




Special Council Meeting
Wednesday, October 14, 2020 – 6:00 p.m.
Meeting to be held in Virtual Electronic Format,
and live streamed on the County of Frontenac's YouTube
Channel
<https://youtu.be/QR8FczkiNU>

AGENDA

Page

Call to Order

Adoption of Agenda

- a) **Be It Resolved That** Procedural By-law 2013-0020, section 7.5 be
 **A** waived to permit Other Business to be added to the agenda to consider
a motion regarding the change of location of the October 21, 2020
regular Council meeting and the October 20 & 21, 2020 Committee of
the Whole Budget Deliberations, and as amended be adopted.

Disclosure of Pecuniary Interest and General Nature Thereof

Eastern Ontario Regional Network Cell Gap Coverage Project

- a) **Ms. Lisa Serverson**, EORN Communications/Stakeholder Relations
Officer will provide all Member Councils with an overview of the Cell
Gap Coverage project

Joint Service Delivery Review of the Frontenac Municipalities

- a) **Consultant Briefing:** Mr. John Matheson and the team from Strategy
Corp. will provide the Joint Councils with a briefing on the Joint Service
Delivery Review.
- b) **2020-093**
Office of the Chief Administrative Officer
Joint Service Delivery Review by Strategy Corp.

Recommendation:

Be It Resolved that the Office of the Chief Administrative Officer – Joint
Service Delivery Review by Strategy Corp. report be received;

And Further That the report of Strategy Corp. be received;

3 - 5

And Further That each municipal Council review the opportunities in greater detail and provide direction to their Chief Administrative Officers regarding their intent to participate in potential opportunities and that this input be circulated to all municipalities at their earliest opportunity.

And Further That County Council request County staff to work with the partner municipalities staff to provide an implementation strategy, for the potential opportunities that could include the County, to a joint session of the Frontenac municipalities in the first quarter of 2021.

Other Business

- a) **Change in location of the October 21, 2020 County Council meeting
And October 20 & 21, 2020 County Budget meeting**



Be It Resolved That the location of the regular meeting of County Council scheduled for October 21, 2020, and the Committee of the Whole 2021 budget deliberations scheduled for October 21 & 21, 2020 be moved from the County Administration Offices to the Township of South Frontenac Council Chamber, 4432 George Street, Sydenham

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-law a) that has been circulated to all Members of County Council and that by-law a) be read a first and second time.

- b) Third Reading

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

.1 By-Laws

- a) Confirmatory By-law
[Proposed By-law No. 2020-0040]

Adjournment



Report 2020-093

Council Recommend Information Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Prepared by: Cheryl Robson, Chief Administrative Officer, Township of North Frontenac
Cathy MacMunn, Chief Administrative Officer/Clerk, Township of Central Frontenac
Neil Carbone, Chief Administrative Officer, Township of South Frontenac
Darlene Plumley, Chief Administrative Officer, Township of Frontenac Islands
Kelly Pender, Chief Administrative Officer

Date of meeting: October 14, 2020

Re: **Office of the Chief Administrative Officer – Joint Service Delivery Review by Strategy Corp.**

Recommendation

Be It Resolved that the Office of the Chief Administrative Officer – Joint Service Delivery Review by Strategy Corp. report be received;

And Further That the report of Strategy Corp. be received;

And Further That each municipal Council review the opportunities in greater detail and provide direction to their Chief Administrative Officers regarding their intent to participate in potential opportunities and that this input be circulated to all municipalities at their earliest opportunity.

And Further That County Council request County staff to work with the partner municipalities staff to provide an implementation strategy, for the potential opportunities that could include the County, to a joint session of the Frontenac municipalities in the first quarter of 2021.

Background

At its regular meeting held November 20, 2019, County Council authorized staff to participate in a joint submission of an expression of interest to the Municipal Modernization Program with the member municipalities in Frontenac for a service delivery review focused on taking a regional approach in reviewing operational services to identify efficiencies and best use of limited resources.

The expression of interest to the Municipal Modernization Program for this Joint Service Delivery Review was successful, with Strategy Corp being retained for the project.

Comment

All aspects of the municipalities' administration and operations were included in the scope of work, with the exception of social and health services, such as Paramedic Services, Library, and Long-Term Care. The primary focus of this service delivery review was to understand, identify, and evaluate opportunities to achieve a more efficient and effective regional service delivery model across the Frontenac municipalities without compromising customer/taxpayer services.

The process began with interviews of each municipalities CAOs and members of Council to carry out a current state review and opportunity identification. Interviews were then completed of each municipality's Senior Leadership Team in order to gain a deeper understanding of their service lines, challenges, opportunities and other relevant information related to their departments. Following this, mid-level managers, supervisors, and high performing staff participated in scope workshops within their respective municipalities to look at opportunity identification and validation, issues and implementation, which then drove individual interviews with select members of the Municipal Senior Management Teams to look deeper into those identified opportunities.

Through the creation of 64 different service profiles and organization-wide profiles for all municipalities, as well as benchmarking, over 150 potential improvement opportunities were identified spanning the entire organizations. From these 150 potential improvements, ten overarching areas comprised of multiple initiatives were identified as high-priority, those being:

1. Enhanced Collaboration on Roads and Bridges
2. Fire Services
3. Waste Management
4. Coordinating Building and Septic Services
5. Coordinating By-law Services
6. Collaborative Procurement
7. Integrated Digital Strategy
8. Policy & Process Harmonization: Development Services
9. Coordinating Legal Services
10. Human Resources Coordination

The report from Strategy Corp. details the potential benefits and considerations of each of these initiatives and is attached to this report as Appendix A, which will be presented fully to the joint Councils at the meeting.

It should be noted that throughout the process, a working group comprised of the CAOs and Treasurers of each municipality worked with Strategy Corp, including participating in weekly update meetings, to ensure that support for the project, and its identified improvement opportunities was obtained across all 5 Frontenacs. All 5 CAOs support the final report of Strategy Corp and the improvement opportunities presented in principle, and are committed to continue working together to refine these recommendations further for Councils' consideration.

The next step for the project is the evaluation of each opportunity, more clearly identify operational impacts and recommend implementation strategies and resources needs for each potential project before bringing forward implementation plans for the various opportunities to commensurate with their urgency or potential impact.

Strategic Priority Implications

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

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

Financial Implications

The Township of South Frontenac received a Provincial grant in the amount of \$150,000, with each participating municipality agreeing to split equally costs for the engagement which were over and above the value of the grant. The cost of the contract was \$201,043 + HST.

Should the staff recommendation be approved an implementation plan can be developed for some or all of the opportunities identified in the report.

Organizations, Departments and Individuals Consulted and/or Affected

Member Municipalities
Strategy Corp.

By-Law No. 2020-0040

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
October 14, 2020

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 special meeting held on October 14, 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 special meeting held on October 14, 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 special meeting held on October 14, 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 14th day of October, 2020

Read a Third Time and Finally Passed, Signed and Sealed this 14th day of October, 2020.

The Corporation of the County Of Frontenac

Frances Smith, Warden

Jannette Amini, Clerk