%          |
| Rents & Financing                                                                                                                                                                              | 226,527           | 71,570           | 62,842           | -8,728         | 27.74%          |
| Depreciation                                                                                                                                                                                   | 883,312           | 220,827          | 196,295          | -24,532        | 22.22%          |
| Reserve Transfers                                                                                                                                                                              | 883,794           |                  |                  |                |                 |
| Unapproved Projects                                                                                                                                                                            |                   |                  |                  |                | #DIV/0!         |
| <b>Total Operating Expense</b>                                                                                                                                                                 | <b>20,403,694</b> | <b>4,866,799</b> | <b>4,770,361</b> | <b>-96,438</b> | <b>23.38%</b>   |
| Net Municipal Contribution                                                                                                                                                                     | 11,221,900        | 2,602,669        | 2,514,151        | -88,518        | 22.40%          |
| LESS: Depreciation                                                                                                                                                                             | (883,312)         | (220,827)        | (196,295)        | 24,532         | (22.22%)        |
| Net Municipal Contribution LESS Depreciation                                                                                                                                                   | 10,338,588        | 2,381,842        | 2,317,856        | -63,986        | 22.42%          |
| City of Kingston                                                                                                                                                                               | -8,173,053        | -1,971,791       | -1,900,810       | 70,981         | 23.26%          |
| <b>County Contribution - Operating</b>                                                                                                                                                         | <b>2,165,535</b>  | <b>410,051</b>   | <b>417,046</b>   | <b>6,995</b>   | <b>19.26%</b>   |
| Capital Revenue                                                                                                                                                                                | 618,907           |                  |                  |                |                 |
| Capital Expense                                                                                                                                                                                | 644,551           |                  |                  |                |                 |
| Net Capital Expense                                                                                                                                                                            | 25,644            |                  |                  |                |                 |
| City of Kingston - Capital                                                                                                                                                                     | -20,323           | -5,082           | -4,499           | 583            | (22.14%)        |
| <b>County Contribution - Capital</b>                                                                                                                                                           | <b>5,321</b>      | <b>-5,082</b>    | <b>-4,499</b>    | <b>583</b>     | <b>84.55%</b>   |
| County Contribution - Debenture                                                                                                                                                                |                   |                  |                  |                | #DIV/0!         |
| <b>Total Requisition</b>                                                                                                                                                                       | <b>2,170,856</b>  | <b>404,969</b>   | <b>412,547</b>   | <b>7,578</b>   | <b>19.00%</b>   |



**Report 2020-048**

**Council Information Report**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** May 20, 2020

**Re: Corporate Services – 2019 County of Frontenac Investment Report**

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**Recommendation**

This report is for information purposes only.

**Background**

On January 20, 2016, County Council adopted By-law 2016-001, a By-law to adopt an investment policy and is attached as Appendix A that outlines objectives, standards of care, and investment parameters to be considered when investing any surplus funds retained by the County. The policy requires that the Treasurer report to Council annually on investment activities as per the requirements under Ontario Regulation 438/97.

After County staff conducted a competitive process to identify an investment management firm, Council passed by-law 2016-026 to authorize a contract be undertaken with Johnson, Johnston and MacRae (JJM) Investment Management services.

**Comment**

2019 saw a flat yield curve – Interest rates for short-term deposits were roughly the same as longer-term deposits. As such, the bank rate (2.2%) or the rate on our high interest savings account (2.415%) often exceeded what was offered for medium-term bonds with up to 5 years to maturity. The County decided to take funds due from their bonds maturing in 2019 and excess cash in the investment accounts to reinvest them at

the bank rate. Interest earned on bank balances are not included in the investment yield figures below.

The following transfers took place in 2019:

- \$216,000 from the Federal Gas Tax Reserve investment account was moved to the Federal Gas Tax bank account
- \$400,000 from the Capital Reserve investment account were moved to the Capital Reserve bank account in October
- \$533,000 from the Joint FPS Reserve investment account was moved to the bank account in December
- \$933,000 was moved from the General Bank Account to the High Interest Savings Account in December

The Performance benchmark identified in the Investment Policy suggests that the investment yield should be higher than the rate given by the County's bank. The interest on bank balances in 2019 was 2.2%. The return on the investment portfolio for 2019 was 1.86%.

| <b>2019 Aggregated Investment Return - All Accounts</b> |                        |                      |                |
|---------------------------------------------------------|------------------------|----------------------|----------------|
| <b>Fund</b>                                             | <b>Average Balance</b> | <b>Net Income</b>    | <b>Percent</b> |
| Capital                                                 | \$ 965,234.00          | \$ 17,776.33         | 1.84%          |
| General                                                 | \$ 6,242,386.00        | \$ 118,045.56        | 1.89%          |
| Joint FPS                                               | \$ 673,498.00          | \$ 11,028.74         | 1.64%          |
| Fed Gas Tax                                             | \$ 45,571.00           | \$ 811.13            | 1.78%          |
| <b>Total</b>                                            | <b>\$ 7,926,689.00</b> | <b>\$ 147,661.76</b> | <b>1.86%</b>   |

The portfolio underperformed the bank rate largely due to medium-term investments made 2-3 years ago when interest rates were considerably lower and the bank rate was under 1%. It should be noted that the County would not have been able to exceed the bank rate the past few years without having made these investments, and that those investments will help the County exceed the benchmark rate going forward with the recent change in interest rates.

#### 2020 Outlook

The global financial situation has quickly changed as a result of the COVID-19 outbreak in 2020. Short-term interest rates have decreased and our bank rate, which was 2.2% as of the end of 2019, has dropped to 0.7%. The return on the High Interest Savings Account has dropped from 2.415% to 0.915%. The return on the Investment Portfolio will likely exceed the benchmark rate in 2020, but be below the return for 2019.

Short-term bond rates have remained in the 1.5% range. In April 2020, the County transferred \$600,000 of the money used to increase its bank balance in 2019 to short-term bonds due in September 2020 yielding 1.61%.

All investments were made in accordance with the County's investment policies and goals.

**Sustainability Implications**

Governance – appropriate stewardship of County resources.

**Financial Implications**

Investment returns for 2019 as listed above.

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



**Report 2020-049**

**Council Information Report**

**To:** Warden and Council

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

**Prepared by:** Gale Chevalier, Chief/Director Emergency and Transportation Services

**Date of meeting:** May 20, 2020

**Re:** **Cross-Border Billing**

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**Recommendation**

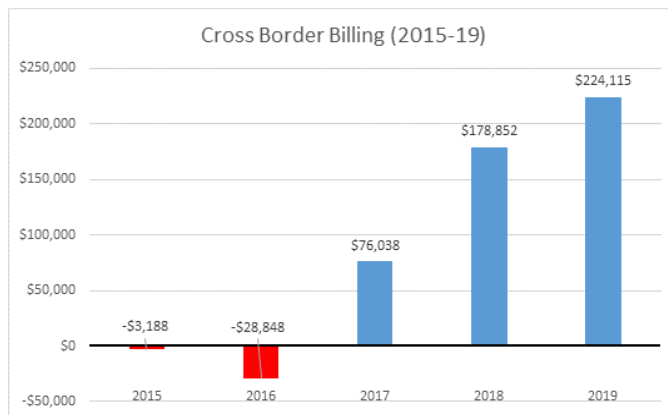
This report is for information purposes only.

**Background**

Ambulance Service in Ontario is seamless, meaning that the closest available ambulance is dispatched to a call, regardless of the municipality that ambulance belongs to.

The County of Frontenac has cross-border billing agreements with Lennox and Addington, Leeds Grenville, Lanark, Hastings and Prince Edward Counties. These agreements allow the municipalities to recover costs for ambulance services provided in each other's boundaries under specified circumstances.

Prior to 2016, Frontenac was usually a receiver of more cross-border dollars than it owed to other services. Since 2017 there has been a shift and now Frontenac is paying its neighbours significantly more dollars in annual cross-border billing (see graph below).



### Comment

There are several reasons for this shift in cross-border billing dollars:

- Kingston General Hospital is the tertiary care centre for our region. Vehicles from other municipalities transport patients to Kingston General Hospital and then are dispatched on calls within our area as they attempt to travel back to their own region.
- Lennox and Addington County's station in Loyalist Township began full operations 24 hours per day on June 29, 2016. Prior to the opening of this station, Frontenac responded to the majority of calls in Amherstview and Odessa. L&A is now closer to these calls from the Loyalist Station. As well, when our west-end crews are not at the station, Loyalist is closer to many of these calls than our downtown crews.
- Frontenac Paramedics has seen an increase in call volume of 6% in 2017, 9.5% in 2018 and 2% in 2019. An eight (8) hour resource was added in July 2017, continued through 2018, with an additional four (4) hours added in January 2019, bringing staffed hours back to 2013 levels.
- Much of the increase in call volumes has occurred in the west end. The call volume in the west increased 11% in 2017, 14% in 2018 and 5% in 2019.

While neighbouring municipalities are now receiving more dollars from cross-border billing, they have concerns about their ability to service their own regions. For this reason, in late 2019 all our neighbouring municipalities implemented deployment plans dictating that their vehicles will not respond to lower priority calls in Frontenac's area if there are any Frontenac vehicles available or on a meal break. While this may result in some decrease in cross-border dollars owed by Frontenac to its neighbours, it is anticipated this will further increase the call volume of Frontenac's own resources. This will delay response times, increase Unit Hour Utilization (UHU) and will result in rural resources being pulled into the city more frequently. In addition, due to the increased call volume we have experienced an increase in shift over-run and meal premiums.

These numbers are also expected to increase if Frontenac Paramedics continue to respond to more calls without increased resources.

**Strategic Priority Implications**

Explore new funding sources and invest wisely in critical long-term infrastructure

- Develop plans within a changing legislative and service delivery landscape to provide additional facilities for Frontenac Paramedics that will effectively meet steadily growing demand for services and accommodate more paramedic training

Other Important and Continuing County Priorities

- Respect the tax payer and keep tax increases close to the rate of inflation
- Continually improve customer and financial services

It will be important to monitor the impact of our neighbours' deployment changes and the increasing call volume on the cross-border billing numbers. We must continue to evaluate current and future station locations and staffing levels to evaluate impact on response times and UHU.

**Financial Implications**

The County of Frontenac paid \$224,115 in cross border billing in 2019.

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

Alex Lemieux, Director of Corporate Services/Treasurer



**Report 2020-052**

**Information 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:** May 20, 2020

**Re: Corporate Services – Finance – 2020 Reserve and Reserve Funds**

**Recommendation**

This report is for information purposes only.

**Background**

Council adopted a Reserve and Reserve Fund Policy in May 2015, which aligned the requirements and long term direction of Council.

Reserve and Reserve funds are defined in six categories:

1. Operating Reserves
2. Capital Reserves
3. Levy Stabilization Reserves
4. Strategic Project Reserves
5. External Agency Reserves
6. Restricted Reserves

**Comment**

Council maintained its commitment to the Reserve and Reserve Fund Policy during its 2019 budget deliberations.

**Operating Reserves:** The operating reserves are built up to fund ongoing operations and planned expenditures which may vary from year to year (such as Workplace Safety and Insurance Board (WSIB) or severance costs), or may occur on a cycle of every few years. These reserves provide funding for County activities, such as asset condition assessments, compensation reviews, actuarial assessments, etc. which occur on an intermittent basis.

- The balance on WSIB reserves continued to increase for two of the three business units as the budgeted premiums for WSIB exceeded the costs incurred to manage claims.
- The amount received for the Ontario Municipal Commuter Cycling Program (OMCCP) was moved out of reserve and into deferred revenue. Any eligible expenses will be applied out of deferred revenue until December 2020.
- The Sustainability Reserve continues to support planning initiatives in the County, as funding for the Population Projections and Communal Services Study were withdrawn from the reserve in 2019.

|                                        | Opening Balance  | Closing Balance  | Net Change     |
|----------------------------------------|------------------|------------------|----------------|
| <b>Operating Reserves</b>              |                  |                  |                |
| Working Fund Frontenac                 | 1,220,799        | 1,220,799        | 0              |
| Joint FPS Severance Reserve            | 226,990          | 263,107          | 36,117         |
| FMT Operating Reserve                  | 62,854           | 115,120          | 52,266         |
| FMT Severance Reserve                  | 49,504           | 80,615           | 31,111         |
| FRC Sustainability (Land-Use) Reserve  | 218,746          | 190,044          | -28,702        |
| FRC Operating Reserve                  | 9,440            | 9,302            | -138           |
| Joint FPS WSIB Reserve                 | 1,031,510        | 1,558,207        | 526,697        |
| Ferry WSIB Reserve                     | 63,566           | 23,771           | -39,795        |
| Corporate WSIB Reserve                 | 0                | 16,892           | 16,892         |
| Community Development Reserve          | 35,000           | 34,241           | -759           |
| Ontario Commuter Cycling Reserve       | 101,911          | 0                | -101,911       |
| <b>Total Operating Reserve Balance</b> | <b>3,020,320</b> | <b>3,512,098</b> | <b>491,779</b> |

**Capital Asset Management Reserves:** The capital asset management reserves are used to fund the replacement of long-lived equipment, vehicles, and buildings. A portion of the loan repayment for Fairmount's Auditorium rebuild comes from these reserves as well.

**Caution:** The Capital Asset Management Reserves are below the amount recommended by Public Sector Digest in their 2014 Asset Management Review.

However, the current plan of a .65% increase per year (2019 was year five of ten) including the potential for borrowing in the land and building assets category will be monitored. As the Capital Asset Management Reserve does not currently anticipate the acquisition of any new capital assets, ongoing monitoring is required.

Frontenac Paramedic Services has replaced their carbon monoxide gas detectors, stair chairs, three ambulances and two command vehicles in 2019. As of 2019, the Joint Reserves were sufficiently funded based on the projected future expenditures and contributions.

|                                                | Opening Balance  | Closing Balance  | Net Change     |
|------------------------------------------------|------------------|------------------|----------------|
| <b>Asset Replacement</b>                       |                  |                  |                |
| FRC Capital Replacement                        | 2,543,045        | 2,764,793        | 221,748        |
| FRC Ontarians with Disabilities                | 100,000          | 110,000          | 10,000         |
| FMT Capital Replacement                        | 883,988          | 910,647          | 26,659         |
| FMT Capital Reserve Fund (Rebuild)             | 1,075,617        | 970,183          | -105,434       |
| JOINT FPS Vehicle Replacement                  | 537,883          | 592,117          | 54,234         |
| JOINT FPS Equipment Replacement                | 997,625          | 1,307,123        | 309,498        |
| <b>Total Asset Replacement Reserve Balance</b> | <b>6,138,159</b> | <b>6,654,863</b> | <b>516,705</b> |

**Stabilization Reserve:** The 2019 surplus of \$85,181 was allocated to the Stabilization Reserve. Expenses offset by the Stabilization Reserve in 2019 included the ORH Paramedic Resource Study and the Joint Admin Task Force Building Review for a total of \$78,638. A further \$22,137 was contributed to the Stabilization Reserve as the County WSIB reserve repaid an amount owing following the departure fee owed to the WSIB when switching over to a Schedule 2 employer.

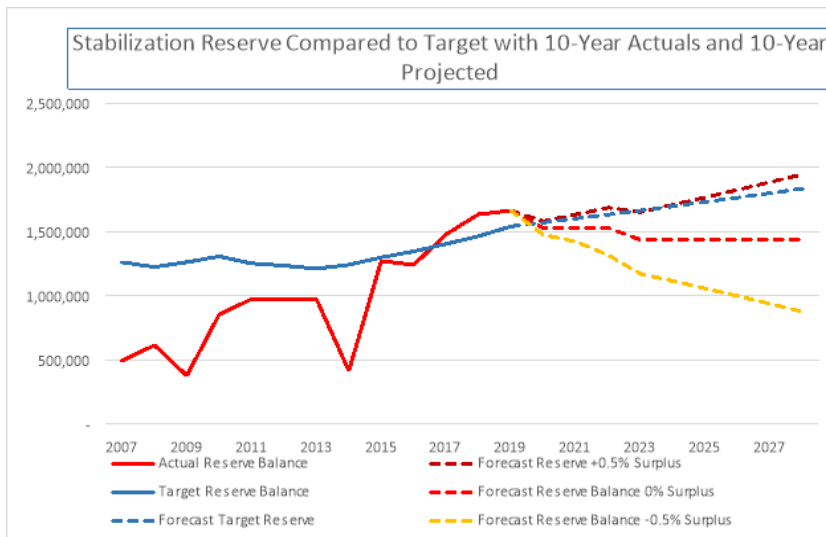
**Caution:** As of 2019, the Stabilization Reserve is below the amount recommended by the 2013 KPMG Service Delivery and Organization review<sup>1</sup> (recommendation #21, pg. 11 and 102). KPMG's recommendation was for a stabilization reserve equivalent to 10% of the budgets for Frontenac Paramedics and Fairmount Home, or approximately \$3.4M for 2020.

Subsequently the reserve level was reduced by County Council to recognize the fiscal realities of meeting that goal and the addition of the dedicated 0.65% annual increase for capital replacement. The County's reserve policy in 2015 adopted a more conservative target for its stabilization reserve of 15% of the municipal levy, or approximately \$1.6M for 2020.

In light of current circumstances and continued pressures, it will likely be below that amount in 2020 and beyond. The graph below compares the targeted reserve balance set in our reserve policy in blue to our forecasted actual balance.

<sup>1</sup> Link to KPMG Report: [Link Here](#)

Looking ahead, Council has committed \$16,000 for Seniors Transportation and \$120,000 for Frontenac Paramedic Services training in 2020, as well as \$139,750 for EORN in 2022-23 from the Stabilization Reserve. We would require an average of a 0.5% surplus per year to keep pace with the reserve requirements. This forecast does not include directly include any projection as to what may needed to mitigate added expenses related to COVID-19.



**Strategic Regional:** This reserve will continue to be used for the projects identified by Council in 2015, which include Waste Management, Seniors Housing and Seniors Transportation. The \$500,000 allocation to Economic Development has been used up as of the end of 2019 through the Rural Economic Development program with the remainder transferred over to the Community Development Reserve. The \$80,000 remaining for Seniors Transportation will be used to partially offset the \$96,000 to fund Frontenac Transportation Services in 2020.

The \$725,000 received from the Province of Ontario as Municipal Modernization Funding in 2019 has been allocated to the Strategic Project Reserve. The initiatives approved by Council in 2019 have been included in the chart below.

| Strategic Project Reserve (20-90-91000-31009) - By Project (As of December 31, 2019) |                     |                  |                 |
|--------------------------------------------------------------------------------------|---------------------|------------------|-----------------|
|                                                                                      | Original Allocation | Allocation Spent | Remaining       |
| <b>2015 Allocation</b>                                                               |                     |                  |                 |
| Waste Management Planning                                                            | \$ 100,000.00       | \$ 73,473.40     | \$ 26,526.60    |
| Seniors' Housing                                                                     | \$ 1,400,000.00     | \$ 380,781.07    | \$ 1,019,218.93 |
| Seniors' Transportation                                                              | \$ 100,000.00       | \$ 20,000.00     | \$ 80,000.00    |
| Economic Development                                                                 | \$ 500,000.00       | \$ 500,000.00    | \$ -            |
| <b>2019 Allocation - Modernization Funding</b>                                       |                     |                  |                 |
| Long-Term Care Review                                                                | \$ 70,000.00        | \$ -             | \$ 70,000.00    |
| EORN Cell Gap Project                                                                | \$ 250,000.00       | \$ -             | \$ 250,000.00   |
| Communications/Engagement Tool                                                       | \$ 25,000.00        | \$ -             | \$ 25,000.00    |
| Regional Roads Needs Update                                                          | \$ 40,000.00        | \$ -             | \$ 40,000.00    |
| Scheduling Software                                                                  | \$ 40,000.00        | \$ -             | \$ 40,000.00    |
| Continuous Improvement/Planning Intern                                               | \$ 90,000.00        | \$ -             | \$ 90,000.00    |
| Administaion Facility Architectual                                                   | \$ 100,000.00       | \$ -             | \$ 100,000.00   |
| Communal Services Implementation                                                     | \$ 50,000.00        | \$ -             | \$ 50,000.00    |
| Energy Conservation and Demand Management                                            | \$ 30,000.00        | \$ -             | \$ 30,000.00    |
| EOWC - Eastern Ontario Initiatives                                                   | \$ 25,000.00        | \$ -             | \$ 25,000.00    |
| Municipal 511                                                                        | \$ 5,000.00         | \$ 3,845.77      | \$ 1,154.23     |
| Total Balance Remaining on Committed Projects                                        |                     |                  | \$ 1,846,899.76 |
| 2019 Ending Reserve Balance                                                          |                     |                  | \$ 2,252,601.04 |
| Difference (Unallocated to Specific Projects)                                        |                     |                  | \$ 405,701.28   |

There is currently \$405,701 unallocated to any specific projects. This amount could be allocated to any project which Council deems to be a strategic initiative. Staff will continue to monitor the budget impacts of COVID-19 and provide recommendations as soon as possible.

#### Sustainability Implications

Governance – appropriate stewardship of County resources.

#### Financial Implications

The following table reflects the 2019 audited year end balances:

#### 2019 Reserve and Reserve Funds

**Commented [AL1]:** Is COVID response a strategic initiative? Just a thought on where we might be able to pull some funds to offset added costs.

**Commented [KP2R2]:** Agreed. You reference it below, but worth mentioning here so that Council doesn't think it is available. It was also one of the potentials for the K&P trail land acquisition.

|                              | 2019 Actual (\$)  | Target Balance                                             |
|------------------------------|-------------------|------------------------------------------------------------|
| Operating Reserves           | 3,512,098         | Meets current requirements                                 |
| Capital Asset Reserves       | 6,654,863         | Underfunded - Ongoing review and annual allocation         |
| External Agency Reserves     | 448,275           | Meets current requirements                                 |
| Strategic Regional Reserves  | 2,252,601         | Meets current requirements                                 |
| FRC Stabilization Reserves   | 1,662,624         | Meets current requirements - Review for future commitments |
| Legally Restricted Reserves  | 246,708           | Meets current requirements                                 |
| Federal Gas Tax Reserve Fund | 907,757           | Meets current requirements                                 |
| <b>Total</b>                 | <b>15,684,927</b> |                                                            |

\*25% of the total reserve balance is held jointly with the City of Kingston for Land Ambulance and Fairmount Home.

From a policy perspective, it is likely that there will be a shortfall between the added expenses relating to the COVID-19 response for the services the County provides and the external funding received to offset those expenses. We do not have a specific reserve or allocation to offset those added costs, although it is difficult to predict at this time the full financial impact.

In terms of adjusting reserve targets, no changes are recommended in Reserves and Reserve Funds at this time. A COVID-19 response fund may be recommended at a later date once more is known about the funding receivable and the magnitude of the costs incurred.

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

Frontenac Paramedics

Fairmount Home

Planning and Economic Development

**By-Law No. 2020-0027**

**Of**

**The Corporation of the County of Frontenac**

Being a by-law to declare lands legally described as Part Lot 13,  
Concession 2, Geographic Township of Hinchinbrooke, Township of  
Central Frontenac surplus for the purpose of granting a right-of-way over  
part of the former K&P right of way

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**Whereas** pursuant to County of Frontenac By-law No. 17-1995 which establishes procedures governing the sale of real property;

**And Whereas** Section 2(a) requires that prior to the sale of any real property Council shall pass a by-law or resolution at a meeting open to the public to declare the real property to be surplus;

**And Whereas** Section 3(a) requires that notice to the public of a proposed sale of real property shall be given prior to the date of sale by publication in a newspaper that is, in the Clerk's opinion, of sufficiently general paid or unpaid circulation within the municipality to give the public reasonable notice of the sale;

**And Whereas** the Council for the Corporation of the County of Frontenac considers it desirable and expedient to declare lands legally described as Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac surplus for the purpose of granting a right-of-way over part of the former K&P right of way to Mr. Brown subject to the following conditions:

- All surveying and legal fees be borne by the landowner

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac does hereby declares the following:

1. **That** lands legally described as Part Lot 13, Concession 2, Geographic Township of Hinchinbrooke, Township of Central Frontenac be declared surplus for the purpose of granting a right-of-way over part of the former K&P right of way subject to the following conditions:
  - All surveying and legal fees be borne by the landowner;
  - The right-of-way across the K&P Trail shall be surveyed to a minimum of 10 meters (33 feet) along the frontage of both lots to gain access across the trail; and

- Trail crossing be upgraded, at the expense of the applicant, to improve visibility for trail users and right-of-way users to the satisfaction of the Manager of Economic Development, or their designate.
- 2. **That** pursuant to By-law No. 17-1995, third reading of this by-law be given at the June 17, 2020 County Council meeting to accommodate public notice requirements;
- 3. **That** this by-law shall come into force and take effect upon the date of final passing.

Read a first and second time this 20<sup>th</sup> day of May, 2020.

Read a third time, signed, sealed and finally passed this 17<sup>th</sup> day of June, 2020.

**The Corporation of the County of Frontenac**

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Frances Smith, Warden

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Jannette Amini, Clerk

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By-law No. 2020-0027 – To declare lands legally described as [description] surplus for the purpose of granting a right-of-way over part of the former K&P right of way  
June 17, 2020

Page 2 of 2

**By-Law Number 2020-0028**

**of**

**The Corporation of the County of Frontenac**

being a by-law to authorize the execution of a License of Occupation Agreement with Solar Flow Through Funds for the installation of a wire across the K&P Trail to maintain a 250kW Solar Project

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**Whereas** Sections 5 of the *Municipal Act, 2001*, as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

**Whereas** the County of Frontenac wishes to enter into a License of Occupation Agreement with Solar Flow Through Funds for the installation of a utility wire across the K&P Trail to maintain a 250kW Solar Project;

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

1. **That** the Warden and Clerk are hereby authorized to enter into a License of Occupation Agreement with Solar Flow Through Funds for the installation of a utility wire across the K&P Trail to maintain a 250kW Solar Project;
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of May, 2020.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of May, 2020.

**The Corporation of the County of Frontenac**

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Frances Smith, Warden

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Jannette Amini Clerk

**By-Law No. 2020-0029**

**of**

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
May 20, 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 May 20, 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 May 20, 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 May 20, 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 20<sup>th</sup> day of May, 2020

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of May, 2020.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
Frances Smith, Warden

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Jannette Amini, Clerk