



Committee of the Whole Meeting

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

Monday, October 25, 2021 – 9:00 a.m.

<https://youtu.be/LQg8RwzHalk>

and Tuesday, October 26, 2021 - 9:00 a.m.

https://youtu.be/ldQ_RAGMpOA

Frontenac Council Chamber,
Frontenac Room, County Administrative Building
2069 Battersea Road, Glenburnie

AGENDA

Page

1. **Call to Order**
2. **Adoption of Agenda**
 - a) **Resolved That** the agenda for the October 25 and 26, 2021 meeting of the Committee of the Whole be approved.
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Deputations and/or Presentations**
5. **Reports**
 - a) **2021-096**
2022 Draft Budget
Business Plans and Project Proposals

4 - 7

Departmental Business Plans and Project Proposals can be found at <https://www.frontenacounty.ca/2022BusinessPlans>. The 2022 Draft Budget, Budget Challenges, and the 2022 Budget Context containing the draft tax rate increases can be found under the Financial Services tab.

Monday, October 25

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

9:30 a.m. Human Resources

10:30 a.m. Break

10:45 a.m. Frontenac Municipal Information Services
11:00 a.m. Frontenac Paramedics
12:00 p.m. Lunch
12:30 p.m. Planning and Economic Development

Tuesday, October 26

9:00 a.m. K & P Trail
9:30 a.m. Legislative Services
10:00 a.m. Continuous Improvement and GIS
10:15 a.m. Finance
10:30 a.m. Break
10:45 a.m. Fairmount Home

11:30 a.m. Deliberations

Recommendation:

That the Council of the County of Frontenac receive 2022 Draft Budget - Business Plans and Project Proposals Report;

And Further That Council approve the 2022-2026 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2022 Draft Budget deliberations:

General

- Development Charge Study

Fairmount Home

- Recreationist – Part-time (PT4)

Frontenac Paramedic Services

- 10-Year Paramedic Master Plan Budgeting
- Stretcher Oxygen Mount

Planning and Economic Development

- County-Wide Community Improvement Plan Study
- Natural Heritage Study Update

Legislative Services

- \$5,000 Increase to the Annual Accessibility Reserve Allocation

Human Resources

- Confirm HR Generalist to a permanent position to support attendance management and labour and employee relations commencing January 1, 2022
- Approve sourcing and implementation of Human Resources Management and Payroll System effective January 1, 2022

**Office of the Chief Administrative Officer
Public Meeting Budget Comments**

Recommendation:

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

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

Food Policy Council of KFL&A

- 6. Communications**
- 7. Motions, Notice of Which has Been Given**
- 8. Other Business**
- 9. Public Question Period**
- 10. Adjournment**



Report 2021-096

Recommend Report to Committee of the Whole

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Alex Lemieux, Director of Corporate Services/Treasurer
Date of meeting: October 25 and 26, 2021

Re: 2022 Draft Budget – Business Plans and Project Proposals

Recommendation

That the Council of the County of Frontenac receive 2022 Draft Budget - Business Plans and Project Proposals Report;

And Further That Council approve the 2022-2026 Business Plans as presented;

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Human Resources

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Background

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, Councils new Strategic Priorities approved in 2019 and the Long Range Financial Plan. The Budget Policy, adopted in June 2015, identifies that business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, business plans will identify anticipated changes in service level funding considerations, key performance indicators, risk and customer services objectives.

Comment

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

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

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

Project Proposals: Staff are providing Council with project proposals for 2022 that align with Council strategic directions and priorities.

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

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

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

[Frontenac County Business Plans](#)

Strategic Priorities Implications

Other Important and Continuing County Priorities:

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

Financial Implications

The Budget Policy identifies the target operational levy increase as the Ontario CPI as calculated in August of the year prior to the budget, 4.0% in 2021. As identified in the policy, while the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below the basket of consumer goods captured in the CPI. Increases in service delivery should not be mitigated by stabilization reserve transfers unless it is used to phase increases on to the levy over time.

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

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
County of Frontenac Corporate Services Managers

Schedule A

2022 Project Proposals	Total	County	City	Province	Reserves
Frontenac Paramedics - 0.65% Dedicated Levy for Growth	71,480	71,480	-	-	-
Frontenac Paramedics - Oxygen Holders for Stretchers	52,300	10,619	41,681	-	-
Fairmount - 0.4 FTE Recreationist	31,948	10,223	21,725	-	-
GIS - LIDAR Contribution	23,000	23,000	-	-	-
Human Resources - HRIS Software	244,560	28,508	53,552	162,500	-
County - Increase to Accessibility Reserve	5,000	5,000	-	-	-
Human Resources - HR Generalist - Full-Time*	98,469	33,832	44,032	20,615	-
County - Development Charge Study	40,000	-	-	-	40,000
Planning - Natural Heritage Study	110,000	-	-	-	110,000
Planning - Regional CIP	40,000	-	-	-	40,000
Total Project Proposals, 2022	716,757	182,662	160,980	183,115	190,000

*Note: The HR Generalist Project Proposal is not included in unapproved projects since it has been on the County Levy since 2018.



Report 2021-097

Committee of the Whole Recommend Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: October 25 and 26, 2021
Re: **Office of the Chief Administrative Officer – Public Meeting Budget Comments**

Recommendation

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

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

Food Policy Council of KFL&A _____

Background

At the September 15, 2021 Council meeting, five submissions were provided to Council regarding the 2022 budget. The submissions included:

1. Submission received from Margaret Dochoda to fully fund and staff the Wolfe Island Ambulance Base
2. Submissions received from Wolfe Island residents regarding Wolfe Island Ambulance response times
3. Submission (both written and oral) received from Gary Johnson on behalf of the Howe Island Ratepayers Association to focus on 3 priorities for Howe Island Residents:
 - a. Strive to deliver an efficient, reliable ferry service for Howe Island
 - b. Focus on maintaining and improving existing services

c. Howe Island is in the process of updating its park, which is being fully funded by the Township and suggested that the County also consider a contribution to this project.

4. Oral submission by Angela McCauley regarding the lack of ambulance service on Wolfe Island and requested that additional staffing for the station be considered in the 2022 budget.

In addition, one post was made on the County's Engage Frontenac website under the 2022 Frontenac County budget which include:

5. Submission posted by Kim Hutton regarding staffing issues of the Wolfe Island Ambulance base and considering the return of a volunteer service for the times the paramedics are unable to be on the Island.

One submission was also sent directly to the Executive Assistant of Frontenac Paramedics:

6. Submission emailed by Charles Carr regarding the importance of an ambulance service on Wolfe Island as an absolute necessity.

An additional submission was made on October 20 by Ms. Dianne Dowling, Chair, Food Policy Council for Kingston, Frontenac and Lennox-Addington asking Frontenac County Council to consider making a grant of \$500 to the Food Policy Council for Kingston, Frontenac and Lennox-Addington, in its budget deliberations for the 2022 financial year

This report is a summary of those submissions.

Comment

The Municipal Act, S. 224 (c) established that one of the roles of Council is "to determine which services the municipality provides". The submissions noted above speak more to the level of service, as opposed to an additional or enhanced service and that service level is determined by Council.

Below is an overview by staff of the service level which addresses/speaks to the concerns raised in these submissions.

Summary of Requests

Five of the seven submissions received outlined concerns by residents of Wolfe Island around the lack of ambulance services on the island and asking the County to restore a full roster of professional-paramedics to Wolfe Island (WI), thereby ending routine ambulance service from Kingston via the MTO operated ferry, which delays patient access to hospital and externalizes costs to others.

Prior to 2016, Wolfe Island operated under a volunteer model. The certification requirements for volunteers under the Ambulance Act continued to increase making it impossible to recruit volunteers who could meet and maintain these requirements.

In 2016, the deployment model for Wolfe Island Paramedic station changed to eight (8) hours of pay and sixteen (16) hours of standby. This has not changed since 2016.

Frontenac Paramedics is experiencing staffing challenges and there has been a shortage of part-time staff available to hire both locally and province-wide. There have been no cuts to service in 2021. Downstaffing of vehicles has occurred in the City of Kingston and throughout the County of Frontenac over the summer months. Ambulance deployment is part of a seamless system and the closest vehicle to a call is dispatched, regardless of the Municipality where it is stationed. Resources are deployed to areas with the highest call volumes.

The sixth submission was presented on behalf of the Howe Island Rate Payers Association and asked the County to focus on 3 priorities for Howe Island Residents, those being:

1. Strive to deliver an efficient, reliable ferry service for Howe Island
2. Focus on maintaining and improving existing services
3. Howe Island is in the process of updating its park, which is being fully funded by the Township and suggested that the County also consider a contribution to this project.

Over the past year, the County of Frontenac has worked diligently with the Ministry of Transportation (MTO) to secure better funding levels for the Howe Island Ferry to more accurately reflect the true costs and workload associated with running a ferry service. These negotiations were successful in MTO supporting funding the County for:

- an equivalent Manager (0.5FTE) provided by the Township of Frontenac Islands to act as the responsible manager until a permanent Manager is put in place.
- a clerk dedicated to the Ferry service (up to 1FTE)
- the cost of conversion of the ferry Supervisor position to a Manager position and the hiring of the Manager of Ferry operations

As part of these negotiations, the County, in collaboration with the Township of Frontenac Islands developed a mutually agreed upon Memorandum of Understanding with the key point being that the day to day management of the Ferry operations will now be directed by the Township of Frontenac Islands Public Works Manager. This represents an increase in staff, as well as upgraded a position more able to address issues and concerns, dedicated specifically to the operation of the Howe Island Ferry, as previously it was an additional responsibility place on the Chief of Frontenac Paramedics. Not only has this helped deliver an efficient, reliable ferry service for Howe Island, it will improve existing services.

In terms of the suggestion that the County consider a contribution to the park update project, the County of Frontenac does not provide grants to the Townships; however encourages the municipality to seek accessibility grants available from both the federal and provincial government that could assist in the Township meeting its obligations under the AODA in terms of outdoor play spaces.

The final submission from the Food Policy Council for Kingston, Frontenac and Lennox-Addington, Council will recall in April of 2020, a motion was brought forward by Councillor Higgs asking that Council provide funding in the amount of \$500 to the Food

Policy Council for KFL&A to help cover costs of general expenses such as website hosting, printing, literature, letter writing, mailing and advertising, to be expensed from the Stabilization Reserve, which Council supported. They are again looking for the same level of funding support (\$500.00) for 2022. A copy of the submission is attached to this report.

Strategic Priorities Implications

Priority 3

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

3.1 Work with the townships, other municipalities and levels of government on broad infrastructure issues — ranging from environmental concerns to regional transportation strategies for residential, social and economic purposes, and access to funding.

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

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

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Alex Lemieux, Director of Corporate Services/Treasurer
Gale Chevalier, Chief/Director of Emergency Services
Rob Dillabough, Public Works Manager, Township of Frontenac Islands
Requesting organizations

To: Kelly Pender, CAO Frontenac County
and Jannette Amini, Manager of Legislative Services

I am writing to ask Frontenac County Council to consider making a grant of \$500 to the Food Policy Council for Kingston, Frontenac and Lennox-Addington, in its budget deliberations for the 2022 financial year.

1. About the Food Policy Council for KFLA

The Food Policy Council (FPC) is a volunteer organization consisting of representatives (either staff or elected members of council) from the three municipalities (Kingston, Frontenac County and Lennox-Addington County), people who are members of local community groups, and interested members of the public. More information about the FPC can be found at foodpolicykfla.ca

The purpose of the FPC is to create a more secure, accessible, and sustainable food system in our region, working on commitments related to:

- celebrating community and culture
- promoting the health of individuals, families and our community
- improving education about food and farm topics
- protecting our environment as it relates to food production and consumption
- upholding social justice
- fostering economic sustainability

Since its formation in 2012, the FPC has been involved in activities such as:

- advocating for policies related to food security, poverty reduction, increased abattoir services, recognition of community gardens as essential services and the creation of community orchards;
- advancing a food literacy curriculum in Ontario schools by working with the provincial government on Bill 216, which aims to support the health and well-being of students;
- hosting food-related public events (for example, in February, 2021, a film screening and discussion of the film *Gather*, about Indigenous food sovereignty);
- sponsoring all-candidates meetings on food and farm issues in the 2015 and 2019 federal elections.

The terms of reference for the FPC are posted on this page.

2. How we would use the grant

We received a \$500 grant from Frontenac County in 2021, and used the money to pay for our website fees and for expenses related to the Indigenous food sovereignty event we sponsored in February, 2021 (film rental and honoraria for speakers).

As a small volunteer organization, we greatly appreciated the 2021 grant which allowed us to maintain our website as a contact point with the public, and to present a timely and informative program.

If we receive a grant in 2022, we will use it for similar purposes in the coming year -- website expenses and hosting a public event on a topic related to food and farm matters.

We are grateful for the support we have received from the County of Frontenac, including continuous representation on the FPC since its inception, and financial and in-kind assistance for projects and events. We look forward to an on-going relationship with Frontenac County as we work toward mutual goals related to our food and farm system.

Please contact me if you have questions, -- by return email, or by phone at 613-876-1815 (phone or text) or 613-546-0869 (land line).

Sincerely,

Dianne Dowling, chair,

Food Policy Council for Kingston, Frontenac and Lennox-Addington