



Frontenac County Council Meeting
Wednesday, January 20, 2021 – 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/sMjbL72N5aI>

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 December 16, 2020
 2. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - as it relates to negotiations with MTO and the Township of Frontenac Islands regarding the operation of the Howe Island Ferry
 3. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - as it relates to Ontario Health Teams

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

- a) Minutes of Meeting held December 16, 2020

Resolved That the minutes of the regular Council meeting held December 16, 2020 be adopted.

Deputations and/or Presentations

12 - 26

- a) **Mr. Tom Zsolnay**, University Hospitals Kingston Foundation will brief County Council with an Update on Kingston Health Science Centre and Providence Care's COVID-19 Response and Plans for Clearing the Backlog of Surgeries Delayed by the Pandemic.
[See Communications w)]
- b) **Ms. Bonita McCourt**, Salvation Army will brief County Council on the Rural Housing Services Provided by the Salvation Army as Contracted by the City of Kingston
- c) **Mr. Mitch Grange** and **Ms. Joanne Borris**, City of Kingston Housing & Social Services Department, will update County Council on the homelessness system review.

Proclamations

Move into Committee of the Whole

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

Briefings

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

Unfinished Business

Recommend Reports from the Chief Administrative Officer

27 - 51

- a) **2021-001**
Corporate Services
Setting of the 2022 County Budget Deliberations and Solicitation of Public Input

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Setting of the 2022 County Budget Deliberations and Solicitation of Public Input report for information;

And Further That Council hold a public meeting on September 15, 2021, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2022 budget.

And Further That the Council of the County of Frontenac confirm the following dates for the 2022 Budget Deliberations:

Wednesday, September 15, 2021 Public Meeting –
Presentations and/or funding requests for consideration in 2022
budget

Tuesday, October 26, 2021 – Full Day Council Presentation –2022
Business Plans & Project Proposals Detailed Budget Presentation

Wednesday, October 27, 2021 – Full Day Council Presentation – 2022
Business Plans & Project Proposals Detailed Budget Presentation

52 - 63

- b) **2021-002**
Corporate Services
2021 User Fees and Charges By-Law

Recommendation

Resolved That County Council receive the Corporate Services – 2021 User Fees and Charges By-Law report;

And Further That Council pass a by-law later in the meeting to Impose User Fees and Charges for Services and rescind By-law 2020-0001 being a By-law to Impose User Fees and Charges for Services.

64 - 70

c) **2021-004**
Corporate Services
Amendments to Investment Policy
Recommendation

Be It Resolved That County Council receive the Corporate Services – Amendment to Investment Policy report;

And Further That the Clerk be directed to bring forward a by-law to establish an Investment Policy attached to this report as Appendix A;

And Further That By-law 2016-0001 be hereby repealed.

71 - 74

d) **2021-005**
Office of the Chief Administrative Officer
Vaccination Roll Out of Long Term Care Home Employees
Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Vaccination Roll Out of Long Term Care Home Employees report for information;

And Further That the County of Frontenac requests that Kingston Health Sciences Centre and KFL&A Public Health work with local municipalities to implement local options for the delivery of vaccinations to front line workers and the community.

And Further That the County of Frontenac express our sincere thanks to KHSC and KFL&A Public Health for their leadership on COVID-19 vaccinations delivery and pledge our support for the program.

75 - 79

e) **2021-006**
Planning & Economic Development
Extension of Approval of Draft Plan of Subdivision – 2292 Sands Road
Township of South Frontenac – County File #10T-2011/002
Recommendation

Resolved That the Council of the County of Frontenac receive the Planning & Economic Development – Extension of Approval of Draft Plan of Subdivision – 2292 Sands Road Township of South Frontenac – County File #10T-2011/002;

And Further That the Council of the County of Frontenac extend the draft approval for the plan of subdivision for 2292 Sands Road, Battersea, to January 29, 2022.

- 80 - 83 f) **2021-007**
Planning & Economic Development
Extension of Approval of Draft Plan of Condominium –Township of
South Frontenac (Johnson Point) – County File #10CD-2014/001
Recommendation

Resolved That the Council of the County of Frontenac receive the report titled Planning and Economic Development – Extension of Approval of Draft Plan of Condominium – Johnston Point – County File 10CD-2014/001;

And Further That the Council of the County of Frontenac extend the draft approval for the plan of condominium for Johnston Point for a period of six (6) months, to July 30, 2021.

- 84 - 88 g) **2021-010**
Planning and Economic Development
Sharbot Lake Downtown Revitalization Update
Recommendation

Be It Resolved That the Council of the County of Frontenac support the Township of Central Frontenac in the completion of an application to the Rural Economic Development (RED) Program for the purpose of implementing the forthcoming Downtown Revitalization Program in the Village of Sharbot Lake;

And Further That the Council of the County of Frontenac agree to serve as co-applicant for the project, sharing responsibility for project implementation;

And Further That Council allocate \$2,000 from the Community Development Reserve towards the implementation project should the said application be successful;

And Further That the Warden and the Clerk be authorized to enter into an agreement with the Province of Ontario should the said application be successful.

Information Reports from the Chief Administrative Officer

- 89 - 94 a) **2021-003**
Corporate Services
Annual Report on Delegation of Authority

- 95 - 98 b) **2021-008**
 Planning & Economic Development
 Final Approval – Cranberry Cove Vacant Land Condominium –
 County File 10CD-2012/002
- 99 - 101 c) **2020-009**
 Corporate Services
 2019 Accessibility for Ontarians with Disabilities (AODA)
 Compliance Audit Update

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

102 - 106

- a) Report of the Community Development Advisory Committee

That the Report received from the Community Development Advisory Committee be received and adopted.

Report of the Community Development Advisory Committee

The Community Development Advisory Committee reports and recommends as follows:

2020-107

**Community Development Advisory Committee
Open Farms in Frontenac 2020**

Be It Resolved That Council direct staff to pursue formalized partnerships with the Township of South Frontenac, the City of Kingston, the National Farmers' Union Local 316, the Frontenac Federation of Agriculture, and regional Farmers Markets in order to ensure the continued execution of the annual event as a high-quality regional local food celebration.

107 - 111

- b) Report of the Communal Service Governance/Operation Model Review Committee

That the Report received from the Communal Service Governance/Operation Model Review Committee be received and adopted.

Report of the Communal Service Governance/Operation Model Review Committee

The Communal Service Governance/Operation Model Review Committee reports and recommends as follows:

Be It Resolved That the Communal Service Governance/Operation Model Review Committee form a working group which includes Wayne Robinson, Joe Gallivan, Kelly Pender, Councillor Doyle as well as additional staff required to examine the financial model.

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

Giving Notice of Motion

Communications

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

- a) From Dufferin County providing resolution regarding Aggregate Resource Property Valuation Assessment Criteria
[Distributed to Members of County Council December 18, 2020]
- b) From the City of Port Colborne providing resolution regarding Proposed Regulation under the Ontario Heritage Act (Bill 108)
[Distributed to Members of County Council December 18, 2020]
- c) From the Municipality of Chatham-Kent providing resolution in opposition of Bill 229, Schedule 6
[Distributed to Members of County Council December 18, 2020]
- d) From the Municipality of Chatham-Kent to SCRCA providing resolution in opposition of Bill 229, Schedule 6
[Distributed to Members of County Council December 18, 2020]
- e) From the Municipality of Marmora and Lake providing resolution in opposition of Bill 229, Schedule 6
[Distributed to Members of County Council December 18, 2020]
- f) From the Town of Carleton Place providing resolution regarding prioritize COVID 19 Childcare Funding
[Distributed to Members of County Council December 18, 2020]
- g) From the Township of Matachewan regarding resolution asking for longer turnaround time for grant applications
[Distributed to Members of County Council December 18, 2020]
- h) Letter to Town of Amherstburg from Lake of Bays regarding AODA Website Compliance Extension Request
[Distributed to Members of County Council December 18, 2020]

- i) Letter to Essa Township from the Lake of Bays regarding Bill 229
[Distributed to Members of County Council December 18, 2020]
- j) From Southwest Middlesex regarding resolution CN Drainage matters
[Distributed to Members of County Council December 18, 2020]
- k) Letter to Southwest Middlesex from the Township of Perth regarding support for its Drainage resolution
[Distributed to Members of County Council December 18, 2020]
- l) From the Township of North Frontenac regarding motion to support Conservation Authorities LiDAR Partnership
[Distributed to Members of County Council December 24, 2020]
- m) From the Town of Lincoln supporting the City of Belleville resolution regarding Accessibility for Ontarians with Disabilities Act
[Distributed to Members of County Council December 24, 2020]
- n) From the Town of Lincoln supporting Loyalist Township funding for community groups, service clubs affected by pandemic
[Distributed to Members of County Council December 24, 2020]
- o) From the Town of Lincoln regarding supporting the Town of Plympton Wyoming funding for community groups affected by pandemic
[Distributed to Members of County Council December 24, 2020]
- p) From the Town of Kingsville regarding letter to Premier Ford in support for Small Businesses
[Distributed to Members of County Council December 24, 2020]
- q) From the Southern Frontenac Community Services providing its Newsletter Dec 2020-Jan 2021
[Distributed to Members of County Council December 24, 2020]
- r) From Town of Amherstburg Regarding Development Approval Requirements for Landfills (Bill 197)
[Distributed to Members of County Council January 8, 2021]
- s) From the Region of Peel Regarding Property Tax Exemption for Veteran Clubs
[Distributed to Members of County Council January 8, 2021]
- t) From the Township of Huron-Kinloss providing Letter of Support for Property Tax Exemptions for Veteran Clubs
[Distributed to Members of County Council January 8, 2021]
- u) From the Municipality of Charlton and Dack regarding Insurance Premiums
[Distributed to Members of County Council January 8, 2021]
- v) From the Township of Central Frontenac providing resolution of support for AODA correspondence
[Distributed to Members of County Council January 15, 2021]

- w) Letter from the University Hospitals Kingston Foundation Regarding Kingston Health Science Centre and Providence Care's COVID-19 [Distributed to Members of County Council January 15, 2021]
- x) Letter of Support from the Township of Larder Lake Regarding the Province of Ontario Municipal Insurance Costs [Distributed to Members of County Council January 15, 2021]
- y) Letter from Inverary Youth Activities Inc. Regarding Accessibility Award 2020 [Distributed to Members of County Council January 15, 2021]
- z) From West Grey resolution re Schedule 8 of the Provincial Budget Bill 229, Protect, Support and Recover from COVID-19 Act [Distributed to Members of County Council January 15, 2021]

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 d) that have been circulated to all Members of County Council and that by-laws a) through d) be read a first and second time.
- b) Third Reading
Resolved That by-laws a) through d) be read a third time, signed, sealed and finally passed.

By-Laws

- 112 - 121** a) To Impose User Fees and Charges for Services [Proposed By-law No. 2021-0001]
- 122 - 128** b) To Adopt An Investment Policy [Proposed By-law No. 2021-0002]
- 129** c) To authorize the execution of an Agreement with Province of Ontario should the application to the Rural Economic Development (RED) Program for the purpose of conducting a Downtown Revitalization Program in the Village of Sharbot Lake be successful. [Proposed By-law No. 2021-0003]
- 130 - 131** d) To Confirm all Actions and Proceedings of County Council on January 20, 2021 [Proposed By-law No. 2021-0004]

Adjournment



FRONTENAC



Minutes of the Regular Meeting of Council December 16, 2020

A regular 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 Wednesday, December 16, 2020 and was called to order at 9:00 a.m. Regular business commenced at 9:30 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:03 am to 9:19 am.

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

Also Present **County:**
Electronically: Kelly Pender, Chief Administrative Officer
Susan Brant, Administrator-Fairmount Home
Gale Chevalier, Chief/Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Alex Lemieux, Director of Corporate Services/Treasurer
Barb McCulloch, Director of Human Resources
Richard Allen, Manager of Economic Development
Jannette Amini, Manager of Legislative Services/Clerk
Kevin Farrell, Acting Director of Transportation/Manager of Continuous Improvement

Closed Session

Motion #: 173-20 **Moved By:** Councillor MacDonald
Seconded By: Councillor Higgs

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

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

Carried

And Further That Council amend the budget to reflect the adjustments outlined in the report.

And Finally That the Council of the County of Frontenac pass a by-law later in the meeting approving the 2021 Budget.

Carried

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

Motion #: 186-20 Moved By: Councillor MacDonald
Seconded By: Councillor Revill

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

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

Carried

Councillor Smith re-connected via telephone at 10:17 a.m.

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

Motion #: 187-20 Moved By: Councillor Higgins
Seconded By: Councillor Martin

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

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

Carried

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

Motion #: 188-20 Moved By: Councillor Revill
Seconded By: Councillor MacDonald

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

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

Carried

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

Motion #: 189-20 Moved By: Councillor Higgs
Seconded By: Councillor Smith

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

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

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

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

1. Councillor MacDonald
2. Councillor Martin
3. Councillor Higgs
4. Councillor Revill

Carried

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

Motion #: 190-20 Moved By: Councillor Martin
Seconded By: Councillor Higgs

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

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

Carried

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

Motion #: 191-20 Moved By: Councillor Higgins
Seconded By: Councillor Revill

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

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

Carried

Information Reports from the Chief Administrative Officer

None

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**

Councillor MacDonald provided an overview of the Corporate Services liaison activities since the last Council meeting.

- 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 – Deputy Warden Doyle**

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

Communications

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

- a) From the Town of Ford Erie regarding resolution supporting the Town of Asphodel-Norwood resolution and the Cannabis Act
[Distributed to Members of County Council November 20, 2020]
- b) From the Town of Fort Erie regarding resolution supporting the Towns of Grimsby resolution opposing amendments to LPAT
[Distributed to Members of County Council November 20, 2020]
- c) From the Town of Lincoln regarding Resolution in support of Norfolk County correspondence regarding Illicit Cannabis Operations
[Distributed to Members of County Council November 20, 2020]
- d) From the Township of Howick regarding resolution requesting OMAFRA to lower interest rates on Tile Drain Loans
[Distributed to Members of County Council November 20, 2020]
- e) Letter of Support from Clarence-Rockland Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines
[Distributed to Members of County Council November 20, 2020]
- f) Letter of Support from Norfolk County Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines
[Distributed to Members of County Council November 20, 2020]
- g) Letter of Support from Norfolk County Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines
[Distributed to Members of County Council November 20, 2020]
- h) Letter of Support from the Town of Lincoln Regarding Cannabis Production Facilities, The Cannabis Act and Health Canada Guidelines
[Distributed to Members of County Council November 20, 2020]
- i) Letter from the Town of Essa Regarding Bill 229 Protect, Support and Recover from COVID19 Act - Schedule 6
[Distributed to Members of County Council November 20, 2020]
- j) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Retail Stores
[Distributed to Members of County Council November 20, 2020]
- k) Letter of Support from the Township of Huron-Kinloss Regarding the Unauthorized Car Rallies and Participants
[Distributed to Members of County Council November 20, 2020]
- l) Letter of Support from the Township of Larder Lake Regarding Support and Training for O.Reg. 191-11
[Distributed to Members of County Council November 20, 2020]
- m) Letter of Support from the Township of Huron-Kinloss Regarding the amendment to Bill 124
[Distributed to Members of County Council November 20, 2020]
- n) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Production and land use regulation
[Distributed to Members of County Council November 20, 2020]

- o) From Councillor Higgins regarding discussions with Gord Taylor, Tri Board Transportation Services
[Distributed to Members of County Council November 20, 2020]
- p) From the Municipality of Marmora and Lake regarding resolution requesting the Province extend the AODA compliance deadline
[Distributed to Members of County Council November 20, 2020]
- q) From the Township of North Frontenac regarding Resolution asking the Tri Board Transportation to not proceed with RFP
[Distributed to Members of County Council November 20, 2020]
- r) Letter from the Town of Essa Regarding Bill 229 Protect, Support and Recover from COVID19 Act - Schedule 6
[Distributed to Members of County Council November 27, 2020]
- s) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Retail Stores
[Distributed to Members of County Council November 27, 2020]
- t) Letter of Support from the Township of Huron-Kinloss Regarding the Unauthorized Car Rallies and Participants
[Distributed to Members of County Council November 27, 2020]
- u) Letter of Support from the Township of Larder Lake Regarding Support and Training for O.Reg. 191-11
[Distributed to Members of County Council November 27, 2020]
- v) Letter of Support from the Township of Huron-Kinloss Regarding the amendment to Bill 124
[Distributed to Members of County Council November 27, 2020]
- w) Letter of Support from the Township of Huron-Kinloss Regarding Cannabis Production and land use regulation
[Distributed to Members of County Council November 27, 2020]
- x) From Councillor Higgins regarding discussions with Gord Taylor, Tri Board Transportation Services
[Distributed to Members of County Council November 27, 2020]
- y) From the Municipality of Marmora and Lake regarding resolution requesting the Province extend the AODA compliance deadline
[Distributed to Members of County Council November 27, 2020]
- z) From the Township of North Frontenac regarding Resolution asking the Tri Board Transportation to not proceed with RFP
[Distributed to Members of County Council November 27, 2020]
- aa) Letter from KFL&A Public Health to Minister of Education regarding Bill 216 Food Literacy for Students Act
[Distributed to Members of County Council November 27, 2020]
- ab) Letter from Ontario Dietitians in Public Health to MPP Daryl Kramp regarding Bill 216 Food Literacy for Students Act
[Distributed to Members of County Council November 27, 2020]
- ac) From the Kingston Frontenac Housing Corporation providing November 30, 2020 Board Package
[Distributed to Members of County Council December 4, 2020]
- ad) From Frontenac Transportation Services providing its 3rd Quarter Report 2020
[Distributed to Members of County Council December 4, 2020]

- ae) From the City of Greater Sudbury Regarding Notice to withdraw from Schedule 6 from Bill 229
[Distributed to Members of County Council December 4, 2020]
- af) From the Community Schools Alliance providing a letter of endorsement for Bill 216 Food Literacy for Students Act
[Distributed to Members of County Council December 4, 2020]
- ag) From the Southern Frontenac Community Services providing its calendar of events for December 2020
[Distributed to Members of County Council December 4, 2020]
- ah) From the Township of Howick providing background information regarding request for amendments to the Tile Drain Installation Act
[Distributed to Members of County Council December 4, 2020]
- ai) From the Township of Howick to OMAFRA regard resolution asking for amendments to the Tile Drainage Installation Act
[Distributed to Members of County Council December 4, 2020]
- aj) From the Township of North Frontenac regarding resolution requesting Tri-Board Student Transportation not issue RFP
[Distributed to Members of County Council December 4, 2020]
- ak) From the Township of Puslinch Regarding Changes to the Conservation Authorities Act Schedule 6 of Bill 229
[Distributed to Members of County Council December 4, 2020]
- al) From the City of Hamilton Regarding Cap on Gas Plant and Greenhouse Gas Pollution
[Distributed to Members of County Council December 11, 2020]
- am) From the City of Hamilton Regarding Cap on Gas Plant and Greenhouse Gas Pollution
[Distributed to Members of County Council December 11, 2020]
- an) From the Municipality of Southwest Middlesex Regarding Drainage Matters - CN Rail
[Distributed to Members of County Council December 11, 2020]
- ao) From Peel Region Regarding COVID-19
[Distributed to Members of County Council December 11, 2020]
- ap) From Peel Region Regarding Eliminating Violence Against Paramedics
[Distributed to Members of County Council December 11, 2020]
- aq) Motion from Peel Region Regarding Eliminating Violence Against Paramedics
[Distributed to Members of County Council December 11, 2020]
- ar) From the Municipality of Orangeville Regarding Bill 229, Support and Recover from COVID 19 Act - Schedule 6
[Distributed to Members of County Council December 11, 2020]
- as) From the Limestone District School Board in response to Council resolution regarding Tri-Board RFP for Bus Services
[Distributed to Members of County Council December 11, 2020]
- at) From the Township of Georgian Bluffs regarding opposition of Bill 218 amendments to the MEA
[Distributed to Members of County Council December 11, 2020]
- au) Letter of Support from the Municipality of Leamington Regarding Cannabis Production Facilities

- [Distributed to Members of County Council December 11, 2020]
av) From the Greater Bobs and Crow Lakes Association in response to Bill 299
[Distributed to Members of County Council December 11, 2020]

Other Business

None

Public Question Period

None

By-Laws – General By-laws and Confirmatory By-law

a) First and Second Reading

Motion #: 196-20 Moved By: Councillor Higgs
Seconded By: Councillor MacDonald

Resolved That leave be given the mover to introduce by-laws a) through f) that have been circulated to all Members of County Council and that by-laws a) through f) be read a first and second time.

Carried

b) Third Reading

Motion #: 197-20 Moved By: Councillor Higgs
Seconded By: Councillor MacDonald

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

Carried

By-Laws

- a) To authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities
[Proposed By-law No. 2020-0045]
- b) To set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2021
[Proposed By-law No. 2020-0046]
- c) To establish Tax Rates for the year 2021 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac



Report 2021-001

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Alex Lemieux, Director of Corporate Services/Treasurer
Date of meeting: January 20, 2021
Re: **Corporate Services – Setting of the 2022 County Budget
Deliberations and Solicitation of Public Input**

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Setting of the 2022 County Budget Deliberations and Solicitation of Public Input report for information;

And Further That Council hold a public meeting on September 15, 2021, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2022 budget.

And Further That the Council of the County of Frontenac confirm the following dates for the 2022 Budget Deliberations:

Wednesday, September 15, 2021	Public Meeting – Presentations and/or funding requests for consideration in 2022 budget
Tuesday, October 26, 2021 – Full Day	Council Presentation –2022 Business Plans & Project Proposals Detailed Budget Presentation
Wednesday, October 27, 2021 – Full Day	Council Presentation – 2022 Business Plans & Project Proposals Detailed Budget Presentation

Background

Under the *Municipal Act, 2001*, as amended, Section 289(1) states an upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality.

Comment

The Financial Services unit annually sets a budget schedule early in the year for the following year’s budget. This schedule sets out both staff meeting dates and timelines with respect to departmental budget submissions as well as meeting dates for presentation to Council.

The budget process schedule begins in September of the year prior to the budget year with a public meeting to solicit public input. The full budget deliberations are done at a Committee of the Whole meeting with the passage of the budget taking place at either the November or December Council meeting.

With respect to budget deliberations in an election year, Section 289(1.1) states:

Exception

(1.1) Despite subsection (1), a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies. 2006, c. 32, Sched. A, s. 119 (2).

This recommendation aligns with the County of Frontenac budget policy which is attached to this report as Appendix A.

Strategic Priorities Implications

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

- Continually improve customer and financial services

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Jannette Amini, Manager of Legislative Services/Clerk

By-Law No. 2015-0026

Of

The Corporation of the County Of Frontenac

Being a By-Law to Adopt a Budget Policy

Whereas Section 289(1) of the *Municipal Act, 2001* provides that for each year, an upper-tier municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality, including,

- (a) amounts sufficient to pay all debts of the upper-tier municipality falling due within the year;
- (b) amounts required to be raised for sinking funds or retirement funds;
- (c) amounts in respect of debenture debt of lower-tier municipalities for the payment of which the upper-tier municipality is liable; and
- (d) amounts required by law to be provided by the upper-tier municipality for any of its local boards, excluding school boards; and,

Whereas the Council of the County of Frontenac deems it expedient to pass a Budget policy;

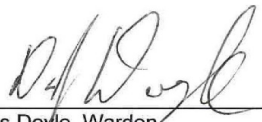
Now Therefore be it Resolved That the Council of the Corporation of the County of Frontenac authorizes the following:

1. **That** Council hereby adopts the Budget Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law.
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 17th day of June, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 17th day of June, 2015.

The Corporation of the County of Frontenac



Denis Doyle, Warden



Jannette Amini, Clerk

Policy Statement

The development of a budget is the financial expression of the priorities of the organization. As a public entity the County of Frontenac has also recognized that “respect for the taxpayer” is of paramount importance.

In order to provide Council with the tools to make informed financial decisions, the County of Frontenac has adopted a Long Range Financial Planning (LRFP) framework. The LRFP builds upon recommendations received as part of our service delivery review, municipal best practice and the advice of our auditor.

Objective:

The intent of this budget policy is to:

- Enhance the quality of decisions by promoting consistency;
- Establish a timeline for the budget process;
- Ensure that Council has adequate information to exercise its due diligence in assessing the budget; and
- Integrate with other long term planning, financial and management objectives of the County

The guiding principles in the preparation of the 2015 budget may be summarized as follows:

- Maintain existing service levels
- Identify and incorporate efficiencies
- Recognize the challenges presented from previous budget decisions
- Providing for long term sustainability of current infrastructure
- Keep tax rates reasonable.

Principles

It is recommended that the County of Frontenac budget process be developed based upon the following principles:

- **Transparency:** Business plans, budget planning and budgets will be discussed and approved in open meetings of County Council except as permitted by the Municipal Act.

- **Fiduciary Responsibility:** It is the fiduciary responsibility of Council and staff to develop and approve budgets that balance both the short term and long term needs of the County and our citizens. This difficult balance requires that we use best estimates, likely scenarios, and evaluate risk.

Where a risk is known to staff, that risk will be identified to Council in a factual manner for Council consideration. In this regard, staff will use the following terminology in communicating to Council and taxpayers:

1. **Risk:** an imminent or likely scenario requiring a strong change in course or a dramatic action.
 2. **Caution:** a known fact or recommended change of direction that may or will have future impact on budget or future decisions.
 3. **Advisement:** a minor change in direction or scope.
- **Accountability:** Within legislative limits, Council is ultimately accountable for the approval of business plans, budget policy and budgets, in particular the establishment and evaluation of service levels.

Staff are accountable for providing technical advice to Council, presenting options, identifying risk and ultimately implementing the decisions of Council. As an overall strategy, the staff member responsible for making procurement decisions will be responsible for developing the budget, for review by their director.

At the staff level, staff responsibilities are as follows:

1. **Chief Administrative Officer and Treasurer:**

- Establishing the tone and direction of budget and reflecting the wishes of Council
- Recommending financial policy and overall oversight of the budget process
- Conducting a line by line review of all budgets and only allowing realistic budgets to be presented to Council

2. **Senior Leadership Team (Directors):**

- Reviewing all service level change requests and establishing priorities
- Providing guidance and direction to managers
- Conducting in-depth reviews of budgets

- Nominating budgets for review by the CAO/Treasurer
- Reviewing quarterly reports and budget variances and developing mitigation strategies

3. Managers:

- Developing budgets that are reflective of best practices, carefully considered options and in alignment with the policy direction provided by Council
- Presenting budgets to the senior leadership team and Council
- Continuous review of budgets and procurement to ensure they are completed within the budget and in accordance with procurement policies
- Reporting budget variances as they are identified

- **Alignment:** Projects that support and align with the Strategic priorities of Council or as required by legislation will receive the highest priority for Council consideration.
- **Citizen Input and Customer Satisfaction:** Citizen input will be welcome throughout the budget process, including but not limited to, strategic planning, business planning, budget development and service level changes.

Consultation will include input from member municipalities. Council will be the primary conduit for such consultations. Support will be provided by the CAO and Treasurer where appropriate.

Customer satisfaction will be measured and reported regularly. Surveys of customer satisfaction will be implemented by an objective third party in the second year of Council's four year term.

- **Timing:** An annual budget will be passed by December 31st of the year proceeding, with staff providing a prediction of a four (4) years beyond the budget year.
 1. In an election year, the budget will be passed by February 28th of the budget year.
- **Target Levy Increase:** The target operational levy increase is Ontario CPI as calculated in August of the year prior to the budget
 1. The rate use for predicted years will be Bank of Canada's target inflation, but will adjusted annually

2. 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 CPI (e.g., fuel).

- **Business Planning:** Business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level, funding considerations, key performance indicators and customer service objectives.
- **Total Cost of Ownership:** Proper stewardship of scarce resources requires that Council and staff evaluate budget and procurement decisions based upon the total cost of ownership concept.
- **Sustainability and Resilience:** Sustainability and resilience principles will be considered by Council and staff in budget and procurement decisions.
- **Unit Cost:** Budgets will be developed based upon unit costs wherever possible. It is understood that, in the absence of a legislative requirement, the number of units is reflective of Council's service level decision, while the unit cost will be developed by staff based upon a careful analysis of the following factors:
 1. Historical costs
 2. Economic and market conditions
 3. Costs incurred by others
 4. Professional estimates prepared by a competent professional (e.g., Engineer)
- **Budget Presentation:** The budget will be presented to Council at a departmental level in a manner that reflects the Provincial Financial Information Return (FIR) categories, namely:
 1. Salaries
 2. Materials and Supplies
 3. Contracted Services
 4. Rents and Financial
 5. Capital
 6. Reserves

Notes appended to the budget will focus on service level changes, inflationary increases above the CPI target and identified risks.

More detailed information is available at the request of Council.

- **Status Quo Budget:** The status quo budget is defined as last year's service at this year's price – Last year's one time commitments + Previous year's commitments +

mandatory service level changes + Council directed changes spanning more than one year.

- **Service Level Changes:** In non-election years, service level changes (SLC) (both positive and negative) will be presented prior to the formal budget process for Council consideration.
 1. It is recognized that service level changes (except where mandated by legislation) are the sole prerogative of County Council.
 2. Ranking of SLCs will be completed by the senior leadership team based upon the following factors:
 - Safety to persons or property
 - Legislative requirements
 - Policy strategic direction
 - Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.¹
 1. As assets are added, sold or re-furnished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
 1. Assessment growth where available;
 2. The stabilization reserve where available;
 3. A levy increase above the target.
- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
 1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;

¹ This amount was set by Council in 2014 at 0.65% and is subject to regular review.

2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
3. Other projects of priority to the community and/or Council;
4. A levy amount below the target.

- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

Council (including Council representatives) will annually communicate to outside agencies their expectations with respect to budget targets.

- **Assessment:** In Ontario taxes are calculated based upon the assessed value of a property as calculated by the Municipal Property Assessment Corporation (MPAC) on behalf of each municipality. For the County portion of the tax bill it is important to remember that every dollar of assessment in each of the four member municipalities pays exactly the same amount in tax.
 1. **Assessment Growth/Decline:** the year-over-year change in assessment. While generally positive due to new construction, in periods of economic downturn assessment may be a negative.
- **Supplementals and Omits:** During the year MPAC will make adjustments based upon assessment appeals and commercial/industrial vacancy. These items are difficult to predict but do have an impact on the amount of levy collected.
- **Grants:** It is the policy of the County to maximize funding from grants from senior levels of government and other granting agencies. It is recognized that in order to maximize the likelihood of receiving grants that partnerships and pre-planning are necessary.
- **Budget Reporting:** Budget reporting will be provided on a quarterly basis. In the event of an unexpected expenditure or revenue shortfall, Council will be advised at the earliest possible meeting.

Budget reporting will align with the budget presentation.

In assessing budget performance Council and staff will consider the following in order:

1. The effective delivery of services
 2. The overall bottom line for the municipality
 - a. Bottom line for budgets within the control of the municipality
 - b. Bottom line for budgets controlled by external delivery agencies
 3. The performance of divisions
 4. The performance of departments
 5. Unit cost – budget to actual
 6. The performance of departments within the FIR categories.
- **Key Performance Indicators:** key performance indicators will be developed for business units and reported to Council along with quarterly reports.

KPIs will also be developed based upon measuring outcomes anticipated from County strategic plan and the departmental business plans.

- **Operational Surplus/Deficits:** It is recognized that in Ontario municipalities are required to have a balanced budget. As such, County staff will make every effort to manage budgets within the Council approved allocations. However, within a multi-million dollar budget it is inevitable that unforeseen circumstances will arise, or that decisions made by others (e.g., City or MPAC) will affect the bottom line.

Best practice would suggest that planning for budget surpluses/deficits is a prudent fiscal management. For the purpose of budget policy it is important to distinguish between budget lines within our control and those beyond our control. In all instances variances will be reported at the earliest opportunity to Council.

- Where an operational deficit occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. A withdrawal from the levy stabilization reserve if the withdrawal leaves the reserve within its target balance;
 2. A withdrawal from another reserve that may be in a surplus position;
 3. A tax levy above the levy target in the following year/or years.

- Where an operational surplus occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. Transferred to the levy stabilization reserve where the reserve balance is below the target;
 2. Transferred to the capital replacement reserve where the reserve is below the target level;
 3. Transferred to another reserve that is that is below the target level;
 4. Transferred to the capital replacement reserve with the intent of reducing future borrowing;
 5. A levy in a future year(s) below the levy target.
- Where an operational surplus/deficit occurs above the 1%+/- tolerance level a full report will be provided to Council with an evaluation of the above options presented and a recommendation provided.
- **Carried Over Projects:** While it is the intention of the County to complete projects within the year they are budgeted, in some circumstances it may be necessary to carry over a project to a future year.
 1. Where levy dollars are being used for a capital project, unexpended capital levy dollars will be temporarily transferred to the capital replacement reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved project.
 2. Where reserve dollars are being used for the capital project, dollars will be transferred from the reserve that were not expended in the calendar year.
 3. Where levy dollars are being used for an incomplete operating project, unexpended levy dollars will be temporarily transferred to the working fund reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved expense.

Capital Sustainability:

The capital sustainability of the assets of the County is integral to maintaining our commitment to taxpayers as well as a requirement of public sector accounting.

Capital sustainability must be viewed in the context of proper capital asset planning, levy planning, as well as our debt and reserve policies. Council established a target of an additional 0.65% tax for the 10 year period from 2015 to 2024. This amount will be reviewed annually and presented to Council at the time of budget.

The County will not be a slave to replacement schedules, rather will maintain accurate maintenance logs and condition assessment to ensure that replacement decisions are made at the most appropriate time.

By-Law No. 2015-0026

Of

The Corporation of the County Of Frontenac

Being a By-Law to Adopt a Budget Policy

Whereas Section 289(1) of the *Municipal Act, 2001* provides that for each year, an upper-tier municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality, including,

- (a) amounts sufficient to pay all debts of the upper-tier municipality falling due within the year;
- (b) amounts required to be raised for sinking funds or retirement funds;
- (c) amounts in respect of debenture debt of lower-tier municipalities for the payment of which the upper-tier municipality is liable; and
- (d) amounts required by law to be provided by the upper-tier municipality for any of its local boards, excluding school boards; and,

Whereas the Council of the County of Frontenac deems it expedient to pass a Budget policy;

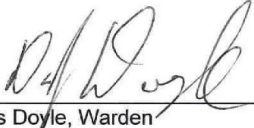
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1. **That** Council hereby adopts the Budget Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law.
2. **That** this By-law shall come into force and take effect upon the date of final passing.


Read a First and Second Time this 17th day of June, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 17th day of June, 2015.

The Corporation of the County of Frontenac



Denis Doyle, Warden



Jannette Amini, Clerk



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 2 of 13

Approved:

Effective:

Policy Statement

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- Identify and incorporate efficiencies
- Recognize the challenges presented from previous budget decisions



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 3 of 13

Approved:

Effective:

- Providing for long term sustainability of current infrastructure
- Keep tax rates reasonable.

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Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 4 of 13

Approved:

Effective:

Staff are accountable for providing technical advice to Council, presenting options, identifying risk and ultimately implementing the decisions of Council. As an overall strategy, the staff member responsible for making procurement decisions will be responsible for developing the budget, for review by their director.

At the staff level, staff responsibilities are as follows:

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- Recommending financial policy and overall oversight of the budget process
- Conducting a line by line review of all budgets and only allowing realistic budgets to be presented to Council

2. Senior Leadership Team (Directors):

- Reviewing all service level change requests and establishing priorities
- Providing guidance and direction to managers
- Conducting in-depth reviews of budgets
- Nominating budgets for review by the CAO/Treasurer
- Reviewing quarterly reports and budget variances and developing mitigation strategies



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 5 of 13

Approved:

Effective:

3. Managers:

- Developing budgets that are reflective of best practices, carefully considered options and in alignment with the policy direction provided by Council
 - Presenting budgets to the senior leadership team and Council
 - Continuous review of budgets and procurement to ensure they are completed within the budget and in accordance with procurement policies
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Consultation will include input from member municipalities. Council will be the primary conduit for such consultations. Support will be provided by the CAO and Treasurer where appropriate.

Customer satisfaction will be measured and reported regularly. Surveys of customer satisfaction will be implemented by an objective third party in the second year of Council's four year term.



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 6 of 13

Approved:

Effective:

- **Timing:** An annual budget will be passed by December 31st of the year proceeding, with staff providing a prediction of a four (4) years beyond the budget year.
 1. In an election year, the budget will be passed by February 28th of the budget year.
- **Target Levy Increase:** The target operational levy increase is Ontario CPI as calculated in August of the year prior to the budget
 1. The rate use for predicted years will be Bank of Canada's target inflation, but will adjusted annually
 2. 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 CPI (e.g., fuel).
- **Business Planning:** Business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level, funding considerations, key performance indicators and customer service objectives.
- **Total Cost of Ownership:** Proper stewardship of scarce resources requires that Council and staff evaluate budget and procurement decisions based upon the total cost of ownership concept.
- **Sustainability and Resilience:** Sustainability and resilience principles will be considered by Council and staff in budget and procurement decisions.
- **Unit Cost:** Budgets will be developed based upon unit costs wherever possible. It is understood that, in the absence of a legislative requirement, the number of



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 7 of 13

Approved:

Effective:

units is reflective of Council's service level decision, while the unit cost will be developed by staff based upon a careful analysis of the following factors:

1. Historical costs
 2. Economic and market conditions
 3. Costs incurred by others
 4. Professional estimates prepared by a competent professional (e.g., Engineer)
- **Budget Presentation:** The budget will be presented to Council at a departmental level in a manner that reflects the Provincial Financial Information Return (FIR) categories, namely:
 1. Salaries
 2. Materials and Supplies
 3. Contracted Services
 4. Rents and Financial
 5. Capital
 6. Reserves

Notes appended to the budget will focus on service level changes, inflationary increases above the CPI target and identified risks.

More detailed information is available at the request of Council.

- **Status Quo Budget:** The status quo budget is defined as last year's service at this year's price – Last year's one time commitments + Previous year's commitments + mandatory service level changes + Council directed changes spanning more than one year.



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 8 of 13

Approved:

Effective:

- **Service Level Changes:** In non-election years, service level changes (SLC) (both positive and negative) will be presented prior to the formal budget process for Council consideration.
 1. It is recognized that service level changes (except where mandated by legislation) are the sole prerogative of County Council.
 2. Ranking of SLCs will be completed by the senior leadership team based upon the following factors:
 - Safety to persons or property
 - Legislative requirements
 - Policy strategic direction
 - Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.¹
 1. As assets are added, sold or re-furbished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
 1. Assessment growth where available;
 2. The stabilization reserve where available;

¹ This amount was set by Council in 2014 at 0.65% and is subject to regular review.



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 9 of 13

Approved:

Effective:

3. A levy increase above the target.

- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
 1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;
 2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
 3. Other projects of priority to the community and/or Council;
 4. A levy amount below the target.
- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

Council (including Council representatives) will annually communicate to outside agencies their expectations with respect to budget targets.

- **Assessment:** In Ontario taxes are calculated based upon the assessed value of a property as calculated by the Municipal Property Assessment Corporation



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 10 of 13

Approved:

Effective:

(MPAC) on behalf of each municipality. For the County portion of the tax bill it is important to remember that every dollar of assessment in each of the four member municipalities pays exactly the same amount in tax.

1. **Assessment Growth/Decline:** the year-over-year change in assessment. While generally positive due to new construction, in periods of economic downturn assessment may be a negative.
- **Supplementals and Omits:** During the year MPAC will make adjustments based upon assessment appeals and commercial/industrial vacancy. These items are difficult to predict but do have an impact on the amount of levy collected.
- **Grants:** It is the policy of the County to maximize funding from grants from senior levels of government and other granting agencies. It is recognized that in order to maximize the likelihood of receiving grants that partnerships and pre-planning are necessary.
- **Budget Reporting:** Budget reporting will be provided on a quarterly basis. In the event of an unexpected expenditure or revenue shortfall, Council will be advised at the earliest possible meeting.

Budget reporting will align with the budget presentation.

In assessing budget performance Council and staff will consider the following in order:

1. The effective delivery of services
2. The overall bottom line for the municipality
 - a. Bottom line for budgets within the control of the municipality
 - b. Bottom line for budgets controlled by external delivery agencies



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 11 of 13

Approved:

Effective:

3. The performance of divisions
4. The performance of departments
5. Unit cost – budget to actual
6. The performance of departments within the FIR categories.

- **Key Performance Indicators:** key performance indicators will be developed for business units and reported to Council along with quarterly reports.

KPIs will also be developed based upon measuring outcomes anticipated from County strategic plan and the departmental business plans.

- **Operational Surplus/Deficits:** It is recognized that in Ontario municipalities are required to have a balanced budget. As such, County staff will make every effort to manage budgets within the Council approved allocations. However, within a multi-million dollar budget it is inevitable that unforeseen circumstances will arise, or that decisions made by others (e.g., City or MPAC) will affect the bottom line.

Best practice would suggest that planning for budget surpluses/deficits is a prudent fiscal management. For the purpose of budget policy it is important to distinguish between budget lines within our control and those beyond our control. In all instances variances will be reported at the earliest opportunity to Council.

- Where an operational deficit occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. A withdrawal from the levy stabilization reserve if the withdrawal leaves the reserve within its target balance;
 2. A withdrawal from another reserve that may be in a surplus position;



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 12 of 13

Approved:

Effective:

3. A tax levy above the levy target in the following year/or years.
- Where an operational surplus occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. Transferred to the levy stabilization reserve where the reserve balance is below the target;
 2. Transferred to the capital replacement reserve where the reserve is below the target level;
 3. Transferred to another reserve that is that is below the target level;
 4. Transferred to the capital replacement reserve with the intent of reducing future borrowing;
 5. A levy in a future year(s) below the levy target.
 - Where an operational surplus/deficit occurs above the 1%+/- tolerance level a full report will be provided to Council with an evaluation of the above options presented and a recommendation provided.
 - **Carried Over Projects:** While it is the intention of the County to complete projects within the year they are budgeted, in some circumstances it may be necessary to carry over a project to a future year.
 1. Where levy dollars are being used for a capital project, unexpended capital levy dollars will be temporarily transferred to the capital replacement reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved project.
 2. Where reserve dollars are being used for the capital project, dollars will be transferred from the reserve that were not expended in the calendar year.



Finance Policy & Procedure Manual

Subject: Budget Policy

Index Number: FIN-1-01

Page 13 of 13

Approved:

Effective:

3. Where levy dollars are being used for an incomplete operating project, unexpended levy dollars will be temporarily transferred to the working fund reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved expense.

Capital Sustainability:

The capital sustainability of the assets of the County is integral to maintaining our commitment to taxpayers as well as a requirement of public sector accounting.

Capital sustainability must be viewed in the context of proper capital asset planning, levy planning, as well as our debt and reserve policies. Council established a target of an additional 0.65% tax for the 10 year period from 2015 to 2024. This amount will be reviewed annually and presented to Council at the time of budget.

The County will not be a slave to replacement schedules, rather will maintain accurate maintenance logs and condition assessment to ensure that replacement decisions are made at the most appropriate time.



Report 2021-002

Recommend Report

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Alex Lemieux Director of Corporate Services/Treasurer
Date of meeting: January 20, 2021

Re: Corporate Services – 2021 User Fees and Charges By-Law

Recommendation:

Resolved That County Council receive the Corporate Services – 2021 User Fees and Charges By-Law report;

And Further That Council pass a by-law later in the meeting to Impose User Fees and Charges for Services and rescind By-law 2020-0001 being a By-law to Impose User Fees and Charges for Services.

Background

Subsections 391 (1) and (3) of the *Municipal Act, 2001 S.O. 2001, c. 25*, as amended authorize a municipality to impose fees or charges including costs incurred by the municipality related to administration, enforcement and the establishment, acquisition and replacement of capital assets. Subsection 394 (1) outlines restrictions on the imposition of user fees or charges.

Comment

Administration: Fees are charged for photocopying, faxing, document research and provision of GIS documents. No change is proposed to the current fees; however fees charged with respect to requests made under the *Municipal Freedom of Information and Protection of Privacy Act* are found in Ontario Regulation 460/823 and are identified as a separate fee. (Schedule A)

The County will also require a Facility fee for use of the Bud Clayton Memorial Room, the Frontenac Room and the Kingston Frontenac Rotary Auditorium (Schedule B)

Land Use Planning: The approval of the User Fee by-law in January of 2018, Report 2018-023 identified that a comprehensive review of land use planning fees (including review of comparator municipalities) should be completed every two years to ensure that the fee meets only the anticipated costs of processing the application and that the County remains competitive with neighbouring municipalities. Planning fees were revised in 2020 with no changes proposed for 2021.

Land Use Policy: At the September 17, 2014 Council Meeting, Council adopted a County Land Use Policy in response to citizen land use requests on County owned property. Fees for certain types of land use were added to the Fees and Fares by-law noted below as Schedule F. These fees are for the application and inspection process which is based upon 4 to 8 hours for pre and post inspection and administration by County staff. These types of land use agreements are required to be registered with the Land Registry Office which is done by the County solicitor, with the cost being borne by the requester.

Fairmount Home: Charges are applied for catering activities. The County also provides telephone, satellite television service and Wi-Fi to the residents of Fairmount Home. (Schedule D)

Frontenac Paramedic Services are requested occasionally to provide services at community events. The rate for cost recovery on these services has been reviewed and changes are recommended to Schedule E based on changes in wage rates and the increased cost of vehicles and equipment.

Frontenac-Howe Islander Ferry: The rates are set annually prior to year-end for the next calendar year by separate County By-law.

Strategic Priorities Implications

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

- Continually improve customer and financial services

Financial Implications

The user fees and charges for services rates have been reflected in the 2021 Budget to the extent these could be estimated. All fees, other than for exempt services, are subject to the applicable taxes.

Organizations, Departments and Individuals Consulted and/or Affected

Gale Chevalier, Chief/Director of Emergency and Transportation Services
Susan Brant, Administrator, Fairmount Home
Joe Gallivan, Director of Planning and Economic Development

Schedule A

Fees for Services for County Administration and Geographic Information System (GIS) Mapping

Administration	
Photocopying (per copy)	\$0.25
Faxing (per page)	\$1.00
Archival Material Search – Hourly Rate	\$35.00
Document Searches (pursuant to MFIPPA) ¹ per hour	\$30.00

Geographic Information System (GIS)

And Map-Related Products

Digital True Colour Ortho-Photography for 2008, 2014 and 2019 (1km x 1km tiles - MrSID, JPEG2000, GeoTIFF); \$50.00 per tile

Printed Map Products

Small Basic Map (8½” x 11”; no customization)

Black and white	\$6.00
Colour	\$8.00

Medium Basic Map (11” x 17”; no customization)

Black and white	\$10.00
Colour	\$12.00

Large Basic Map (no customization, exceeds 11” x 17” and up to 42” wide; requires the use of large scale GIS plotter) \$30.00

Custom Map Products

Hourly Rate (includes mapping/ analysis/ consultation; does not include printed final product or shipping charges; minimum fee of 1 hour) \$50.00

Note: These fees are not applicable to services provided to the Townships within the County of Frontenac.

¹ – *Municipal Freedom of Information and Protection of Privacy Act*

**Schedule B
Fees for Facility Rentals**

	The Bud Clayton Memorial Room	Frontenac Room	Kingston Frontenac Rotary Auditorium
County Use (includes member Townships) (Must have staff sponsor or assigned designate who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> No Charge 	<ul style="list-style-type: none"> No Charge 	<ul style="list-style-type: none"> No Charge *Including Fairmount Home sponsored residents/family events*
County Affiliate <u>or</u> Not For Profit (Must have affiliate/association sponsor who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$30/half day (4 hours) \$50/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$60/half day (4 hours) \$100/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$120/half day (4 hours) \$200/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250)
For Profit Company	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$45/half day (4 hours) \$75/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$90/half day (4 hours) \$150/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$150/half day (4 hours) \$250/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr) Damage Deposit (\$250)

Notes: After hour charges are applicable outside of normal County hours of operation (8:30 am to 4:00 pm, Monday to Friday)
 Multiple day rates may be discounted up to 30% depending upon availability and set up/break down requirements.
 No onsite catering is available. A list of recommended local caterers is available upon request.

No charge to the City of Kingston for the Kingston Frontenac Rotary Auditorium.

Schedule C

Tariff of Fees for Land Use Planning

1. Plan of Subdivision or Plan of Condominium

Initial Application Fee

For any proposed plan of subdivision submitted to the County of Frontenac for approval:

Up to 20 developable lots/blocks/units	\$3,250
21 to 50 developable lots/blocks/units	\$4,750
More than 50 developable lots/blocks/units	\$6,250

Deposit

In addition to the Initial Application Fee, the applicant shall provide to the County of Frontenac a \$5,000 deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. Any remaining balance of the deposit will be refunded at the time of registration.

Refund

Sixty per cent (60%) of the Initial Application Fee shall be returned if an application is rejected by the County of Frontenac as being deemed incomplete or is withdrawn prior to circulation.

Major Plan Revision (re-circulation)	\$1,500
Minor Plan Revision (no recirculation required)	\$500
Draft Approval Extension	
For each one (1) year extension beyond the usual three (3) years	\$600
Final Plan for Registration	\$600
Public Meeting held by Planning Advisory Committee	
Outside of Major Plan Revision (re-circulation)	\$750

2. Condominium Exemption

Application Fee	\$1,000
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For any plan of condominium submitted to the County of Frontenac for exemption under Section 50 of *The Condominium Act, R.S.O. 1990, C26, as amended.*

3. Part Lot Control

Final Approval \$300

Payable prior to the by-law being given final approval by the Council of the County of Frontenac.

4. Official Plan Amendment

County Official Plan Amendment \$1,750

Deposit

In addition to the Initial Application Fee, the applicant shall provide to the County of Frontenac a \$5,000 deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. Any remaining balance of the deposit will be refunded at the time of registration.

County or Local Official Plan Amendment Initiated by Municipality No fee

Additional Public Meeting \$750

5. Other Charges

The applicant shall provide the County of Frontenac, upon request, a deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. If such fees and expenses exceed the deposit, the Applicant shall pay the difference upon being billed by the County with interest at a rate of 1.25% per month on accounts overdue more than thirty (30) days.

Municipal Planning Services Fees

Preparation of all planning reports associated with a private application.

Director of Planning and Economic Development \$115.00/hour

Manager of Community Planning \$86.00/hour

Community Planner \$55.00/hour

Schedule D

Fees for Services for Fairmount Home

Other Charges

Satellite Television for Residents	\$5.00/month
Telephone for Residents	\$7.00/month plus long distance charges
WiFi for Residents	\$12.00/month
	\$5.00 one-time set up fee

External Catering

See attached External Catering Form

ITEMS REQUESTED		Servings	Unit Cost	ITEMS REQUESTED		Servings	Unit Cost
Beverages				Buffet Trays			
Coffee, small Serves 8		\$8.00	-	Caesar, Garden, Greek			
Percolator/L 30-40		35.00		Fruit Tray small	15	-	
Thermal container, lrg		70.00	-	Fruit Tray, medium	30	-	
Coffee, decaffeinated		0.65	-	Fruit Tray, large	45	-	
Tea bag and hot water		1.00		Cheese and crackers, sm	30	-	
Juice, bottle		1.85	-	Cheese and crackers, med	52	-	
Pop, can		1.00	-	Cheese and crackers, lrg	70	-	
Punch bowl, 35-40		8.00	-	Veg & Dip, small	15	-	
Punch bowl, 50		12.00	-	Veg & Dip, medium	30	-	
Bottled water, 330 ML		1.50	-	Veg & dip, large	45	-	
Milk, 250 ML 2%		1.00	-	Sandwiches, tea cut, each	2.95	-	
Subtotal Beverages			\$ -	Sandwiches, gourmet, each	3.25	-	
Bakeshop				Subtotal Buffet Trays \$ -			
Muffins		1.20	-	Paper Products*			
Baked cookies		0.60	-	Paper Products*			
Croissants		1.00	-	Plates, small, 6"	0.10	-	
Squares, 2 Each		0.80	-	Plates, large, 9"	0.05	-	
Cake, slab 60-80		44.00	-	Knives	0.03	-	
Cake, 1/2 slab		22.00	-	Forks	0.03	-	
Pie, fruit Serves 8		12.00	-	Spoons	0.03	-	
Pie, cream. Serves 8		10.00	-	Napkins	0.03	-	
Subtotal Bakeshop			\$ -	Styrofoam cups	0.02	-	
Yogurt		1	-	Straws	0.02	-	
Pickle bowl		2.95	-	Subtotal Paper Products \$ -			
Soup of the day, bowl		1.5	-	Applicable Labour	0	24.77	0
Fruit, each		0.5	-	Combined subtotals			-
Subtotal			\$ -	Goods and Services Tax		5%	-
				Provincial Sales Tax		8%	-
				GRAND TOTAL			-

Recommend Report to Council
 Corporate Services – 2021 User Fees & Charges By-Law
 January 20, 2021

Schedule E

Fees for Services for Frontenac Paramedic Services

Special Events

Attendance of one (1) Ambulance and Paramedic crew at Special Events

Basic Charge:

4 hours coverage minimum charge \$840.00

Additional Charges:

For each hour or portion thereof \$210.00

The deposit amount is due prior to the event and any adjustment/refund will be resolved after the special event.

Retrieving an Ambulance Call Report

Per report \$35.00

Schedule F

Fees for Citizen Land Use on County Owned Property

Certificate of Permission

Application and Inspection Fee\$250*

(Based upon 4 to 8 hours for pre and post inspection and administration)

License of Occupation

Application and Inspection Fee\$250*

for the duration of the agreement+ \$100/year

(Based upon 4 to 8 hours for pre and post inspection and administration)

Encroachment Agreement

Application Fee.....\$250*

(Based upon 4 to 8 hours for pre and post inspection and administration)

Right of Way (RoW)

Application Fee.....\$250*

(Based upon 4 to 8 hours for pre and post inspection and administration)

Sale

Application Fee.....\$250*

(Based upon 4 to 8 hours for pre and post inspection and administration)

All sales in must be in accordance with the County's Sale of Real Property By-law.

* Plus related disbursements.



Report 2021-004

Council Recommend Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Alex Lemieux, Director of Corporate Services/Treasurer
Date of meeting: January 20, 2021
Re: **Corporate Services – Amendments to Investment Policy**

Recommendation

Be It Resolved That County Council receive the Corporate Services – Amendment to Investment Policy report;

And Further That the Clerk be directed to bring forward a by-law to establish an Investment Policy attached to this report as Appendix A;

And Further That By-law 2016-0001 be hereby repealed.

Background

The Municipal Act 2001, as amended, section 418 provides that a municipality may invest in prescribed securities, in accordance with the prescribed rules, money that it does not require immediately including;

- (a) money in a sinking, retirement or reserve fund;
- (b) money raised or received for the payment of a debt of the municipality or interest on the debt; and
- (c) proceeds from the sale, loan or investment of any debentures. 2001, c. 25, s. 418 (1).

Ontario Regulation 438/97 outlines eligible investments and further prescribes that;

- (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7;
- (2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider;
 - a. the municipality's risk tolerance and the preservation of its capital;
 - b. the municipality's need for a diversified portfolio of investments; and
 - c. obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.

The County of Frontenac has met these requirements and County Council approved its previous Investment Policy on January 20, 2016.

Comment

The Investment Policy, attached as Appendix A, has been revised to more clearly articulate the intent of the investment policy.

The intent of the previous policy was to "maximize the rate of return while minimizing the degree of risk". The objective of the policy has been revised to elaborate on the framework to meet the County's long-term financial goals by prioritizing:

- a) Principal-protection and the safety of capital
- b) Matching maturities to ensure cash flow requirements are met
- c) Investing in liquid investments with active secondary markets or possibilities of redemption
- d) Maximizing rate of return

The remainder of the policy is largely unchanged with only minor modifications to reflect the change in objectives above.

Strategic Priority Implications

Respect the taxpayer and keep status quo component of the budget and the related tax increases close to the rate of inflation – The investment policy is a part of the County's long-range financial plan to help with financial sustainability and to keep levy increases stable.

Financial Implications

Investing in safe, marketable assets with maturities which match our future cash flow requirements can help reduce the reliance on future lending requirements and mitigate future levy increases.

Organizations, Departments and Individuals Consulted and/or Affected

Appendix A



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 3 of 7

Approved:

Effective: January 20, 2021

Policy:

The purpose of this investment policy is to establish and maintain practices and procedures to invest public funds with the highest return on investment with the maximum security and appropriate liquidity while meeting daily cash flow demands and conforming to all legislation governing the investment of public funds. This policy applies to the investment activities of the Operating, Capital, Trust, Reserves and Reserve Funds.

Objective:

The intent of the investment policy is to invest all available funds of the Municipality in a prudent manner so as to prioritize:

- e) Principal-protection and the safety of capital
- f) Matching maturities to ensure cash flow requirements are met
- g) Investing in liquid investments with active secondary markets or possibilities of redemption
- h) Maximizing rate of return

The strategies of this objective involve:

- a) Portfolio distribution that achieves stability of income through the maintenance of a substantial portion of near risk-free investments;
- b) Credit analysis of the issuer or guarantor of securities which involves analyzing the credit quality for each issuer deemed eligible under Ontario Regulation 438/97; and
- c) Portfolio distribution that achieves diversification to the extent that it maximizes the safety of principal through limitation of exposure to any one investment vehicle.

2. To abide by the regulatory framework, all investment activities shall be governed by the Municipal Act as amended. The Treasurer shall only invest surplus monies in investments deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations, unless limited further by Council.
3. The Treasurer shall maintain sufficient liquidity to meet all operating or cash flow requirements that may be reasonably anticipated. This shall be done where possible by structuring the portfolio so that securities mature concurrent with anticipated cash demands. The portfolio should consist largely of securities with active secondary or resale markets since all possible cash demands cannot be anticipated. A portion of the portfolio may also be placed in local government investment pools that offer liquidity for short-term funds.
4. To maintain an accountability framework, the Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials as required. The Treasurer shall determine the amount of funds and terms for which placements can be arranged. The Treasurer shall contact the Investment Manager and purchase or sell the appropriate investments. Those investments governed by the provisions of the "ONE – The Public Sector Group of Funds" agreement shall be deemed delegated to that Agent. No person may engage in an investment transaction except as provided under the terms of this policy.

Standards of Care

5. Prudence: Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. When investing surplus monies, the Treasurer shall do so in a prudent manner that ensures the preservation of capital and maintains the liquidity of the Corporation. To this end, portfolio diversification shall be employed when possible. Safety of principal is the foremost objective of the investment program.

The Treasurer shall obtain legal and financial advice on an investment when the Treasurer, or Council, deems it to be appropriate.

6. Ethics and conflicts of interest: Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Material interests in financial institutions with which they conduct business should be disclosed. Further, any personal financial/investment positions that could be related to the performance of the investment portfolio shall be disclosed. Officers and employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the County.

If a staff member of the Finance Department is party to, or has a direct or indirect beneficial interest in an investment transaction of the County of Frontenac, he or she must provide full disclosure of that interest to the Treasurer. The Treasurer will determine whether the County of Frontenac's investment is to continue to be retained or sold forthwith.

7. Competitive selection: The purchase and sale of securities shall be transacted through a competitive process only with financial institutions approved by the Treasurer. The County will accept the offer which maximizes the investment objectives of the portfolio as listed in (1). Where the County does not ask for competitive quotations, it shall obtain some evidence, verbal or written, that the rate of return agreed is fair and reasonable. Note that this guideline does not apply to ONE Funds or to bank account balances.
8. Safekeeping and Custody: All securities shall be held for safekeeping at a financial institution approved by the Municipality. Individual accounts shall be maintained for each portfolio. All securities shall be held in the name of the municipality.

The investment organization shall issue a confirmation receipt to the County of Frontenac listing specific instrument, rate, maturity and other pertinent information. On a monthly basis, the Investment firm will also provide reports which provide reports which list all securities held for the County of Frontenac, the book value of holdings and the market value as of month-end.

Delegation of Authority

9. The Treasurer has overall responsibility for prudent investment of the County of Frontenac's portfolio. In the absence of that individual, staff approval may be given by the Deputy Treasurer or CAO. Authority to manage and implement the investment program may be granted for all or a portion of the municipality's overall investment portfolio, to an external investment Agent, to act as an Investment Manager on behalf of the municipality, as determined through an independent and competitive bidding process. That Agent shall act in accordance with the established procedures and internal controls consistent with this investment policy and under the direction of the Treasurer. Those investments governed by the provisions of the "ONE – The Public Sector Group of Funds" agreement shall be deemed delegated to that Agent.

Investment Parameters

10. The investments shall be diversified by;
 - a) Limiting investments to avoid over-concentration in securities from a specific issuer or sector (excluding Government of Canada securities)
 - b) Limiting investment in securities to those that have higher credit ratings
 - c) Investing in securities with varying maturities

- d) Investing in mainly liquid, marketable securities which have an active secondary market to ensure that appropriate liquidity is maintained in order to meet ongoing obligations

Diversification, as well as ensuring safety of principal by limiting exposure to credit, sector or term risks, also provides opportunities to enhance the investment returns of the County of Frontenac's portfolio by means of prudent and timely adjustments to the asset mix.

- 11. Competitive rate of return: Without compromising other objectives, the County of Frontenac shall maximize the rate of return earned on its portfolio. Trends in economic variables will be monitored including interest rates and inflation.

Maximum Maturities

- 12. To the extent possible, the municipality shall attempt to match investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the municipality will not directly invest in securities maturing more than ten (10) years from the date of purchase. Reserve and Trust funds with longer-term horizons may be invested in securities exceeding ten (10) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of the funds.

Performance Benchmarks

- 13. The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles that is commensurate with the investment risk constraints and cash flow needs of the municipality. Market yields should be higher than the rate given by the County's bank for the various bank accounts.

Internal Controls

14. Record keeping: It will be the responsibility of the staff involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions solicited, rate quoted, description of the security, investment selected, and any special considerations that had an impact on the decision
15. Reporting: The Treasurer shall report annually to council on investment activities as per the requirements of Ontario Regulation 438/97 as amended.
16. Review: The Treasurer shall establish an annual process of independent review by the municipality's auditor. This review will provide assurance of compliance with governing legislation, this investment policy and procedures established by the Treasurer.
17. Amendments: This policy shall be reviewed on a regular basis. Amendments may be made at any time at the recommendation of the Treasurer and approved by Council.

Exemption

18. Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of the policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.



Report 2021-005

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Kelly Pender, Chief Administrative Officer
Date of meeting: January 20, 2021

Re: Office of the Chief Administrative Officer – Vaccination Roll Out of Long Term Care Home Employees

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Vaccination Roll Out of Long Term Care Home Employees report for information;

And Further That the County of Frontenac requests that Kingston Health Sciences Centre and KFL&A Public Health work with local municipalities to implement local options for the delivery of vaccinations to front line workers and the community.

And Further That the County of Frontenac express our sincere thanks to KHSC and KFL&A Public Health for their leadership on COVID-19 vaccinations delivery and pledge our support for the program.

Background

Health Canada approved the Pfizer-BioNTech COVID-19 vaccine on December 9, 2020, and the Moderna COVID-19 vaccine on December 23, 2020. There are other potential vaccines expected to follow, including vaccine candidates from Janssen, AstraZeneca and Novavax, among others. The Public Health Agency of Canada has announced that the federal government has negotiated agreements with seven vaccine manufacturers that would provide access to COVID-19 vaccines to everyone living in Canada by September 2021.

Both the Pfizer-BioNTech and Moderna vaccines require two doses.

On January 6, 2021, KFL&A Public Health provided notice to Long-Term Care Homes and Higher Risk Retirement Home Staff that this group would be among the first group

of people in the southeastern Ontario area to be protected with a Health Canada-approved COVID-19 vaccine.

Kingston Health Sciences Centre (KHSC), with support from KFL&A Public Health (KFLAPH), Hastings Prince Edward Public Health (HPEPH), and Leeds, Grenville and Lanark District Health Unit (LGLDHU) and under the guidance of the Ministry of Health (MOH) will be providing COVID-19 vaccinations urgently to staff working in long-term care (LTC) and higher risk retirement homes (RH) as a small supply of vaccine will be arriving in the southeast area very soon.

Given that COVID-19 has had a disproportionate effect on people working in LTC homes and their residents, and understanding that staff are at higher risk due to the nature of their work, COVID-19 vaccinations are being prioritized for people working in LTC settings and higher risk Retirement Homes.

Comment

The heads of Council and the CAO's within the jurisdiction of KFL&A meet weekly via teleconference with Dr. Moore and KFL&A Public Health to receive updates on the COVID-19 pandemic and are continually apprised of matters as they unfold. During the Monday, January 11, 2021 call, the group was advised that Kingston Health Sciences Centre, is moving forward with a plan to vaccinate LTC staff onsite at KHSC. It is anticipated that with the first round, vaccination rates will be below expectations as a result of this decision.

While Paramedics have been included in the first phase of vaccine roll out, it was also noted on the call by Councillor Higgins that similarly volunteer fire fighters should be considered for early vaccination and that local delivery would be the preferred model. It should be noted that a community based testing model has proven to be very effective.

As a follow up to the teleconference on Monday, the CAO reached out to Dr. Pichora, noting that while we appreciate the logic behind this decision, particularly with the more logistically challenging Pfizer vaccine, we would respectfully submit that a more efficient and effective model would be for the vaccinations to be delivered in the home in a manner similar to our regular flu immunization. Some points made for his consideration included:

- Fairmount Home regularly attains over 90% coverage for flu shots, by incorporating it into daily routines for staff. The needles are administered by trusted and friendly faces with little resistance. To illustrate further, our weekly COVID testing regime is now incorporated into our regular morning screening and has become an accepted part of the work routine.
- Many of our workers travel from north of the City and to travel down to KHSC places a barrier to many who are already stressed, are already working full weeks and in many instances mandatory overtime. As well, many of our employees come from single car families and face transportation barriers.
- Given current staffing challenges, we cannot provide time off during regular shifts for staff to attend to an offsite clinic. We would be leaving our vulnerable residents in an untenable situation. As you can appreciate, under the best possible

circumstance, attendance at the clinic would require a minimum of 1 hour away from work for a Fairmount Home employee.

- We have consistently advised our LTC employees to avoid any contact outside of their trusted bubble and work. This goes against messaging what has largely been heeded to date. Frankly, at this point, there is resistance to attending a hospital site under any circumstance, despite our assurances that all necessary safety measures are in place.
- We have sufficient staffing in place at Fairmount (including a medical director, nurse practitioners, nurses, occupational health nurse and paramedics) to effectively deal with any adverse reactions issues.

As part of this communication, it was noted that the County was concerned that the challenges listed above would result in lower vaccination rates and place our community, residents, families and staff at risk and as such, that the County is prepared to work with Dr. Pichora and Dr. Moore to address this issue for the next round of vaccinations, including establishing proper protocols and ensure that vaccinations for our front line workers can be delivered in the home.

In response, Dr. Pichora noted that similar messaging was being heard from the Greater Toronto Area (GTA) and that once the clinic is up and running at KGH, that it would also be going mobile as soon as possible, noting the following points:

- This process will be a partnership between KHSC and the PHUs. We know that there is excellent experience and expertise with PHUs administering many vaccines on site at LTCs and will be taking advantage of that.
- Pfizer vaccine has complexities related to the ultracold cold chain, the 'clinic in a box' IT requirements, the security (our allocations come with an OPP escort), and the fact that the hospital CEO has accountability for quality, security, delivery, and wastage right to the recipient.
- Our first allocations are small and will not cover all of our needs for LTC and RHs as KHSC is the distribution center for the 3 PHUs in Southeastern Ontario covering from Bancroft and Trenton over to Brockville and Almonte.
- We anticipate that the KGH clinic will be a very efficient model that does not require transporting the vaccine, handling it at a variety of sites, or worries about IT connectivity.
- In our initial pilots we will be seeking the balance between KGH clinic and mobile delivery, however we will very likely be giving priority for mobile administration to the more remote locations.
- The KGH clinic will have a dedicated entrance and subject to all of our screening and IPAC practices. KHSC is a very safe environment for patients, families and staff.
- But, as you suggest, we know that in Peel the uptake has been better when administered in the LTC facility.

The biggest challenge in the short term is going to be quantities received as there is no indication if/when we might see more Pfizer or any Moderna.

As vaccination roll outs are unpredictable on both arrivals and numbers for the area, and that turn around to administer vaccines is coming quickly and may come with little warning, staff want to ensure we are prepared and able to meet quick turnaround times

and as such, are looking to Council for authorization to work with Kingston Health Sciences Centre and KFL&A Public Health, along with our local municipalities in KFL&A to implement local options for the delivery of vaccinations to front line workers and the community.

As community leaders, it is important to clearly express to KHSC and KFL&A Public Health that vaccinations take place as close as possible to our citizens and offer our support in ensuring its efficient delivery. The availability of a vaccine is a turning point in the pandemic. It is important that we support KHSC and KFL&A in their efforts and ensure that the vaccine is delivered in the most expeditious manner possible.

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.

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

Other Important and Continuing County Priorities:

- Implement strategic plans for **Fairmount Home** and **Frontenac Paramedics**.
- Continually improve **customer and financial services**.
- Maintain a **strong organization and positive work culture** through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

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

would allow a possible future connection to the existing hamlet of Battersea, and a block for the existing home.

Section 50.1 of the *Planning Act* States:

Lapse of approval

(32) In giving approval to a draft plan of subdivision, the approval authority may provide that the approval lapses at the expiration of the time period specified by the approval authority, being not less than three years, and the approval shall lapse at the expiration of the time period, but if there is an appeal under subsection (39) the time period specified for the lapsing of approval does not begin until the date the Municipal Board's decision is issued in respect of the appeal or from the date of a notice issued by the Board under subsection (51). 1994, c. 23, s. 30; 2006, c. 23, s. 22 (6).

Extension

(33) The approval authority may extend the approval for a time period specified by the approval authority and may further extend it but no extension is permissible if the approval lapses before the extension is given. 1994, c. 23, s. 30.

The approval for this draft plan of subdivision expires on January 29, 2021. In April, 2020, County Council approved extension of draft approval for this subdivision reflecting the negative impact of processing planning applications as a result of the COVID-19 pandemic.

The County of Frontenac is in receipt of a request from Fotenn Consulting on behalf of the applicant for an extension of draft for an additional one (1) year. Since obtaining draft subdivision approval in 2013, one of the two owners, Roger Ouellette, regrettably passed away. His wife, Roberta Ouellette, has not been in a position to satisfy the draft conditions and has been attempting to sell the lands. This is the fifth request for a one year extension for this planning application.

An additional one year extension is being requested to allow the owner to sell the lands before draft approval expires. According to the correspondence the existing owner has been successful in securing a buyer. The buyer is a building company that has made a commitment to fulfil the draft conditions of approval, achieve final approval, and start construction within the next year. County staff have not been contacted or been involved in any discussion involving this builder.

Since the original draft planning approval in 2013 the planning policy environment in Frontenac has evolved. The County Official Plan was approved in 2016 and now provides regional policies that support and sustain the vitality of villages and hamlets in all four Townships. Also, the Provincial Policy Statement (PPS) has been updated twice since 2013, most recently in May, 2020. The new PPS contains policies to support rural settlement areas and specifically recognizes the use of communal servicing to support new development.

In 2021 it is expected that the County and Townships will come to a decision point on creating a utility or governance model to support development on communal services,

Recommend Report to Council
Planning and Economic Development – Extension of Approval of Draft Plan of Subdivision – 2292 Sands Road
Township of South Frontenac – County File #10T-2011/002
January 20, 2021

Page 3 of 5

particularly in settlement areas. Also in 2021 South Frontenac Township will continue its work on creating a new Official Plan; preliminary open houses have indicated that the community would like to see new residential development be located within existing settlement areas. Under these situations it is possible that new residential development will be expected to be built at a higher density than this proposed subdivision, with a mix of housing units and allow for affordable housing options. This draft subdivision does not reflect the future potential of mixed housing development near settlement areas and it is unlikely that this form of development will be encouraged in the future if communal services becomes the preferred form of servicing in villages and hamlets.

Based on FoTenn's correspondence it is the opinion of staff that Council should consider one further one year extension of draft approval to provide the opportunity for the builder to meet its assurances to begin construction of housing on this site over the next year.

The County has the full responsibility/authority to make the decision regarding an extension of draft plan approval.

The Township of South Frontenac Council received a report from the Director of Development Services at its January 12, 2021 meeting. Township Council passed the following resolution, a copy of which is attached as Appendix A:

Moved by Councillor Ruttan
Seconded by Councillor Revill

That South Frontenac Council has no objection to the County of Frontenac extending draft plan approval for a period of one year for application 10T-2011/002, subject to the conditions approved by County Council on July 17, 2013 and directs the Clerk to forward this resolution to the County Clerk.

Carried".

Public Comments

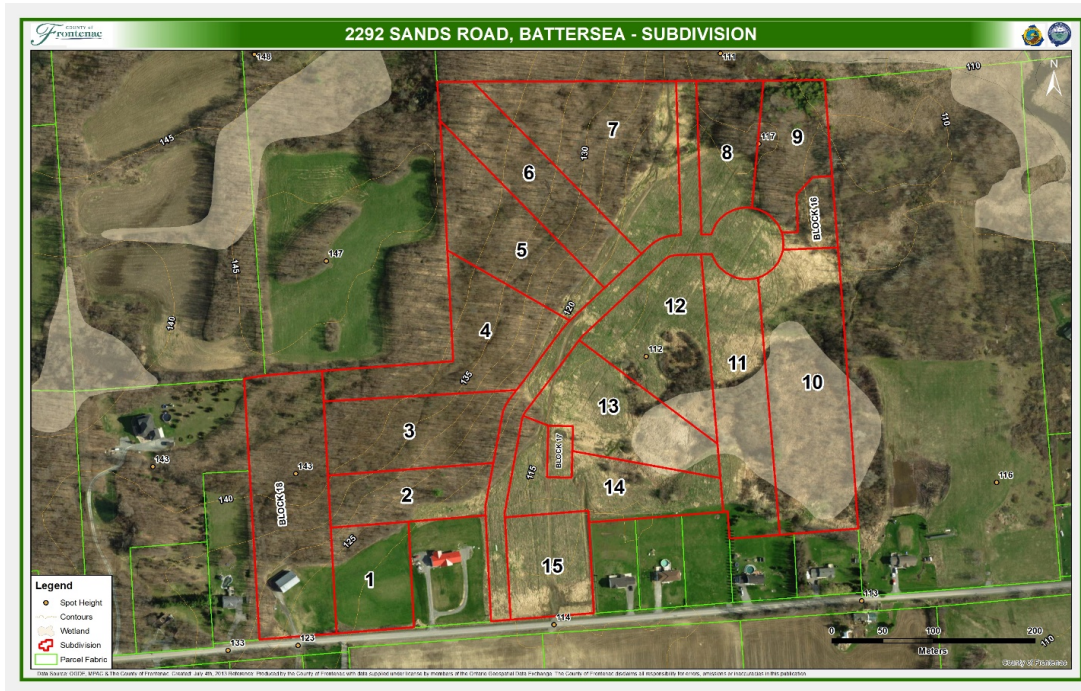
Under the *Planning Act*, there are no requirements for public notification for an extension of draft plan approval.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Claire Dodds, Director of Development Services, Township of South Frontenac
Jannette Amini, Manager of Legislative Services/Clerk
John Pyke, Malroz Engineering (County Peer review for hydrogeological studies)



Recommend Report to Council
Planning and Economic Development – Extension of Approval of Draft Plan of Subdivision – 2292 Sands Road
Township of South Frontenac – County File #10T-2011/002
January 20, 2021

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 29, 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

Comment

The subject property is approximately 91 acres in area (37 hectares) and is located on a peninsula along the north shore of the east basin on Loughborough Lake. The development is accessed by Hinterland Lane from North Shore Road in the Township of South Frontenac. The application is for the creation of a residential vacant land condominium consisting of 15 residential units with 4 blocks, including access to communal docking. A map of the subject property is attached.

Section 50.1 of the *Planning Act* States:

Lapse of approval

[\(32\)](#) In giving approval to a draft plan of subdivision, the approval authority may provide that the approval lapses at the expiration of the time period specified by the approval authority, being not less than three years, and the approval shall lapse at the expiration of the time period, but if there is an appeal under subsection (39) the time period specified for the lapsing of approval does not begin until the date the Municipal Board's decision is issued in respect of the appeal or from the date of a notice issued by the Board under subsection (51). 1994, c. 23, s. 30; 2006, c. 23, s. 22 (6).

Extension

[\(33\)](#) The approval authority may extend the approval for a time period specified by the approval authority and may further extend it but no extension is permissible if the approval lapses before the extension is given. 1994, c. 23, s. 30.

The approval for this draft plan of subdivision expires on January 29, 2021. In April, 2020, County Council approved extension of draft approval for this vacant land condominium reflecting the negative impact of processing planning applications as a result of the COVID-19 pandemic.

The County of Frontenac is in receipt correspondence dated January 4, 2021, from Nelligan Law on behalf of the applicant (Magenta Waterfront Development Corporation) requesting an extension of draft approval.

The application to extend draft plan approval for Johnston Point lists the reasons for why an extension is requested:

“The applicant confirms the satisfaction of all (draft plan) conditions . . . with respect to final approval . . . and shall be providing copies of the last required clearance letters shortly. Satisfaction of each condition has been the subject of consultation with County staff . . . All parties, including the County and the land registry office may be impacted by the current provincial shut down as a result of COVID-19. In the circumstances we are seeking an extension to draft plan approval.”

The application also notes that Magenta is the co-owner of the Johnston Point lands and as of December 15, 2020, are seeking a court order to confirm its authority to sign all documents on behalf of both registered owners. If this order is granted then Magenta will be able to enter the condominium agreement with the Township of South Frontenac, and this agreement is necessary in part to meet the conditions of draft approval. With most of the work completed to fulfil draft conditions, the applicant is requesting one further extension for a period of six (6) months.

The County has the full responsibility/authority to make the decision regarding an extension of draft plan approval.

The Township of South Frontenac Council received a report from the Director of Development Services at its January 12, 2021 meeting and had no comments.

The applicant's project manager has been working attentively with both Township and County staff over the past eight months to meet all conditions of draft approval. Approximately 90 per cent of the work has been completed. On this basis, staff agree with the applicant that the additional extension for draft approval is reasonable.

Public Comments

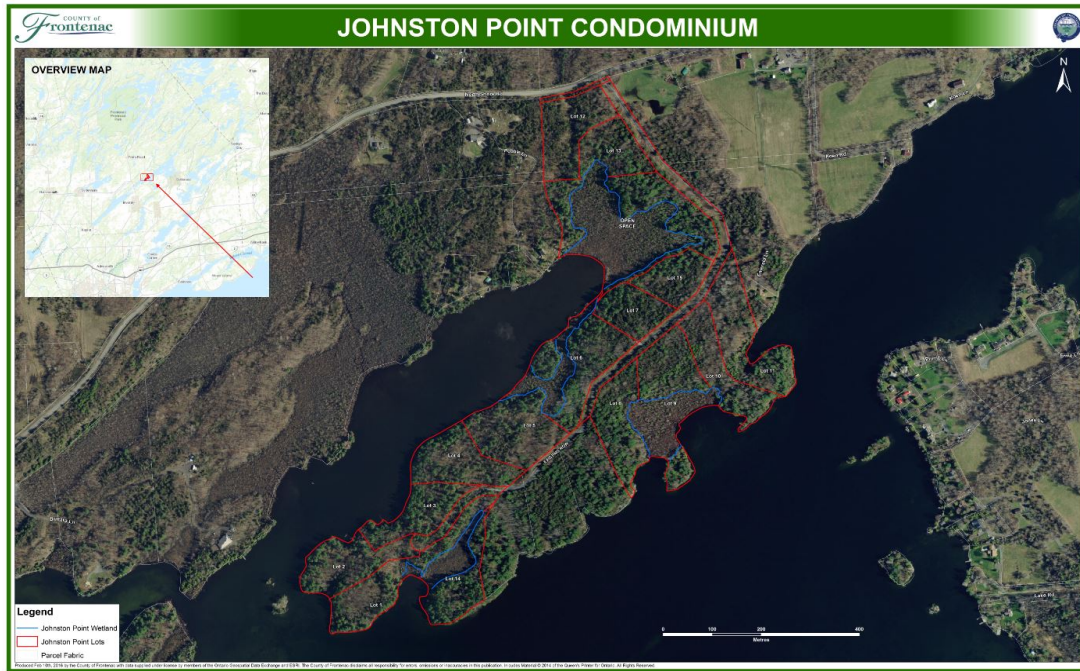
Under the *Planning Act*, there are no requirements for public notification for an extension of draft plan approval.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Claire Dodds, Director of Development Services, Township of South Frontenac
Jannette Amini, Manager of Legislative Services, County of Frontenac



Recommend Report to Council
Planning and Economic Development – Extension of Approval of Draft Plan of Condominium – Johnston Point
Township of South Frontenac – County File #10CD-2014/001
January 20, 2021



Report 2021-010

Council Recommend Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Richard Allen, Manager of Economic Development
Date of meeting: January 20, 2021
Re: **Planning and Economic Development – Sharbot Lake
Downtown Revitalization Update**

Recommendation

Be It Resolved That the Council of the County of Frontenac support the Township of Central Frontenac in the completion of an application to the Rural Economic Development (RED) Program for the purpose of implementing the forthcoming Downtown Revitalization Program in the Village of Sharbot Lake;

And Further That the Council of the County of Frontenac agree to serve as co-applicant for the project, sharing responsibility for project implementation;

And Further That Council allocate \$2,000 from the Community Development Reserve towards the implementation project should the said application be successful;

And Further That the Warden and the Clerk be authorized to enter into an agreement with the Province of Ontario should the said application be successful.

Background

In 2020, the Township of Central Frontenac, with support from the County of Frontenac, received funding from the Rural Economic Development Program to complete a Downtown Revitalization Program in the village of Sharbot Lake. This program was undertaken to leverage the attention associated with the now completed reconstruction of Elizabeth Street in the downtown area of Sharbot Lake. Details of this application are outlined in report 2020-023.

Downtown Revitalization is a long-term process of improving the economic, physical and social well-being of a community's traditional town centre. Downtowns thrive and bustle when there is a dynamic interchange between public space, civic/social uses and commercial activity. This makes for interesting places that residents and visitors will come to experience. The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) has developed a comprehensive approach to Downtown Revitalization, and ministry staff have been providing support and guidance to the management committee as the program moves forward. As such, the Downtown Revitalization program follows a comprehensive "four point approach" which focuses on balancing:

1. Economic Development: objectives such as helping existing merchants target specific market segments in their trade area or identify possible new businesses that complement the existing business mix;
2. Leadership and Management: activities to include various organizations to ensure the process continues and volunteers are celebrated and renewed;
3. Marketing and Promotions: to ensure that the identity and positive image of the downtown is communicated and that events and activities animate the area; and,
4. Physical Improvements: such as restoring historic façades, streetscaping, parking, and creating safe, walkable environments.

OMAFRA has developed a Four-Stage Process, and the Township is currently completing Stage II, and soon entering Stage III.

- Stage I: Organizing and Scoping phase (2-4 months) - Reviewing existing documentation and studies, relationship building and baseline information gathering internally and externally.
- Stage II: Collecting and Assessing (4-6 months) – Executing an array of surveys and focus groups (with measure for social distancing) with business & property owners, visitors/customers, hosting of a community design workshop, and streetscape design consulting.
- Stage III: Action Planning and Prioritization (2-3 months) – Developing goals, and objectives, articulating target market, reporting and presenting findings, setting priorities, drafting Action Plan with real and approximate costs and timelines for short, mid and long term activities.
- Stage IV: Implementing (2 years+) – Endorsement of Action Plan by Council, Committee, and Organizations. Establishing and collecting benchmark measures, celebrating 'wins' to date, developing and presenting of Annual Report ('Phase 1 Report')

Despite the challenges of the COVID-19 Pandemic, the Downtown Revitalization Program was launched and a program coordinator was hired and management committee was created, consisting of County, Township, community and business representatives.

The Coordinator, Adriana Barbary is under the management of this committee with the Central Frontenac Public Works Manager as staff supervisor. Recent activities include hosting a virtual kick-off presentation and launching the program with business owners, residents and the greater community. The 50-minute presentation introduced and educated attendees on the Downtown Revitalization program, its priorities, and the process. In the presentation Adriana Barbary introduced some new marketing and

promotions elements, and gave a snap shot of how and when the program will be active in the community with surveys.

The kick-off presentation was a combination of live and pre-recorded video, hosted by Downtown Coordinator. The full video is available on the township website:

www.centralfrontenac.com/downtownsl

The Community Survey took place between October 31 and December 1, 2020 and was open to full-time residents, seasonal, and non-residents. The survey is a critical market analysis tool for understanding the extent to which people visit Sharbot Lake, and why they do, or do not, visit downtown, in addition to learning where people shop for goods and services and gathering ideas and suggestions on future priorities. The data will be shared with in the form of a Summary Report and Trade Area Analysis Presentation. The survey was promoted on the Central Frontenac Township website, social media, and e-Newsletters, as well as in the Frontenac News, and with posters/ sign boards throughout the Township. 431 responses were collected.

In addition to the Community Survey, volunteers and staff were positioned at 3 high traffic locations over 8 days to conduct a quick 3 question Customer Origin Survey, speaking with 403 individuals in the process. The findings of this survey will inform a Trade Area Analysis report, to be co-developed with support from OMAFRA. The goal of this survey was to talk to visitors and residents in the downtown, as they are shopping or using services, to understand where they come from, why they are in the downtown at that time, and 3 new things they'd like to see (businesses, services, amenities, other features) in the future.

A summary of the above survey results will be presented to Township Council on January 26th, highlighted key trends, themes and leading perspectives on downtown businesses, services and amenities. This data will be supported by a Trade Area report that will be provided by OMAFRA.

Upcoming activities include:

- Business and Building Inventory, Mix & Analysis
- In depth Business Owner Interviews
- Posting RFP for Streetscape and Design Consultants
- Planning and hosting of a virtual Community Design Workshop

Discussion

As the Downtown Revitalization process gains momentum in Sharbot Lake, the management committee has determined that it is advantageous to move immediately from planning to action, and the township is proactively seeking support from the RED funding program to launch the implementation of the Downtown Revitalization Plan shortly after it is completed.

As such, The Township of Central Frontenac is seeking to continue its partnership as a co-applicant for the implementation phase of this project.

This request would fund an Implementation Coordinator on a contract basis, who will be responsible for carrying out the tasks identified in the forthcoming Action Plan. This position would be responsible for mobilizing the community and stakeholders in areas of economic development, physical improvements, marketing, and activities to attract visitors and investment to the area. The Action Plan will be finalized, approved, and endorsed by Council and the Management Group of the Downtown Revitalization Program by August 2021.

If this application for RED funding is successfully approved by OMAFRA (Ontario Ministry of Agriculture, Food and Rural Affairs), this funding would allow for a seamless transition between planning and successful implementation of the Sharbot Lake Downtown Revitalization program.

The Central Frontenac Township Economic Development Committee held a special meeting held Wednesday January 13th and passed the following motion.

Moved by Sara Carpenter, Seconded by Alison Robinson:

That the Economic Development Committee receive the verbal report from the Downtown Revitalization Co-ordinator on behalf of the Downtown Revitalization Management Group (DRMG);

And That the Economic Development Committee hereby supports the request of the DRMG to move forward with the project by applying for a Rural Economic Development grant (February 1, 2021 intake) for the next stage funding, being funding for implementing the goals and activities identified in the Downtown Revitalization Action Plan for Sharbot Lake.

And Further That this motion be forwarded to both Central Frontenac Council at its meeting January 26 and County Council at its meeting January 20th to seek approval to submit an application with the Township as lead and County as co-applicant.

Carried

A draft report will be presented to Township Council on January 26th.

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.

Financial Implications

As with the plan development phase of this project in 2020, staff recommend that \$2,000 from the Community Development Reserve be dedicated to support the implementation phase.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Planning and Economic Development Department
Township of Central Frontenac
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
Central Frontenac Township Economic Development Committee
Sharbot Lake Business Group
Businesses located in the Village of Sharbot Lake



Report 2021-003

Information Report to Council

To: Warden and Members of County Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: January 20, 2021

Re: Corporate Services – Annual Report on Delegation of Authority

Recommendation

This report is for information purposes only.

Background

On February 20, 2019, Council, through the passage of By-law 2019-004 amended By-law 2016-0006, to establish a Delegation of Authority Policy and authorized the delegation of certain powers and duties under the *Municipal Act*, 2001, the *Planning Act* and other Acts with respect to the delegation of Council's legislative and administrative authority. The purpose of the policy is to set out the scope of the powers and duties which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy was developed in accordance with the *Municipal Act* in order to comply with its other applicable sections, including Section 270. This policy applies to all committees of Council, departments and staff.

As per schedule B of the Policy, the following are the duties which Council has delegated:

Warden

Head of the Municipality for the Purposes of the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and the *Ombudsman Act*

Clerk

Delegated the power or duty granted or vested in the head pursuant to Section 49(1) of the *Municipal Freedom of Information and Protection of Privacy Act*;

Designated as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)* and the *Ombudsman Act*;

Director of Planning and Economic Development

Delegated the authority to authorize Final Approval of Plans of Subdivision and Plans of Condominium;

Delegated the authority to authorize Applications for Part-Lot Control – Approval

Integrity Commissioner

Delegation of authority of Council's powers to impose penalties for a contravention of the Code of Conduct

Chief Administrative Officer, or their delegate

- 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;

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;

These delegation of powers and authority 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.

Due to the cancellation of the March 18, 2020 regular Council meeting, that this delegation of authority be retroactive to March 30, 2020

Comment

The purpose of this report is to provide Council an update of how these delegated authorities were used in 2020.

Municipal Freedom of Information and Protection of Privacy Act

The Clerk is delegated the power or duty granted or vested in the head pursuant to Section 49(1) of the MFIPPA. In addition, Section 26 requires that the head shall make an annual report regarding the institutions public access to information under its custody and control, in accordance with this section, to the Commissioner.

In 2020, the Clerk received two full requests for access to information pursuant to MFIPPA. One request was made by an individual member of the public and one request was made by a business. One request was completed within 30 days or less

as required under the Act, and one request required an extension due to the requirement of having issued a Notice to Affected Persons. Of the two requests, full disclosure of information was provided.

No fees were collected for these requests other than the \$5 application fee.

The County had two instances where it used and disclosed personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use). A Notice of the inconsistent use and disclosure was issued to the affected individuals including actions taken by the County to ensure confidentiality is maintained and that future incidences do not occur.

Personal Health Information and Protection of Privacy Act

The Clerk is delegated as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)* and the *Ombudsman Act*; In addition, Section 26 of MFIPPA requires that the head shall make an annual report, in accordance with this section, to the Commissioner and that the report specify the number of requests under MFIPPA or the *Personal Health Information Protection Act (PHIPA)* for access to records made to the institution or to a health information custodian within the meaning of the *Personal Health Information Protection Act*.

If an institution has more than one type of health information custodian, it must submit a separate report for each type. The County of Frontenac is a health information custodian for the follow types:

1. A municipality that operates an ambulance service within the meaning of the *Ambulance Act*
2. A person who operates a long-term care home within the meaning of the *Long-Term Care Homes Act, 2007* or a care home within the meaning of the *Residential Tenancies Act, 2006*

i. Frontenac Paramedics

In 2020, Frontenac Paramedics received a total of 18 requests for personal health information. All requests were completed within 30 days or less as required under the Act. Of the 18 requests, 2 were not Frontenac Paramedic calls, 2 were either cancelled or abandoned and 14 were granted full access.

The total of fees collected was \$553.70.

i. Fairmount Home

In 2020, Fairmount Home received 3 requests for personal health information, one of which was abandoned. The other two requests were completed within 30 days or less as required under the Act. Of the 2 requests, full access was granted for both.

The total of fees collected was \$87.60. Section 54(12) of PHIPA permits that a health information custodian may waive the payment of all or any part of the fee that an individual is required to pay under that subsection if, in the custodian's opinion, it is fair and equitable to do so. A total of \$18.50 was waived.

Final Approval of Plans of Subdivision and Plans of Condominium

No delegation of authority to authorize Final Approval of Plans of Subdivision and Plans of Condominium was used in 2020.

Authorization of Applications for Part-Lot Control – Approval

The Director of Planning and Economic Development approved By-law No. 53-20 for the Municipality of the Township of North Frontenac for the purpose of exempting certain lands described as Lot 1 and Lot 2 on Registered Plan 1882, from Part Lot Control pursuant to Section 50(7) of the Planning Act in August 2020.

To impose penalties for a contravention of the Code of Conduct

No delegation of authority was used in 2020 to impose penalties for a contravention of the Code of Conduct.

Delegated Authority in absence of Council Authorization due to COVID-19

The Delegation of Authority By-law was further amended on April 8, 2020 to delegate certain authority to the Chief Administrative Officer (that would normally require Council approval), in the event Council meetings are cancelled due to COVID-19. The By-law only takes effect and is limited to the time that Frontenac County Council is unable to hold its regular or special meetings of Council as a result of the COVID-19 outbreak. In addition, due to the cancellation of the March 18, 2020 Council meeting, this delegation of authority was retroactive to March 30, 2020 to provide the necessary authorization for the execution of funding agreements with the Province. The following are the specific provisions for the delegated authority, as well as if or how they were used:

- 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;**

No purchases were made under this Delegation of Authority. Only purchases over \$50,000 would have required Warden authorization and there were no unbudgeted purchases in excess of this amount in 2020.

Under this delegated authority, two agreements were executed March 30th with the Ministry of Municipal Affairs and Housing to:

- a) Complete a third party review of the Frontenac County Economic Development program; and
- b) 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”)

Both of these agreements were previously reported to Council at its special meeting held April 8, 2020.

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;

Unbudgeted expenditures were incurred in 2020 as a result of COVID-19, due to the requirement for additional PPE; however these costs were offset by additional funding from the Province.

c. Make changes to Human Resources and Procurement policies and procedures as they pertain to staffing and operations

On March 21, 2020, the Provincial Government made an order which made wide-ranging changes to how health service providers deal with their employees, overriding both employment legislation and collective agreements.

This order grants health services providers with the power to take, with respect to work deployment and staffing, any reasonably necessary measures to respond to, prevent and alleviate the outbreak of COVID-19 for patients. The order goes on to provide a non-exhaustive list of specific measures that health services providers may take, notwithstanding any other statute, regulation, order, policy, arrangement or agreement – including collective agreements.

On March 23, 2020 a similar order was issued targeting long-term care homes. As with the hospital order, the long-term care home order directs service providers take any reasonably necessary measures related to staffing to respond to, prevent and alleviate the COVID-19 outbreak. To that end, providers are directed and empowered to develop, modify and implement redeployment plans that may override collective agreement terms. The non-exhaustive list of things that may be done under such plans are identical to those set out in the hospital order with some exceptions.

On March 27, 2020, a second order was issued at the long-term care home sector authorizing it to engage in a range of practices that would otherwise be unlawful under the *Long-Term Care Homes Act, 2007* and its regulations. The order authorizes licensed long-term care home operators to take any reasonably necessary measures in accordance with the order to respond to, prevent and alleviate the outbreak of COVID-19 in a long-term care home, so long as they are consistent with ensuring a safe and secure environment for residents. The order then authorizes operators of long-term care homes to do or refrain from doing things, notwithstanding their normal legislative, regulatory and policy obligations.

As a result of these provincial emergency orders, no delegation of authority was required to make changes to Human Resources and Procurement policies and procedures as they pertain to staffing and operations during 2020 resulting from the COVID-19 pandemic.

d. amend due dates for requisition from Townships of Tax levy in consultation with member municipalities

The County of Frontenac amended the due dates for requisition from Townships of tax levy. Following consultation with the Townships, the payment deferral for the

Townships was based upon the due date deferral that each Township opted for as follows:

- a) North Frontenac: April*, June, September, December
- b) Central Frontenac: March, August, October, December
- c) South Frontenac: March, August, October, December
- d) Frontenac Islands: April, June, September, December

*North Frontenac – Since the March payment was already completed as scheduled before any relief on the due date was discussed, the County extended that the June payment could be made in July.

e. implement matters that Council has approved subject to modification as deemed necessary to address circumstances related to COVID-19;

Additional labour resources were brought in to address the pandemic both at Fairmount Home and Frontenac Paramedics; however these positions were offset by additional funding from the Province.

Strategic Priorities Implications

As part of the Vision for the County of Frontenac in its 2019-2022 Strategic Plan, it identifies accountability and states:

As a framework for strategic planning, this future vision incorporate goals related to:

- Building the County’s organizational capacity in line with its mandate and accountabilities.

Additionally, Other Important and Continuing County Priorities, identifies:

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

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

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

- 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

Comment

The subject property is 25.5 hectares (63 acres) and is located at Carrying Place Road and Cranberry Cove Lane, with water frontage on Cranberry Lake, northeast of the hamlet of Battersea in the Township of South Frontenac. The application is for the creation of a residential vacant land condominium consisting of 13 single detached units, one storage garage unit, one parking area unit, three common element private condominium roads, one private open space block, one lake access easement block and two 30 centimetre reserve blocks. A map of the development is attached to this report.

Since County Council granted extension of draft approval in April, 2020, the applicant has been working on meeting all conditions of draft approval.

On December 18, 2020, the Township of South Frontenac provided the County with a clearance letter with respect to the Cranberry Cove development. The letter confirmed that all conditions of draft approval that require endorsement by the Township had been fulfilled, and that Township staff were supportive of the County issuing final approval.

All additional conditions of draft approval have been fulfilled including those required by KFLA Health Unit (septic), and Cataraqui Conservation (stormwater, environmental impacts).

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Ms. Claire Dodds, Director of Development Services, Township of South Frontenac
Ms. Jannette Amini, Manager of Legislative Services/Clerk



Applicant:

Magenta Waterfront Development Corporation

Date of Decision:

January 8, 2021

Date of Notice:

January 8, 2021

File No.:

10CD-2012-002

Municipality:

Township of South Frontenac in the County of Frontenac

Subject Lands:

Parts 1, 6 & 7 Plan 13R-8978, Except Parts 1-5, Plan 13R-18799, and Part 1, Plan 13R-19396, Part of Lot, Concession 10, Geographic Township of Pittsburgh, Township of South Frontenac, County of Frontenac

Notice of Decision

The Corporation of the County of Frontenac

on Application for Approval of Final Plan of Condominium

Subsection 51(58) of *The Planning Act*

Approval of the Final Plan of Condominium for the application in respect of the subject lands noted above was granted by the Director of Planning and Economic Development on January 8, 2021, as authorized by County of Frontenac By-law 2016-0006 being a by-law to delegate authority under Section 51.2 (1) of the *Planning Act* to the Director of Planning and Economic Development (Delegated the authority to authorize Final Approval of Plans of Subdivision and Plans of Condominium) passed on the 16th day of March, 2016.

Jannette Amini, County Clerk
Corporation of the County of Frontenac
2069 Battersea Road
Glenburnie, ON
K0H 1S0
Telephone: (613)-548-9400, ext. 302
Email: jamini@frontenacounty.ca

Information Report to Council

Planning and Economic Development – Final Approval – Plan of Condominium – Cranberry Cove – County File

10CD-2012/002

January 20, 2021

Page 4 of 4



Report 2021-009

Council Information Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: January 20, 2021
Re: **Corporate Services – 2019 Accessibility for Ontarians with Disabilities (AODA) Compliance Audit Update**

Recommendation

This report is for information purposes only.

Background

As a broader public sector organization with one or more employees, the County of Frontenac was legally required to file a 2019 accessibility compliance report by December 31, 2019.

The Accessibility Directorate of Ontario recommends and the minister decides what must be in the report and how to present the information. These reports tell how the person or organization is complying with the standard. The report is a series of Yes or No questions, and organizations can provide additional information regarding their compliance status in a text field below each question.

As per Part III, section 15(1) of the Act, someone who is in an official position of authority in the organization must "certify" that the report is accurate.

The Manager of Legislative Services/Clerk completed the County's Compliance report on December 6, 2019.

The Compliance Report determines if organizations are compliant under the AODA and its 5 Standards, those being:

1. Customer Service Standard;
2. Information and Communication Standard;
3. Employment Standard;
4. Transportation Standard; and,
5. Design of Public Spaces Standard

For the most part, the County of Frontenac was in compliance with all five Standards with the exception of a portion of the Information and Communication Standard. The County was not in compliance with all of the applicable requirements for the Information and Communications Standard in effect under the Integrated Accessibility Standards Regulation due both the County website and the County's Civic Web Portal containing PDF documents that were not fully accessible.

As reported to Council in November 2020, the County signed an agreement with Equidox which has developed a fast and easy-to-use web-based software solution that converts inaccessible PDF documents into WCAG 2.0 AA-compliant HTML and accessible PDF and EPUB 2 content. The County has two staff who are trained and take documents through the program to bring them into compliance, however the process can take anywhere from 15 minutes to a number of days, depending on the complexity of the document.

Due to the number of documents still requiring remediation and the time required to remediate comprehensive documents, the County advised the Ministry and Council that the County would be pulling all documents that have not yet been made accessible off of its website by year end. The removed documents will gradually be added back to the website as they are put through Equidox. This course of action would bring the County into compliance with the following process taken in determining a queue line for remediating remaining documents:

1. The Communications Officer will advise of the most popular documents viewed;
2. The most popular documents will be remediated by staff as their time permits;
3. A brief description will be added to the website for the most popular views advising that the document is available by request. If the request requires that the document be in an accessible format, that document will be set as a priority in the cue list;
4. Only "in-demand" documents will be added back to the County's website;
5. All new documents being uploaded to the County's website will be required to comply with the regulations.

Comment

Staff can confirm that as of December 31, 2020, all inaccessible PDF documents were removed from the County of Frontenac website and all public access is now restricted on the County's Civic Web portal to all Council and Committee agendas/minutes prior to 2020. All 2020 Council and Committee agendas were re-published, uploading reports in their original plain text Word format only. Any pdf attachments to those reports were not re-uploaded. As a result, on January 11, 2021, the Manager of Legislative Services re-submitted the County of Frontenac's 2019 AODA Compliance Audit and can confirm that the County is now fully AODA Compliant.

Public Notice

With the removal of all inaccessible documents from the website, the following notice is automatically generated once a user navigates onto the County's website. The notice is embedded with links for user ease completing the document request form.

AODA and changes to Frontenac County websites

The Accessibility for Ontarians with Disabilities Act (AODA) helps reduce and remove barriers faced by persons living with disabilities by establishing standards for accessibility. AODA requires that our websites be fully accessible before 1 January 2021. Some documents originally hosted on the sites, those downloadable in PDF format, were removed in order to meet those requirements. Accessible versions of the documents are available at your request by completing our document request form.

With the restriction of public access to all Council and Committee agendas and minutes prior to 2020 on the County's Civic Web Portal, the following notice is provided on the landing page of the Portal

As of January 1, 2021, the County of Frontenac will have removed all documents from its Civic Web Portal dated 2019 and prior. This move is necessary in order for the County to be in compliance with Section 14 of the Integrated Accessibility Standards under the Accessibility for Ontarians with Disabilities Act. We regret that this will create an unintended barrier to accessing these documents.

These documents will remain available to the public upon request and will be provided in an accessible format upon request.

Can't find something you are looking for? Please visit www.frontenacounty.ca or contact the Clerk at 613 548-9400 ext 302 or by email

Both of these notices provide assurance to the public that County records remain accessible to the public and are available in an accessible format upon request.

Strategic Priorities

Priority 1:

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

This priority responds to high interest as well as concern shared broadly across the County that communities in the Frontenacs be well supported with infrastructure and services essential to vitality and sustainability in today's world.

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
Joint Frontenac Accessibility Advisory Committee
Accessibility Directorate of Ontario



Committee Report

To: Warden and Council Members of the County of Frontenac

From: Brianna McEathron, Administrative Clerk

Date of meeting: January 20, 2021

Re: Community Development Advisory Committee – Report to Council

All items listed on the Community Development Advisory Committee Report shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Community Development Advisory Committee Report to be separated from that motion and considered separately, whereupon the Community Development Advisory Committee Report without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

The Community Development Advisory Committee reports and recommends as follows:

2020-107

**Community Development Advisory Committee
Open Farms in Frontenac 2020**

Be It Resolved That Council direct staff to pursue formalized partnerships with the Township of South Frontenac, the City of Kingston, the National Farmers' Union Local 316, the Frontenac Federation of Agriculture, and regional Farmers Markets in order to ensure the continued execution of the annual event as a high-quality regional local food celebration.



FRONTENAC

**Minutes of the Community Development Advisory Committee Meeting
December 10, 2020
Unconfirmed**

A regular meeting of the Community Development Advisory Committee was held in virtual electronic format, hosted at the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, December 10, 2020 at 10:00 AM

Present Electronically:

Betty Hunter, Chair
Barrie Gilbert
Councillor Alan Revill, Council Liaison
Lisa Henderson
Mary Kloosterman
Councillor Denis Doyle
Greg Rodgers

Absent:

Wilma Kenny, Vice Chair

Staff Present Electronically:

Richard Allen, Manager of Economic Development
Jannette Amini, Manager of Legislative Services/Clerk
Brianna McEathron, Administrative Clerk (Recording Secretary)
Alison Vanderveelde, Community Development Officer

1. Call to Order

The Chair called the meeting to order at 10:04 a.m.

2. Adoption of the Agenda

Moved By: Councillor Alan Revill
Seconded By: Barrie Gilbert

That the agenda for the December 10, 2020 meeting of the Community Development Advisory Committee be adopted.

Carried

Ms. Vandervelde, Community Development Officer provided an overview of the report.

Ms. Kloosterman asked what the actual expenditure was from this year compared to last year. Ms. Vandervelde answered that it was approximately \$8,000 last year and \$14,000 this year. She noted that ~~we the County have~~ received grants.

Ms. Henderson asked if it is worth doing a hybrid event next year. Ms. Vandervelde indicated that there will be some virtual components going forward.

Councillor Revill asked if the County has looked at the possibility of participant farms to contribute to Open Farms. Ms. Vandervelde answered that going forward there is a possibility to ask for a nominal fee.

Ms. Kloosterman asked if Open Farms will continue next year. Ms. Vandervelde answered that the Economic Development department ~~has~~ received support from County Council in 2019 to continue with Open Farms as an annual event.

**c) 2020-108
Community Development Advisory Committee
Review of motorized access to the Verona Corridor of the Frontenac
K&P Trail.**

This report is for information only. It is being provided to the committee in order to support the committee's efforts to provide advice to County Council with respect only to the issue of motorized use on the K&P Trail between Bellrock Road and Craig Road ("Verona Corridor").

Richard Allen, Manager of Economic Development provided an overview of this report.

In regards to the meeting of the working group it was the consensus that the meeting would take place in January and the working group would provide information at the following CDAC meeting in February.

Mr. Gilbert asked if Mr. Allen could add a question to the survey to ask if the locals are against motorized vehicle use. Ms. Hunter noted that this survey has already concluded and the questions cannot be added. Mr. Allen said he can provide a more detailed outline of the survey and the ~~answers~~ eds provided.

7. Communications

**a) Funding Agreement with Trans Canada Trails
[Distributed to Community Development Advisory Committee
November 18, 2020]**

8. Other Business



9. Next Meeting

The next regular meeting of the Community Development Advisory Committee is scheduled for **Thursday, February 11, 2021** at 10:00 a.m.

10. Adjournment

Moved By: Councillor Denis Doyle
Seconded By: Mr. Barrie Gilbert

That the meeting hereby adjourn at 10:42 a.m.

Carried



Committee Report

To: Warden and Council Members of the County of Frontenac

From: Brianna McEathron, Administrative Clerk

Date of meeting: January 20, 2021

**Re: Communal Service Governance/Operation Model Review Committee –
Report to Council**

All items listed on the Communal Service Governance/Operation Model Review Committee Report shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Communal Service Governance/Operation Model Review Committee Report to be separated from that motion and considered separately, whereupon the Communal Service Governance/Operation Model Review Committee Report without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

The Communal Service Governance/Operation Model Review Committee reports and recommends as follows:

Be It Resolved That the Communal Service Governance/Operation Model Review Committee form a working group which includes Wayne Robinson, Joe Gallivan, Kelly Pender, Councillor Doyle as well as additional staff required to examine the financial model.



FRONTENAC

**Minutes of the Communal Service Governance/Operational Model Review
Committee
December 15, 2020
Unconfirmed**

A meeting of the Community Development Advisory Committee was held in Electronic format, hosted by County Administrative Office, 2069 Battersea Road, Glenburnie on Tuesday, December 15, 2020 at 9:00 AM

Present Electronically:

Councillor Denis Doyle, Chair
Mike Keene, Vice-Chair
Gwen Glover
Jim McIntosh
Deputy Warden Ron Vandewal
Warden Fran Smith
Wayne Robinson
Councillor Ron Higgins

Absent:

Gwen Glover

Staff Present Electronically:

Joe Gallivan, Director of Planning and Economic Development
Megan Rueckwald, Manager of Community Planning
Kelly Pender, Chief Administrative Officer
Brianna McEathron (Recording Secretary)

1. Call to Order

Chair called the meeting to order at 9:02 a.m.

2. Adoption of the Agenda

Moved By: Warden Smith
Seconded By: Councillor Higgins

That the agenda for the December 10, 2020 meeting of the Communal Service Governance/Operation Model Review Committee be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

4. Adoption of Minutes

a) Minutes of Meeting held November 10, 2020

Moved By: Mr. Robinson

Seconded By: Mr. McIntosh

That the minutes of the Communal Service Governance/Operation Model Review Committee meeting held November 10, 2020 be adopted.

Carried

5. Deputations and/or Presentations

- a) Mr. Alec Knowles** and team, WSP Canada Group Limited, will present to Communal Service Governance/Operation Model Review Committee, highlights on County-Level Governance Model, Municipal Service Corporations, and Joint Municipal Services Board

Mr. Alec Knowles and the WSP Consulting team, provided the Committee with a presentation on the highlights of County-Level Model, Municipal Service Corporations, and Joint Municipal Services Board, a copy of which is attached to the record in the Clerk's Office.

Mr. Keene asked if you would need to transfer power for every current communal system. Mr. Knowles answered that at this stage the committee is only at the governance level and would not typically get into individual communal systems.

In regards to a Municipal Service Corporation Asset Transfer policy it was asked if it is mandatory to transfer all existing assets. Mr. Knowles answered that it is not necessarily the case and it would depend on what the governing authorities decide.

Councillor Higgins asked if we implement any one of these governance options, would existing systems that are privately owned be grandfathered in to their current agreements. Mr. Knowles indicate that it is up to the municipalities and the governance authorities to decide on the specifics of each agreement.

Deputy Warden Vandewal asked if an MSC agreement would cover water and septic. Mr. Knowles answered yes.

Deputy Warden Vandewal noted that for existing private systems there would need to be a thorough investigation of their systems before the municipalities would take them over.

Mr. McIntosh asked if it is possible to start the governance model at the county level and transfer power to the County until it's up and running and at that time hand it over to the lower tiers. Mr. Knowles answered that this is a possibility and you could potentially set up and MSC and have it initially staffed with a skeleton crew that could be current public staff until it's up and running. He noted that there are different ways to approach this scenario while also respecting policy restrictions.

Deputy Warden Vandewal noted that if you are going to set up and MSC, either way it's going to take staff and costs and that when comparing the other types of governance models, the consultants will need to include annual costs for other models as well, not just the MSC Model. He noted that all three option will in the end hold the municipalities liable in case of default.

Moved By: Mr. Robinson
Seconded By: Deputy Warden Vandewal

That the Communal Service Governance/Operation Model Review Committee provide WSP Canada Ltd. the permission to proceed to investigate the Municipal Services Corporation.

Carried

Moved By: Warden Smith
Seconded By: Councillor Higgins

Be It Resolved That the Communal Service Governance/Operation Model Review Committee form a working group which includes Wayne Robinson, Joe Gallivan, Kelly Pender, Councillor Doyle as well as additional staff required to examine the financial model.

Carried

6. Reports to the Community Development Advisory



7. Communications

- a) Meetings notes from November 10, 2020 Provided by WSP Canada Group Limited
[Distributed to Members of Communal Service Governance/ Operation Model Review Committee December 2, 2020]
- b) Summary Engagement Table Provided by WSP Canada Group Limited
[Distributed to Members of Communal Service Governance/ Operation Model Review Committee December 2, 2020]

- c) Review Committee December 2, 2020]
Progress Report as of November 2020 Provided by WSP Canada Group Limited
[Distributed to Members of Communal Service Governance/ Operation Model Review Committee December 2, 2020]

8. Other Business

~~~~~

**9. Next Meeting**

~~~~~

10. Adjournment

Moved By: Councillor Higgins
Seconded By: Warden Smith

That the meeting hereby adjourn at 10:45 a.m.

Carried

By-Law No. 2021-0001

of

The Corporation of the County of Frontenac

being a By-law to Impose User Fees and Charges for Services

Whereas Sections 391 (1) and (3) of the *Municipal Act, 2001 S.O. 2001, c. 25, as amended* authorize a municipality to impose fees or charges including costs incurred by the municipality related to administration, enforcement and the establishment, acquisition and replacement of capital assets, on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control.

And Whereas Section 69 of the *Planning Act, R.S.O. 1990, c.P.13, as amended*, authorizes that the council of a municipality, by by-law, may establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the municipality in respect of the processing of each type of application provided for in the tariff:

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

1. **That** Schedule A attached hereto and forming part of this by-law represents Fees for Services for County Administration and Geographic Information System (GIS) Mapping.
2. **That** Schedule B attached hereto and forming part of this by-law represents Fees for Services for Facility Rentals.
3. **That** Schedule C attached hereto and forming part of this by-law represents the Tariff of Fees for Land Use Planning.
4. **That** Schedule D attached hereto and forming part of this by-law represents the Fees for Services for Fairmount Home.
5. **That** Schedule E attached hereto and forming part of this by-law represents Fees for Services for Frontenac Paramedic Services.
6. **That** Schedule F attached hereto and forming part of this by-law represents Fees for Citizen Land Use on County Owned Property
7. **That** all fees, other than for exempt services, are subject to the applicable taxes.
8. **That** the fees for services outlined in the schedules to this by-law shall be reviewed annually.

9. **That** By-law No. 2020-0001 is hereby repealed.

10. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 20th day of January, 2021.

Read a Third Time, Signed, Sealed and Finally Passed this 20th day of January, 2021.

The Corporation of the County of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk

Schedule A

Fees for Services for County Administration and Geographic Information System (GIS) Mapping

Administration	
Photocopying (per copy)	\$0.25
Faxing (per page)	\$1.00
Archival Material Search – Hourly Rate	\$35.00
Document Searches (pursuant to MFIPPA) ¹ per hour	\$30.00
Geographic Information System (GIS)	
And Map-Related Products	
Digital True Colour Ortho-Photography for 2008, 2014 and 2019 (1km x 1km tiles - MrSID, JPEG2000, GeoTIFF);	\$50.00 per tile
Printed Map Products	
Small Basic Map (8½" x 11"; no customization)	
Black and white	\$6.00
Colour	\$8.00
Medium Basic Map (11" x 17"; no customization)	
Black and white	\$10.00
Colour	\$12.00
Large Basic Map (no customization, exceeds 11" x 17" and up to 42" wide; requires the use of large scale GIS plotter)	\$30.00
Custom Map Products	
Hourly Rate (includes mapping/ analysis/ consultation; does not include printed final product or shipping charges; minimum fee of 1 hour)	\$50.00

Note: These fees are not applicable to services provided to the Townships within the County of Frontenac.

¹ – *Municipal Freedom of Information and Protection of Privacy Act*

**Schedule B
Fees for Facility Rentals**

	The Bud Clayton Memorial Room	Frontenac Room	Kingston Frontenac Rotary Auditorium
County Use (includes member Townships) (Must have staff sponsor or assigned designate who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> No Charge 	<ul style="list-style-type: none"> No Charge 	<ul style="list-style-type: none"> No Charge *Including Fairmount Home sponsored residents/family events*
County Affiliate or Not For Profit (Must have affiliate/association sponsor who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$30/half day (4 hours) \$50/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$60/half day (4 hours) \$100/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) \$120/half day (4 hours) \$200/day (8 hours) After hours charge (\$40/hr.) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250)
For Profit Company	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$45/half day (4 hours) \$75/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr.) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$90/half day (4 hours) \$150/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr) Damage Deposit (\$250) 	<ul style="list-style-type: none"> 50% Deposit Required (Non Refundable if cancelled within 48 hours) Proof of insurance required \$150/half day (4 hours) \$250/day (8 hours) After hours charge (\$40/hr) Stand-by Tech Support charge is (\$40/hr) Damage Deposit (\$250)

Notes:

After hour charges are applicable outside of normal County hours of operation (8:30 am to 4:00 pm, Monday to Friday)
 Multiple day rates may be discounted up to 30% depending upon availability and set up/break down requirements.
 No onsite catering is available. A list of recommended local caterers is available upon request.
 No charge to the City of Kingston for the Kingston Frontenac Rotary Auditorium.

Schedule C

Tariff of Fees for Land Use Planning

1. Plan of Subdivision or Plan of Condominium

Initial Application Fee

For any proposed plan of subdivision submitted to the County of Frontenac for approval:

Up to 20 developable lots/blocks/units	\$3,250
21 to 50 developable lots/blocks/units	\$4,750
More than 50 developable lots/blocks/units	\$6,250

Deposit

In addition to the Initial Application Fee, the applicant shall provide to the County of Frontenac a \$5,000 deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. Any remaining balance of the deposit will be refunded at the time of registration.

Refund

Sixty per cent (60%) of the Initial Application Fee shall be returned if an application is rejected by the County of Frontenac as being deemed incomplete or is withdrawn prior to circulation.

Major Plan Revision (re-circulation)	\$1,500
Minor Plan Revision (no recirculation required)	\$500
Draft Approval Extension	
For each one (1) year extension beyond the usual three (3) years	\$600
Final Plan for Registration	\$600
Public Meeting held by Planning Advisory Committee	
Outside of Major Plan Revision (re-circulation)	\$750

2. Condominium Exemption

Application Fee	\$1,000
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For any plan of condominium submitted to the County of Frontenac for exemption under Section 50 of *The Condominium Act, R.S.O. 1990, C26, as amended*.

3. Part Lot Control

Final Approval	\$300
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Payable prior to the by-law being given final approval by the Council of the County of Frontenac.

4. Official Plan Amendment

County Official Plan Amendment \$1,750

Deposit

In addition to the Initial Application Fee, the applicant shall provide to the County of Frontenac a \$5,000 deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. Any remaining balance of the deposit will be refunded at the time of registration.

County or Local Official Plan Amendment Initiated by Municipality No fee

Additional Public Meeting \$750

5. Other Charges

The applicant shall provide the County of Frontenac, upon request, a deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. If such fees and expenses exceed the deposit, the Applicant shall pay the difference upon being billed by the County with interest at a rate of 1.25% per month on accounts overdue more than thirty (30) days.

Municipal Planning Services Fees

Preparation of all planning reports associated with a private application.

Director of Planning and Economic Development \$115.00/hour

Manager of Community Planning \$86.00/hour

Community Planner \$55.00/hour

Commented [AL1]: AL Updated for 2021 – Dec 18, 2020

Schedule D

Fees for Services for Fairmount Home

Other Charges

Satellite Television for Residents	\$5.00/month
Telephone for Residents	\$7.00/month plus long distance charges
WiFi for Residents	\$12.00/month
	\$5.00 one-time set up fee

External Catering

See attached External Catering Form

sodexo HEALTH CARE		CATERING ORDER FORM County of Frontenac		FRONTENAC	
Name of event:		Date of event:			
Time of Delivery		Requested by:		Location	
Telephone:		Number of staff		Number of residents	
Department:		Cost Centre		Number of invitees	
External billing:					
ITEMS REQUESTED			ITEMS REQUESTED		
Beverages	Serving	Unit Cost		Servings	Unit Cost
Coffee, smz Serves 8		\$8.00	-	Buffet Trays	
Percolator/l 30-40		35.00	-	Caesar, Garden, Greek	
Thermal container, lrg		70.00	-	Fruit Tray small	15 -
Coffee, decaffeinated		0.65	-	Fruit Tray, medium	30 -
Tea bag and hot water		1.00	-	Fruit Tray, large	45 -
Juice, bottle		1.85	-	Cheese and crackers, sm	30 -
Pop, can		1.00	-	Cheese and crackers, med	52 -
Punch bowl, 35-40		8.00	-	Cheese and crackers, lrg	70 -
Punch bowl, 50		12.00	-	Veg & Dip, small	15 -
Bottled water, 330 ML		1.50	-	Veg & Dip, medium	30 -
Milk, 250 ML 2%		1.00	-	Veg & dip, large	45 -
Subtotal Beverages			\$ -	Sandwiches, tea cut, each	2.95 -
Bakeshop				Sandwiches, gourmet, each	3.25 -
Muffins		1.20	-	Subtotal Buffet Trays \$ -	
Baked cookies		0.60	-	Paper Products*	
Croissants		1.00	-	Paper Products*	
Squares, 2 Each		0.80	-	Plates, small, 6"	0.10 -
Cake, slab 60-80		44.00	-	Plates, large, 9"	0.05 -
Cake, 1/2 slab		22.00	-	Knives	0.03 -
Pie, fruit Serves 8		12.00	-	Forks	0.03 -
Pie, cream. Serves 8		10.00	-	Spoons	0.03 -
Subtotal Bakeshop			\$ -	Napkins	0.03 -
Yogurt		1	-	Styrofoam cups	0.02 -
Pickle bowl		2.95	-	Straws	0.02 -
Soup of the day, bowl		1.5	-	Subtotal Paper Products \$ -	
Fruit, each		0.5	-	Subtotal \$ -	
Subtotal			\$ -	Applicable Labour	0 24.77 0
Combined subtotals				Goods and Services Tax	5% -
** Indicate special requirements				Provincial Sales Tax	8% -
				GRAND TOTAL	-

Schedule E

Fees for Services for Frontenac Paramedic Services

Special Events

Attendance of one (1) Ambulance and Paramedic crew at Special Events

Basic Charge:

4 hours coverage minimum charge \$840.00

Additional Charges:

For each hour or portion thereof \$210.00

The deposit amount is due prior to the event and any adjustment/refund will be resolved after the special event.

Retrieving an Ambulance Call Report

Per report \$35.00

Schedule F

Fees for Citizen Land Use on County Owned Property

Certificate of Permission

Application and Inspection Fee\$250*
(Based upon 4 to 8 hours for pre and post inspection and administration)

License of Occupation

Application and Inspection Fee\$250*
for the duration of the agreement+ \$100/year
(Based upon 4 to 8 hours for pre and post inspection and administration)

Encroachment Agreement

Application Fee.....\$250*
(Based upon 4 to 8 hours for pre and post inspection and administration)

Right of Way (RoW)

Application Fee.....\$250*
(Based upon 4 to 8 hours for pre and post inspection and administration)

Sale

Application Fee.....\$250*
(Based upon 4 to 8 hours for pre and post inspection and administration)

All sales in must be in accordance with the County's Sale of Real Property By-law.

* Plus related disbursements.

By-Law No. 2021-0002

of

The Corporation of the County of Frontenac

Being a By-Law to Adopt an Investment Policy

Whereas the County of Frontenac has supported the development of a long range financial plan;

And Whereas an Investment policy is important to the implementation of a long range financial strategy;

And Whereas the Council of the County of Frontenac deems it expedient to pass an Investment policy;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac authorizes the following:

1. **That** Council hereby adopts the Investment Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law;
2. **That** By-law 2016-0001 be hereby repealed;
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 20th day of January, 2021.

Read a Third Time, Signed, Sealed and Finally Passed this 20th day of January, 2021.

The Corporation of the County Of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 2 of 7

Approved:

Effective: January 20, 2021

Policy:

The purpose of this investment policy is to establish and maintain practices and procedures to invest public funds with the highest return on investment with the maximum security and appropriate liquidity while meeting daily cash flow demands and conforming to all legislation governing the investment of public funds. This policy applies to the investment activities of the Operating, Capital, Trust, Reserves and Reserve Funds.

Objective:

The intent of the investment policy is to invest all available funds of the Municipality in a prudent manner so as to prioritize:

- a) Principal-protection and the safety of capital
- b) Matching maturities to ensure cash flow requirements are met
- c) Investing in liquid investments with active secondary markets or possibilities of redemption
- d) Maximizing rate of return

The strategies of this objective involve:

- a) Portfolio distribution that achieves stability of income through the maintenance of a substantial portion of near risk-free investments;
 - b) Credit analysis of the issuer or guarantor of securities which involves analyzing the credit quality for each issuer deemed eligible under Ontario Regulation 438/97; and
 - c) Portfolio distribution that achieves diversification to the extent that it maximizes the safety of principal through limitation of exposure to any one investment vehicle.
2. To abide by the regulatory framework, all investment activities shall be governed by the Municipal Act as amended. The Treasurer shall only invest



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 3 of 7

Approved:

Effective: January 20, 2021

surplus monies in investments deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations, unless limited further by Council.

3. The Treasurer shall maintain sufficient liquidity to meet all operating or cash flow requirements that may be reasonably anticipated. This shall be done where possible by structuring the portfolio so that securities mature concurrent with anticipated cash demands. The portfolio should consist largely of securities with active secondary or resale markets since all possible cash demands cannot be anticipated. A portion of the portfolio may also be place in local government investment pools that offer liquidity for short-term funds.
4. To maintain an accountability framework, the Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials as required. The Treasurer shall determine the amount of funds and terms for which placements can be arranged. The Treasurer shall contact the Investment Manager and purchase or sell the appropriate investments. Those investments governed by the provisions of the "ONE – The Public Sector Group of Funds" agreement shall be deemed delegated to that Agent. No person may engage in an investment transaction except as provided under the terms of this policy.

Standards of Care

5. Prudence: Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. When investing surplus monies, the Treasurer shall do so in a prudent manner that ensures the preservation of capital and maintains the liquidity of the Corporation. To this end, portfolio diversification shall be employed when possible. Safety of principal is the foremost objective of the investment program.

The Treasurer shall obtain legal and financial advice on an investment when the Treasurer, or Council, deems it to be appropriate.



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 4 of 7

Approved:

Effective: January 20, 2021

6. Ethics and conflicts of interest: Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Material interests in financial institutions with which they conduct business should be disclosed. Further, any personal financial/investment positions that could be related to the performance of the investment portfolio shall be disclosed. Officers and employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the County.

If a staff member of the Finance Department is party to, or has a direct or indirect beneficial interest in an investment transaction of the County of Frontenac, he or she must provide full disclosure of that interest to the Treasurer. The Treasurer will determine whether the County of Frontenac's investment is to continue to be retained or sold forthwith.

7. Competitive selection: The purchase and sale of securities shall be transacted through a competitive process only with financial institutions approved by the Treasurer. The County will accept the offer which maximizes the investment objectives of the portfolio as listed in (1). Where the County does not ask for competitive quotations, it shall obtain some evidence, verbal or written, that the rate of return agreed is fair and reasonable. Note that this guideline does not apply to ONE Funds or to bank account balances.
8. Safekeeping and Custody: All securities shall be held for safekeeping at a financial institution approved by the Municipality. Individual accounts shall be maintained for each portfolio. All securities shall be held in the name of the municipality.

The investment organization shall issue a confirmation receipt to the County of Frontenac listing specific instrument, rate, maturity and other pertinent information. On a monthly basis, the Investment firm will also provide reports which provide reports which list all securities held for the County of Frontenac, the book value of holdings and the market value as of month-end.



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 5 of 7

Approved:

Effective: January 20, 2021

Delegation of Authority

9. The Treasurer has overall responsibility for prudent investment of the County of Frontenac's portfolio. In the absence of that individual, staff approval may be given by the Deputy Treasurer or CAO. Authority to manage and implement the investment program may be granted for all or a portion of the municipality's overall investment portfolio, to an external investment Agent, to act as an Investment Manager on behalf of the municipality, as determined through an independent and competitive bidding process. That Agent shall act in accordance with the established procedures and internal controls consistent with this investment policy and under the direction of the Treasurer. Those investments governed by the provisions of the "ONE – The Public Sector Group of Funds" agreement shall be deemed delegated to that Agent.

Investment Parameters

10. The investments shall be diversified by;
 - a) Limiting investments to avoid over-concentration in securities from a specific issuer or sector (excluding Government of Canada securities)
 - b) Limiting investment in securities to those that have higher credit ratings
 - c) Investing in securities with varying maturities
 - d) Investing in mainly liquid, marketable securities which have an active secondary market to ensure that appropriate liquidity is maintained in order to meet ongoing obligations

Diversification, as well as ensuring safety of principal by limiting exposure to credit, sector or term risks, also provides opportunities to enhance the investment returns of the County of Frontenac's portfolio by means of prudent and timely adjustments to the asset mix.

11. Competitive rate of return: Without compromising other objectives, the County of Frontenac shall maximize the rate of return earned on its portfolio. Trends in economic variables will be monitored including interest rates and inflation.



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 6 of 7

Approved:

Effective: January 20, 2021

Maximum Maturities

12. To the extent possible, the municipality shall attempt to match investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the municipality will not directly invest in securities maturing more than ten (10) years from the date of purchase. Reserve and Trust funds with longer-term horizons may be invested in securities exceeding ten (10) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of the funds.

Performance Benchmarks

13. The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles that is commensurate with the investment risk constraints and cash flow needs of the municipality. Market yields should be higher than the rate given by the County's bank for the various bank accounts.

Internal Controls

14. Record keeping: It will be the responsibility of the staff involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions solicited, rate quoted, description of the security, investment selected, and any special considerations that had an impact on the decision
15. Reporting: The Treasurer shall report annually to council on investment activities as per the requirements of Ontario Regulation 438/97 as amended.
16. Review: The Treasurer shall establish an annual process of independent review by the municipality's auditor. This review will provide assurance of compliance with governing legislation, this investment policy and procedures established by the Treasurer.



Finance Policy & Procedure Manual

Subject: Investment Policy

Index Number: FIN-21-01

Page 7 of 7

Approved:

Effective: January 20, 2021

17. Amendments: This policy shall be reviewed on a regular basis. Amendments may be made at any time at the recommendation of the Treasurer and approved by Council.

Exemption

18. Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of the policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

By-Law Number 2021-0003

of

The Corporation of the County of Frontenac

being a by-law to authorize the execution of an Agreement with Province of Ontario should the application to the Rural Economic Development (RED) Program for the purpose of conducting a Downtown Revitalization Program in the Village of Sharbot Lake be successful.

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 an Agreement with the Province of Ontario should the application to the Rural Economic Development (RED) Program for the purpose of conducting a Downtown Revitalization Program in the Village of Sharbot Lake be successful;

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 an Agreement with the Province of Ontario should the application to the Rural Economic Development (RED) Program for the purpose of conducting a Downtown Revitalization Program in the Village of Sharbot Lake be successful.
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 20th day of January, 2021.

Read a Third Time, Signed, Sealed and Finally Passed this 20th day of January, 2021.

The Corporation of the County of Frontenac

Ron Vandevelde, Warden

Jannette Amini Clerk

By-Law No. 2021-0004

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
January 20, 2021

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 January 20, 2021 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 January 20, 2021 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 January 20, 2021 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 20th day of January, 2021

Read a Third Time and Finally Passed, Signed and Sealed this 20th day of January, 2021.

The Corporation of the County Of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk