



**Frontenac County Council Meeting**  
**Wednesday, April 21, 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/n\\_NpWYHnOQ4](https://youtu.be/n_NpWYHnOQ4)

---

## **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 March 17, 2021
2. Labour relations or employee negotiations - as it relates to upcoming negotiations with CUPE Local 109 and OPSEU Local 462

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

### **Approval of Addendum**

- a) **Resolved That** the addendum for the April 21, 2021 meeting of the Council of the County of Frontenac be approved.

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

### **Adoption of Minutes**

- a) Minutes of Meeting held March 17, 2021  
**Resolved That** the minutes of the regular Council meeting held March 17, 2021 be adopted.

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

26 - 30

- a) **Mr. Howard Allen**, Allen Chartered Accountants will address County Council regarding the audit findings report for the year ended December 31, 2020  
[See Recommend Reports from the Chief Administrative Officer, clause a)]
- b) Presentation to Councillor Fran Smith in recognition of her support for improved internet and cell coverage #inFrontenac County.

### **Proclamations**

- a) **Volunteer Week**  
 **April 18 – 24, 2021**

**Whereas** the value of one sharing their time, the power of many contributing to healthy aging, improving quality of life and providing a sense of wellbeing;

**And Whereas** this past year has been challenging for our volunteers who have both stepped up and stepped back to keep our community safe.

**Therefore Be It Resolved That** the Council of the County of Frontenac hereby proclaim April 18 – 24, 2021 to be National Volunteer Week in the County of Frontenac, with the theme #VolunteersBringChange;

**And Further That** the County of Frontenac celebrate and thank each of our volunteers for their commitment to others!

b) **Emergency Preparedness Week  
May 2 to May 8, 2021**

**Whereas** the Council of the County of Frontenac recognizes the importance of everybody being prepared for emergencies;

**And Whereas** the goal of Emergency Preparedness Week is to raise community awareness and the need to prepare for the possibility of an emergency;

**And Whereas** the safety of our community is the responsibility of each and every one of us, we must prepare now and learn how to secure a strong and healthy tomorrow;

**Now Therefore Be It Resolved That** the Council of the County of Frontenac hereby proclaim the week of May 2 to May 8, 2021, to be **Emergency Preparedness Week** throughout the County of Frontenac with the theme of "**Emergencies can happen anytime - Are you Ready**"

**And Further That** all citizens are encouraged to make a plan, build a kit, stay informed and to participate in educational activities on emergency preparedness.

c) **Nursing Week  
May 10 – 16, 2021**

**Whereas** May 12 commemorates the birthday of nursing pioneer Florence Nightingale;

**And Whereas** nurses are leaders and part of a strong interdisciplinary health care team at Fairmount Home; and,

**And Whereas** nurses are part of our local community and shape and deliver effective interventions to meet the needs of our residents, families and communities;

**Therefore Be It Resolved That** the week of May 10 to May 16 ,2021 be proclaimed **Nursing Week** in the County of Frontenac with the theme of "**We Answer The Call** " to showcase the many roles that nurses play in a patient's health-care journey..

d) **Personal Support Worker (PSW) Day  
May 19, 2021**

**Whereas** the Canadian PSW Network promotes support and advocacy for PSWs across Ontario that offers support for mental health, education, resources and strength to our community's most invaluable PSWs;

**And Whereas** the Canadian PSW Network advocates that PSWs are the ones who take care of our community's seniors and most vulnerable every day while they live, work and raise their own families;

**And Whereas** the Canadian PSW Network takes action to improve the PSWs access to affordable education, resources and increased awareness to the public of the importance of the role that the PSW plays in our communities in the care of our community's loved ones;

**And Whereas** the Canadian PSW Network actively encourages everyone to join in recognizing the monumental importance of the Personal Support Workers who provide the utmost of care, respect and dignity to our community's most vulnerable and acknowledge that the work and services they provide selflessly every day are truly invaluable, especially during the current crisis they are faced with in this Global Pandemic;

**Therefore Be It Resolved That** the Council of the County of Frontenac hereby proclaim May 19, 2021 to be "Personal Support Worker (PSW) Day" in the County of Frontenac.

e) **Paramedic Services Week  
Paramedic as Educator – Citizen Ready  
May 23 to May 29, 2021**

**Whereas** each year the paramedics of Frontenac Paramedic Services will respond to approximately 22,000 calls for assistance from the public;

**And Whereas** the paramedics are ready to provide lifesaving care to those in need 24 hours a day, 7 days a week, 365 days a year;

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

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

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

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

**Therefore Be It Resolved That** the week of May 23 to May 29 ,2021 be proclaimed **Paramedic Services Week** in the County of Frontenac with the theme of "**Paramedic as Educator – Citizen Ready**" which demonstrates the important role that paramedics play as educators to the public.

**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**

48 - 87

- a) **2021-031**  
**Corporate Services**  
**2020 County of Frontenac Audited Financial Statements**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2020 Audited Financial Statements report;

**And Further That** the Council of the County of Frontenac approve the 2020 Audited Financial Statements of the Corporation of the County of Frontenac.

88 - 91

- b) **2021-032**  
**Planning and Economic Development**  
**Authorization to enter into a contribution agreement with the Province of Ontario (ICIP Community, Culture & Recreation Stream)**  
**Recommendation**

**Whereas** an application was filed with the Investing in Canada Infrastructure Program Community, Culture & Recreation Stream in November of 2019;

**Be It Resolved** That the CAO be authorized to enter into an agreement with the Province of Ontario should the said application be successful.

**And Further That** \$88,331.04 from the accessibility reserve be allocated for the County 2021-22 contribution to this project should the said application be successful

92 - 95

- c) **2021-034**  
**Corporate Services**  
**Direction to proceed with the investigation and implementation of By-laws for the Provision of an Administrative Monetary Penalty Process**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Direction to proceed with the investigation and implementation of By-laws for the Provision of an Administrative Monetary Penalty Process report for information;

**And Further That** staff report back to Council no later than June, 2021 for Council’s consideration, with provisions for a by-law respecting Enforcement of Orders During a Declared Emergency and a by-law to Establish a Process for Administrative Penalties.

96 - 184

- d) **2021-035**  
**Office of the Chief Administrative Officer**  
**Frontenac Regional Roads Network – KPMG Final Report**  
**Recommendation**

**Be It Resolved** that the Frontenac Regional Roads Network – KPMG Final Report be received;

**And Further That** the Council of the County of Frontenac forward the report to each of the member municipalities for their review and action;

**And Further That** the County provide the report to the Ministry of Municipal Affairs and Housings advising that any further action will be at the discretion of the member municipalities;

**And Further That** County involvement in this project moving forward be at the request of the member municipalities.

185 - 188

- e) **2021-036**  
**Planning and Economic Development**  
**Communal Service Governance/Operations Model Review**  
**Committee – Creation of a Municipal Services Corporation**  
**Recommendation**

**Resolved That** the Council of the County of Frontenac receive and approve the 'Communal Services Governance Model – Final Report' (03 March 2021) prepared by WSP consulting;

**And Further That** Council endorse the recommendations of the Communal Service Governance/Operations Committee to create a Municipal Service Corporation (MSC) to manage communal service development across Frontenac, and that each Township invest in the MSC using a weighted assessment model;

**And Further That** Council send this recommendation to each Township for consideration and endorsement in May, 2021.

**Information Reports from the Chief Administrative Officer**

189 - 203

- a) **2021-033**  
**Fairmount Home**  
**Resident and Family Annual Satisfaction Survey 2020**

204 - 207

- b) **2021-037**  
**Corporate Services**  
**Queen's University Archives Annual Report to the County of Frontenac for 2020**

208 - 216

- c) **2021-038**  
**Office of the Chief Administrative Officer**  
**Annual Complaints Handling Report**

**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 - Deputy Warden Doyle
- c) Housing and Homelessness Committee Update - Warden Smith
- d) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Higgs

**Reports from Advisory Committees of County Council**

**Return to Council**

- a) **That** Council revert from Committee of the Whole Council, to Council.

**Adoption of the Report of the Committee of the Whole Council**

- a) **That** the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

**Motions, Notice of Which has Been Given**

a) **Amendments to Councillor Liaison Reports to Council**

Moved by Warden Vandewal  
Seconded by Councillor Higgins

**Whereas** Procedural By-law 2013-0020, Schedule D – Council Liaisons sets out the purpose of Council Liaisons to act as a conduit between Council and senior leadership and to be the primary spokesperson for issues related to the operation of the department and direction;

**And Whereas** Schedule D also sets out the expectations of Council Liaisons, with one being to provide on a monthly basis, an overview of the Departmental activities to County Council.

**Therefore Be It Resolved That** Procedural By-law 2013-0020, Schedule D, Expectations be amended to:

1. require that councillor liaison reports be written and included for information in the council agenda package, with no verbal updates provided at the meeting unless there are any questions on written report; **or**
2. delete the requirement for providing a monthly overview of the Departmental activities unless there is something that needs county council support.

**Giving Notice of Motion**

**Communications**

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

- a) From the Township of South Glengarry regarding Resolution concerning the Provincial Rollout of COVID-19 vaccines  
[Distributed to Members of County Council March 19, 2021]
- b) From the Municipality of Tweed Regarding Advocacy for Reform of Joint and Several Liability  
[Distributed to Members of County Council March 19, 2021]
- c) Letter of Support from the Municipality of Leamington Regarding the Ontario Fire College  
[Distributed to Members of County Council March 19, 2021]
- d) From Jacalyn Duffin, Concerned Citizen Regarding allowing motorized vehicles on the K&P Trail  
[Distributed to Members of County Council March 19, 2021]

- e) From the Muskoka District Council requesting the Province to reverse its decision to close the Ontario Fire College  
[Distributed to Members of County Council March 19, 2021]
- f) From EORN providing a 5G Resource Guide that EORN  
[Distributed to Members of County Council March 19, 2021]
- g) From the Ontario Recreation Facilities Association Inc. regarding Open Letter to ORFA Members and Industry Employers  
[Distributed to Members of County Council March 19, 2021]
- h) From the Town of Plympton-Wyoming Supports Norfolk County resolution regarding Carbon Tax  
[Distributed to Members of County Council March 19, 2021]
- i) From the Town of Plympton-Wyoming Supporting the Town of Gravenhurst resolution on the Ontario Fire College  
[Distributed to Members of County Council March 19, 2021]
- j) From the Town of Plympton-Wyoming Supporting the City of Sarnia resolution for Colour Coded Capacity Limits  
[Distributed to Members of County Council March 19, 2021]
- k) From the Municipality of Grey Highlands Regarding the Ontario Fire College  
[Distributed to Members of County Council March 26, 2021]
- l) From the Niagara Region Regarding Homelessness, Mental Health and Addiction in Niagara  
[Distributed to Members of County Council March 26, 2021]
- m) From the Town of Fort Erie regarding support of Sarnia resolution on Colour Coding and adjusting capacity limits  
[Distributed to Members of County Council March 26, 2021]
- n) From the Town of Fort Erie regarding support of Township of Brock resolution on Cannabis licensing and enforcement  
[Distributed to Members of County Council March 26, 2021]
- o) From the Town of Fort Erie regarding support of the Town of Lincoln resolution for McNally House Hospice End of Life  
[Distributed to Members of County Council March 26, 2021]
- p) From the Town of Fort Erie regarding support of Niagara Region for Homelessness, Mental Health, and Addiction  
[Distributed to Members of County Council March 26, 2021]
- q) From the Township of Edwardsburgh Cardinal regarding resolution respecting the Closure of Ontario Fire College  
[Distributed to Members of County Council March 26, 2021]

- r) From the City of Owen Sound regarding support of the Municipality of West Grey resolution for Municipal Insurance Rate  
[Distributed to Members of County Council March 26, 2021]
- s) From the Municipality of Calvin regarding a resolution in support of Universal Paid Sick Days  
[Distributed to Members of County Council March 26, 2021]
- t) Email from Sarah Keyes regarding Bill 216 - Policy Briefing Note - requesting input and support  
[Distributed to Members of County Council March 26, 2021]
- u) From the Township of Pickle Lake regarding a resolution requesting changes to the Municipal Elections Act  
[Distributed to Members of County Council March 26, 2021]
- v) Resolution from the Municipality of Calvin Regarding Universal Paid Sick Days  
[Distributed to Members of County Council April 2, 2021]
- w) Resolution from the Town of Orangeville Regarding Bill 257  
[Distributed to Members of County Council April 2, 2021]
- x) From the Town of Kingsville Regarding Bill C-21  
[Distributed to Members of County Council April 2, 2021]
- y) From the Township of Hudson regarding resolution of Support for Fire Departments  
[Distributed to Members of County Council April 2, 2021]
- z) Letter from the City of Kitchener regarding a resolution concerning Planning Act Timelines  
[Distributed to Members of County Council April 2, 2021]
- aa) From the Minister of the Solicitor General regarding County of Frontenac 2020 Compliance results under the Emergency Management and Civil Protection Act (EMCPA)  
[Distributed to Members of County Council April 2, 2021]
- ab) From Eastern Ontario Wardens' Caucus Regarding Broadband Funding Commitment  
[Distributed to Members of County Council April 2, 2021]
- ac) Kingston & Frontenac Housing Corporation Annual Occupancy Report ending December 31, 2020  
[Distributed to Members of County Council April 2, 2021]
- ad) Letter of resignation by Barrie Gilbert from the Community Development Advisory Committee (CDAC)  
[Distributed to Members of County Council April 2, 2021]
- ae) Letter of resignation by Mary Kloosterman from the Community Development Advisory Committee (CDAC)  
[Distributed to Members of County Council April 2, 2021]

- af) From Daryl Krampco regarding updates on Food Literacy for Students and Bill 216  
[Distributed to Members of County Council April 2, 2021]
- ag) From the Town of Caledon providing Letter to Minister Hajdu in Support for 988 a 3-digit Suicide and Crisis Prevention Hotline  
[Distributed to Members of County Council April 9, 2021]
- ah) From the Town of Caledon providing Letter to Premier Ford regarding Ontario Fire College Closure  
[Distributed to Members of County Council April 9, 2021]
- ai) Letter of Support from the Town of Amherstburg Regarding Universal Paid Sick Days in Ontario  
[Distributed to Members of County Council April 9, 2021]
- aj) Letter of Support from the Town of Amherstburg Regarding Amendments to the Agricultural Tile Drainage Installation Act.  
[Distributed to Members of County Council April 9, 2021]
- ak) Southern Frontenac Community Services April 2021 Newsletter  
[Distributed to Members of County Council April 9, 2021]
- al) From the Township of Lake of Bays to the City of Sarnia supporting its resolution in support of Colour Coded Capacity Limits  
[Distributed to Members of County Council April 9, 2021]
- am) Letter of Support from the Township of Zorra Regarding Reform of Joint and Several Liability  
[Distributed to Members of County Council April 9, 2021]
- an) Letter of Support from the Township of Essa Regarding Bill 257, Schedule C  
[Distributed to Members of County Council April 16, 2021]
- ao) From the Township of Frontenac Islands requesting release of Gas Tax Funding Double Up  
[Distributed to Members of County Council April 16, 2021]
- ap) Letter from the City of Kitchener Regarding Planning Act Timelines  
[Distributed to Members of County Council April 16, 2021]
- aq) From the Township of Springwater Regarding Clean Fuel Standard  
[Distributed to Members of County Council April 16, 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) and b) that have been circulated to all Members of County Council and that by-laws a) and b) be read a first and second time.

- b) Third Reading

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

### **By-Laws**

**217**

- a) To authorize the execution of an Agreement with Province of Ontario should the application to the Investing in Canada Infrastructure Program Community, Culture & Recreation Stream for the purpose improving access, safety and amenities along the K&P Trail.

[Proposed By-law No. 2021-0013]

**218 - 219**

- b) To confirm all actions and proceedings of County Council on April 21, 2021

[Proposed By-law No. 2021-0014]

### **Adjournment**



# FRONTENAC



## **Minutes of the Regular Meeting of Council March 17, 2021**

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, March 17, 2021 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 9:02 am to 9:10 am and then reconvened from 11:33 am to 12:23 pm.

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

Present Electronically: Councillor Ron Higgins

Also Present: **County:**  
Kelly Pender, Chief Administrative Officer  
Gale Chevalier, Chief/Director of Emergency & Transportation  
Services  
Jannette Amini, Manager of Legislative Services/Clerk

Also Present Electronically: Susan Brant, Administrator-Fairmount Home  
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

### **Closed Session**

Motion #: 38-21 Moved By: Deputy Warden Doyle  
Seconded By: Councillor Smith

**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 February 17, 2021
2. Labour relations or employee negotiations - as it relates to attendance management
3. A proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to the potential location of an additional land ambulance base











**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**

No Report.

**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.

**c) Housing and Homelessness Committee Update - Warden Smith**

Councillor Smith provided an overview of the Housing and Homelessness Advisory Committee activities since the last Council meeting.

**d) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Higgs**

Councillor Higgs provided an overview of the Food Policy Council of Kingston, Frontenac, Lennox and Addington activities since the last Council meeting.



**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 Robert Tremblay, AMCTO President Regarding An Open Letter to Ontario Municipal Councils  
[Distributed to Members of County Council February 19, 2021]
- b) From the Township of Perry Regarding Community Safety & Well-Being Plan - Extension Request  
[Distributed to Members of County Council February 26, 2021]
- c) Letter of Support from the Township of Perry Regarding Children and Childcare as part of the Governments Post Pandemic Recovery Plan  
[Distributed to Members of County Council February 26, 2021]
- d) Letter of Support from the Township of Perry regarding the Ontario Fire College  
[Distributed to Members of County Council February 26, 2021]
- e) From the Township of the Archipelago Regarding the Review of the Municipal Elections Act  
[Distributed to Members of County Council February 26, 2021]
- f) Letter of Support from the Municipality of St. Charles Regarding the Cannabis Act and Health Can Guideline  
[Distributed to Members of County Council February 26, 2021]
- g) From the Township of South Glengarry Regarding MFIPPA Reform  
[Distributed to Members of County Council February 26, 2021]
- h) From the Township of South Glengarry Regarding Automatic Speed Enforcement  
[Distributed to Members of County Council February 26, 2021]
- i) From Kingston & Frontenac Housing Corporation Regarding the February 22, 2021 Meeting Agenda  
[Distributed to Members of County Council February 26, 2021]
- j) Letter of Support from the Township of Strong Regarding the Ontario Fire College Closure  
[Distributed to Members of County Council February 26, 2021]
- k) Letter of Support from the City of Port Colborne Regarding the Ontario Fire College Closure  
[Distributed to Members of County Council February 26, 2021]
- l) Letter of Support from the Town of Mono Regarding the Ontario Fire College Closure  
[Distributed to Members of County Council February 26, 2021]
- m) Letter of Support from the Township of the Archipelago Regarding the Ontario Fire College Closure  
[Distributed to Members of County Council February 26, 2021]
- n) From the Township of Tiny regarding Letter to AMO regarding Closure of

- Ontario Fire College  
[Distributed to Members of County Council February 26, 2021]
- o) From the Municipality of West Grey regarding support of resolution for Municipal Insurance Rates  
[Distributed to Members of County Council February 26, 2021]
- p) From the Regional Municipality of Halton Regarding Long-Term Care Homes  
[Distributed to Members of County Council March 5, 2021]
- q) Motion from the Regional Municipality of Halton Regarding Long-Term Care Homes  
[Distributed to Members of County Council March 5, 2021]
- r) From the Township of Howick regarding a letter to Premier Ford over the closure of the Ontario Fire College campus  
[Distributed to Members of County Council March 5, 2021]
- s) From the Township of Lake of Bays Regarding Capacity Limits for Restaurants in Stage 2 under the Reopening Ontario Act, 2020  
[Distributed to Members of County Council March 5, 2021]
- t) Resolution from Sarnia City Council regarding Colour Coded Capacity Limits  
[Distributed to Members of County Council March 5, 2021]
- u) From Niagara Region Regarding Schedule 6, Bill 197, COVID-19 Economic Recovery Act, 2020  
[Distributed to Members of County Council March 5, 2021]
- v) Motion from Niagara Region Regarding Homelessness, Mental Health and Addiction in Niagara  
[Distributed to Members of County Council March 5, 2021]
- w) From Howick Township regarding resolution requesting OMAFRA amend the Tile Drainage Installation Act  
[Distributed to Members of County Council March 5, 2021]
- x) Background information from Howick Township regarding the Tile Drainage Act  
[Distributed to Members of County Council March 5, 2021]
- y) From the Township of Adjala-Tosorontio supporting request for OMAFRA to amend the Tile Drainage Act  
[Distributed to Members of County Council March 5, 2021]
- z) From the Township of Brock Regarding Cannabis Licencing and Enforcement  
[Distributed to Members of County Council March 12, 2021]
- aa) From the Township of Brock Regarding Ontario Fire College, Gavenhurst  
[Distributed to Members of County Council March 12, 2021]
- ab) From the Town of Bracebridge regarding the request to the Province of Ontario to reverse the decision to close the Ontario Fire College  
[Distributed to Members of County Council March 12, 2021]
- ac) From the Township of Limerick providing resolution regarding the decision to close the Ontario Fire College  
[Distributed to Members of County Council March 12, 2021]
- ad) From the Municipality of Morris-Turnberry regarding Support of Resolution regarding Ontario Fire College  
[Distributed to Members of County Council March 12, 2021]
- ae) Fire Marshal's Communiqué 2021-02 - Ontario Fire College Training





**County of Frontenac  
Consolidated Statement of Operations**

For the year ended December 31	(Note 16) Budget	2020	2019
	\$	\$	\$
<b>REVENUES</b>			
Taxation ▶ from other governments	10,883,873	<b>10,855,470</b>	10,354,357
User charges	3,568,107	<b>3,436,036</b>	3,538,501
Government grants ▶ provincial	16,786,426	<b>20,675,545</b>	17,702,995
▶ other municipalities	11,608,704	<b>10,733,106</b>	11,090,845
▶ Federal	174,000	---	87,750
Deferred revenues earned (note 4)	878,884	<b>816,780</b>	819,832
Provincial offences fines penalties	136,321	<b>21,138</b>	129,588
Investment income	140,000	<b>212,231</b>	277,539
Other income	739,206	<b>1,047,077</b>	705,230
<b>TOTAL REVENUES</b>	44,915,521	<b>47,797,383</b>	44,706,637
<b>EXPENDITURES</b>			
General government	3,159,322	<b>4,277,719</b>	3,919,015
Protection to persons and property	10,030	<b>721</b>	4,306
Transportation services	1,083,424	<b>1,161,787</b>	1,165,941
Ambulance services	18,767,674	<b>19,606,806</b>	19,213,836
Health services	782,885	<b>785,970</b>	771,315
Social and family services	15,773,281	<b>15,368,869</b>	13,583,991
Libraries	863,489	<b>874,313</b>	876,292
Social housing	732,503	<b>507,507</b>	767,106
Planning and development	1,045,611	<b>993,520</b>	1,122,699
Other	953,245	<b>887,455</b>	1,181,850
<b>TOTAL EXPENDITURES</b>	43,171,464	<b>44,464,667</b>	42,606,351
<b>NET REVENUES FROM OPERATIONS</b>	1,744,057	<b>3,332,716</b>	2,100,286
<b>OTHER</b>			
Grants and transfers related to capital			
Other municipalities	248,040	<b>153,516</b>	130,491
Deferred revenue (note 4)	406,000	<b>472,618</b>	164,587
	654,040	<b>626,134</b>	295,078
<b>ANNUAL SURPLUS</b>	2,398,097	<b>3,958,850</b>	2,395,364
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>	34,099,560	<b>34,099,560</b>	31,704,196
<b>MUNICIPAL EQUITY, END OF YEAR</b>	36,497,657	<b>38,058,410</b>	34,099,560

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac**  
**Consolidated Statement of Changes in Net Financial Assets**

For the year ended December 31	(Note 16) Budget	2020	2019
	\$	\$	\$
<b>ANNUAL SURPLUS</b>	2,398,097	<b>3,958,850</b>	2,395,364
Amortization of tangible capital assets	1,832,291	<b>1,742,193</b>	1,700,642
Acquisition of tangible capital assets	(1,559,429)	<b>(1,331,330)</b>	(1,224,545)
(Loss) gain on sale of tangible capital assets	---	<b>(23,706)</b>	16,741
Proceeds on sale of tangible capital assets	---	<b>50,372</b>	20,300
(Acquisition) disposal of inventories of supplies	---	<b>(196,183)</b>	34,391
Acquisition (disposal) of prepaid expenses	---	<b>72,681</b>	(81,476)
	272,862	<b>314,027</b>	466,053
<b>INCREASE IN NET FINANCIAL ASSETS</b>	2,670,959	<b>4,272,877</b>	2,861,417
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	10,525,571	<b>10,525,571</b>	7,664,154
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	13,196,530	<b>14,798,448</b>	10,525,571

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Consolidated Statement of Financial Position**

December 31	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Financial Assets</b>		
Cash	12,786,929	8,597,637
Investments	9,034,379	8,395,685
Accounts receivable	2,620,717	2,806,495
	<b>24,442,025</b>	19,799,817
<b>LIABILITIES</b>		
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	5,670,733	3,879,123
Employee future benefit obligations (note 3)	370,031	349,210
Deferred revenues	635,060	291,263
Deferred revenues ▶ obligatory reserve fund (note 4)	445,554	907,758
Long term liabilities (note 5)	2,522,199	3,846,892
	<b>9,643,577</b>	9,274,246
<b>NET FINANCIAL ASSETS</b>	<b>14,798,448</b>	10,525,571
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (note 14)	22,821,397	23,258,926
Inventories	377,135	180,952
Prepaid expenses	61,430	134,111
	<b>23,259,962</b>	23,573,989
Commitments (note 11) Contingent Liabilities (note 9)		
<b>MUNICIPAL EQUITY</b> (note 6)	<b>38,058,410</b>	34,099,560

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Five Year Financial Review**  
(not subject to audit)

<b>December 31</b>	<b>2020</b>	2019	2018	2017	2016
<b>Population</b> (Statistics Canada)	<b>26,677</b>	26,677	26,677	26,677	26,677
<b>Number of Households</b> (MPAC)	<b>19,761</b>	19,668	19,588	19,461	19,358
<b>Taxable Assessment</b> (000's)					
	\$	\$	\$	\$	\$
Residential	<b>5,639,914</b>	5,489,065	5,351,072	5,229,875	5,274,145
Multi-residential	<b>6,532</b>	6,287	6,006	5,697	5,416
Commercial	<b>54,316</b>	52,569	50,325	49,096	48,787
Industrial	<b>19,428</b>	18,118	16,468	15,368	13,117
Farmland	<b>229,602</b>	204,987	180,121	153,079	130,330
<b>Total</b>	<b>5,949,792</b>	5,771,026	5,603,992	5,453,115	5,471,795
<b>Rates of Taxation</b>					
▶ residential (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ multi-residential (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ commercial (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ industrial (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
<b>Revenues for County Purposes</b> (000's)					
	\$	\$	\$	\$	\$
▶ Taxation	<b>10,855</b>	10,354	9,823	9,400	9,041
▶ Government transfers	<b>31,409</b>	28,882	27,087	25,304	24,619
▶ Other	<b>5,533</b>	5,471	5,299	5,310	4,948
▶ Revenues related to capital assets	<b>626</b>	295	11	444	746
<b>Total</b>	<b>48,423</b>	45,002	42,220	40,458	39,354
<b>Expenditures</b> (000's)					
▶ Operations	<b>44,464</b>	42,606	40,597	38,698	38,642
▶ Amortization	<b>1,742</b>	1,701	1,616	1,576	1,420
<b>Net Financial Assets (Net Debt)</b>					
▶ % of Operating Revenue (>(20%))**	<b>30.89%</b>	23.54%	18.16%	15.80%	13.00%
▶ % of Taxation (>(50%))**	<b>136.32%</b>	101.65%	78.02%	67.25%	55.52%

\*\* Represents the Provincial Low Risk Indicator.  
(Note: All dollar amounts are in thousands of dollars.)

**County of Frontenac  
Five Year Financial Review**  
(not subject to audit)

<b>December 31</b>	<b>2020</b>	2019	2018	2017	2016
	\$	\$	\$	\$	\$
<b>Long Term Debt</b>					
▶ Net long term debt (000's)	<b>2,522</b>	3,847	5,093	6,265	7,368
▶ Long term debt charges (000's)	<b>1,528</b>	1,528	1,528	1,528	1,528
▶ Total annual repayment limit (000's)	<b>2,040</b>	2,309	2,236	2,194	2,092
▶ Long term debt per household (Frontenac portion)	<b>83</b>	83	83	83	83
▶ Debt charges (000's)					
▶ tax supported	<b>334</b>	334	334	334	334
▶ City of Kingston	<b>711</b>	711	711	711	711
▶ Government of Ontario	<b>483</b>	483	483	483	483
<b>Municipal Equity (000's)</b>					
▶ Surplus and Reserves	<b>17,863</b>	14,777	13,103	12,889	12,770
▶ Invested in capital assets	<b>20,299</b>	19,412	18,679	17,261	15,614
▶ Asset consumption ratio	<b>40.81%</b>	38.75%	37.27%	36.40%	35.38%
▶ Reserves as % of operating expenses (>20%)**	<b>40.17%</b>	34.68%	32.27%	33.31%	33.05%
<b>Financial Indicators</b>					
▶ Sustainability					
▶ financial assets to liabilities	<b>2.5345</b>	2.1349	1.8027	1.6056	1.3997
▶ financial assets to liabilities excluding long term debt	<b>3.4322</b>	3.6482	3.8638	4.0163	3.3864
▶ long term debt to tangible capital assets	<b>11.05%</b>	16.54%	21.42%	26.63%	32.06%
▶ capital reserves to accumulated amortization	<b>53.28%</b>	45.23%	43.03%	47.34%	51.40%
▶ Flexibility					
▶ Debt charges to total operating revenue (<5%)**	<b>3.19%</b>	3.45%	3.62%	3.82%	3.96%
▶ Total operating revenue to taxable assessment	<b>0.80%</b>	0.77%	0.75%	0.73%	0.71%
▶ Working capital to operating expenses (>10%)**	<b>38.95%</b>	33.73%	31.42%	32.53%	32.06%
▶ Vulnerability					
▶ Operating government transfers					
▶ to operating revenue	<b>65.56%</b>	64.60%	64.17%	63.24%	63.77%
▶ Total government transfers					
▶ to total revenues	<b>66.00%</b>	64.83%	64.18%	63.64%	64.45%

# Administrative Report

April 21, 2021  
Report 2021-04



FRONTENAC



FRONTENAC

## CAO Schedule

- Provincial – Municipal Covid19 MOU Technical Working Group, March 23
- AMO Long Term Care webinar, March 24
- KFL&A Public Health Board presentation, March 24
- Provincial – Municipal Covid19 MOU Technical Working Group, March 30
- Frontenac CAO's meeting, April 1
- Communal Services Governance Committee meeting  
April 7
- Provincial – Municipal Covid19 MOU Technical Working Group, April 13
- Interviews for Project and Policy Coordinator, April 14, 15
- EOWC CAO's Planning Meeting, April 16
- County Council April 21



FRONTENAC

## Update – EOWC and EOLC

- Presentation re: Long-Term Care Report to the KFL&A Public Board of Health held on March 24, 2021 with the County of L&A



FRONTENAC

## **EORN welcomes 2021 Ontario Budget Broadband commitment**

The Government of Ontario announced a massive \$2.8-billion additional investment to improve broadband access for residents across Ontario.

This could represent another big step toward fast and reliable internet access for virtually all residents of Frontenac County, regardless of where they live

[Media release](#)



FRONTENAC

## AMO Updates

- Every year at the AMO Conference the [PJ Marshall Awards](#) recognize municipal excellence and innovation in capital projects, operating efficiencies and new approaches to service delivery. If you have something you are proud to share, the deadline for [2021 submissions](#) is May 28, 2021
- April 30 is the last day to take advantage of the AMO 2021 [early bird registration rate](#)
- On March 24, AMO hosted a webinar on long-term care for members. Link to the recording is [here](#).



FRONTENAC

## AMO Provincial Matters

- The [Creating More Inclusive Ontario: age-friendly community planning guide for municipalities and community organizations](#) and its three supporting documents can be used to develop and support age-friendly communities in Ontario.
- The [Community Building Fund](#) will support two streams - the operating stream will open to nonprofits on March 31, while the capital funding stream for municipalities and nonprofits will open later in 2021. The \$50 million capital funding stream will go to municipalities and non-profit organizations to carry out sport and recreation facility infrastructure repairs, including retrofits and rehabilitation to meet COVID-19 public health protocol requirements.



FRONTENAC

## Policy Updates

- **Province Flows Gas Tax Funding** – On January 14<sup>th</sup>, 2021 the Minister of Transportation announced that the Province is providing \$375 million through the Gas Tax program to 109 municipalities for transit projects.
- **2021 Ontario Community Infrastructure Fund** – During the 2021 ROMA conference, the Premier announced a \$200 million investment for the 2021 Ontario Community Infrastructure Fund (OCIF).
- **Consultations on Growing the Greenbelt** – On February 17<sup>th</sup>, the Minister of Municipal Affairs and Housing announced the launch of a 60-day consultation on Growing the Greenbelt. The comment period ends on April 19<sup>th</sup>, 2021.
- **Additional Funds for Audit and Accountability Program** – On March 1<sup>st</sup>, 2021, the Province announced additional dollars towards the Audit and Accountability Fund to help large municipalities find better and more efficient ways to operate and save taxpayers' dollars.
- **Update on Marriage Licence Services** – The Ontario Registrar General has sent two memos to Ontario Marriage Licence Issuers with information and updates as a result of the province-wide declaration of emergency.



FRONTENAC

## Bills and Lawmaking

- **Bill 218:** *Supporting Ontario's Recovery and Municipal Elections Act* (Received Royal Assent on November 20, 2020). This bill amends the *Municipal Elections Act* to change Nomination Day to the 3<sup>rd</sup> Friday in August, removes a municipality's ability to choose to implement ranked ballot voting, and changes the timeline for passing a bylaw authorizing the use of voting and vote-counting equipment or alternative voting method to May 1<sup>st</sup> of the year of an election. This effectively changes the timeline for clerks to establish corresponding procedures and forms to June 1<sup>st</sup> in the year of the election.
- **Bill 254:** *Protecting Ontario's Election Act, 2020* (referred to Standing Committee on March 29<sup>th</sup>, 2021). The bill proposes a number of changes to processes and rules for Provincial elections as well as amendments to the *Municipal Elections Act* that would enable clerks to allow candidates and third-party advertisers to: 1) submit their nomination and registration forms electronically; 2) allow registered third-party advertisers to end their advertising campaigns before voting day; and 3) clarify that if a third-party advertiser files a nomination to run for office, their advertising campaign automatically ends.



FRONTENAC

## Bills and Lawmaking Continued

- **Bill 214:** The *Time Amendment Act* (Received Royal Assent). If proclaimed, the Bill would amend the *Time Act* to make daylight savings time the standard time year-round. Consequential amendments are made to the *Election Act, 1990* the *Labour Relations Act, 1995*, and the *Mining Act, 1990*. Of note is that when the Member introduced the Bill in the Legislative Assembly, he stated that in order for the Bill to be proclaimed into force, there would need to be similar changes made in other jurisdictions such as Quebec and New York.
- **Bill 260:** *Stopping Harassment and Abuse by Local Leaders Act* (First Reading). This Bill would amend the *Municipal Act* and the *City of Toronto Act* in order to require the code of conduct for municipal councillors and members of local boards to include requirements for those councillors and members to comply with workplace violence and harassment policies. It would also permit municipalities and local boards to direct the Integrity Commissioner to apply to the court to vacate a member's seat if a Commissioner's inquiry determines that the member has contravened the code of conduct by failing to comply with the workplace violence or harassment policies.



FRONTENAC

## Green Municipal Fund's new funding initiative for community building retrofits

The Government of Canada, the Green Municipal Fund (GMF) launched its new \$167 million Community Buildings Retrofit (CBR) initiative to help Canadian municipalities\* of all sizes and not-for-profit organizations retrofit existing community facilities – like, arenas, pools and libraries – to significantly reduce GHG emissions, while reviving important community assets. CBR recipients can retrofit a building to meet lower emissions targets, or advance longer-term solutions for deeper GHG reduction in their community facilities.

Access grants and loans to make upgrades that lower GHGs and keep local cultural hubs thriving.

[Apply now.](#)

Are you interested in learning more about this initiative? Attend our info session on **April 28** to hear municipal success stories, identify next steps for your community and discover how GMF can support you.



FRONTENAC

# Communications Update

## March, 2021

### Website Pageviews

FrontenacCounty.ca	34,035
InFrontenac.ca	7,496
FrontenacMaps.ca	7,668

### Social Media Engagement

County Facebook	6,818
County Twitter	425
County Instagram	85
FPS Twitter	5,138
Fairmount Facebook	2,161
H.I. Ferry Twitter	391
Total engagements	64,217
% Change from prev	+ 41

Social media posts about the search for and rescue of young Jude Leyton were by far the most engaging to audiences of our channels in March.





FRONTENAC

## Communications Update

Social media audiences also engaged very well with material posted to mark International Women's Day, especially with a post about leaders in Frontenac Paramedics who are women.



Audiences also showed very strong interest in a social media piece about new vinyl door coverings installed in the Lilac Terrace home area at Fairmount.





FRONTENAC

# Eastern Ontario Business Journal Power Book

- Frontenac County - Check out [Page 14](#)
- 20,000 print copies delivered via Canada Post and across the OBJ distribution network
- The publication is also available online with the digital smart edition
- Link to the [digital issue](#)

## FRONTENAC COUNTY

### Picturesque region sees lifestyle-related influx

*Culinary, wilderness and telecommuting adventures are all on offer in Frontenac County.*





FRONTENAC

## Planning Department Update

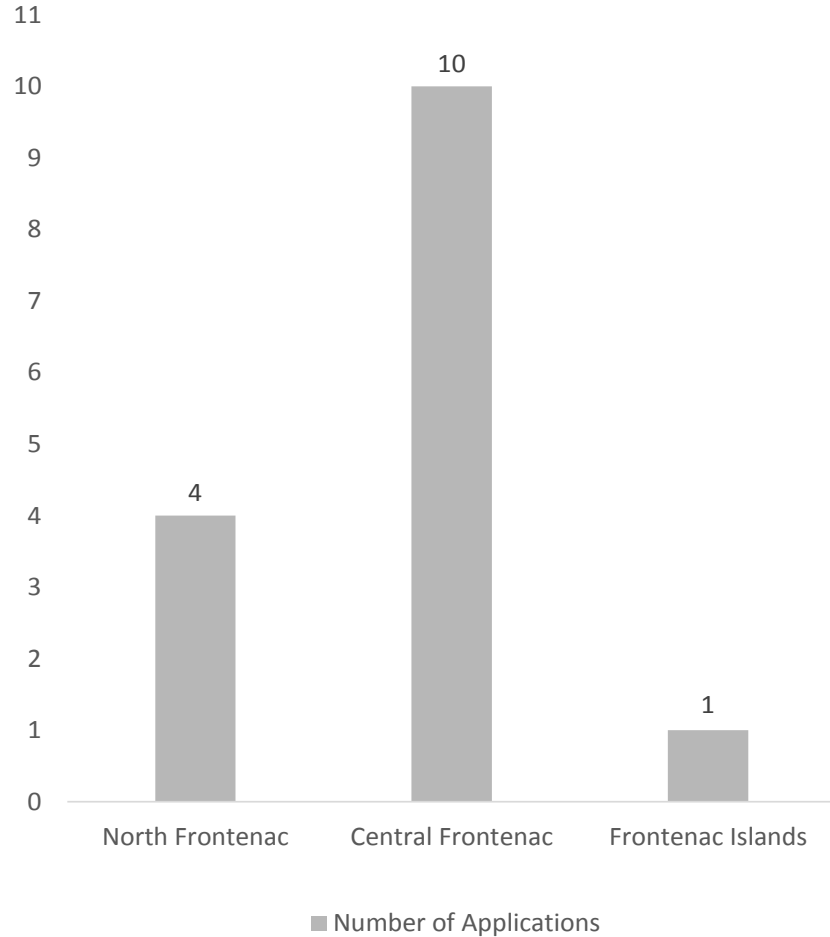
- **South Frontenac New Official Plan**
  - County and South Frontenac Township staff have met to discuss the process for the new Official Plan that is underway. The Township has hired Dillon Consulting to assist them.
- **Central Frontenac New Official Plan**
  - The final open house for the Official Plan will be held on April 28.
- **North Frontenac Community Improvement Plan (CIP)**
  - The revised CIP was presented at a public meeting on April 16.
- **Frontenac Islands Site Plan Control By-Law**
  - Township Council has directed staff to prepare a site plan control by-law for commercial, industrial, institutional, and multi-residential uses on the islands.
- **Communal Services Governance Committee** has approved the recommendation report from the consultant. The report will be presented to County Council on April 21.



## FRONTENAC

# Planning Application Update - Townships

- North and Central Frontenac continued to see a number of applications in March and April.
- A large percentage of applications were deferred over the winter because septic inspections could not be done.
- Number of inquiries across all townships continues to be high with interest in severances, purchasing and renovating residential properties, and newcomers to the area interested in opening a business.





FRONTENAC

## 2021 HR Update

- Application for Municipal Modernization funding grant for Human Resources Information System
- Ongoing bargaining prep for OPSEU and commenced prep for CUPE 109 – Marine Services
- 180 competitions YTD as at April 12, 2021 (additional 62 since last update)
- Part time Paramedic recruitment – testing and interviewing for 51 candidates
- OH – ongoing support for COVID response
- Leadership development series planned for 2021
- Labour Relations Strategy update

### **Welcome to new hires:**

- Dmitry Kurylovich, Community Planner,
- Lise-Anne, Community Paramedicine Program
- Carolyn Heath, Human Resources Coordinator



FRONTENAC

## Admin Office Project

- CRCA approved continuing with the joint project – onto the next phase. Detailed design and cost estimates
- Material costs continue to increase
- In preparation for a site plan amendment, pre-application meetings have been held with the City of Kingston
  - City may be seeking a road widening for Battersea Rd. which may necessitate design/location changes for the Council Chambers
- A task force meeting will be scheduled when outstanding issues have been finalized



**Report 2021-031**

**Recommend Report to Council**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** April 21, 2021

**Re: Corporate Services – 2020 County of Frontenac Audited Financial Statements**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services - 2020 Audited Financial Statements report;

**And Further That** the Council of the County of Frontenac approve the 2020 Audited Financial Statements of the Corporation of the County of Frontenac.

**Background**

The County is required to prepare financial statements, comprised of a Financial Report and a Financial Information Return, on an annual basis. The financial statements are required to be audited. Allan Chartered Accountant Professional Corporation was appointed as the County auditors for 2020.

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

**Comment**

The external auditor has concluded a review of the financial records of the County of Frontenac for 2020. There were no significant internal financial control deficiencies or material errors noted during the audit.

The section below provides a summary of the components of the financial statements and an explanation of any significant changes from 2019 or from the budgeted amount for 2020.

**Consolidated Statement of Financial Position**

The Consolidated Statement of Financial Position provides a snapshot of the financial assets, liabilities and municipal equity of the County of Frontenac as of December 31, 2020. The Municipal Equity as of December 31, 2020 increased compared to December 31, 2019 as a result of an increase in our net financial assets.

- **Cash/Investments:** The balance between Cash and Investments increased roughly by the net cash inflows into our reserves, less the increase in Accounts Payable. Money raised between our levy, operations for the WSIB reserve, and the allocation of Safe Restart funding to reserve all helped increase our cash and investment balance over 2020.
- **Accounts Receivable:** The decrease in accounts receivable is mostly related to a decrease in costs owing from the resolution of a dispute with the City of Kingston and the cost sharing agreement with them. As of the end of 2019, the City of Kingston owed a total of \$601,895 between Frontenac Paramedics, Fairmount Home and interest charges from outstanding receivables. The amount owing for operations from the City is \$292,325 as of the end of 2020 and is driven by recoveries for Social Services and Social Housing. Specifically, there was funding formula changes for childcare services implemented by the Provincial government that created additional revenue and administration costs that were lower than anticipated.
- **Accounts Payable:** Funding to support COVID-19 operations and a shift in priorities for both Fairmount Home and Frontenac Paramedics resulted in both departments being under-budget in 2021. This resulted in a payable amount to the City of Kingston based on the aforementioned cost sharing agreement at the end of the year of \$967,196. Other notable increases in payables included the reimbursement of forwarded pandemic pay premium money of \$315,346 and a general increase in purchase payables of \$416,280.
- **Deferred Revenue:** The increases in Deferred Revenue relate to COVID-19 funding. The payment of \$238,000 for 2021 Safe Restart Funding was received on December 30. Amounts of \$73,017 for PSW Premium Funding and \$35,244 for Minor Capital Funding were carried over for Fairmount Home into 2021 to match the Ministry of Health and Long Term Care's funding year of April 2020-March 2021.
- **Deferred Revenue – Obligatory Reserve Fund:** The decrease in deferred revenue is driven by K&P Trail development in 2020. \$472,618 was used in 2020 from the Federal Gas Tax reserve to fund K&P Trail construction.
- **Long-Term Liabilities:** The decrease in long-term liabilities represent the principal paid on the debenture taken out to fund the construction of the Fairmount Home addition in 2002. The balance will continue to fall until September 2022 when the amount of the debenture will be fully repaid.

**Consolidated Statement of Operations**

The Consolidated Statement of Operations shows the revenues earned by the County of Frontenac by source, as well as the expenses incurred by business unit for 2020.

At an organizational level, both revenues and expenses exceeded what was budgeted in 2020, largely driven by response efforts resulting from the COVID-19 pandemic. However, while any additional expenses incurred to respond to COVID were offset by funding, many planned expenditures did not occur due to shifting priorities or a lack of resources available. As a result, the County of Frontenac incurred a surplus in 2020.

Some of the major sources of the variances are explained in more detail below:

**Revenue**

Operating revenue for 2020 was \$44,706,637 compared to the budgeted amount of \$42,767,745.

- Province of Ontario (+\$3,889,119): Revenue received from the Province of Ontario was higher than expected mostly due to payments received as part of COVID-19 relief. Funds received for Safe Restart funding (+\$1,187,000), Fairmount Home operational funding (+\$435,000), Frontenac Paramedic operational funding (+\$384,493), various provincially-mandated pandemic pay premium streams (+\$922,511) were all unbudgeted. Additional funding to support minor capital within Fairmount Home (+\$47,268) and K&P Trail construction (+\$237,561) were also unbudgeted. The amount received for regular operations for Frontenac Paramedics exceeded budget by \$429,545.
- Other municipalities (-\$875,598): The City of Kingston's contribution per our cost sharing agreement was \$121,631 lower than budget for Fairmount Home and the contribution was \$751,041 lower for Land Ambulance, due to lower than budgeted net expense after COVID-19 funding was applied to support those services.
- Investment Income (+\$72,231): Investment income exceeded what was budgeted. Investments locked into longer maturities and fixed returns helped offset the decrease in rates on bank deposits.

- Other (+\$307,871): The County of Frontenac received \$300,828 from Kingston Health Sciences Centre to recover costs incurred to provide paramedics to assist with the staffing of the COVID-19 Assessment Centre. Most other costs came in near the budgeted amount.

**Expense**

Operating expense for 2020 was \$44,464,667 compared to the budgeted amount of \$43,171,464. COVID-19 accounted for most of the variances to budget in expense in some form. All departments saw decreases in training and travel expenses due to lockdown measures. As well, departments saw a decrease in hydro, natural gas, and fuel costs due to energy prices being lower throughout the year.

Other departments with a greater focus on frontline services saw increased costs relating to PPE, staffing costs, and self-isolation measures, although these costs were for the most part offset with provincial funding. Further discussion on some of the larger variances within departments can be found below:

<b>Department</b>	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>
General Government	3,159,322	<b>3,122,503</b>	-36,819
Protection to Persons and Property	10,030	<b>721</b>	-9,309
Transportation Services	1,083,424	<b>1,161,787</b>	78,363
Social Housing	732,503	<b>507,507</b>	-224,996
Long-Term Care	14,513,830	<b>15,368,869</b>	855,039
Social and Family Services	1,259,451	<b>887,455</b>	-371,996
Ambulance Services	18,767,674	<b>19,606,806</b>	839,132
Health Services	782,885	<b>785,970</b>	3,085
Recreation & Library	863,489	<b>874,313</b>	10,824
Planning & Economic Development	1,045,611	<b>993,520</b>	-52,091
Other	953,245	<b>1,155,216</b>	201,971
<b>Total</b>	<b>43,171,464</b>	<b>44,464,667</b>	<b>1,293,203</b>

- Transportation Services (+\$78,363): An unbudgeted Service Delivery Review at a cost of \$48,706 occurred in 2020, with the revenue being offset through the Ferry Revenue reserve. The remaining variance in Transportation Services was primarily labour driven, as the costs of part-time staff, sick leave and WSIB costs all exceeded budget.
- Social Housing (-\$224,996)/ Social and Family Services (-\$371,996): Social Housing and Social and Family Services were both under budget due to recoveries for reconciled expenses in 2019 being received in 2020. We had additional recovery in 2020 due to a Provincial Government funding formula change for childcare services that resulted in higher revenue, which was offset by lower than expected administration expenses.

- Long-Term Care (+\$855,039): Fairmount Home was significantly over budget on salaries and benefits in 2020. Salaries relating to provincially-mandated temporary pandemic pay premiums, sick leave and overtime were \$671,000 more than budgeted, although much of that was alleviated through ministry COVID-19 funding. Pandemic supply purchases totaled \$295,011, which were also offset by COVID-19 funding. Contracted Services were under budget by \$120,122 as Fairmount had challenges bringing contractors in to perform routine maintenance activities based on essential service restrictions driven by the color status levels in the Provincial COVID-19 Response Framework.
- Paramedic Services (+\$839,132): Frontenac Paramedics were also significantly over budget on salaries and benefits in 2020. Salaries relating to direct wages, pandemic pay premiums, sick leave and overtime were more than \$800,000 than budgeted. As was the case with Fairmount Home, most of the salary expenses over budget were offset through ministry COVID-19 funding or wage recoveries through other organizations.
- Other (+\$201,971): The added expenses in Other mostly relate to the payment to EORN for the Cell Gap Project. The County opted to prepay \$389,749.78 as its contribution to EORN, with \$194,874.90 recognized as an expense in 2020, and the remainder as an interest-bearing investment through 2021 and 2022. The added costs of the \$194,874.90 recognized in 2020 were offset by a transfer through the Municipal Modernization Funds in the Stabilization Reserve.

## Year-End Surplus

After adjusting for the various funding streams to directly fund Frontenac Paramedics and Fairmount Home, the County of Frontenac used \$135,616 of the \$1.187 million received in Safe Restart Funding in 2020.

As discussed during budget, unused Safe Restart funding is permitted to be placed in a reserve and carried forward into 2021. The funding has been used to continue to support the added resources required for service delivery in 2021 without any firm commitments for any ongoing COVID-19 funding at this time.

After accounting for the budgeted transfers and allocations to reserves, the County had a year-end surplus of \$749,422. In accordance with the County's budget policy since the amount in the Stabilization Reserve exceeds 15% of the County levy, that amount will be transferred to the Asset Replacement reserve.

## Sustainability Implications

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

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

Senior Leadership Team

---

Recommend Report  
Corporate Services – 2020 County of Frontenac Audited Financial Statements  
April 21, 2021

Page 5 of 6

Allan Chartered Accountant Professional Corporation

Draft

**CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2020**

---

**CONTENTS**

Five Year Financial Review.....	1 - 2
Management’s Responsibility for the Consolidated Financial Statements .....	3
Independent Auditor’s Report .....	4 - 6
Consolidated Statement of Financial Position.....	7
Consolidated Statement of Operations .....	8
Consolidated Statement of Changes in Net Financial Assets .....	9
Consolidated Statement of Cash Flows .....	10
Notes to the Consolidated Financial Statements.....	11 - 24
Schedule 1 ▶ Continuity of Reserves and Reserve Funds.....	25 - 26
Schedule 2 ▶ Tangible Capital Assets.....	27 - 28
Independent Auditor’s Report ▶ Trust Funds .....	29 - 31
Trust Fund ▶ Statement of Financial Position and Statement of Financial Activities.....	32
Trust Fund ▶ Notes to the Financial Statements.....	33

---

**County of Frontenac  
Consolidated  
Financial Statements  
December 31, 2020**

**County of Frontenac  
Five Year Financial Review**  
(not subject to audit)

<b>December 31</b>	<b>2020</b>	2019	2018	2017	2016
<b>Population</b> (Statistics Canada)	<b>26,677</b>	26,677	26,677	26,677	26,677
<b>Number of Households</b> (MPAC)	<b>19,761</b>	19,668	19,588	19,461	19,358
<b>Taxable Assessment</b> (000's)	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Residential	<b>5,639,914</b>	5,489,065	5,351,072	5,229,875	5,274,145
Multi-residential	<b>6,532</b>	6,287	6,006	5,697	5,416
Commercial	<b>54,316</b>	52,569	50,325	49,096	48,787
Industrial	<b>19,428</b>	18,118	16,468	15,368	13,117
Farmland	<b>229,602</b>	204,987	180,121	153,079	130,330
<b>Total</b>	<b>5,949,792</b>	5,771,026	5,603,992	5,453,115	5,471,795
<b>Rates of Taxation</b>					
▶ residential (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ multi-residential (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ commercial (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
▶ industrial (municipal)	<b>0.186451</b>	0.182728	0.178446	0.175201	0.166857
<b>Revenues for County Purposes</b> (000's)	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
▶ Taxation	<b>10,855</b>	10,354	9,823	9,400	9,041
▶ Government transfers	<b>31,409</b>	28,882	27,087	25,304	24,619
▶ Other	<b>5,533</b>	5,471	5,299	5,310	4,948
▶ Revenues related to capital assets	<b>626</b>	295	11	444	746
<b>Total</b>	<b>48,423</b>	45,002	42,220	40,458	39,354
<b>Expenditures</b> (000's)					
▶ Operations	<b>44,464</b>	42,606	40,597	38,698	38,642
▶ Amortization	<b>1,742</b>	1,701	1,616	1,576	1,420
<b>Net Financial Assets (Net Debt)</b>					
▶ % of Operating Revenue (>(20%))**	<b>30.89%</b>	23.54%	18.16%	15.80%	13.00%
▶ % of Taxation (>(50%))**	<b>136.32%</b>	101.65%	78.02%	67.25%	55.52%

\*\* Represents the Provincial Low Risk Indicator.  
(Note: All dollar amounts are in thousands of dollars.)

**County of Frontenac  
Five Year Financial Review**  
(not subject to audit)

<b>December 31</b>	<b>2020</b>	2019	2018	2017	2016
	\$	\$	\$	\$	\$
<b>Long Term Debt</b>					
▶ Net long term debt (000's)	<b>2,522</b>	3,847	5,093	6,265	7,368
▶ Long term debt charges (000's)	<b>1,528</b>	1,528	1,528	1,528	1,528
▶ Total annual repayment limit (000's)	<b>2,040</b>	2,309	2,236	2,194	2,092
▶ Long term debt per household (Frontenac portion)	<b>83</b>	83	83	83	83
▶ Debt charges (000's)					
▶ tax supported	<b>334</b>	334	334	334	334
▶ City of Kingston	<b>711</b>	711	711	711	711
▶ Government of Ontario	<b>483</b>	483	483	483	483
<b>Municipal Equity (000's)</b>					
▶ Surplus and Reserves	<b>17,863</b>	14,777	13,103	12,889	12,770
▶ Invested in capital assets	<b>20,299</b>	19,412	18,679	17,261	15,614
▶ Asset consumption ratio	<b>40.81%</b>	38.75%	37.27%	36.40%	35.38%
▶ Reserves as % of operating expenses (>20%)**	<b>40.17%</b>	34.68%	32.27%	33.31%	33.05%
<b>Financial Indicators</b>					
▶ Sustainability					
▶ financial assets to liabilities	<b>2.5345</b>	2.1349	1.8027	1.6056	1.3997
▶ financial assets to liabilities excluding long term debt	<b>3.4322</b>	3.6482	3.8638	4.0163	3.3864
▶ long term debt to tangible capital assets	<b>11.05%</b>	16.54%	21.42%	26.63%	32.06%
▶ capital reserves to accumulated amortization	<b>53.28%</b>	45.23%	43.03%	47.34%	51.40%
▶ Flexibility					
▶ Debt charges to total operating revenue (<5%)**	<b>3.19%</b>	3.45%	3.62%	3.82%	3.96%
▶ Total operating revenue to taxable assessment	<b>0.80%</b>	0.77%	0.75%	0.73%	0.71%
▶ Working capital to operating expenses (>10%)**	<b>38.95%</b>	33.73%	31.42%	32.53%	32.06%
▶ Vulnerability					
▶ Operating government transfers					
▶ to operating revenue	<b>65.56%</b>	64.60%	64.17%	63.24%	63.77%
▶ Total government transfers					
▶ to total revenues	<b>66.00%</b>	64.83%	64.18%	63.64%	64.45%

Draft

**Management's Responsibility for the Consolidated Financial Statements**

---

The accompanying consolidated financial statements of the Corporation of the County of Frontenac are the responsibility of the County's management and have been prepared in compliance with legislation, and in accordance with Canadian Public Sector Accounting Standards. A summary of significant accounting policies are described in note 2 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The County's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of consolidated financial statements. These systems are monitored and evaluated by management.

The consolidated financial statements have been audited by Allan and Partners LLP, independent external auditors appointed by the County. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the County's consolidated financial statements.

---

Kelly Pender,  
Chief Administrative Officer

---

Alex Lemieux,  
Director of Corporate Services / Treasurer

Draft

**INDEPENDENT AUDITOR'S REPORT**

---

To the Members of Council, Inhabitants and Ratepayers  
of the Corporation of the County of Frontenac:

**Opinion**

We have audited the consolidated financial statements of the Corporation of the County of Frontenac (the 'Entity'), which comprise:

- the consolidated statement of financial position as at December 31, 2020;
- the consolidated statement of operations and accumulated surplus for the year then ended;
- the consolidated statement of changes in net financial assets for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- and the notes to the consolidated financial statements, including a summary of significant accounting policies;

(Hereinafter referred to as the 'financial statements').

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2020, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the '**Auditors' Responsibilities for the Audit of the Financial Statements**' section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis of our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Draft
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
  - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
  - Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
  - Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Allan and Partners LLP  
Chartered Professional Accountants  
Licensed Public Accountants

Perth, Ontario  
April 21, 2021.

**County of Frontenac  
Consolidated Statement of Financial Position**

December 31	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Financial Assets</b>		
Cash	12,786,929	8,597,637
Investments	9,034,379	8,395,685
Accounts receivable	2,620,717	2,806,495
	<b>24,442,025</b>	19,799,817
<b>LIABILITIES</b>		
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	5,670,733	3,879,123
Employee future benefit obligations (note 3)	370,031	349,210
Deferred revenues	635,060	291,263
Deferred revenues ▶ obligatory reserve fund (note 4)	445,554	907,758
Long term liabilities (note 5)	2,522,199	3,846,892
	<b>9,643,577</b>	9,274,246
<b>NET FINANCIAL ASSETS</b>	<b>14,798,448</b>	10,525,571
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (note 14)	22,821,397	23,258,926
Inventories	377,135	180,952
Prepaid expenses	61,430	134,111
	<b>23,259,962</b>	23,573,989
Commitments (note 11) Contingent Liabilities (note 9)		
<b>MUNICIPAL EQUITY</b> (note 6)	<b>38,058,410</b>	34,099,560

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Consolidated Statement of Operations**

For the year ended December 31	(Note 16) Budget	2020	2019
	\$	\$	\$
<b>REVENUES</b>			
Taxation ▶ from other governments	10,883,873	<b>10,855,470</b>	10,354,357
User charges	3,568,107	<b>3,436,036</b>	3,538,501
Government grants ▶ provincial	16,786,426	<b>20,675,545</b>	17,702,995
▶ other municipalities	11,608,704	<b>10,733,106</b>	11,090,845
▶ Federal	174,000	---	87,750
Deferred revenues earned (note 4)	878,884	<b>816,780</b>	819,832
Provincial offences fines penalties	136,321	<b>21,138</b>	129,588
Investment income	140,000	<b>212,231</b>	277,539
Other income	739,206	<b>1,047,077</b>	705,230
<b>TOTAL REVENUES</b>	44,915,521	<b>47,797,383</b>	44,706,637
<b>EXPENDITURES</b>			
General government	3,159,322	<b>4,277,719</b>	3,919,015
Protection to persons and property	10,030	<b>721</b>	4,306
Transportation services	1,083,424	<b>1,161,787</b>	1,165,941
Ambulance services	18,767,674	<b>19,606,806</b>	19,213,836
Health services	782,885	<b>785,970</b>	771,315
Social and family services	15,773,281	<b>15,368,869</b>	13,583,991
Libraries	863,489	<b>874,313</b>	876,292
Social housing	732,503	<b>507,507</b>	767,106
Planning and development	1,045,611	<b>993,520</b>	1,122,699
Other	953,245	<b>887,455</b>	1,181,850
<b>TOTAL EXPENDITURES</b>	43,171,464	<b>44,464,667</b>	42,606,351
<b>NET REVENUES FROM OPERATIONS</b>	1,744,057	<b>3,332,716</b>	2,100,286
<b>OTHER</b>			
Grants and transfers related to capital			
Other municipalities	248,040	<b>153,516</b>	130,491
Deferred revenue (note 4)	406,000	<b>472,618</b>	164,587
	654,040	<b>626,134</b>	295,078
<b>ANNUAL SURPLUS</b>	2,398,097	<b>3,958,850</b>	2,395,364
<b>MUNICIPAL EQUITY, BEGINNING OF YEAR</b>	34,099,560	<b>34,099,560</b>	31,704,196
<b>MUNICIPAL EQUITY, END OF YEAR</b>	36,497,657	<b>38,058,410</b>	34,099,560

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Consolidated Statement of Changes in Net Financial Assets**

For the year ended December 31	(Note 16) Budget	2020	2019
	\$	\$	\$
<b>ANNUAL SURPLUS</b>	2,398,097	<b>3,958,850</b>	2,395,364
Amortization of tangible capital assets	1,832,291	<b>1,742,193</b>	1,700,642
Acquisition of tangible capital assets	(1,559,429)	<b>(1,331,330)</b>	(1,224,545)
(Loss) gain on sale of tangible capital assets	---	<b>(23,706)</b>	16,741
Proceeds on sale of tangible capital assets	---	<b>50,372</b>	20,300
(Acquisition) disposal of inventories of supplies	---	<b>(196,183)</b>	34,391
Acquisition (disposal) of prepaid expenses	---	<b>72,681</b>	(81,476)
	272,862	<b>314,027</b>	466,053
<b>INCREASE IN NET FINANCIAL ASSETS</b>	2,670,959	<b>4,272,877</b>	2,861,417
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	10,525,571	<b>10,525,571</b>	7,664,154
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	13,196,530	<b>14,798,448</b>	10,525,571

The accompanying notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Consolidated Statement of Cash Flows**

<b>For the year ended December 31</b>	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<b>OPERATING ACTIVITIES</b>		
Annual surplus for the year	3,958,850	2,395,364
Amortization	1,742,193	1,700,642
(Loss) gain on disposal of capital assets	(23,706)	16,740
	<b>5,677,337</b>	<b>4,112,746</b>
<b>Net Change in Non-Cash Working Capital Balances</b>		
Accounts receivable	185,778	(488,264)
Accounts payable and accrued liabilities	1,791,610	142,213
Employee future benefit obligations	20,821	24,751
Deferred revenues	343,797	107,906
Deferred revenues ▶ obligatory reserve funds	(462,204)	697,879
Inventories	(196,183)	34,391
Prepaid expenses	72,681	(81,475)
	<b>1,756,300</b>	<b>437,401</b>
<b>Working Capital from Operations</b>	<b>7,433,637</b>	<b>4,550,147</b>
<b>INVESTING ACTIVITIES</b>		
Net increase in short term investments	(638,694)	(240,954)
<b>Net increase in investments</b>	<b>(638,694)</b>	<b>(240,954)</b>
<b>CAPITAL ACTIVITIES</b>		
Acquisition of tangible capital assets	(1,331,330)	(1,224,545)
Proceeds on sale of tangible capital assets	50,372	20,300
<b>Net investment in tangible capital assets</b>	<b>(1,280,958)</b>	<b>(1,204,245)</b>
<b>FINANCING ACTIVITIES</b>		
Debt principal repayments	(1,324,693)	(1,246,176)
<b>Net decrease in cash from financing activities</b>	<b>(1,324,693)</b>	<b>(1,246,176)</b>
<b>NET INCREASE IN CASH</b>	<b>4,189,292</b>	<b>1,858,772</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>8,597,637</b>	<b>6,738,865</b>
<b>CASH, END OF YEAR</b>	<b>12,786,929</b>	<b>8,597,637</b>

The accompanying notes are an integral part of these consolidated financial statements.

---

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**1. Status of the County of Frontenac**

The County of Frontenac (the 'County') was incorporated in 1865 and assumed its responsibilities under the authority of the Provincial Secretary. The County operates as an upper tier government in the County of Frontenac, in the Province of Ontario, Canada and provides municipal services such as emergency measures, public health services, ambulance services, social and family assistance, planning and development and other general government operations.

---

**2. Significant Accounting Policies**

The consolidated financial statements of the Corporation of the County of Frontenac are the representations of management and have been prepared in all material respects in accordance with Canadian Public Sector Accounting Standards. Significant aspects of the accounting policies adopted by the County are as follows:

**Basis of Consolidation**

- (i) The consolidated financial statements reflect financial assets, liabilities, operating revenues and expenditures, reserves, reserve funds and changes in investment in tangible capital assets of the County. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the County and which are owned or controlled by the County. Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated. These consolidated financial statements include:

- ▶ Fairmount Home for the Aged

- (ii) Non-consolidated entities:

Kingston, Frontenac and Lennox and Addington Public Health is not consolidated and only the contributions by the County are reported on the Consolidated Statement of Operations

The Kingston-Frontenac Public Library Board is not consolidated and only the contributions by the County are reported on the Consolidated Statement of Operations.

**Basis of Accounting**

- (i) The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenditures are recognized as they are incurred and measurable based on receipt of goods and services and/or the creation of a legal obligation to pay.
- (ii) Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.
- (iii) Trust funds and their related operations administered by the County are not included in these financial statements but are reported separately on the Trust Funds Statement of Financial Activities and Financial Position.

---

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**2. Significant Accounting Policies / continued**

**Basis of Accounting / continued**

**Tangible Capital Assets**

Tangible capital assets are recorded at historical cost or where historical cost records were not available, other methods determined to provide a best estimate of historical cost and accumulated amortization of the assets. In certain cases the County used replacement costs and appropriate indices to deflate the replacement cost to an estimated historical cost at the year of acquisition. Costs include all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Land	
Land Improvements	10 - 30 years
Buildings	10 - 50 years
Vehicles	4.5 - 10 years
Machinery and Equipment	3 to 30 years
Bridges	16 to 50 years
Work in Progress	

Amortization is charged for the months in use. Assets under construction are not amortized until the asset is available for productive use, at which time they are capitalized.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue.

When tangible capital assets are disposed of, either by way of a sale, destruction or loss, or abandonment of the asset, the asset's net book value, historical cost less accumulated amortization, is written off. Any resulting gain or loss, equal to the proceeds on disposal less the asset's net book value, is reported on the consolidated statement of operations in the year of disposal.

When conditions indicate that a tangible capital asset no longer contributes to the County's ability to provide services or the value of the future economic benefits associated with the tangible capital asset are less than its net book value, and the decline is expected to be permanent, the cost and accumulated amortization of the asset are reduced to reflect the revised estimate of the value of the asset's remaining service potential. The resulting net adjustment is reported as an expense on the consolidated statement of operations.

**Leases**

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

---

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**2. Significant Accounting Policies / continued**

**Inventories and Prepaid Expenses**

Inventories and prepaid expenses held for consumption are recorded at the lower of cost or replacement cost.

**Pension and Employee Benefits**

The County accounts for its participation in the Ontario Municipal Employees Retirement System ('OMERS'), a multi-employer public sector pension fund, as a defined benefit plan. The OMERS plan specifies the retirement benefits to be received by employees based on length of service and pay rates.

**Cash and Cash Equivalents**

The County considers cash and cash equivalents to be highly liquid investments with original maturities of three months or less.

**Government Transfers**

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

**Deferred Revenues**

The County defers recognition of user charges and fees which have been collected but for which the related services have yet to be performed. Government transfers of gas taxes, are reported as deferred revenues in the Consolidated Statement of Financial Position. These amounts will be recognized as revenues in the fiscal year the services are performed.

The County receives restricted contributions under the authority of Federal and Provincial legislation and County by-laws. These funds by their nature are restricted in their use and until applied to applicable costs are recorded as deferred revenue. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

Deferred revenue represents certain user charges and fees which have been collected but for which the related services have yet to be performed. Deferred revenue also represents contributions that the County has received pursuant to legislation, regulation or agreement that may only be used for certain programs or in the completion of specific work. These amounts are recognized as revenue in the fiscal year the services are performed or related expenses incurred.

**Investments**

Short-term and long-term investments are recorded at cost plus accrual interest. If the market value of investments become lower than cost and the decline in value is considered to be other than temporary, the investments are written down to market value.

Investment income earned on available current funds and reserve funds (other than obligatory funds) are reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the respective deferred revenue balance.

---

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**2. Significant Accounting Policies / continued**

**Financial Instruments**

All financial instruments are initially recognized at fair value on the consolidated statement of financial position. The County has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Held-for-trading financial assets and liabilities are subsequently measured at fair value with changes in those fair values recognized in net revenues.

Loans and receivables, held-to-maturity financial assets and other financial liabilities are subsequently measured at amortized cost using the effective interest method.

The County classifies cash and cash equivalents as held-for-trading financial assets, accounts receivable as loans and receivables, and accounts payable and accrued liabilities as other financial liabilities.

**Measurement Uncertainty**

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenditures during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and as adjustments become necessary, they are recorded in the consolidated financial statements in the period in which they become known.

---

**3. Employee Future Benefit Obligations**

Extended health care and dental:

The County provides extended health care and dental to employees who meet specific criteria within the Fairmount Home and Paramedic Services. Extended health care and dental benefits continue to be available to early retirees at 100% of their cost up to the age of 60, then between the age of 60 and 65, the retiree will generally be responsible for paying 50% of the benefit premiums.

Retirement Benefits

An independent actuarial study of the employee non-pension retirement benefits has been undertaken. The most recent valuation of the employee future benefits was completed at December 31, 2018.

The accrued benefit obligations relating to employee non-pension retirement benefits has been actuarially determined using the projected benefit method pro-rated on services. At December 31, 2020, based on actuarial update, the accrued benefit obligation was \$370,031 (2019 \$349,210).

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

**3. Employee Future Benefit Obligations / continued**

The significant actuarial assumptions adopted in estimating the County's accrued benefit obligation are as follows:

Discount rate	4.00% per annum
Inflation rate	1.75% per annum
Salary escalation	2.75% per annum
Dental benefits escalation	3.75% per annum
Health benefits escalation	6.42% per annum

Employee benefit obligations are comprised of:

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Opening balance	<b>349,210</b>	324,459
Expense recognized for the year	<b>18,748</b>	17,672
Interest cost	<b>14,500</b>	13,608
Benefit payments	<b>(12,460)</b>	(6,562)
Amortization of actuarial losses	<b>33</b>	33
Accrued benefit obligation, end of year	<b>370,031</b>	349,210

**4. Deferred Revenues**

A requirement of public sector accounting standards of the Chartered Professional Accountants of Canada is that obligatory reserve funds be reported as deferred revenues. This requirement is in place as Provincial legislation restricts how these funds may be used and under certain circumstances these funds may possibly be refunded. The transactions for the year are summarized as follows:

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Federal Gas Tax ▶ January 1, 2020	<b>907,758</b>	209,879
Federal grant ▶ gasoline tax	<b>809,280</b>	1,664,994
Investment income	<b>17,914</b>	17,304
Transfer to operating fund	<b>(1,289,398)</b>	(984,419)
Federal Gas Tax ▶ December 31, 2020	<b>445,554</b>	907,758

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

**5. Long Term Liabilities**

- (a) The balance of long term liabilities reported on the "Consolidated Statement of Financial Position" is comprised of the following:

	2020	2019
	\$	\$
Debenture issue	2,522,199	3,846,892
Net long term liabilities at the end of the year	2,522,199	3,846,892

A debenture was issued on September 12, 2002 maturing September 12, 2022, to finance a building project at Fairmount Home for the Aged. The debenture has an interest rate of 6.157% with principal repayments commencing on September 12, 2003. Debt repayment costs will be recovered from future revenue. The City of Kingston's share of the debt repayment was established through a Mediated Settlement dated August 7, 2002 and is based on 50% of the repayments related to the 32 new beds and 74% of the repayments related to the 96 existing beds.

- (b) Principal payments fall due as follows:

	General Revenues
	\$
2021	1,408,157
2022	1,114,042
	2,522,199

- (c) Interest expense on long term liabilities in 2020 amounted to \$202,352 (2019 \$281,306).
- (d) These payments are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

**6. Municipal Equity**

	2020	2019
	\$	\$
Investment in tangible capital assets		
Tangible capital assets	22,821,397	23,258,926
Long term liabilities	(2,522,199)	(3,846,892)
	<b>20,299,198</b>	19,412,034
Unfunded Future Employee Liabilities	(103,591)	(89,643)
Reserves (Schedule 1)	16,790,549	13,609,546
Reserve Funds (Schedule 1)	1,072,254	1,167,623
<b>Total Municipal Equity</b>	<b>38,058,410</b>	34,099,560

**7. Pension Contributions**

The County makes contributions to the Ontario Municipal Employees Retirement System (“OMERS”), which is a multi-employer plan, on behalf of all permanent members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employers and employees contribute to the plan. Since any surpluses or deficits are a joint responsibility of all Ontario municipalities and their employees, the County does not recognize any share of the OMERS pension surplus or deficit in these consolidated financial statements.

The amount contributed to OMERS was \$1,794,638 (2019 \$1,765,878) for current services and is included as an expenditure on the Consolidated Statement of Operations classified under the appropriate functional expenditure. Contributions by employees were a similar amount.

**8. Trust Funds**

Trust funds administered by the County amounting to \$11,999 (2019 \$11,034) are presented in a separate financial statement of trust fund balances and operations. As such balances are held in trust by the County for the benefit of others, they are not presented as part of the County’s financial position or financial activities.

---

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**9. Contingent Liabilities**

- (a) The County is contingently liable for its share of any operating deficit of the Kingston-Frontenac Public Library Board, which is approximately 13% of the accumulated balance as at the end of the year for the Board. The County's share of the accumulated operating surplus is \$74,758 (2019 \$12,394).
- (b) The nature of municipal activities is such that there may be litigation pending or in prospect at any time. With respect to claims as at December 31, 2020, management believes that the County has valid defences and adequate insurance coverages in place.

In the event any claims are successful, management believes that such claims are not expected to have a material effect on the County's financial position.

---

**10. Contributions to Joint Boards**

- (a) The assets and liabilities of the Kingston-Frontenac Public Library Board have not been consolidated. The County contributions to the Library Board for 2020 are \$874,313 (2019 \$876,291) and are reported on the Consolidated Statement of Operations.
- (b) The assets and liabilities of the Kingston-Frontenac and Lennox and Addington Health Board have not been consolidated. The County made the following contributions to the Kingston, Frontenac and Lennox and Addington Health Board for 2020 \$785,970 (2019 \$771,315).
- 

**11. Commitments**

- (a) The County leases premises under long term operating lease agreements with terms as follows:
- (i) \$29,226 per annum plus HST to February 28, 2021, adjusted annually for additional rent and realty taxes through February 28, 2026;
  - (ii) \$44,772 per annum plus HST to December 31, 2020 adjusted annually for a 2% increase per annum through December 2029;
  - (iii) \$74,400 per annum plus HST to September 31, 2021; adjusted annually for additional rent through September 30, 2024;
  - (iv) \$4,000 per annum plus HST first five year term to 2015 and the following 15 years \$4,000 plus CPI escalator, plus HST;
- (b) In 2018, the County pledged \$55,061 annually for 10 years to the University Hospitals Kingston Foundation, a joint fund raising appeal undertaken by the Foundation on behalf of local hospitals. The County has recognized \$165,183 for three of 10 payments, as of December 31, 2020 (2019 \$110,122).

---

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**11. Commitments / continued**

- (c) In 2012, the Kingston Frontenac Housing Corporation entered into an agreement with the City of Kingston to pay \$12,500 per year beginning in 2012 to provide for a new septic system at the social housing site in Verona. Through the cost sharing agreement with the City of Kingston the County of Frontenac is obligated for 100% of the costs of the social housing units in the County, including this annual repayment.
- 

**12. Cost Sharing Allocations**

The Local Service Realignment sets out formulae under which the costs for Social Services, Child Care, Social Housing, Provincial Offences and Land Ambulance are shared between the County of Frontenac and the City of Kingston. A new cost sharing arrangement was derived for the period of 2004 to 2006 through an arbitrated settlement and continued on a year to year basis. Program costs for Social Services and Child Care are distributed on the basis of caseload and Social Housing costs are allocated by the location of the unit. The administrative costs for these services are allocated on the basis of weighted assessment. The cost of Land Ambulance and the net revenue of Provincial Offences are distributed on the basis of weighted assessment.

---

**13. Risk Management**

In the normal course of operations, the County is exposed to a variety of financial risks which are actively managed by the County.

The County's financial instruments consist of cash, investments, accounts receivable and accounts payable and accrued liabilities. The fair values of cash, investments and accounts payable and accrued liabilities approximate their carrying values because of their expected short term maturity and treatment on normal trade terms.

The County's exposure to and management of risk has not changed materially from December 31, 2019.

**Credit Risk**

Credit risk arises from the possibility that the entities to which the County provides services to may experience difficulty and be unable to fulfill their obligations. The County is exposed to financial risk that arises from the credit quality of the entities to which it provides services. The County does not have a significant exposure to any individual customer or counter party. As a result, the requirement for credit risk related reserves for accounts receivable is minimal.

**Interest Rate Risk**

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The County is exposed to financial risk that arises from the interest rate differentials between the market interest rate and the rates on its cash and cash equivalents. Changes in variable interest rates could cause unanticipated fluctuations in the County's operating results.

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

Draft

**13. Risk Management / continued**

**Liquidity Risk**

Liquidity risk is the risk that the County will not be able to meet its obligations as they fall due. The County requires working capital to meet day-to-day operating activities. Management expects that the County's cash flows from operating activities will be sufficient to meet these requirements.

**14. Tangible Capital Assets**

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Land	<b>1,031,465</b>	1,031,147
Land Improvements	<b>2,749,196</b>	2,309,210
Buildings	<b>14,631,552</b>	15,110,002
Vehicles	<b>1,291,758</b>	1,393,313
Machinery and Equipment	<b>2,341,678</b>	2,682,200
Bridges	<b>755,198</b>	718,492
Work in Progress	<b>20,550</b>	14,562
	<b>22,821,397</b>	23,258,926

For additional information, see Schedule 2 ▶ Tangible Capital Assets.

**15. Segmented Information**

The County is a diversified municipal government that provides a wide range of services to its citizens. The services are provided by departments and their activities are reported in the consolidated statement of operations.

Departments have been separately disclosed in the segmented information, along with the service they provide, as set out in the schedule below.

For each reported segment, expenditures represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in note 2.

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

**15. Segmented Information / continued**

2020	Salaries, Wages & Employee Benefits	Rents and Debenture Debt Interest	Materials & Services	External Transfers	Amortization	Total
\$	\$	\$	\$	\$	\$	\$
<b>General Government</b>						
Administration	1,427,541	7,008	1,357,666	1,155,216	330,288	4,277,719
<b>Protection to Persons and Property</b>						
	---	---	721	---	---	721
<b>Transportation</b>	1,001,092	---	151,429	---	9,266	1,161,787
<b>Health Services</b>						
Public Health Services	---	---	785,970	---	---	785,970
Ambulance	16,056,205	212,507	2,528,309	---	809,785	19,606,806
<b>Social and Family Assistance</b>						
General Assistance	---	---	887,455	---	---	887,455
Assistance to Aged Persons	11,933,740	204,915	2,643,856	---	586,358	15,368,869
Social Housing	---	---	507,507	---	---	507,507
<b>Recreation and Cultural Services</b>						
Libraries	---	---	874,313	---	---	874,313
<b>Planning and Development</b>						
	682,410	---	304,614	---	6,496	993,520
<b>2020</b>	31,100,988	424,430	10,041,840	1,155,216	1,742,193	44,464,667

**County of Frontenac  
Notes to the Consolidated Financial Statements**

**December 31, 2020**

**15. Segmented Information / continued**

2019	Salaries, Wages & Employee Benefits	Rents and Debt Interest	Materials & Services	External Transfers	Amortization	Total
	\$	\$	\$	\$	\$	\$
<b>General Government</b>						
Administration	1,344,519	6,489	1,272,317	954,011	341,679	3,919,015
<b>Protection to Persons and Property</b>						
	---	---	4,306	---	---	4,306
<b>Transportation</b>	1,035,233	---	121,875	---	8,832	1,165,940
<b>Health Services</b>						
Public Health Services	---	---	771,315	---	---	771,315
Ambulance	15,182,080	213,835	3,046,665	---	771,256	19,213,836
<b>Social and Family Assistance</b>						
General Assistance	---	---	1,181,850	---	---	1,181,850
Assistance to Aged Persons	10,301,584	281,306	2,433,365	---	567,736	13,583,991
Social Housing	---	---	767,106	---	---	767,106
<b>Recreation and Cultural Services</b>						
Libraries	---	---	876,292	---	---	876,292
<b>Planning and Development</b>	442,870	---	668,690	---	11,139	1,122,699
<b>2019</b>	<b>28,306,286</b>	<b>501,630</b>	<b>11,143,781</b>	<b>954,011</b>	<b>1,700,642</b>	<b>42,606,350</b>

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

**16. Budget Figures**

The 2020 budget amounts that were approved were not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Board Standards). The budget included capital items such as infrastructure replacements and estimated costs for constructed assets, as program expenses, but the actual expenses have been removed in the Consolidated Statement of Operations. The revenues attributable to these items continue to be included in the Consolidated Statement of Operations, resulting in a significant variance. The following analysis is provided to assist readers in their understanding of differences between the approved budget and the audited consolidated financial statements:

	<b>Budget</b>	<b>Actual</b>
	<b>\$</b>	<b>\$</b>
Total Revenues	44,915,521	47,797,383
Total Expenses	(43,171,464)	(44,464,667)
Net Revenues	1,744,057	3,332,716
Amortization	1,832,291	1,742,193
Adjusted Net Revenues	3,576,348	5,074,909
Capital Revenues	654,040	626,134
Funds Available	4,230,388	5,701,043
Capital Expenditures	(1,559,429)	(1,331,330)
Disposal of Tangible Capital Assets	---	26,668
Principal Repayments	(1,324,693)	(1,324,693)
Unfunded Expense	---	13,946
Increase in Operating Surplus	1,346,266	3,085,634
<b>Allocated as Follows:</b>		
Net Transfers from reserves	1,346,266	3,085,634

**17. Impact of COVID-19**

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ('COVID-19') as a pandemic. This resulted in governments worldwide, including the Canadian, Ontario and municipal governments, enacting emergency measures to combat the spread of the virus.

The pandemic has had significant operational and financial impacts including service reductions, declines in associated user fee revenues and additional costs. While impacts have been mitigated by associated funding and other cost saving measures, the pandemic has created uncertainty over current and future year operations and the financial position of the Municipality.

---

**County of Frontenac**  
**Notes to the Consolidated Financial Statements**

**December 31, 2020**

---

**17. Impact of COVID-19 / continued**

The duration and impact of COVID-19 are unknown at this time. It is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and conditions of the Municipality in future periods. The Municipality continues to closely monitor and assess the impact on its operations. It is management's assessment that the Municipality will have sufficient resources to mitigate the potential losses in 2021 as a result of COVID-19.

The Province of Ontario provided temporary pandemic pay to frontline workers between April 24 – August 13, 2020. This consisted of \$4.00 / hour to existing regular wages and lump sum payments of \$250 per month for employees who worked over 100 hours per month. The County of Frontenac received \$460,382 for this initiative for Fairmount Home and \$634,200 for Frontenac Paramedic Services. The County paid \$410,664 to Fairmount Home front line workers and \$368,572 to Paramedic frontline workers. At December 31, 2020, the County of Frontenac is showing revenue of \$779,236 to offset the premiums paid and has a balance owing to the Province of Ontario of \$315,346.

The County of Frontenac was provided \$389,988 in one-time funding for the 2020 calendar year to support paramedic services and dispatch centres as part of the COVID-19 response in the emergency health services sector. This funding covers COVID-19 related expenses from March 1, 2020 – December 31, 2020. At year end, the County has incurred offsetting COVID-19 expenses of \$384,943 and has \$5,045 in deferred revenue. This amount will offset costs incurred January 1, 2021 – March 31, 2021.

In 2020, the County has received COVID-19 Prevention and Containment Funding Allocations from the Ministry of Long Term Care totaling \$435,000. These funds were aimed at protecting the health and well-being of residents and staff in long term care homes to prevent and contain the spread of COVID-19. These funds were fully utilized during the year to offset additional pandemic related supplies and equipment purchases and staffing challenges related to the pandemic.

The County of Frontenac received \$1,187,600 from the Ontario government, as Phase 1 of the Federal-Provincial Safe Restart Agreement, to support COVID-19 operating costs and measures. The funding agreement stipulates that funds not used by December 31, 2020 to offset COVID-19 operating costs and measures be transferred to reserves for use during 2021. As of December 31, 2020, the County of Frontenac has transferred \$1,163,680 to reserves.

In December 2020, the County of Frontenac received \$238,000 in funds from the Ontario government as part of the Safe Restart Agreement, to help municipalities manage the financial impacts of COVID-19 for 2021. At year end the County has recorded the entire \$238,000 as deferred revenue.

In 2020, the County of Frontenac received funding of \$82,512 from the Ministry of Long Term Care for eligible IPAC minor capital purchases that address COVID-19 related pressures. These funds are to support long term care homes in completing urgent minor capital upgrades and improvement directly linked to improved IPAC practices for the safety of their residents, staff and families. As of December 31, 2020, the County has spent \$47,268 of this funding and will be carrying forward \$35,244 into 2021. As of March 31, 2021, the County will be carrying forward \$10,770 into the Ministry of Long Term Care's funding year 2021 – 2022.

**County of Frontenac**

**Schedule 1 ▶ Continuity of Reserves and Reserve Funds**

For the year ended December 31	(Note 16) Budget	2020	2019
	\$	\$	\$
<b>Revenues</b>			
Investment income	---	58,310	85,685
<b>Total Net Revenues</b>	---	58,310	85,685
<b>Net Transfers From / (To) Other Funds</b>			
Transfers from operations	---	1,334,323	1,120,658
Transfers to capital acquisitions	1,346,266	1,693,001	468,935
<b>Total Net Transfers</b>	1,346,266	3,027,324	1,589,593
<b>Balances, Change in Year</b>	1,346,266	3,085,634	1,675,278
<b>Balances, Beginning of Year</b>	14,777,169	14,777,169	13,101,891
<b>Reserves and Reserve Fund Balances, End of Year</b>	16,123,435	17,862,803	14,777,169

The accompany notes are an integral part of these consolidated financial statements.

**County of Frontenac**

**Schedule 1 ▶ Composition of Reserves and Reserve Funds**

For the year ended December 31	2020	2019
	\$	\$
<b>Reserves set aside for specific purposes by Council:</b>		
Operating		
County of Frontenac ▶ working fund	1,220,798	1,220,798
▶ operating	23,302	9,302
▶ WSIB	61,866	16,892
Frontenac Paramedic Service ▶ Severance	297,456	263,107
▶ WSIB	2,002,248	1,558,207
Fairmount Home ▶ operating	145,064	115,120
▶ severance	111,401	80,615
Sustainability	220,020	190,044
Community development reserve	16,095	34,241
Safe Restart	1,051,984	---
Asset Replacement		
Capital replacement	4,077,437	2,764,793
Ontarians with Disabilities	117,354	110,000
Fairmount Home ▶ capital replacement	940,230	910,647
Fairmount Home ▶ capital reserve fund *	865,394	970,183
Frontenac Paramedic Service ▶ vehicle replacement	740,746	592,117
▶ equipment replacement	1,643,015	1,307,123
External Agency Reserves		
Library reserve	237,070	185,590
Social housing ▶ Out of Scope	287,686	262,686
Strategic Regional Reserves		
Strategic projects reserve	1,811,141	2,252,601
Stabilization Reserves		
County of Frontenac	1,779,353	1,662,623
Legally Restricted		
Frontenac Howe Islander Ferry Reserve	---	49,269
Donations *	163,584	155,572
Pathways *	43,277	41,868
Frontenac Howe Island Ferry WSIB	6,282	23,771
<b>Total Reserves and Reserve Funds</b>	<b>17,862,803</b>	<b>14,777,169</b>
<b>Reserves</b>	<b>16,790,549</b>	<b>13,609,546</b>
<b>Reserve Funds *</b>	<b>1,072,254</b>	<b>1,167,623</b>
<b>Total Reserves and Reserve Funds</b>	<b>17,862,803</b>	<b>14,777,169</b>

The accompany notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Schedule 2 ▶ 2020 Tangible Capital Assets**

Asset Class	Cost 01/01/20	Additions	(Disposals)	Cost 31/12/20
	\$	\$	\$	\$
Land	1,031,147	318	---	<b>1,031,465</b>
Land Improvements	3,430,959	650,375	---	<b>4,081,334</b>
Buildings	22,337,370	---	---	<b>22,337,370</b>
Vehicles	3,269,617	409,891	(586,594)	<b>3,092,914</b>
Machinery & Equipment	7,091,808	214,566	(161,045)	<b>7,145,329</b>
Bridges	797,779	50,192	---	<b>847,971</b>
Work in Progress	14,562	5,988	---	<b>20,550</b>
	<b>37,973,242</b>	<b>1,331,330</b>	<b>(747,639)</b>	<b>38,556,933</b>

Draft

Asset Class	Accumulated Amortization 01/01/20	Amortization	(Disposals)	Accumulated Amortization 31/12/20	Net Book Value 31/12/20
	\$	\$	\$	\$	\$
Land	---	---	---	---	<b>1,031,465</b>
Land Improvements	1,121,749	210,389	---	<b>1,332,138</b>	<b>2,749,196</b>
Buildings	7,227,368	478,450	---	<b>7,705,818</b>	<b>14,631,552</b>
Vehicles	1,876,304	487,446	(562,594)	<b>1,801,156</b>	<b>1,291,758</b>
Machinery & Equipment	4,409,608	552,422	(158,379)	<b>4,803,651</b>	<b>2,341,678</b>
Bridges	79,287	13,486	---	<b>92,773</b>	<b>755,198</b>
Work in Progress	---	---	---	---	<b>20,550</b>
	<b>14,714,316</b>	<b>1,742,193</b>	<b>(720,973)</b>	<b>15,735,536</b>	<b>22,821,397</b>

The accompany notes are an integral part of these consolidated financial statements.

**County of Frontenac  
Schedule 2 ▶ 2019 Tangible Capital Assets**

Asset Class	Cost 01/01/19	Additions	(Disposals)	Cost 31/12/19
	\$	\$	\$	\$
Land	996,411	34,736	---	<b>1,031,147</b>
Land Improvements	3,202,622	228,337	---	<b>3,430,959</b>
Buildings	22,120,650	216,720	---	<b>22,337,370</b>
Vehicles	3,266,100	522,415	(518,898)	<b>3,269,617</b>
Machinery & Equipment	7,448,502	270,659	(627,353)	<b>7,091,808</b>
Bridges	797,779	---	---	<b>797,779</b>
Work in Progress	62,883	14,562	(62,883)	<b>14,562</b>
	<b>37,894,947</b>	<b>1,287,429</b>	<b>(1,209,134)</b>	<b>37,973,242</b>

Draft

Asset Class	Accumulated Amortization 01/01/19	Amortization	(Disposals)	Accumulated Amortization 31/12/19	Net Book Value 31/12/19
	\$	\$	\$	\$	\$
Land	---	---	---	---	<b>1,031,147</b>
Land Improvements	926,833	194,916	---	<b>1,121,749</b>	<b>2,309,210</b>
Buildings	6,751,508	475,860	---	<b>7,227,368</b>	<b>15,110,002</b>
Vehicles	1,921,012	450,822	(495,530)	<b>1,876,304</b>	<b>1,393,313</b>
Machinery & Equipment	4,457,562	565,727	(613,681)	<b>4,409,608</b>	<b>2,682,200</b>
Bridges	65,969	13,318	---	<b>79,287</b>	<b>718,492</b>
Work in Progress	---	---	---	---	<b>14,562</b>
	<b>14,122,884</b>	<b>1,700,643</b>	<b>(1,109,211)</b>	<b>14,714,316</b>	<b>23,258,926</b>

The accompany notes are an integral part of these consolidated financial statements.

Draft

**INDEPENDENT AUDITOR'S REPORT**

---

To the Members of Council, Inhabitants and Ratepayers  
of the Corporation of the County of Frontenac:

**Opinion**

We have audited the statement of financial statements of the trust fund of the Corporation of the County of Frontenac (the 'Entity'), which comprise:

- the statement of financial position as at December 31, 2020;
- the statement of financial activities for the year then ended;
- and the notes to the financial statements, including a summary of significant accounting policies;

(Hereinafter referred to as the 'financial statements').

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial activities for the year then ended in accordance with Canadian Public Sector Accounting Standards.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the '**Auditors' Responsibilities for the Audit of the Financial Statements**' section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis of our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

Draft

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern.
- If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Allan and Partners LLP  
Chartered Professional Accountants  
Licensed Public Accountants

Perth, Ontario  
April 21, 2021.

**County of Frontenac  
Trust Funds  
Statement of Financial Position**

<b>December 31</b>	Fairmount Home Residents'	Bridget Fowler	<b>2020</b>	2019
	\$	\$	\$	\$
<b>ASSETS</b>				
Cash	6,885	5,114	<b>11,999</b>	11,033
<b>FUND BALANCES</b>				
	6,885	5,114	<b>11,999</b>	11,033

**Statement of Financial Activities**

<b>For the year ended December 31</b>	Fairmount Home Residents'	Bridget Fowler	<b>2020</b>	2019
	\$	\$	\$	\$
<b>REVENUES</b>				
Residents' deposits	8,576	---	<b>8,576</b>	16,175
Interest	---	500	<b>500</b>	532
	8,576	500	<b>9,076</b>	16,707
<b>EXPENDITURES</b>				
Residents' withdrawals	8,110	---	<b>8,110</b>	15,653
Payments	---	---	---	300
	8,110	---	<b>8,110</b>	15,953
<b>NET REVENUES FOR THE YEAR</b>				
	466	500	<b>966</b>	754
<b>BALANCE AT THE BEGINNING OF THE YEAR</b>				
	6,419	4,614	<b>11,033</b>	10,279
<b>BALANCE AT THE END OF THE YEAR</b>				
	6,885	5,114	<b>11,999</b>	11,033

The accompanying notes are an integral part of these financial statements.

---

**County of Frontenac  
Trust Funds  
Notes to the Financial Statements**

**December 31, 2020**

---

**1. Significant Accounting Policies**

**Reporting Entity**

Expenditures are reported on the cash basis of accounting with the exception of administrative expenses which are reported on the accrual basis of accounting, which recognizes expenditures as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

---



**Report 2021-032**

**Council Recommend Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** April 21, 2021  
**Re:** **Planning and Economic Development – Authorization to enter into a contribution agreement with the Province of Ontario (ICIP Community, Culture & Recreation Stream)**

---

**Recommendation**

**Whereas** an application was filed with the Investing in Canada Infrastructure Program Community, Culture & Recreation Stream in November of 2019;

**Be It Resolved** That the CAO be authorized to enter into an agreement with the Province of Ontario should the said application be successful.

**And Further That** \$88,331.04 from the accessibility reserve be allocated for the County 2021-22 contribution to this project should the said application be successful

**Background**

At Council's regular meeting in September 2018, County Council received a presentation which confirmed five principles for the development of the Frontenac K&P Trail:

1. Trail Spine – County trail responsibility will extend from the US border at Horne's Ferry (Frontenac Islands) to where the K&P Trail exits North Frontenac into Lanark.
2. Quality of Build – The K&P Trail is built to the Ministry of Transportation trail standard, ensuring a high quality, accessible experience for cycling, walking and motorized off-road use.
3. Trailheads – The County will develop trailheads in each Frontenac Township

4. Signature Destination – The K&P Trail will be a recognized trail across Ontario with appropriate wayfinding signage, maps and branding to support ongoing efforts to attract new visitors for the K&P Trail experience.
5. Partnership and Recognition – The County will participate in regional partnerships to ensure the K&P Trail is included in regional and provincial networks.

These principles were further explored as part of the Frontenac Regional Active Transportation Plan, approved by County Council in July of 2019. This plan further identified the Frontenac K&P Trail as key spine infrastructure from Snow Road Station south to the Frontenac Islands.

In 2020 the County furthered the above vision in partnership with the Township of Central Frontenac by rehabilitating 14 kilometres of the Frontenac K&P Trail from Sharbot Lake to Clarendon Station after receiving funding from the Rural Economic Development (RED) Program. The RED funding was used in conjunction with the Federal Gas Tax and the Ontario Municipal Commuter Cycling Program to realize success on this project.

#### **Comment**

With the completion of core infrastructure on the Frontenac K&P Trail between the City of Kingston and Sharbot Lake in 2019, and with subsequent trail development to Clarendon Station in 2020 the County now actively manages 70 kilometers of multi-use trail on a daily basis. As a result of this work, and with the influence of the 2020 COVID-19 Pandemic on recreational behaviour, the Frontenac K&P Trail has seen a significant increase of use by walkers, cyclists, and ATV users.

This increase of use has increased demand for appropriate parking areas along the length of the trail, and improved amenities to support users of all ages and abilities. In November of 2019, County staff submitted a grant application to the Investing in Canada Infrastructure program to improve access, safety and amenities along the K&P Trail over a 4 year period.

This application outlined the need for the following improvements:

- Accessibility upgrades to the Verona Trailhead: This includes leveling, grading and paving of the parking area, installation of benches and picnic tables, improved lighting infrastructure and providing barrier free access to the K&P Trail from the parking area.
- Removal of barriers and construction of accessibility improvements at minor access points: Reconstruction or removal of 26 gate structures and making improvements for improved trail access for users of all abilities by using gravel or paving to ensure slope is kept to an appropriate level easily navigated by users with mobility challenges.
- Road Crossing Improvements: Signage and minor infrastructure changes will be used to improve visibility of trail crossings and trail users.

- Edge Protection: As required by the AODA Design for Public Spaces regulation, edge protection should be installed along the edge of the trail in places where there are steep drop offs or water to prevent trail users of all abilities from injury.
- Park Benches: These areas will be developed throughout the Frontenac K&P Trail, with a focus on settlement areas where seniors and users with mobility challenges are most likely to access and use the Trail. This includes benches and enough off-trail space to support persons using assistive mobility devices. The Frontenac Regional Active Transportation plan recommends placement of benches every 500-1000 meters.
- Trail Counters: In order to provide consistent reporting data over time on the use of the trail, automated trail counting infrastructure will be installed at consistent intervals along the trail and near busy access points.

These improvements will not only improve access and safety, but strengthen the overall trail experience on the K&P, raising the bar for rail-trail development in eastern Ontario.

If successful, the ICIP CCR grant will provide up to 80% funding towards the above projects over 4 years, distributed as follows:

<b>Fiscal Year (Apr 1 to Mar 31)</b>	<b>% Project Completion</b>	<b>Federal Funding</b>	<b>Provincial Funding</b>	<b>Frontenac County Contribution</b>	<b>Total</b>
2021-22	40	\$132,480.00	\$110,388.96	\$88,331.04	<b>\$331,200.00</b>
2022-23	25	\$82,800.00	\$68,993.10	\$55,206.90	<b>\$207,000.00</b>
2023-24	20	\$66,240.00	\$55,194.48	\$44,165.52	<b>\$165,600.00</b>
2024-25	15	\$49,680.00	\$41,395.86	\$33,124.14	<b>\$124,200.00</b>

For the K&P Trail Development work in 2020, staff were able to match the \$164,001.11 of funding from the Rural Economic Development Program (RED) with \$472,618.37 from the Federal Gas Tax and augment that funding with \$73,560.33 from the Ontario Municipal Commuter Cycling Program matched to \$18,409.11 of capital funding from the K&P Trail budget.

Unfortunately the Gas Tax cannot be used to match ICIP funding, and as such, staff have provisionally allocated \$88,331.04 from the accessibility reserve to match this grant in 2021-2022. Matching fund allocations for future years will be presented to Council during the annual budget deliberations.

If this application is deemed successful, community engagement will take place over the summer to help “crowdsource” potential locations for benches along the trail. Trail Counters will be purchased and installed immediately to establish a baseline of use for the entire 2021 peak season through this Summer and Fall.

**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.**

The ICIP CCR program will provide \$73.33% of project funding for rehabilitate recreational infrastructure to improve safety and accessibility should the application be successful. This will be the first time the County has accessed this funding stream for a strategic project.

**Financial Implications**

The ICIP program will provide \$607,172.40 towards the access and safety improvements to the Frontenac K&P Trail between Orser Road and Sharbot Lake.

The project budget is \$828,000 distributed over four years, and the County share for 2021-22 has been provisionally allocated from the Accessibility Reserve. At the end of 2020 there was a balance of \$117,354 in the Accessibility Reserve (Ontarians with Disabilities). Should Council approve the recommendation, the reserve will be left with a balance of \$39,023 by the end of 2021 once the 2021 contribution of \$10,000 has been added.

<b>Fiscal Year (Apr 1 to Mar 31)</b>	<b>% Project Completion</b>	<b>Federal Funding</b>	<b>Provincial Funding</b>	<b>Frontenac County Contribution</b>	<b>Total</b>
2021-22	40	\$132,480.00	\$110,388.96	\$88,331.04	<b>\$331,200.00</b>
2022-23	25	\$82,800.00	\$68,993.10	\$55,206.90	<b>\$207,000.00</b>
2023-24	20	\$66,240.00	\$55,194.48	\$44,165.52	<b>\$165,600.00</b>
2024-25	15	\$49,680.00	\$41,395.86	\$33,124.14	<b>\$124,200.00</b>

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

Frontenac County Planning and Economic Development Department  
 Alex Lemieux, Director of Corporate Services/Treasurer  
 Phil Piassetzki, Deputy Treasurer  
 Kathie Shaw, Senior Financial Analyst  
 Jannette Amini, Manager of Legislative Services/Clerk



**Report 2021-034**

**Recommend 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:** April 21, 2021

**Re: Corporate Services – Direction to proceed with the investigation and implementation of By-laws for the Provision of an Administrative Monetary Penalty Process**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services – Direction to proceed with the investigation and implementation of By-laws for the Provision of an Administrative Monetary Penalty Process report for information;

**And Further That** staff report back to Council no later than June, 2021 for Council's consideration, with provisions for a by-law respecting Enforcement of Orders During a Declared Emergency and a by-law to Establish a Process for Administrative Penalties.

**Background**

Under the *Emergency Management and Civil Protection Act*, the County has authority to declare an emergency and make orders respecting the health, safety and welfare of persons in the municipality. While the EMCPA contains provisions for orders issued by the Province, including creating offences for failing to comply with Provincial orders, any contravention of these offences are enforced through the *Provincial Offences Act*.

Section 11 of the *Municipal Act, 2001*, provides that a municipality may pass by-laws respecting the economic, social and environmental well-being of the municipality; the health, safety and well-being of persons; and the protection of persons and property. The issuance of orders during a declared emergency is a matter that fits within this authority.

In addition Part XIV of the *Municipal Act* provides a municipality with the authority to create offences, set penalties and enforce its by-laws under the Act.

## Comment

There are a number of by-laws and policies that the County has, or is in the process of developing, that place restrictions or require compliance by users. Examples of these include

1. By-law 2018-0027 to regulate and control the parking of vehicles in the County of Frontenac on County owned lands;
2. By-law 2020-0042 to Establish 2021 HI Ferry Fees and Fares which is passed annually;
3. A Care and Use of Trails By-law currently being developed;
4. Land Use Policy that sets out criteria and on-going requirements for property owners that make requests for use of County property such as easements, Right of Ways and Encroachments;
5. Weed Inspection.

Currently, the County is facing issues with motorists boarding the Howe Island Ferry and then not paying the fare, as well as some refusing to wear a face covering, as mandated by Transport Canada.

In order for municipal by-laws to be enforced, they must carry an offence for someone found in contravention of the by-law. With the exception of the Parking By-law 2018-0027, none of these by-laws/policies actually create offences or carry enforcement provisions. As a result, in order for the County to start enforcing compliance, these by-laws must be amended to create offences and include enforcement provisions.

## Enforcement Options

### 1. Provincial Offences Act

Offences prosecuted/enforced by Municipalities typically are administered through the *Provincial Offences Act*. The *Provincial Offences Act*, commonly referred to as the POA, sets out the method for enforcement and adjudication of regulatory offences and by-laws in the province.

The Act sets out three different types of offences:

- **Part I Offences** which are offences where tickets can be issued such as contravention to, among other things such as speeding, municipal by-laws such as Animal Control, Noise, or Nuisance. These are general offences for which a Municipality has received consent to issue a Certificates of Offence;
- **Part II Offences** which are specific on the parking offences; or
- **Part III Offences** which are issued for more serious offences or by-law offences.

Section 1(1) of the POA defines an offence as “..an offence under an Act of the Legislature or under a regulation or by-law made under the authority of an Act of the Legislature.” A municipal bylaw can create an “offence” for the purpose of section 1(1) of the POA.

Apart from a parking by-law, By-Laws are enforced primarily through the issuance of a Part I Summons where the provincial offences officer serves the defendant with the offence notice, or summons, and then files the certificate of offence in the court office. Individuals charged are required to appear before a Justice of the Peace in Kingston, regardless of where they live, and do not have the option to settle the charge by mail, online or by phone. Parking by-laws are enforced through the issuance of a Part II where a provincial offences officer issues a parking infraction notice and completes a certificate of parking infraction. Payment may be made to the municipal offices.

The County of Frontenac does not have any persons delegated as provincial offences officers and as a result, has no one on staff that is able to enforce its By-laws. There is a commitment from the County to participating in any agreement regarding by-law enforcement that the municipalities arrived at through the Joint Service Delivery Review being carried out by Strategy Corp. and Township staff have begun the investigation process to develop a regional approach to by-law enforcement with a target to have it implemented in 2021. As reported previously to Council, Weed Inspection will form a part of the RFP process and once finalized, the Care and Use of Trails By-law currently being developed may also form part of agreement.

## 2. Administrative Penalties

Administrative penalties are authorized under section 434.1 of the *Municipal Act* as a civil mechanism for enforcing compliance with regulatory requirements.

Administrative monetary penalties are an increasingly popular enforcement mechanism, as they are administered by municipal staff and independent hearing officers, resulting in a more efficient process than traditional prosecutions.

Administrative monetary penalties are becoming increasingly popular with municipalities as courts continue to face challenges in light of the pandemic. These financial penalties may be imposed on persons who fail to comply with municipal by-laws. They are administered by municipal staff and independent hearings officers rather than court system. The efficiency of this process has led many municipalities to rely on administrative penalties rather than traditional prosecutions to enforce parking and other by-law infractions.

Administrative penalties are not automatically available. A municipality must amend its by-laws to impose administrative penalties for contraventions. A municipality should also pass an administrative penalties by-law that provides for a fair review process with measures to promote procedural fairness, such as appeals to independent officers.

As noted, administrative penalties can only be applied if the municipality is satisfied that the person has failed to comply with a by-law of the municipality. They cannot be applied if a person has failed to comply with provincial or federal legislation. In terms of enforcement of orders issued by the province under the *Emergency Management and Civil Protection Act*, the POA allows corporations and individuals to be ticketed and issued set fines under Part I of the Act for committing an offence under subsection 7.0.11(1) of the *Emergency Management and Civil Protection Act*, or subsection 10(1) of the *Re-Opening Ontario Act*; however tickets under the POA can only be issued by a

provincial offences officer. This leaves the County at this point, unable to enforce such requirements as face coverings on the Howe Island Ferry. Section 4(1) of the EMCPA allows the head of council to declare that an emergency exists in the municipality and may make orders considered necessary and are not contrary to law to protect property and the health, safety and welfare of the inhabitants of the emergency area and although the EMCPA contains provisions for orders issued by the Province, including creating offences for failing to comply with Provincial orders, it lacks a mechanism for the enforcement of emergency orders issued by a municipality. This gap in the legislation can be addressed by the County passing a by-law to establish a process for issuing and enforcing municipal emergency orders and in turn, impose administrative monetary penalties for violations of orders issued in accordance with the declaration.

Staff are looking to Council to determine if there is an appetite for the County to proceed with the investigation and implementation of By-laws for the provision of an administrative monetary penalty process.

### **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**

Tony Fleming, County Solicitor, Cunningham Swan  
Kevin Farrell, Manager of Continuous Improvement  
Alex Lemieux, Director of Corporate Services/Treasurer



**Report 2021-035**

**Council Recommend Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Kelly Pender, CAO, County of Frontenac  
**Date of meeting:** April 21, 2021

**Re:** **Office of the Chief Administrative Officer – Frontenac Regional Roads Network –KPMG Final Report**

---

**Recommendation**

**Be It Resolved** that the Frontenac Regional Roads Network – KPMG Final Report be received;

**And Further That** the Council of the County of Frontenac forward the report to each of the member municipalities for their review and action;

**And Further That** the County provide the report to the Ministry of Municipal Affairs and Housings advising that any further action will be at the discretion of the member municipalities;

**And Further That** County involvement in this project moving forward be at the request of the member municipalities.

**Background**

As Council will recall, on July 18, 2018 Council approved a motion directing staff to fully investigate methods to access senior level government funding for roads investment that are specific to roads infrastructure, while permitting the County to use Gas Tax Funding allocated to the County (i.e., **not** member municipality gas tax allocation) for regional purposes such as economic development, the K&P Trail or Community Improvement Plans. This began the process of the Frontenac CAOs meeting to review, discuss and determine whether or not to proceed with the establishment of a regional roads system, with the outcome being that KPMG Canada was commissioned to review Options 3 and 5 from the list of options presented at the April 17, 2019 meeting, those being:

**Option Three:**

**Regional Approach – Contracted Engineering, Limited County Involvement  
(No Known Precedent)**

**Description:** County assumes 1% ownership in regional roads and bridges, but provides no support to the project and engages an independent engineering firm to lead the program.

**Operational Model:** A contracted engineering firm would be hired by the County to develop a work program that would include maintaining regional road priority schedules, recommending projects, working with township public works managers on project coordination. Working with township treasurers on accounting/reporting. County submits application on behalf of the Township.

**Deficiencies:** There are no County staff or dollars available to support this approach. County may assume some liability for work performed by township employees. May be cost prohibitive. Consulting fees generally are calculated at 2-2.5x the salary of the consultant.

**County Impact:** No County involvement other than submission of grant applications prepared by the Consultant. Increased liability. Could be resolved through an indemnity agreement. County will incur legal and (perhaps) survey costs to assume 1% ownership in the regional road network.

Grant dollars received in excess of current County gas tax allocation would be available for County use on regional projects such as trails and community improvement plans.

**Member Municipality Impact:** Now eligible to receive regional grants. Increased work load for public works and treasury staff. Township may need to engage additional resources to support this model.

**Governance:** The Consultant working with the four public works managers and treasurers prepare an annual report for review by the five chief administrative officers in June of each year for presentation to County Council for consideration in September. The report would highlight works completed in the prior year and recommendations for the following year. County Council approves the final report. Member municipalities would provide input into the plan through their public works manager and CAO as appropriate.

**Option Five**

**Regional Approach – County Resources (Similar to Lennox & Addington)**

**Description** – County assumes 1% ownership in regional roads and bridges. Similar to Lennox & Addington County, the County employs a limited engineering staff complement to administer the program, maintain roads needs study and provide project management/support.

**Operational Model:** All “on the ground” maintenance works would continue to be local and managed in the same manner as currently. Regional Engineer, plus project manager would be employed commencing in early-mid 2020. Adding a .5 FTE in 2021. (Approximately 50% of the L&A Model)

**Deficiencies:** Funding model would need to be developed to address cost sharing and perhaps the cost related with the municipal share of the capital costs.

**County Impact:** Currently, no physical space allocated for new staff. Additional governance/oversight required by Council/CAO.

Increased liability. County will incur legal and (perhaps) survey costs to assume 1% ownership in the regional road network.

Grant dollars received in excess of current County gas tax allocation would be available for County use on regional projects such as trails and community improvement plans.

**Member Municipality Impact:** Now eligible to receive regional grants. Regional projects administered solely or jointly with member municipality. Current resources will be freed up.

**Governance:** The Regional Engineer working with the four public works managers and five treasurers prepare an annual report for review by the five chief administrative officers in June of each year for presentation to County Council for consideration in September. The report would highlight works completed in the prior year and recommendations for the following year. County Council approves the final report. Member municipalities would provide input into the plan through their public works manager and CAO as appropriate. Consulting engineering will need to be evaluated on a project by project basis, but would be included in the overall project cost.

**Recommendation:** Recommended for Further Study

In January of 2020, the Frontenac CAO’s further met, with a consensus that KPMG be retained to conduct further research and consultation with respect to refining the recommendation and examining the potential of implementing a variation of Option #5 – being the regional in-house approach.

While there was general support and optimism for an in-house approach to regional roads management, the Chief Administrative Officers felt that variations to the County-led governance structure and/or operating model identified in Option 5 should be considered before a more detailed business case was developed.

Further, the KPMG report acknowledged a possible reduction of provincial grant funding in the near term; however, based on announcements at the 2020 Rural Ontario Municipal Association conference (ROMA) and a desire to be prepared should funding cuts not materialize, the Chief Administrative Officers felt that the Townships should remain open to the 1% ownership transfer to the County or other means of improving access to those grants.

At a Joint Council meeting held on January 29, 2020, a report was presented that outlined a work plan that proposed the following approach:

**Phase One: Start-Up**

- Meet with the CAOs, Treasurers and Public Works Managers to:
  - Review results of local Council discussions resulting from the Joint Council meeting
  - Explore options for governance and operations model for the RRN
  - Develop a consensus on the preferred option

**Phase Two:**

- Research and further interviews if necessary

**Phase Three: Pro Forma and Work Plan**

- Develop a 5 year Pro Forma budget for the RRN including potential sources of funding and phasing

**Phase Four: Presentation of the Final Report**

- Joint Meeting of Council (TBD)

This led to County Council, at that same meeting, passing the following resolution:

**2020-009**

**Office of the Chief Administrative Officer  
Regional Roads Network – Report from KPMG  
Motion #: 21-20    Moved By: Councillor Doyle  
Seconded By:    Councillor Vandewal**

**Be It Resolved** that the Office of the Chief Administrative Officer – Regional Roads Network – Report from KPMG report be received;

**And Further That** the report of KPMG be received;

**And Further That** County Council direct staff to engage KPMG Canada to complete a second phase of the Regional Roads Network project at an upset cost of \$26,000;

**And Further That** this be expensed from the Municipal Modernization Fund and/or the Stabilization Reserve.

**Carried**

**Comment**

The following are five key findings resulting from the KPMG analysis of the current model for the Regional Road Network.

1. The Watson and Associates Roads Management Study and the D.M. Wills Associates Frontenac Corridor Needs Study both identified an integrated capital management plan as the most effective and efficient approach to maintaining the Frontenac Corridor.
2. The overall roads reserve position of the Frontenac County Townships is consistent with their peers, and is the second largest reserve position among the comparator group. However, the roads reserve position per lane kilometer for the Frontenac County Townships is substantially less than Hastings, Lanark, and Lennox & Addington Counties. While Frontenac County is positioned well in overall roads reserves among the comparator group, the low reserve position per lane kilometer indicates an unsustainable financial position if the current model remains unchanged.
3. Since 2016, the Frontenac County Townships have received significantly less grant funding when compared to their peers. In 2018, Frontenac County received an average of \$3 million less in grant funding than their comparator group. On a per lane kilometer basis, Frontenac County received, on average, 81% less grant dollars per lane kilometer when compared to their neighbouring municipalities
4. In the next 5 years, the individual Road Needs Studies of member Townships indicate the Frontenac County Townships will collectively need to invest approximately \$32.5 million to maintain the 960 lane kilometers of regional roads as identified in the County of Frontenac Official Plan; per lane kilometer this equals \$33,854. Currently, the Townships spend up to 60% of their annual operating budgets on road operations and maintenance.
5. The unstable nature of infrastructure grant funding provided by the Province of Ontario will require municipalities in the future to find alternative ways to fund their transportation networks.

Based upon the above, there is a case for change in how the regional road network within Frontenac County is managed and supported. The municipal road reserve position per lane kilometer is behind its comparators, the future of traditional grant programs is uncertain, and there is a large unfunded capital liability for the regional road network over the next five years. It is apparent that the service delivery model of the regional road network will have to be fundamentally rethought to address these challenges.

The reports presents 3 options for Council to consider, those being:

1. Option 1: Regional Approach with County Resources
2. Option 2: Regional Approach Using Contracted Engineering Services
3. Option 3: Joint Services Board

A full description of each option, including Advantages, Challenges and Financial Projections of each is contained in the Frontenac Regional Roads Network –KPMG Final Report.

The Frontenac Township CAO's met on June 18, 2020 for a KPMG facilitated discussion regarding a Regional Road Network. The member Township CAO's agreed that a coordinated approach to regional roads has potential to realize significant benefits for the member Townships through operational and procurement efficiencies, the establishment of consistent maintenance standards and levels of service throughout the road network, improved asset management, capital works priority setting, and financial planning. Township CAO's agreed on six guiding principles for a Regional Road Network:

1. Access to increased funding opportunities
2. Cost savings and operational efficiencies
3. Investment in road infrastructure
4. Standardize level of service for regional transportation across the County
5. Responsible, well-defined, neutral governance with transparent controlling interest
6. Model that will facilitate the stable, consistent and sustainable financing component of Regional Road Network

At the June workshop, member Township CAO's evaluated and scored each approach based on the six guiding principles for a Regional Road Network. The Joint Services Board (JSB) received the highest evaluation, scoring 16 out of a maximum of 18 points.

In conclusion, the reports recommends a regional approach with County resources (Option 1). The reasons for this recommendation are as follows:

1. The capital needs for regional roads will be a significant burden on the Townships in the near term. Additional taxation in the form of a County levy would guarantee stable, reliable and sustainable funding over the long term to support the necessary infrastructure of regional roads, and ensure a higher and more consistent level of service to all residents. The JSB does not provide this guaranteed sustainable funding mechanism for roads infrastructure.
2. The JSB duplicates an existing more effective governance model for regional service delivery across the county. Governance and reporting frameworks already exist with Option 1 and is a model used by all but one other similar jurisdiction in the Province of Ontario.
3. Since the JSB is not a corporate entity, it is unlikely to be capable of grant applications. The County would have the ability to make grant applications on behalf of the Regional Road Network without jeopardizing the ability of member Townships to apply for their own grants.
4. The County's involvement with the Regional Road Network would support other transportation initiatives across the county e.g. ferries, trails that would increase the overall mobility of County residents.
5. Municipal staff acknowledge that there is limited public works and treasury capacity for increased workload at the Township level, the savings under Option 3 does not appear to be sustainable.

Subsequently, comments from the Township CAOs were received and incorporated into a final report that was received on March 4, 2021.

A copy of the KPMG report is attached to this report as **Appendix A**.

At a Frontenac CAO's meeting held on April 1, 2021 the consensus of the group was for the County to receive the report and forward to the member municipalities for their consideration and that the County involvement going forward be only at the request of the municipalities.

This report was funded by the first phase of the Province of Ontario, Municipal Modernization Fund. While formal reporting is not required for the first phase, the Ministry is tracking projects and outcomes.

A draft of this report was also provided as background to StrategyCorp as part of their overall review of Frontenac municipal service delivery. The primary recommendation from StrategyCorp was centred on advocacy for Provincial grant support. A similar recommendation is included in the potential implement plan from KPMG (this last bullet point, page 37)

### **Strategic Priority Implications**

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

- 2.1** To meet the needs of future capital projects, explore new sources of funding support (current and future programs), cost-sharing options and other potential economies.
- 2.5** Explore a collaborative upper-tier role for the County in securing potential funding and support for township maintenance of roads & bridges in a regional road system.

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

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

### **Financial Implications**

The cost of the KPMG report was \$40,000+HST which was offset by a \$40,000 transfer from the County of Frontenac's Municipal Modernization Funding allocation.

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

Member Municipalities – CAO's, Treasurers, Public Works Managers  
Alex Lemieux, Director of Corporate Services/Treasurer  
KPMG



# Frontenac Regional Roads Network Final Report

County of Frontenac & Member Townships

July 27, 2020



## Frontenac Regional Roads Network

# Disclaimer

This report has been prepared by KPMG LLP ("KPMG") for the County of Frontenac ("Client") pursuant to the terms of our Agreement with the Client dated October 3, 2019. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the County of Frontenac. KPMG has not and will not perform management functions or make management decisions for the County of Frontenac.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the County of Frontenac nor are we an insider or associate of the County of Frontenac. Accordingly, we believe we are independent of the County of Frontenac and are acting objectively.



**Frontenac Regional Roads Network**

Table of Contents

	<b>Page</b>
Disclaimer	2
Introduction	4
Current State	8
Analysis of Proposed RRN Models	22
Conclusion and Recommendations	32
Implementation Plan	35
Appendix A: Lennox & Addington County Agreement for Construction and Maintenance of County Roads and Bridges	38
Appendix B: Lennox & Addington County Budget for Paved Roads Administration	
Appendix C: KPMG Facilitated Session with Member Township CAOs (June 18, 2020)	
Appendix D: Original 6 Options (April 17, 2019)	





# Introduction

Frontenac Regional Roads Network  
Final Report

## Frontenac Regional Roads Network

# Project Overview

### Project Objectives

KPMG was engaged by the County of Frontenac (“the County”) to present analysis on two proposed delivery models for the creation of a Regional Roads Network (“RRN”) in the County of Frontenac. The County and member Townships have determined there are three preferred options for a RRN delivery model – an outsourcing model that relies on contracted engineering with limited County involvement, a model where County resources directly support the delivery of the RRN and a model that establishes a Joint Services Board (“JSB”) with no County involvement. KPMG was engaged to undertake a review of each delivery model and perform an analysis on the merits of each option. The overall goal of the project was to present the County and the Township Councils with a business case for the preferred option, a high level implementation plan, and a 5 year pro-forma budget for the new Regional Roads Network.

The report’s analysis is based upon research, stakeholder consultation, document review, and the benchmarking of the County against comparable municipalities. KPMG anticipates this report will provide the necessary assessment regarding the merits and challenges of each option to enable the County and member Townships to select their preferred delivery model for implementation.

### Project Principles

The project was conducted in accordance with the following principles:

- The knowledge and expertise of Township staff was fully engaged, building upon their knowledge and expertise to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The aim was to, wherever possible, transfer knowledge and necessary “tools” to Township employees to enable them to better develop their own solutions to operational and process issues and challenges over time.
- Opportunities and recommendations are based on leading practice from other municipalities comparable to the County, with specific focus on the County of Lennox and Addington model of delivery.



# Frontenac Regional Roads Network

## Introduction and Context

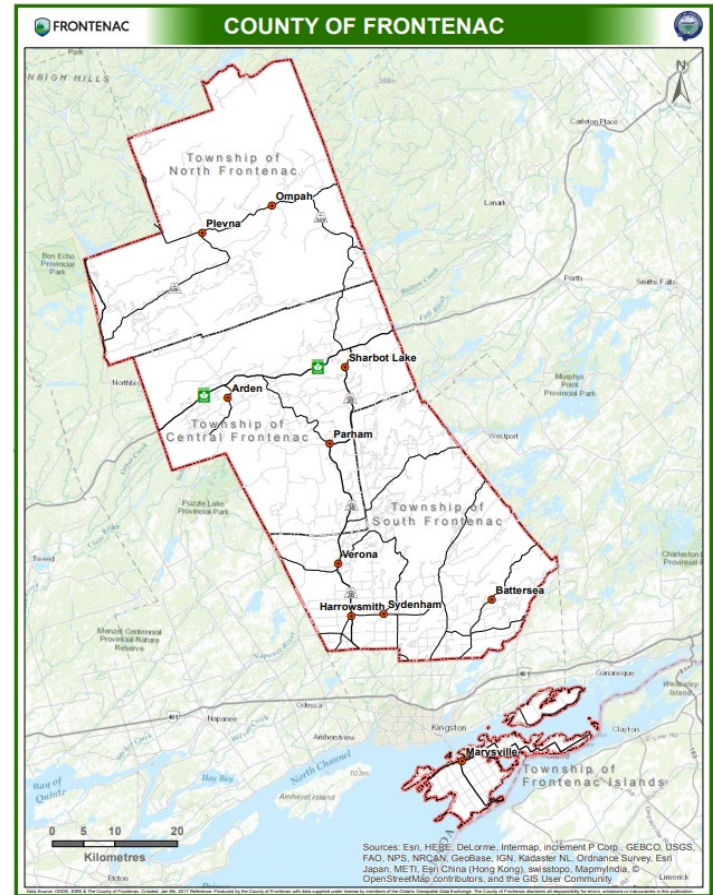
### Setting the Stage

Frontenac County and its member Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands are linked by an extensive road network that serve both a local and regional purpose. In addition, Provincial Highways 7 and 41 connect the County to its neighbouring municipalities across the northern portion of the County. The regional road network within the County is important to the maintenance and sustainability of the local economy. The region is dependent on the transportation system for the movement of goods and services, tourism, and access to health and social services and is an essential part of the infrastructure that supports the County.<sup>1</sup>

When the County was restructured in 1998, the local amalgamation board determined the County would not be deemed a County for road purposes and accordingly would not own, maintain, repair or construct roads. As a result, more than 400 kilometers of Provincial highways and County roads were downloaded to the four Townships of Frontenac County. It is the responsibility of the four Townships to provide regional transportation services and the financial liabilities of maintaining and repairing these regional roads.

The County recognizes the importance of the regional road network as a commuter, commercial, and recreational link across the Townships. Additionally, the County recognizes there is a potential benefit to a consolidated management model to ensure consistent road standards, adequate funding, and the overall strength of the connecting link through the County. Accordingly, in April 2019, County Council requested that an analysis be conducted on two preferred options for a regional road network across the County. KPMG was subsequently retained to conduct the analysis.

<sup>1</sup> Source: County of Frontenac (2014). Official Plan.  
<sup>2</sup> Source: County of Frontenac Report to Council, April 17, 2019



## Frontenac Regional Roads Network

# Project Overview

### Project Scope

This engagement commenced on October 11, 2019, and was completed when the final report was submitted to the County on July 27, 2020. The diagram below depicts the key phases as outlined in the Project Charter.



- Kick Off Meeting
- Project Charter/Plan
- Schedule and Milestones
- Communication / Engagement Plan

- Documentation Review
- Stakeholder Interviews

- Delivery model options analysis
- Lennox & Addington Interviews and review
- 5 year pro-forma budget for each option
- Working session with Project Team to select delivery model

- Half day working session with Project Team
- Final business case and implementation plan for preferred delivery model
- Presentation to Councils



# Current State

Frontenac Regional Roads Network  
Final Report

## Frontenac Regional Roads Network

# Document Review

### Overview

KPMG undertook a comprehensive document review relevant to the regional roads network within the County. This review provided us with an understanding of the needs and challenges facing the County and member Townships in the delivery of regional road transportation, as well as provided context and history to the discussion of a regional roads network. Road Needs Studies and asset management plans (where applicable), were reviewed for each of the four member townships. Additionally, KPMG reviewed staff recommendations and reports from County Council, the County Official Plan, current budgets and Financial Information Returns (FIRs) for member Townships, existing Shared Service Agreements between the County and member Townships, and two prior Regional Roads Reports (Watson, 2011; D.M. Wills 2013).

### **County of Frontenac, Roads Management Study – Fiscal Management Plan. Watson & Associates Economists Ltd. (2011)**

In 2009, the County adopted their Integrated Community Sustainability Plan (ICSP) which established principles and decision-making policies to support sustainable behavior throughout the County. A list of strategic initiatives were identified, and an integrated long-term plan for future road development, maintenance and financing was identified as one of these priorities. In 2011, the County retained Watson and Associates to develop a fiscal management plan and roads management study. The Watson study created a life-cycle based capital plan, assessed the sufficiency of existing funding levels and determined appropriate levels of funding to maintain a defined Regional Roads Network.

The Watson Report considered three options for a Regional Roads Network:

**Option 1:**

Only downloaded Provincial Highways and former County Roads  
Total Road Length (km) = 381.76

**Option 2:**

Option 1 plus existing area municipal roads in North and Central Frontenac (Arden Road, Henderson Road, Ardoch Road, Buckshot Lake Road, Harlowe Road)  
Total Road Length (km) = 454.40

**Option 3:**

Option 2 plus existing municipal roads that connect to regional status roads in neighbouring jurisdictions (Crow Lake Road, Fifth Lake Road, Long Lake Road, Mountain Grove Road, Wagerville Road)  
Total Road Length (km) = 519.40

Source: Watson & Associates (2011) County of Frontenac Roads Management Study – Fiscal Management Plan



## Frontenac Regional Roads Network

# Document Review

### Watson Report (continued)

The Watson Report considered the full life-cycle capital replacement needs for a Regional Roads Network with a 30-year phase in scenario, attempting to reach a sustainable replacement level within the 30-year period. The fiscal impact analysis completed in 2011 identified the current level of regional roads funding as insufficient relative to the long-term lifecycle needs for each Township. The report identified the Township’s historic reliance on grant funding for regional roads needs as a risk to sustainability and identified the need to establish a funding strategy to address the anticipated deficit. The report also identified current gaps in tax levy funding for roads across all Townships and recommended the tax impact for sufficient funding levels could be mitigated by financing the capital costs for roads infrastructure at the County level. “By smoothing, and thereby minimizing, future tax impacts to all County constituents, the provision of a better and more consistent overall level of service to all residents and businesses for regional roads will be facilitated. By the very nature of their regional benefit, the cost of maintaining regional roads should ideally impact County constituents in a relatively uniform manner. This is particularly important in light of scarce municipal funding to address a continuing overall needs deficit, unless a significant strategic action is identified and supported.”<sup>1</sup>

### Frontenac Corridor Roads Needs Study. D. M. Wills Associates Ltd. (2013)

In 2013, the Townships of Frontenac County led an initiative to procure a roads needs study for a Frontenac Corridor (“the Corridor”) identified as the geographic portions of former Highways 506, 509, 38, 95, and 96, which connect together to complete a Corridor through the County and across Wolfe Island. The Townships intended to be proactive in response to anticipated funding opportunities for a roads corridor. Accordingly, the Townships retained D.M. Wills Associates Ltd to assess the state of infrastructure and related asset management and financial plans for roads maintenance and capital improvement on the Corridor.

Data collected as a result of the study was used to identify a prioritized list of road network needs. The study and related recommendations considered the overall corridor as an asset group, spanning across the four Townships. The study noted that this integrated capital planning approach to maintenance and improvements within the Corridor would result in the lowest overall lifecycle costs and ensure the full service life of the road assets are realized.

The Wills report also identified best management practices based on asset type and maintenance category. Levels of service, built from the Minimum Maintenance Standards for Municipal Highways (O. Reg. 239/02), were established for roads capital improvements (reconstruction and upgrades), roads repairs (hard top), roads resurfacing, roadside maintenance (brushing & ditching), and bridges (including culverts).

<sup>1</sup> Source: Watson & Associates (2011). County of Frontenac Roads Management Study – Fiscal Management Plan. Pg 5-3

<sup>2</sup> Source: D.M. Wills Association Ltd. (2013) Frontenac Corridor Needs Study

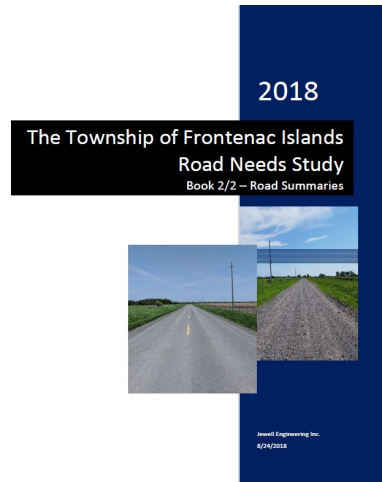
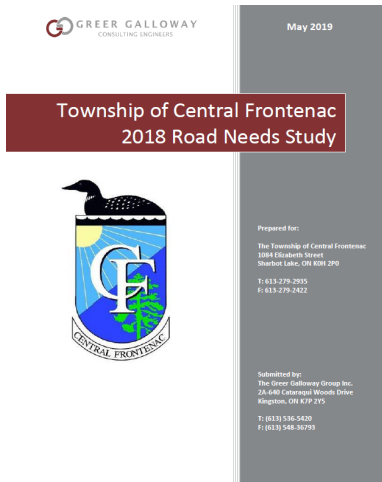
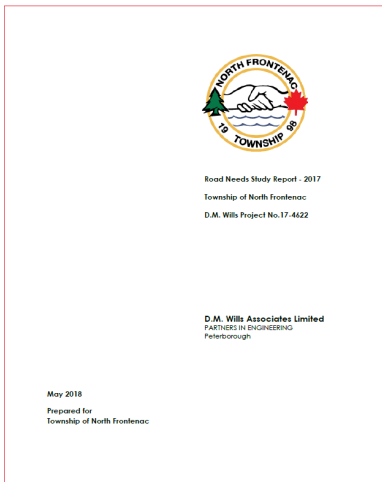


# Frontenac Regional Roads Network Documentation Review

## Road Needs Studies

Road Needs Studies provide Council and staff with an inventory of all roads, a comprehensive review of existing conditions, and a plan to repair and maintain the road network to a satisfactory level of service. The purpose of a Road Needs Study is to present an up to date inventory and assessment of the road network within a municipality from which a financial program for the maintenance and capital improvements can be developed. Up-to-date Road Needs Studies and a comprehensive asset management plan are key components for a successful road infrastructure grant application.

Three of the four Townships have procured updated Roads Needs Studies within the last 2 years. North Frontenac selected D. M. Wills to complete their comprehensive Roads Needs Study in 2017 (which was updated in 2019), Central Frontenac selected Greer Galloway to complete their study in 2018, and Frontenac Islands selected Jewell Engineering to complete their study in 2018. An updated condition assessment for South Frontenac's roads infrastructure is completed internally every two years; their 2016 assessment was referenced for the purposes of this report.



- 1 Source: Greer Galloway Group Inc. (2019). Township of Central Frontenac 2018 Road Needs Study
- 2 Source: D.M. Wills Association Ltd. (2017) North Frontenac Road Needs Study Report
- 3 Source: Jewell Engineering Inc. (2018) The Township of Frontenac Islands Road Needs Study
- 4 Source: South Frontenac Township Asset Management Plan (2016)



## Frontenac Regional Roads Network

# Summary of Interview Findings

### Common Themes

On October 25, 2019, KPMG staff conducted interviews with municipal stakeholders regarding the proposed regional road network. The interviews provided the context and history of regional road operations within the County, and involved a discussion regarding the two proposed RRN delivery models. Interviews were completed by all four member Townships and the County.

Key themes identified during these interviews included:

- The County of Frontenac and its member Townships, while connected geographically and proximally throughout the County, are all very different in their transportation system requirements, use, and challenges
- The Township's concerns regarding the original methodology used in the Financial Information Return (FIR) analysis on the comparative reserve position of the Townships and County
- The various stages of development for asset management plans and differing capital project budget processes across each of the Townships
- The inconsistency in methodology regarding asset management and road needs studies throughout the County
- Confusion regarding the regional road network as identified in the County of Frontenac Official Plan (2014)
- Outstanding questions on how the 1% ownership stake proposed by the County would impact the OCIF funding formula for the Townships, as well as future access to grant funding for those municipalities who have had high levels of success in securing additional funds through grant applications

There was general agreement on the following benefits of a RRN:

- Improved consistency in levels of service, maintenance standards, and investment in infrastructure across the RRN
- Increased efficiencies in procurement, economies of scale, project bundling, and project management across the RRN

From the consultation on the RRN, all parties see the merits of a regional approach as identified above. There are some outstanding questions that will need to be answered prior to implementation.

## Frontenac Regional Roads Network

# Projected Capital Needs

The following table illustrates number of kilometers of regional road held by each Township as identified in the County of Frontenac Official Plan, and the corresponding capital expenditures required in the short (1-5 years) and medium (6-10 years) term. The capital needs identified below have been extracted from each Township's most recent Road Needs Study, and the methodology may vary between Townships.

Township	Lane Kilometers of Regional Roads	Projected Capital Expenditure 1-5 years	Projected Capital Expenditure 6-10 years
North Frontenac	240	\$2,406,000	\$6,446,000
Central Frontenac	216	\$5,191,000	\$1,936,000
South Frontenac	382	\$24,862,500	\$7,230,000
Frontenac Islands	122	\$49,638	*\$3,032,279
<b>Total</b>	<b>960</b>	<b>\$32,509,138</b>	<b>\$18,644,279</b>

It is clear from the projected capital improvements required for the Regional Roads Network within the next 10 years, that greater financial investment in the County's transportation system will be critical to maintain the current level of service moving forward. Potential consequences of delaying/reducing road maintenance programs and levels of service include:

- Deterioration of road conditions
- Compromising of road safety
- Detachment of local communities
- Diminished tourism and positive public perception
- Reduced efficiency and movement of goods and services
- Damage to vehicles due to road conditions
- Decreased emergency response times

Source – Member Townships most recent Roads Needs Studies based on Regional Road Network as identified in County of Frontenac Official Plan (2016)

\*Frontenac Islands – Includes Howe Island Drive estimates by Director of Public Works, based on road needs as identified in Frontenac Islands Road Needs Study (2018)



## Frontenac Regional Roads Network

# Projected Capital Needs

The following tables identify the regional roads held by each Township as identified in the County of Frontenac Official Plan, and the corresponding capital expenditures required in the short (1-5 years) and medium (6-10 years) term. The capital needs identified below have been extracted from each Township's most recent Road Needs Study, and the methodology may vary between Townships.

### North Frontenac Township

Road Name	1-5 years	6-10 years
Ardoch Road	\$997,000	\$1,208,000
Buckshot Lake Road	\$815,000	\$763,000
Harlowe Road		\$88,000
Henderson Road	\$594,000	
Road 506		\$1,973,000
Road 509		\$2,195,000
South Lavant Road		\$219,000
<b>Total</b>	<b>\$2,406,000</b>	<b>\$6,446,000</b>

### Central Frontenac Township

Road Name	1-5 years	6-10 years
Ardoch Road		\$660,000
Arden Road	\$682,000	
Henderson Road	\$1,749,000	
Long Lake Road		
Mountain Grove Road		
Road 38		
Road 509		\$1,276,000
Westport Road	\$2,760,000	
<b>Total</b>	<b>\$5,191,000</b>	<b>\$1,936,000</b>

### Frontenac Islands Township

Road Name	1-5 years	6-10 years
Howe Island Drive		*\$2,160,000
Road 95		\$119,131
Road 96	\$49,638	\$753,148
<b>Total</b>	<b>\$49,638</b>	<b>\$3,032,279</b>

Source – Member Townships most recent Roads Needs Studies based on Regional Road Network as identified in County of Frontenac Official Plan (2014)

\*Frontenac Islands – Howe Island Drive estimates by Director of Public Works, based on road needs as identified in Frontenac Islands Road Needs Study (2018)



## Frontenac Regional Roads Network

# Projected Capital Needs

The following table identifies the regional roads held by South Frontenac Township as identified in the County of Frontenac Official Plan, and the corresponding capital expenditures required in the short (1-5 years) and medium (6-10 years) term. The capital needs identified below have been extracted from South Frontenac's Asset Management Plan (2016), and the methodology may vary between Townships.

South Frontenac Township

Road Name	1-5 years	6-10 years
Battersea Road	\$5,925,000	
Bedford Road	\$1,080,000	
Bellrock Road		
Desert Lake Road		\$90,000
Harrowsmith Road		
Henderson Road		
Moreland-Dixon Road		\$1,867,500
Perth Road	\$4,875,000	\$90,000
Portland Avenue		
Road 38	\$10,050,000	\$1,732,500
Rutledge Road		\$630,000
Sunbury Road	\$1,590,000	
Sydenham Church Street		

South Frontenac Township

Road Name	1-5 years	6-10 years
Sydenham Road		
Sydenham William Street		
Westport Road	\$420,000	\$1,335,000
Wilton Road		\$1,485,000
Yarker Road	\$922,500	
<b>Total</b>	<b>\$24,862,500</b>	<b>\$7,230,000</b>

Source – South Frontenac Asset Management Plan (2016) based on Regional Road Network as identified in County of Frontenac Official Plan (2014)



© 2021 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

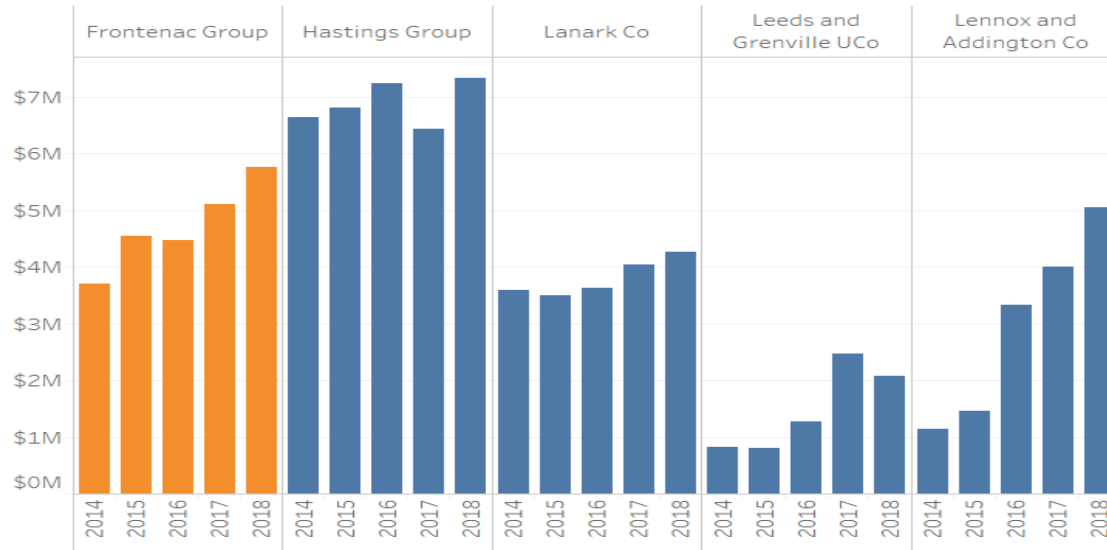
## Frontenac Regional Roads Network

# Reserves Position of County verses Comparators

The following graph represents the total roads reserve position for the County's four Townships compared against the municipalities of Hastings County, Lanark County, Leeds and Grenville United Counties and Lennox and Addington County.

Lanark County, Leeds and Grenville, and Lennox and Addington are responsible for the maintenance of a regional road network. Their reserve position is specific to the County funded regional roads. Frontenac County and Hastings County reserve position is the sum of all the member Township's road reserves.

The roads reserve position of the Frontenac County Townships is consistent with their peers, Lanark, Leeds and Grenville, and Lennox and Addington Counties, which have all experienced a growth in their road reserves over the past five years. Frontenac County has the second largest reserve position among the comparator group.\*



Source:  
 Municipal Financial Information Returns  
 (Schedules 60, Line 5215 Roadways: Discretionary Reserves + Reserves)  
 Additional reserve information provided by the Township of South Frontenac

\*Reserve position of Frontenac County includes a portion of non-designated reserves from the Township of South Frontenac

© 2021 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.



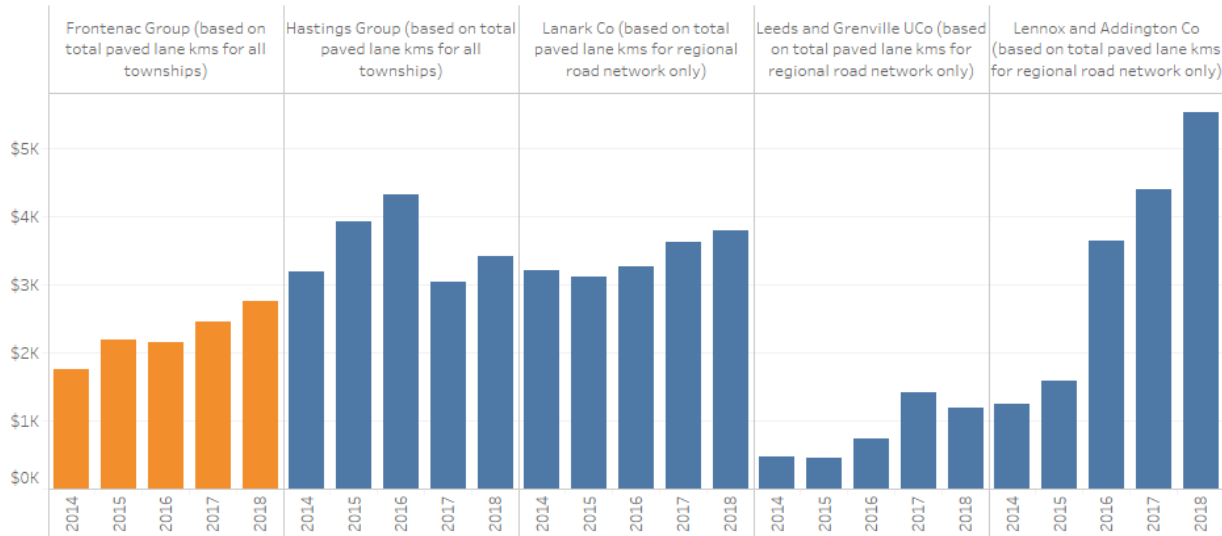
## Frontenac Regional Roads Network

# Dedicated Roads Reserves per lane kilometer

The following graph represents the dedicated roads reserve position per lane kilometer for the County's four Townships compared against the municipalities of Hastings County, Lanark County, Leeds and Grenville United Counties and Lennox and Addington County.

Lanark County, Leeds and Grenville, and Lennox and Addington are responsible for the maintenance of a regional road network. Their reserve position per lane kilometer is specific to the County funded regional road network. The Frontenac County and Hastings County reserve position per paved lane kilometer is the sum of all the member Township's road reserves.

The roads reserve position per lane kilometer of the Frontenac County Townships is the second lowest among the comparator group.



Source:  
Municipal Financial Information Returns  
(Schedules 60, Line 5215 Roadways: Discretionary Reserves + Reserves per Schedule 80D, Total paved lane kms)  
Additional reserve information provided by the Township of South Frontenac

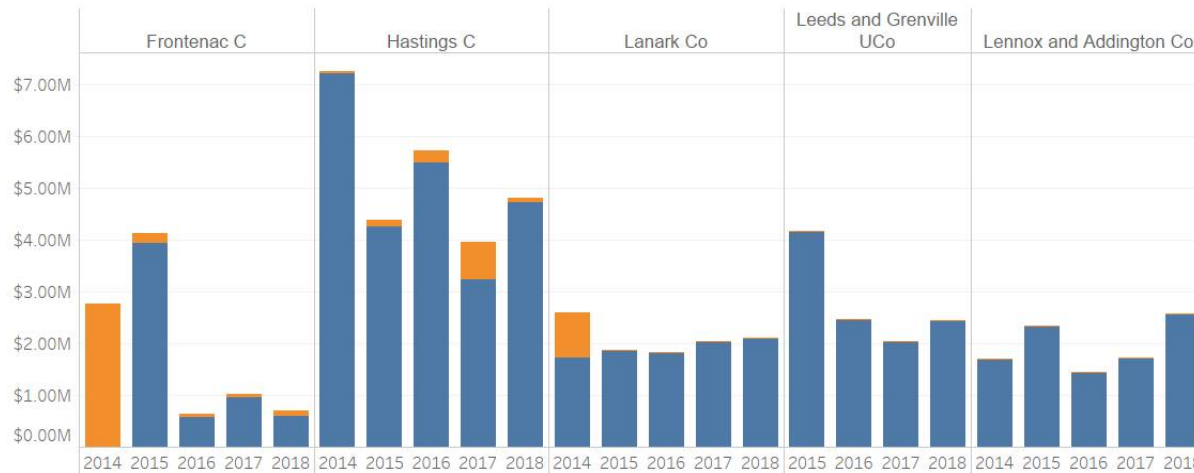


## Frontenac Regional Roads Network

# Grant Position of County vs Comparators

The graph below shows the transportation grant position of Frontenac County Townships against the comparator group of four neighbouring Counties. The County of Frontenac and the County of Lennox and Addington are both comprised of four lower tier municipalities. Lanark County is comprised of eight lower tier municipalities, the United Counties of Leeds and Grenville is comprised of ten lower tier municipalities, and Hastings County is comprised of fourteen lower tier municipalities.

The graph illustrates both conditional grants (yellow) and tangible capital asset grants (blue). Since 2016, the Frontenac County Townships have received significantly less grant funding when compared to their peers. In 2018, Frontenac County received an average of \$3 million less in grant funding in contrast to the comparator group.



Source:  
Municipal Financial Information Returns  
Schedule 12 FIR, Lines 0611 through 0613, Columns 1,2,5 and 6

Legend  
■ Conditional Grants  
■ Grants for TCA

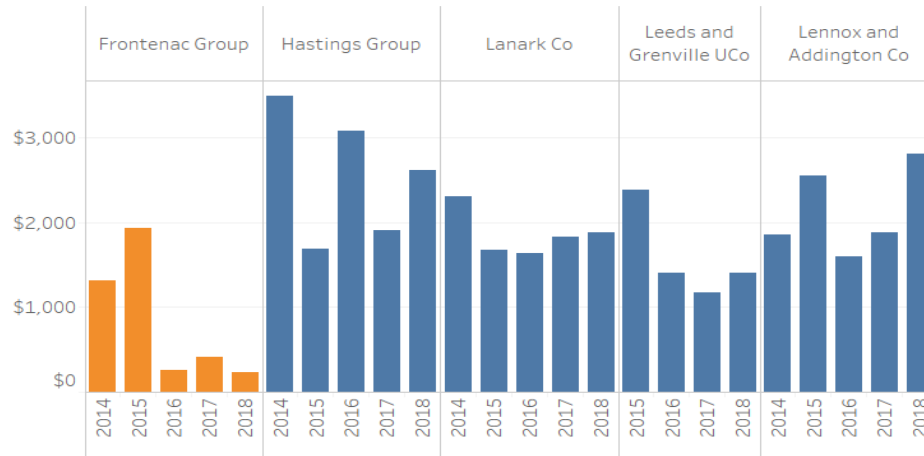


## Frontenac Regional Roads Network

# Grant Position of County vs Comparators

The following graph shows the transportation grants per lane kilometer of municipal roadway. Lanark, Leeds and Grenville, and Lennox and Addington Counties are responsible for the maintenance of a regional roads network and the grants per lane kilometer is specific to the amount of lane kilometers maintained by the comparator County. Frontenac County and Hastings County are not responsible for a regional road network so the grants per lane kilometer reflect the total municipal lane kilometers of the member Townships.

In 2018, Frontenac County received on average, 81% less grant dollars per lane kilometer when compared to their neighbouring municipalities.



Source:  
Municipal Financial Information Returns  
Grants from schedule 12 FIR, Lines 0611 & 0613, Columns 1,2,5 and 6  
Paved lane kms from Schedule 80D



## Frontenac Regional Roads Network

# Available Grant Programs

KPMG conducted an examination of senior level grants available for municipal roads transportation infrastructure, reviewed eligibility requirements and total funding offered to construct a high level synopsis of the current state of grant funding. The Province of Ontario informed KPMG that the ICIP Funding for Rural and Northern Communities would be concluding at the end of 2019. The conclusion of this application based funding opportunity eliminates virtually all discretionary roads funding grant programs and will require municipalities in the future to find alternative ways to fund their transportation networks.

Grant Name	Funding Priorities	Eligibility	Funds available annually
Ontario Community Infrastructure Fund (OCIF)*	Capital expenditures on core infrastructure that are part of asset management plan	All small municipalities with populations less than 100k; Formula based	\$200 million; guaranteed receipt of \$50k minimum
Investing in Canada Infrastructure Program (ICIP): Rural and Northern Communities**	2019 priorities: Near-term transportation improvement projects, for more reliable roads, bridges, air, and marine infrastructure	All small municipalities with populations less than 100k; Application based	\$250 million; concluding at end of 2019
Ontario Municipal Partnership Fund (OMPF)	Operating support for local frontline services	Unconditional, supporting northern and rural municipalities	\$500 million
Federal Gas Tax Funding	Local Infrastructure Projects	Unconditional	\$1.64 Billion (Ontario)

*\*The Ontario Community Infrastructure Fund Top-Up (OCIF-TU) was used in the County's calculation of senior level grant funding available to comparator counties in their April 17, 2019 report to Council. Since then, the Provincial government announced they would be redesigning the Top-Up portion of the OCIF and would no longer fund projects through the application-based top up portion of the Fund, redirecting \$150 million in infrastructure funds.*

*\*\*Joint projects were identified as a priority within the ICIP: Rural and Northern Communities funding stream and additional consideration would be given to multiple eligible applicants partnering on projects in their region. Joint projects, as defined in ICIP, are those where each co-applicant contributes financially to the project. Joint projects count as project put forward by each municipality, and each partner may not also submit an individual application. Funds are only released to lead applicant, who is responsible for the financial management of the project and provincial reporting requirements.*



## Frontenac Regional Roads Network

# Key Findings

The following are five key findings resulting from our analysis of the current model for the Regional Road Network.

1. The Watson and Associates Roads Management Study and the D.M. Wills Associates Frontenac Corridor Needs Study both identified the an integrated capital management plan as the most effective and efficient approach to maintaining the Frontenac Corridor.
2. The overall roads reserve position of the Frontenac County Townships is consistent with their peers, and is the second largest reserve position among the comparator group. However, the roads reserve position per lane kilometer for the Frontenac County Townships is substantially less than Hastings, Lanark, and Lennox & Addington Counties. While Frontenac County is positioned well in overall roads reserves among the comparator group, the low reserve position per lane kilometer indicates an unsustainable financial position if the current model remains unchanged.
3. Since 2016 , the Frontenac County Townships have received significantly less grant funding when compared to their peers. In 2018, Frontenac County received an average of \$3 million less in grant funding than their comparator group. On a per lane kilometer basis, Frontenac County received, on average, 81% less grant dollars per lane kilometer when compared to their neighbouring municipalities
4. In the next 5 years, the individual Road Needs Studies of member Townships indicate the Frontenac County Townships will collectively need to invest approximately \$32.5 million to maintain the 960 lane kilometers of regional roads as identified in the County of Frontenac Official Plan; per lane kilometer this equals \$33,854. Currently, the Townships spend up to 60% of their annual operating budgets on road operations and maintenance.
5. The unstable nature of infrastructure grant funding provided by the Province of Ontario will require municipalities in the future to find alternative ways to fund their transportation networks.

**Based upon the above, there is a case for change in how the regional road network within Frontenac County is managed and supported. The municipal road reserve position per lane kilometer is behind its comparators, the future of traditional grant programs is uncertain, and there is a large unfunded capital liability for the regional road network over the next five years. It is apparent that the service delivery model of the regional road network will have to be fundamentally rethought to address these challenges.**



# Analysis of Proposed RRN Models

Frontenac Regional Roads Network  
Final Report

## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### Introduction

KPMG was engaged by the County to explore the merits of two regional roads network delivery models previously selected by County Council; specifically a model using contracted engineering with limited County involvement and a model where County resources support the delivery of the RRN. As a result of the January 29<sup>th</sup> 2020 Joint Council meeting, a second phase of work was authorized to look at additional regional road network delivery models that precluded County involvement. On June 18<sup>th</sup>, an on-line working session was held with the Township CAO's to discuss the different models available to the Townships of Frontenac County. Each model was evaluated and scored by the Township CAO's. The highest scoring model has been included in our analysis.

It is assumed, for purposes of this review, that the Regional Road Network are the roads of regional significance as identified in the County of Frontenac Official Plan, adopted in 2014.

### County of Lennox and Addington

In the initial analysis performed by the County in April 2019, the County of Lennox and Addington ("L&A County") regional roads transportation model was identified as a comparator municipality that could serve as a model for the proposed Frontenac County Regional Road Network.

L&A County spans 2,777 square kilometers from Lake Ontario in the south to Renfrew County in the north. In addition to the County, there are four member municipalities: Town of Greater Napanee, Township of Addington Highlands, Loyalist Township and the Township of Stone Mills. The County maintains a significant transportation network that includes:

916 lane kilometers of urban, semi-urban and rural roads, specifically:

- 596 lane km of hot mix asphalt road
- 300 lane km of surface treated road
- 20 lane km of concrete road
- 50 bridges and 18 major culvert structures
- 1 roundabout

The County is responsible for all costs of the County road network, including, operation, maintenance, and capital construction. The member municipalities maintain the upper-tier County road network under contract on behalf of the County. L&A County has a Director of Infrastructure Services, a Supervisor of Roads and Bridges, a GIS Specialist, and 2 Certified Engineering Technologists to provide engineering and asset management support to the County road network.

<sup>1</sup> Source: <https://lennox-addington.on.ca/traffic-roads-bridges/overview>



## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### L&A Maintenance Agreement with member Townships and Technical Advisory Committee (TAC)

The County and the member municipalities have an “Agreement for the Construction and Maintenance of County Roads and Bridges,” which is reviewed annually and agreed to by all parties. Key highlights of the construction and maintenance agreement between the County and the Townships includes:

- County Technical Advisory Committee (TAC) Terms of Reference
- Annual base amount fee per kilometer for maintenance of County roads paid to the Townships, adjusted annually based on the Consumer Price Index
- Scope of Services including winter control, bridges and culverts, hard top maintenance, road maintenance, safety devices, storm water management
- Emergency maintenance authorization and procedures
- Capital Construction program
- Health and Safety
- Insurance and Indemnity
- Joint Inspection
- Records, Documentation and GIS
- Dispute Resolution

The Technical Advisory Committee is comprised of one or more technical representatives from the County and member municipalities, as well as representatives from the Ontario Provincial Police (OPP). The Committee is chaired by the Director of Infrastructure for L&A County. The Committee meets monthly to coordinate capital and maintenance work, review and recommend long range construction programs and review proposed capital project designs. In addition, the Committee establishes work and payment scheduling for capital improvements, discusses traffic incidents, road safety and joint procurement opportunities as required.

In addition to interviews with County staff, KPMG attended a TAC Meeting on October 29, 2019 and observed the service delivery model for the County road network. It appears to meet the transportation network requirements of both the County and the member municipalities. There is a belief that the integrated capital planning approach realizes maximum value for money by creating efficiencies in joint procurement, project bundling, and economies of scale.

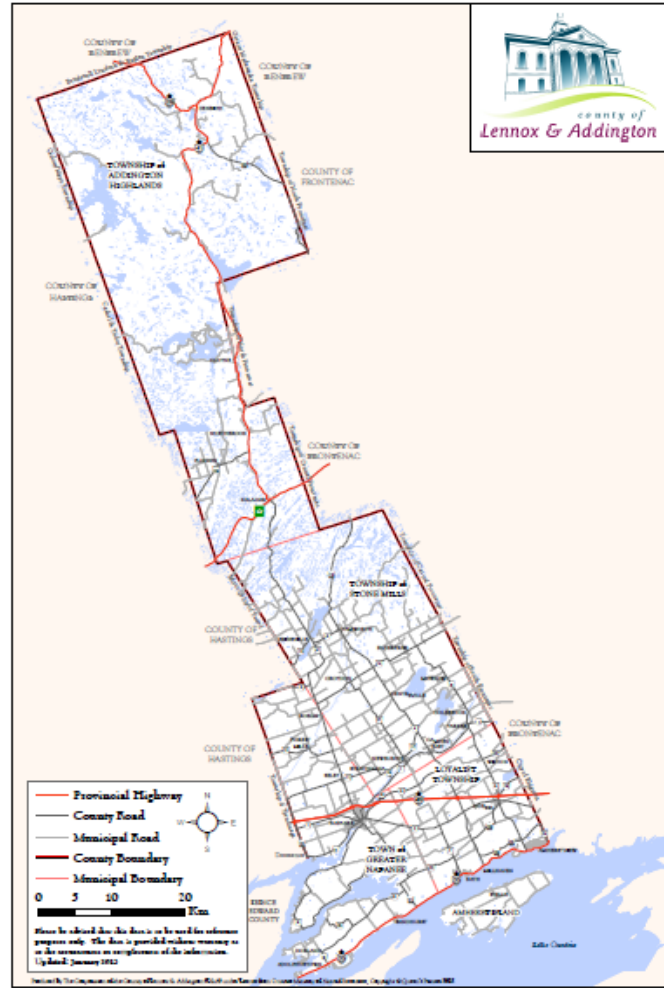


## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### L& A Model – Legal Liability

A key difference between the L&A County road network and the similar option, proposed by Frontenac County, is the difference in overall ownership of the road network. L&A County maintain official ownership and control of 100% of the regional roads network, including its asset management, GIS, and capital construction costs. There is an indemnity clause included in the Agreement for Construction and Maintenance of Roads and Bridges Terms of Reference that outlines legal liability between L&A County and it's member municipalities.



## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### Option 1: Regional Approach with County Resources

This proposed operational model consists of a Regional engineer to support the regional roads network. The County would secure a 1% ownership stake in the Regional Roads Network and hire an engineer and engineering technician to work in conjunction with the Township Public Works Managers. The Regional Engineer would be responsible for developing regional priorities for capital construction, coordinate tendering and contract administration, establish key performance indicators (KPIs) for the regional roads network, provide project management and asset management support to the Townships, and report regularly to Council. Grant funding applications for regional roads would be prepared by the regional engineer and engineering technician and the County would be responsible for the submission of the grant applications and subsequent reporting, to the applicable funding agency. Member Townships would continue to be responsible for ongoing maintenance and roads operations.

Advantages	Challenges
<ul style="list-style-type: none"> <li>Responsibility and workload of regional road grant applications centralized to the County and facilitated by Regional Engineer</li> </ul>	<ul style="list-style-type: none"> <li>Greater requirement to restructure the service delivery model and associated governance for roads when compared to the outsourcing model</li> </ul>
<ul style="list-style-type: none"> <li>Regional Engineer can provide project management and asset management support to member Townships</li> </ul>	<ul style="list-style-type: none"> <li>There are space constraints at the current County administrative offices</li> </ul>
<ul style="list-style-type: none"> <li>In-house engineering staff provide the County and member Townships the ability to build long term relationships, institutional memory and in-house capacity</li> </ul>	<ul style="list-style-type: none"> <li>Limited capacity to accommodate the administrative burden of administering large construction projects, grant funded project reporting, accounts payable etc.</li> </ul>
<ul style="list-style-type: none"> <li>Regional engineer readily available for emergencies and/or key political engagements on short notice</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of qualified Regional Engineer could require substantial lead time</li> </ul>
<ul style="list-style-type: none"> <li>Regional Engineer serves only one client the County member Townships in comparison to the outsourcing model where a engineering firm has to balance multiple clients</li> </ul>	<ul style="list-style-type: none"> <li>Added expense of ongoing training requirements and certifications of Regional Engineer</li> </ul>
<ul style="list-style-type: none"> <li>Clear reporting relationships and delegation of authority</li> </ul>	
<ul style="list-style-type: none"> <li>County and member Townships already have experience with a shared services model in GIS, IT, and Planning services</li> </ul>	



**Frontenac Regional Roads Network**

# Option 1 Financial Projection: In-House Regional Engineering

The Lennox & Addington County budget for the administration of paved roads (Appendix B) was used as a model to estimate the cost of the In-House Regional Engineering option.

	2020	2021	2022	2023	2024
Salaries & Benefits <sup>1</sup>	216,000	220,320	278,596	284,168	289,852
Materials & Supplies <sup>2</sup>	160,000	163,200	166,464	169,793	173,189
Services <sup>3</sup>	60,000	60,000	60,000	60,000	60,000
Departmental Allocation <sup>4</sup>	100,000	100,000	100,000	100,000	100,000
One Time Start Up <sup>5</sup> Costs	200,000				
<b>Annual Costs Option 1</b>	<b>736,000</b>	<b>543,520</b>	<b>605,060</b>	<b>613,962</b>	<b>623,041</b>

**Notes:**

- Salaries and benefits for Frontenac County is based upon two positions in 2020 -2021 and an additional .5 position in 2022. Salaries and benefits are adjusted by 2% annually. Comparatively, L&A County budget for Regional Engineer, two Technologists and administrative support is \$538,700.
- Materials and supplies to support the work of in-house regional engineering work is consistent with the L&A County requirements. Materials and supplies are adjusted by 2% annually.
- Services include engineering consulting, legal and audit services and reflect the budgeted expenditures of L&A County.
- Departmental allocation is an indirect cost assigned to the In-house Regional Engineering reflecting corporate overhead.
- One time start up costs to standardize and organize the road data for all member municipalities estimated at \$200,000.



## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### Option 2: Regional Approach Using Contracted Engineering Services

This proposed operational model has limited Frontenac County involvement. The County would secure a 1% ownership stake in the Regional Road Network and would engage an independent engineering firm on a retention basis to work in conjunction with Township Public Works Managers. The consulting engineer would work collaboratively with the County and member Townships to develop regional priorities for capital construction, coordinate tendering and contract administration, establish key performance indicators (KPIs) for the regional roads network, and report regularly to Council. Grant funding applications for regional roads would be prepared by the consulting engineer (in consultation with the Township Public Works Managers). The County would be responsible for the submission of the grant applications to the applicable funding agency. Member Townships would continue to be responsible for ongoing maintenance and roads operations.

Advantages	Challenges
<ul style="list-style-type: none"> <li>Specialized staff from engineering firm available specific to type of capital construction project</li> </ul>	<ul style="list-style-type: none"> <li>Significant work still required at the Township staff level for preparation of grant applications and reporting</li> </ul>
<ul style="list-style-type: none"> <li>Transfer partial liability to contracted engineering firm</li> </ul>	<ul style="list-style-type: none"> <li>Risk of staffing fluctuations due to conflicting resource requirements for selected firm</li> </ul>
<ul style="list-style-type: none"> <li>Option to pay/utilize resources from consultant on an 'as-needed' basis</li> </ul>	<ul style="list-style-type: none"> <li>Selected firm could have travel/location constraints and not available on short notice for RRN needs/priorities/political engagements</li> </ul>
<ul style="list-style-type: none"> <li>Option to terminate the consulting agreement with consultant if not meeting expectations</li> </ul>	<ul style="list-style-type: none"> <li>Inability to build corporate knowledge and capacity when contracting out vs. maintaining resources in-house</li> </ul>
<ul style="list-style-type: none"> <li>Consultant has no political associations with member Townships or County</li> </ul>	<ul style="list-style-type: none"> <li>Contracted firm will have competing priorities and multiple clients</li> </ul>
<ul style="list-style-type: none"> <li>Firm has existing administrative infrastructure to support contract administration for large projects, accounts payable, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Increased demands on Township administration for asset management administration</li> </ul>
<ul style="list-style-type: none"> <li>Contracted firm is able to scale up or down quickly based on demand, projects, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Unclear reporting relationship between consulting engineer and County and member Townships; delegated authority would need to be defined</li> </ul>
<ul style="list-style-type: none"> <li>Contracted firm could start immediately, requiring minimal lead time</li> </ul>	



**Frontenac Regional Roads Network**

# Option 2 Financial Projection: Regional Approach using Contracted Engineering Services

The Contracted Engineering budget for the administration of a Regional Road Network was developed based upon the typical cost of an engineer and engineering technician and anticipated start up costs.

	2020	2021	2022	2023	2024	5% annual increase
Contracted Engineer <sup>1</sup>	\$ 243,360	\$ 255,528	\$ 268,304	\$ 281,720	\$ 295,806	
Contracted Technician <sup>2</sup>	\$ 87,360	\$ 91,728	\$ 96,314	\$ 101,130	\$ 106,187	
Departmental Allocation <sup>3</sup>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
One Time Start Up Costs <sup>4</sup>	\$ 200,000					
<b>Annual Costs Option 1</b>	<b>\$ 630,720</b>	<b>\$ 447,256</b>	<b>\$ 464,619</b>	<b>\$ 482,850</b>	<b>\$ 501,992</b>	

**Notes**

1. Contracted engineer estimated at \$195/hr. or \$1,560/day for three days per week.
2. Contracted engineering technician estimated at \$70/hr. or \$560/day for three days per week.
3. Townships would require more coordination/resources to support the contracted engineer so there should be an overhead allocation under this scenario for time spent providing guidance, information, feedback, etc.
4. One time start up costs to standardize and organize the road data for all member municipalities estimated at \$200,000.



## Frontenac Regional Roads Network

# Analysis of Proposed RRN Models

### Option 3: Joint Services Board

This proposed operational model has no Frontenac County involvement. The member Townships would establish a Joint Services Board (JSB) which would be delegated the control and management of the regional transportation network. A Joint Services Board can be created under the Act by an agreement between two or more municipalities and the passage of corresponding delegation of authority bylaws. The Regional Roads Joint Services Board would hire an engineer who would report directly to the JSB and who would be supported by existing Township staff. The JSB Engineer would develop regional priorities for capital construction, coordinate tendering and contract administration, establish key performance indicators (KPIs) for the regional roads network and report regularly to member Township Councils. Grant funding applications for regional roads would be prepared by the JSB Engineer.

Advantages	Challenges
<ul style="list-style-type: none"> <li>JSB has been successfully used by member Townships for other municipal services. Terms of reference, level of service standards, and shared services agreement would formalize role and responsibility of JSB for regional transportation.</li> </ul>	<ul style="list-style-type: none"> <li>The governance and controlling interest of the JSB needs to be determined to avoid the perception of unequal benefit and unfair distribution of costs. There are several different options to determining the governance model and controlling interest e.g. number of lane kilometers, assets value, road class, weighted assessment or equal controlling interest among all four townships.</li> </ul>
<ul style="list-style-type: none"> <li>Joint Services Board would promote joint procurement efforts, shared equipment and in-house resources and a holistic approach to regional roads across member Townships.</li> </ul>	<ul style="list-style-type: none"> <li>Since the JSB is not a corporate entity, it has no taxation authority. The levy to fund regional roads would be subject to the annual approval of each member Township Council. The selected governance model would determine the annual levy amount for each Township.</li> </ul>
<ul style="list-style-type: none"> <li>JSB Engineer would be readily available for emergencies and/or key political engagements on short notice.</li> </ul>	<ul style="list-style-type: none"> <li>The addition of RRN asset management support on member Township administrations may place increased demands on already limited Township resources.</li> </ul>
<ul style="list-style-type: none"> <li>JSB Engineer would serve only one client, the JSB, in comparison to the outsourcing model where an engineering firm has to balance multiple clients and demands.</li> </ul>	<ul style="list-style-type: none"> <li>The delegated authority between the member Townships, the JSB and its Engineer would need to be defined to ensure clarity in the reporting relationship</li> </ul>
	<ul style="list-style-type: none"> <li>JSBs are not corporate entities; liability for regional roads would remain with the member Townships.</li> </ul>
	<ul style="list-style-type: none"> <li>The JSB does not provide long-term sustainable funding for a Regional Road Network. If one Township withdraws from the JSB then it jeopardizes the sustainability of the Regional Road Network.</li> </ul>
	<ul style="list-style-type: none"> <li>Because the JSB is not a corporate entity, it is unlikely that it would be able to submit grant applications on behalf of the Regional Road Network. It would need to be applied by one of the member Townships which would limit their ability to apply for Township grants; similar to the Eastern Ontario Warden's Caucus (corporation) and the Eastern Ontario Leadership Council (unincorporated)</li> <li>It duplicates the existing County governance model.</li> </ul>

## Frontenac Regional Roads Network

# Option 3 Financial Projection: Joint Services Board

The Engineering budget for the administration of a Regional Road Network managed by a JSB was developed based upon the typical cost of an engineer and anticipated start up costs consistent with a regional approach to roads management.

	2020	2021	2022	2023	2% annual 2024 increase
Salaries & Benefits <sup>1</sup>	145,800	148,716	151,690	154,724	157,819
Materials & Supplies <sup>2</sup>	160,000	163,200	166,464	169,793	173,189
Services <sup>3</sup>	60,000	60,000	60,000	60,000	60,000
Township Allocation <sup>4</sup>	100,000	100,000	100,000	100,000	100,000
One Time Start Up Costs <sup>5</sup>	200,000				
<b>Annual Costs Option 1</b>	<b>665,800</b>	<b>471,916</b>	<b>478,154</b>	<b>484,517</b>	<b>491,008</b>

### Notes

- Salaries and benefits for Regional Engineer hired by JSB calculated at \$108,000 annual salary plus 35% benefits. Salaries and benefits are adjusted by 2% annually.
- Materials and supplies to support the work of JSB regional engineering are consistent with a regional approach to roads management. Materials and supplies are adjusted by 2% annually.
- Services include engineering consulting, legal and audit services and are consistent with a regional approach to roads management.
- Townships would provide increased coordination and resources to support the JSB Engineer so there should be an overhead allocation under this scenario for time spent providing guidance, administrative support, technician support, information, feedback, etc.
- One time start up costs to standardize and organize the road data for all member municipalities estimated at \$200,000.





# Conclusion and Recommendations

**Frontenac Regional Roads Network  
Final Report**

## Frontenac Regional Roads Network

# Conclusion

KPMG was engaged by the County to explore the merits of two regional roads network delivery models previously selected by County Council; specifically a model using contracted engineering with limited County involvement and a model where County resources support the delivery of the RRN. The objective of the proposed RRN was to allow the County and the Townships to collectively apply for infrastructure grants, coordinate priority setting for capital projects and procurement, realize operational efficiencies through greater collaboration, and develop and manage the asset management plan for a regional transportation network. As a result of the January 29th 2020 Joint Council meeting, a second phase of work was authorized to look at additional regional road network delivery models that precluded County involvement. On June 18th, an on-line working session was held with the Township CAO's to discuss the different models available to the Townships of Frontenac County.

It is assumed, for purposes of this review, that the Regional Road Network are the roads of regional significance as identified in the County of Frontenac Official Plan, adopted in 2014.

KPMG has completed our analysis of the three proposed delivery models and worked with the Project Team to refine the different options. Some key findings from our analysis include:

- In the next 5 years, the individual Road Needs Studies of member Townships indicate the Frontenac County Townships will collectively need to invest approximately **\$32.5 million** to maintain the 960 lane kilometers of regional roads as identified in the County of Frontenac Official Plan; per lane kilometer this equals \$33,854. **Currently, the Townships spend up to 60% of their annual operating budgets on road operations and maintenance.**
- The unstable nature of infrastructure grant funding provided by the Province of Ontario will require municipalities in the future to find alternative ways to fund their transportation networks.

Based upon the above, there is a case for change in how the regional road network within Frontenac County is managed and supported. The municipal road reserve position per paved lane kilometer is behind its comparators, the future of traditional grant programs is uncertain, and there is a large unfunded capital liability for the regional road network over the next five years. It is apparent that the service delivery model of the regional road network will have to be fundamentally rethought to address these challenges.

## Frontenac Regional Roads Network

# Recommendations

### Highest Scoring Option:

The CAO's of member Townships met on June 18, 2020 for a KPMG facilitated discussion regarding a Regional Road Network. The member Township CAO's agreed that a coordinated approach to regional roads has potential to realize significant benefits for the member Townships through operational and procurement efficiencies, the establishment of consistent maintenance standards and levels of service throughout the road network, improved asset management, capital works priority setting, and financial planning. All member Township CAO's agreed on six guiding principles for a Regional Road Network:

1. Access to increased funding opportunities
2. Cost savings and operational efficiencies
3. Investment in road infrastructure
4. Standardize level of service for regional transportation across the County
5. Responsible, well-defined, neutral governance with transparent controlling interest
6. Model that will facilitate the stable, consistent and sustainable financing component of Regional Road Network

**At the June workshop, member Township CAO's evaluated and scored each approach based on the six guiding principles for a Regional Road Network. The Joint Services Board received the highest evaluation, scoring 16 out of a maximum of 18 points.**

### KPMG Recommendation:

Based on the findings of this report, KPMG recommends a regional approach with County resources (Option 1). The reasons for this recommendation are as follows:

1. The capital needs for regional roads will be a significant burden on the Townships in the near term. Additional taxation in the form of a County levy would guarantee stable, reliable and sustainable funding over the long term to support the necessary infrastructure of regional roads, and ensure a higher and more consistent level of service to all residents. The JSB does not provide this guaranteed sustainable funding mechanism for roads infrastructure.
2. The JSB duplicates an existing more effective governance model for regional service delivery across the county. Governance and reporting frameworks already exist with Option 1 and is a model used by all but one other similar jurisdiction in the Province of Ontario.
3. Since the JSB is not a corporate entity, it is unlikely to be capable of grant applications. The County would have the ability to make grant applications on behalf of the Regional Road Network without jeopardizing the ability of member Townships to apply for their own grants.
4. The County's involvement with the Regional Road Network would support other transportation initiatives across the county e.g. ferries, trails that would increase the overall mobility of County residents.
5. Municipal staff acknowledge that there is limited public works and treasury capacity for increased workload at the Township level, the savings under Option 3 does not appear to be sustainable.





# Implementation Plan

**Frontenac Regional Roads Network  
Final Report**

## Frontenac Regional Roads Network

# Implementation Plan for KPMG Recommendation

A high-level implementation plan is proposed for year one in the progression toward the establishment of a Regional Roads Network, facilitated by the County of Frontenac for Option 1 In-House Engineering delivery model. This implementation plan should be considered as a starting point for a framework and structure which will evolve over time.

This KPMG recommended operational model consists of a Regional engineer to support the regional roads network. The County would hire an engineer and engineering technician to work in conjunction with the Township Public Works Managers. The Regional Engineer would be responsible for developing regional priorities for capital construction, coordinate tendering and contract administration, establish key performance indicators (KPIs) for the regional roads network, provide project management and asset management support to the Townships, and report regularly to Council. Member Townships would continue to be responsible for ongoing maintenance and roads operations.

### Suggested Preliminary Implementation Plan:

1. Establish a RRN Steering Committee, with participation from each of the four member Townships and the County, to provide the leadership and direction required to build out the foundation and framework for the RRN. As the Frontenac RRN program progresses, this committee could become the Frontenac Technical Advisory Committee (TAC).
2. Seek professional legal advice and guidance to arrange for the County to purchase 1% ownership stake of the regional road network from member Townships.
3. Hire a Regional Engineer to begin administration and coordination of the RRN. The Regional Engineer would be responsible for executing the following priorities:
  - ✓ Plan, coordinate and lead monthly TAC meetings
  - ✓ Undertake an evaluation of the RRN as identified in the County OP and obtain consensus from member Townships on Regional Roads for which to base the RRN on moving forward.
  - ✓ Procure the completion of a comprehensive Road Needs Study for regional roads as identified above, produced by one consultant, using consistent methodology throughout the assessment.
  - ✓ Establish levels of service and maintenance standards for regional roads to ensure a harmonized approach to maintenance and improvements within the regional road network. Levels of service provide a comprehensive approach to the maintenance of municipal infrastructure by setting out objectives and expectations to be achieved, as well as provide a measuring stick to ensure the municipal infrastructure is maintained to a standard that sustains or prolongs the life of the asset.

## Frontenac Regional Road Network Implementation Plan

### Suggested Preliminary Implementation Plan (continued):

- ✓ Use the results of the Regional Roads Needs study for priority setting for capital projects and create 5-10 year capital plan. This integrated capital planning approach is important to realize maximum value for money and economies of scale, and ensure the full service life of the asset is realized. Prioritization of projects should be based on levels of service and priorities such as safety, life cycle cost, remaining service life, risk, AADTs, economic development, tourism, and recreation should be considered.<sup>1</sup>
- ✓ Establish and/or streamline asset management for the regional roads network into one software methodology and financial management system.
- ✓ Consider and evaluate alternative regional road policies and funding models to account for significant infrastructure funding gap and create sustainable funding plan.
- ✓ Identify and prepare two shovel ready projects for grant funding application and coordinate project completion.
- ✓ Establish and implement a procurement program for a minimum of five high value roads maintenance products/supplies and/or contracted services.
- ✓ Support political efforts to meet with provincial and federal departments and politicians, to ensure that a unified Frontenac voice is recognized at senior levels of government and funding agencies.
- ✓ Provide quarterly progress reports to each municipality and host two meetings annually of all municipal councils, to review progress and solicit feedback.
- ✓ In Year 2, develop and prepare a business plan for review by all municipalities.

1. Source: D.M. Wills Association Ltd. (2013) Frontenac Corridor Needs Study



# Appendix A

## Lennox & Addington County Agreement for Construction and Maintenance of County Roads and Bridges

**Frontenac Regional Roads Network  
Final Report**



**AGREEMENT FOR THE CONSTRUCTION AND MAINTENANCE OF  
COUNTY ROADS AND BRIDGES**

THIS AGREEMENT made in duplicate this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

Between:

The Corporation of the County of Lennox and Addington  
(hereinafter called the "County")

and

The Corporation of the \_\_\_\_\_  
(hereinafter called "the Municipality")

WHEREAS:

- a) The County has, by by-law, established certain roads or public highways located within its boundaries and, further thereto, incorporated such roads, highways, and related bridge facilities into its road system;
- b) The Municipal Act (Ontario) permits a municipality to enter into agreements for the joint management and operation of, among other things, a road system;
- c) The County and the Municipality as identified above have reached agreement as to the terms by which the Municipality shall undertake such maintenance responsibilities in respect of roads, highways, and related bridge facilities incorporated in the County road system and which are located within the boundaries of the Municipality;

In consideration of the mutual covenants and agreements contained herein the parties and their respective administrators, successors and assigns agree as follows:

**1. Agreement**

The following schedules are attached to and shall form part of this Agreement:

- i) Schedule "A" referred to as a detailed description of roads and bridge/culvert facilities for which maintenance/repair services are required;
- ii) Schedule "B" referred to as a sketch identifying the location of relevant County roads and bridge/culvert facilities;
- iii) Schedule "C" referred to as Scope of Services for the County road system including County Roadway Service Standards attached as Appendix 1 within this Schedule;
- iv) Schedule "D" referred to as the Terms of Reference for the County Technical Advisory Committee – Roads and Bridges;

**2. General Conditions**

The County will maintain ownership and control of the County road system listed in Schedule "A". The Municipality will be responsible for the maintenance of the County road system located within the Municipality and may elect to perform some, or all, of the annual construction program on these roads and bridges in accordance with section 6 below.

**3. Term**

This agreement shall commence on January 1, 2020 and continue thereafter unless notice is provided by either party to terminate the agreement no later than June 30<sup>th</sup> for effect on January 1<sup>st</sup> of the following year of proposed termination. This agreement may be revised at any time with the written consent of the parties.

**4. County Technical Advisory Committee - Roads and Bridges**

In order that there continues to be good ongoing communication between the parties, a Technical Advisory Committee shall be formed and be comprised of technical representatives from each of the local municipalities within the County; the County Manager, Roads and Bridges and relevant support staff; and the County Director, Financial and Physical Services.

The Terms of Reference of the County Technical Advisory Committee - Roads and Bridges are set out in Schedule "D" of this agreement.

**5. Maintenance**

- i) The Municipality agrees to provide maintenance services to those roads identified in Schedules "A" and "B" of this agreement as set out in Schedule "C" at least equal to the standards as specified in County By-law No. 3361/17 ("A By-law to Repeal By-Law 2941/03 and to Establish Roadway Service Standards for the Lennox and Addington County Road System") as amended from time to time.

The County shall pay the annual base amount of **\$6,016.58** for the maintenance of 458 kilometres of County roads within the Municipality as set out in Schedule "A", commencing with the calendar year 2020.

For subsequent years, the maintenance compensation rate shall be adjusted based on the annual change in the Consumers Price Index in Ontario for the month of November of the previous year.

The base maintenance amount is payable in equal installments on the same dates that the County Levy is paid by the Municipality to the County.

For purposes of clarity, where a County Road intersects a road owned by or otherwise under the jurisdiction of the Municipality, the continuation of the County Road to its full width across the road so intersected is considered part of the County Road.

Where a County Road intersects a Provincial Highway owned or otherwise under the jurisdiction of the Province of Ontario and/or the Ministry of Transportation - Ontario, the continuation of the said Provincial Highway to its full width across the County Road so intersected is deemed to be part of the Provincial Highway and not part of the County Road and, as such, is not subject to the obligations set forth in this Agreement.

- ii) Within 120 days of the end of a calendar year, the local municipality will submit to the County a summary of all eligible County road and bridge maintenance costs incurred during the previous year on forms supplied by the County to determine the annual reconciliation amounts. Once all of the information has been submitted, County and local treasurers will meet to review the reconciliation adjustments.

If the total of the actual eligible costs for the year is greater than 110% of the County's maintenance allocation, the County will pay 100% of the excess greater than 110% to the Municipality.

If the total of the actual eligible costs for the year is less than 90% of the County's maintenance allocation, the Municipality will pay 100% of the amount less than 90% to the County.

Staffing costs shall be determined using payroll burden including benefits. Equipment costs shall be determined using the Ontario Provincial Standard Specification "Schedule of Rental Rates for Construction Equipment, Including Model and Specification Reference" (OPSS 127). Municipalities will be compensated at 70% of the OPSS 127 listed rates. The rate will be reviewed and updated on a three year cycle with the first year being the year of this agreement's commencement.

- iii) Additional road maintenance/repair services, either not identified or exceeding the expectations for maintenance stated in the Scope of Services identified in Schedule "C" may be performed by the Municipality by mutual agreement between the Municipality and the County. In the event that additional services are required by the County, they shall be reviewed with the Municipality, and the Municipality shall have the option of either seeking to perform such work or declining to perform such work. If the Municipality chooses to seek to perform such services, it shall provide a written cost estimate to the County, which shall have the option of either accepting the said cost estimate or rejecting such estimate, in which former case, the accepted estimate shall constitute the mutual agreement for such additional services between the parties as referred to above. In the event that the Municipality, in the first instance, rejects the opportunity to seek to perform such additional services or the County, in the second instance, rejects the written estimate prepared and delivered by the Municipality, then in either such instances, the County shall be at liberty to arrange for the additional services to be performed by a third party contractor other than the Municipality.

In those circumstances where the Municipality is of the opinion that certain road maintenance/repairs are of an emergency nature and that such notice to the County is not practical and, as such, the Municipality shall have the right to arrange for and complete those emergency services and shall thereafter notify the County within the next working day of the services so provided.

The Municipality shall prepare and deliver an invoice to the County for such additional maintenance/repair services, including any such emergency services.

- iv) The parties acknowledge that the Scope of Services set forth in Schedule "C" have been approved by County Council but may be amended during the term of this Agreement by the said County Council. The parties also acknowledge that the Minister of Transportation - Ontario may by regulation establish minimum standards for maintenance and repair of County Roads. Any proposed revisions to the Scope of Services shall be reviewed by the County and the Municipality prior to the anticipated passage of same by County Council. In this regard and in respect of a change in minimum standards by the Minister of Transportation - Ontario, the County and Municipality shall review such proposed standards in relation to the Scope of Services to determine whether the said standards as proposed by the Province of Ontario are greater than or less than the requirements of the Scope of Services approved by Council. In this regard and in the event that the Province of Ontario adopts a regulation which contains minimum performance standards that are higher than the Scope of Services adopted by Council, then the parties shall adopt those higher performance standards and present to County Council and Municipal Council any amendments required to this Agreement.
- v) The Municipality hereby acknowledges and agrees that the maintenance and or repair works undertaken upon County Roads pursuant to this Agreement shall at all times satisfy the obligations to maintain and/or repair County Roads as established pursuant to the Municipal Act, 2001, as amended and to the Ontario Regulation Minimum Maintenance Standards, as amended. The Municipality hereby further acknowledges and agrees that its road maintenance/repair practices are of a nature and of a quality to satisfy all statutory obligations to maintain/or repair a highway.
- vi) It is understood and mutually agreed upon for services where a County road infrastructure component is new, upgraded or rehabilitated, the services are deemed to be beyond routine repair and maintenance. These operations will then be paid by the County and may be undertaken by the municipality subject to clause 5iii).

Determination if the scope of the service is routine maintenance or an upgrade or rehabilitation may require an informal decision by County senior staff in consultation with the local municipality and/or the County Technical Advisory Committee.

**6. Capital Construction**

In order to determine a construction budget in each year, a long range County road and bridge capital construction program will be developed through consultation with County and local municipal staff and by the Technical Advisory Committee for consideration by County Council. County Council shall determine in each year the budget and schedule of construction for the County road system. Once the budget has been established and prior to tendering, the Municipality then has the first right of refusal and may elect to undertake select projects within the construction program. Prior to undertaking the work, the Municipality shall first submit its cost estimate to the County based on the detailed design developed by the County or the project's consulting engineer. The submitted cost estimate shall not exceed the project's cost estimate. Any additional expenditures due to changes in plan design or unforeseen conditions must be approved by the County.

If a tendered County project is cancelled and deferred due to budget limitations, the local municipality where the project is located shall be advised as soon as practicable. In consultation with the local municipality, the County will review potential compensation to the local municipality for any additional costs necessary to sustain the road or bridge until it is addressed in the future if the road surface condition rating is a score of 5 or less as defined in Schedule "C", item iv).

**7. Additional Construction and Maintenance by the Municipality**

For additional construction and maintenance/repair services provided by the Municipality, including emergency services and within 60 days of completion of such services, the Municipality shall submit to the County an invoice detailing the nature and extent of such service, including a breakdown as between labour, equipment, materials, and taxes and a calculation of such charges.

**8. Health and Safety**

The County and the Municipality agree to comply with the requirements of the Occupational Health and Safety Act and regulations as well as any other Federal or Provincial Legislative Act or regulation relating to health and safety.

**9. Insurance**

- i) During the term of this Agreement, each party shall obtain and maintain in full force and effect, Comprehensive General Liability Insurance naming the other party as an additional insured regarding their respective obligations under the Agreement. Each party shall also maintain Automobile Liability Insurance for owned vehicles and Non-Owned Automobile Liability Insurance for non-owned vehicles as may be used under this Agreement. Each of the coverages shall have limits of not less than ten million dollars (\$10,000,000), and shall be issued by insurance companies licensed to carry on business in the Province of Ontario. Upon request, each party shall deposit for the other party, such evidence of its insurance as provided in or required under this Agreement. Each party shall take all reasonable steps to not do or omit or do anything that would impair or invalidate the insurance policies. The insurance coverages shall in no manner discharge, restrict or limit the liabilities and obligations assumed by the parties under this Agreement.
- ii) Effective the date of this Agreement, the Municipality shall require that contractors and third parties which perform maintenance and/or repair works upon any County road, bridge/culvert, highway or traffic control device in accordance with this Agreement shall maintain a comprehensive general liability

insurance policy in an amount required as per the Municipality's procurement policy, such policy to provide insurance coverage for and including bodily injury, death or property damage as sustained in connection with the performance of maintenance/repair services undertaken pursuant to this Agreement. The County and the Municipality shall each be named as additional insureds under the terms of this insurance policy.

#### **10. Joint Inspection**

- i) Without limiting the right of the County to do so at any time, the County and Municipality's duly authorized employees or representatives may jointly inspect the condition of the roads, bridges/culverts and related features which are the subject of this Agreement and in relation to the Scope of Services attached as Schedule "C" to this Agreement. The County and Municipality representatives will then determine the appropriate action regarding the repairs and/or maintenance works to be completed. These joint inspections may be conducted in the Spring and Fall of each year or as necessary.
- ii) Upon determination of the appropriate action to be taken, the Municipality shall forthwith undertake and complete all required repairs and/or maintenance works and shall advise the County of completion of those works within a reasonable period of time and in accordance with the requirements of the Minimum Maintenance Standards as amended. The Municipality shall contact the County's representative to advise of its schedule to undertake this work.
- iii) The Municipality acknowledges and agrees that the performance of joint inspections and the determination of the appropriate action for required repair and/or maintenance pursuant to paragraph 10i) above does not relieve the Municipality of its obligations to otherwise perform repairs and/or maintenance works to County roads, bridges/culverts and related features as set forth in this Agreement.

#### **11. Records**

- i) The Municipality shall maintain accurate records and documentation of works performed pursuant to this Agreement.
- ii) The Municipality shall maintain records of its activities undertaken pursuant to this Agreement and shall allow access to such records and documentation to the County including access until the completion of any and all litigation, including appeals, to which such records and documentation are relevant.
- iii) In order for the County to maintain current infrastructure records, the local municipality shall transfer updates regarding the upgrade or replacement of County roadside assets including but not limited to guide rails, culverts and signs utilizing one of the two following methods:
  - a) A common infrastructure mapping application (preferred); or
  - b) Through data transfer in a format that is congruent to the County's existing infrastructure data holdings.

Updates are to be submitted on a semi-annual basis as a minimum.

#### **12. Indemnity**

- i) The Municipality hereby indemnifies and saves harmless the County, its employees, agents and councillors, from any and all claims, demands, losses, costs, damages, actions, lawsuits or other proceedings by whomsoever made, sustained or prosecuted which may arise either directly or indirectly by any act, neglect or refusal of the Municipality, its servants, employees, agents, invitees or contractors to perform the maintenance services prescribed by this Agreement on County roads.

- ii) In the event the maintenance services are undertaken without fault or negligence by the Municipality, its employees or agents, then the County hereby indemnifies and saves harmless the Municipality, its employees, agents, and councillors from any and all claims, demands, losses, or other proceedings that may be advanced against the County or the Municipality arising from the proper performance by the Municipality of the maintenance services on County roads.
- iii) In the event that a Statement of Claim or legal proceeding arising from the responsibilities set out in this Agreement is commenced by a third party, each party named in the suit shall provide for its own legal representation.
- iv) All of the indemnities that arise from this Agreement extend beyond the term.
- v) In the event the Municipality assigns or sub-contracts its responsibilities under the Agreement or otherwise employs sub-contractors, the Municipality shall be responsible for all payment requirements or other obligations of an owner pursuant to the Construction Lien Act. The Municipality shall be responsible to certify the completion of the works as required and shall comply with all notice requirements as set out in the Construction Lien Act.

**13. Dispute Resolution**

County Council may retain a third party to provide an assessment of and report on the standard of repair, maintenance or construction of any County road or bridge and the cost of bringing the road or bridge up to the standard set in Section 5 (Maintenance) or Section 6 (Capital Construction) of this agreement.

If the Municipality does not undertake the necessary repairs to bring the County road or bridge up to the standard set in Section 5 or Section 6 within a reasonable period of time after having received written notice, the County may undertake the work and deduct the cost from the amount payable to the Municipality.

Any other dispute between the parties with respect to this agreement, which they are unable to resolve through negotiations, shall at the request of a party, be submitted to arbitration pursuant to the Arbitration Act, 1991, Chap. 17, and the decision of the arbitrator or, if more than one, the decision of a majority shall be final and binding on the parties. The arbitrator will not have any power to alter or change any provisions of this Agreement or to impose any new provisions to this Agreement or to substitute any new provisions for any existing provisions or to give any decision inconsistent with the terms and provisions of the Agreement. Each party shall pay its own costs of the arbitration and shall share equally the costs of the arbitrator(s).

**14. Enurement**

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and permitted assigns. The parties hereto agree for themselves and on behalf of the foregoing persons to undertake such further acts and execute such further documents as may be necessary or expedient in order to carry out the purpose and intent of this Agreement.

IN WITNESS WHEREOF the County and the Municipality by their duly authorized representatives have set forth their signatures on the dates herein written below:

Signed this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

**THE CORPORATION OF THE COUNTY  
OF LENNOX AND ADDINGTON**

\_\_\_\_\_  
**Warden**

\_\_\_\_\_  
**Chief Administrative Officer**

Signed this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

**THE CORPORATION OF THE \_\_\_\_\_**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

DRAFT Sept 13, 2016

**SCHEDULE "A"**  
**County of Lennox & Addington**  
**Location of Roads and Bridge/Major Culvert Structures**

<b>COUNTY ROAD</b>	<b>LOYALIST TOWNSHIP</b>	<b>TOWN of GREATER NAPANEE</b>	<b>TOWNSHIP of STONE MILLS</b>	<b>TOWNSHIP of ADDINGTON HIGHLANDS</b>	<b>TOTALS</b>
<b>LENGTH OF ROAD IN MUNICIPALITY (KM)</b>					
1		13.1	20.6		33.7
2**	17.8	16.3			34.1
3		2.0	0.7		2.7
4**	15.8		27.0		42.8
5	8.1	4.8			12.9
6	18.2		15.9		34.1
7	7.6				7.6
8		30.0			30.0
9		38.1			38.1
10*		4.3			4.3
11		10.6	7.2		17.8
12*		10.7			10.7
13			4.8		4.8
14			21.6		21.6
15			17.6		17.6
16			1.4		1.4
17			4.5		4.5
18		0.8	0.2		1.0
19	3.8				3.8
20	3.5				3.5
21		3.1			3.1
22	3.9	3.0			6.9
23	9.9				9.9
24*	1.4				1.4
25		5.4			5.4
26	1.1				1.1
27			14.0		14.0
28	7.3				7.3
29				10.8	10.8
30*				19.8	19.8
41**		16.3	27.1	7.3	50.7
<b>TOTAL</b>	<b>98.4</b>	<b>158.5</b>	<b>162.6</b>	<b>37.9</b>	<b>457.4</b>
<b>Road - Notes:</b>					
* Includes 50% adjustment for Boundary Road portions.					
** Reference is to be made to Assumption By-law No. 1928, as amended, which designates County Roads by "plan method" of description.					

**SCHEDULE "A"**  
**County of Lennox & Addington**  
**Location of Roads and Bridge/Major Culvert Structures**

<b>ROAD NUMBER</b>	<b>LOYALIST TOWNSHIP</b>	<b>TOWN of GREATER NAPANEE</b>	<b>TOWNSHIP of STONE MILLS</b>	<b>TOWNSHIP of ADDINGTON HIGHLANDS</b>
<b>NAME OF STRUCTURE</b>				
1		Wiggins (B) CNR Overpass (B) CNR Subway (B) Minks (B)	Napanee River - Yarker (C) Napanee River – east of Yarker (C)	
2	Morven (B) Millhaven Creek (B)	Napanee River (B) Deseronto (C) Little Creek (C) Spring Creek (C)		
4	Drews (B) Millhaven (B) CNR Overpass (B) Ernestown (B)		Camden East (B) Centreville (B) Tamworth (B)	
6	Odessa (B) Wilton Creek (B)		Yarker (B) CNR Viaduct (B) Outlet (B)	
8		Centre Street (B) Little Creek (B) Big Creek (B) Youngs (B) 0.5km west of S.Fred./Adol. bndry (C)		
9		Cuthill (B)		
10		Sucker Creek* (B) 0.3km north of County Road 1 (C)		
11		Rickley (B)	Neely's (C)	
12		Forest Mills (B) 0.7km north of Buttermilk Falls Rd (B)		
14			Carman Creek (B) Croydon (B) 1.4km west of Lake Road (C) 0.2km east of County Rd 27 (C)	
15			Salmon River (B) Puzzle Lake (C) Gull Creek (C)	



**SCHEDULE "B"**  
**County of Lennox & Addington**  
**Location of Roads and Bridge/Major Culvert Structures**  
**Location Maps**



**SCHEDULE "B"**  
**COUNTY OF LENNOX & ADDINGTON ROADS, BRIDGES & CULVERTS IN LOYALIST TOWNSHIP**

**Legend:**

- Bridge Structure > 3m Span Maintained by Loyalist Township (11)
- ▲ Culvert Structure > 3m Span Maintained by Loyalist Township (2)
- Provincial Highway
- County Road
- Lower Tier Road
- Ferry Connection

**LOYALIST BRIDGE**

NAME	ID	NAME	ID
Morven Bridge	000205	Ernestown Bridge	000407
Millhaven Creek Bridge	000206	Odessa Bridge	000602
Dover Bridge	000401	Wilton Creek Bridge	000603
Millhaven Creek Bridge	000405	CNR Spur Overpass	002301
CNR Overpass	000406	CNR Overpass	002301
		Millhaven Creek Bridge	002801

**LOYALIST CULVERT**

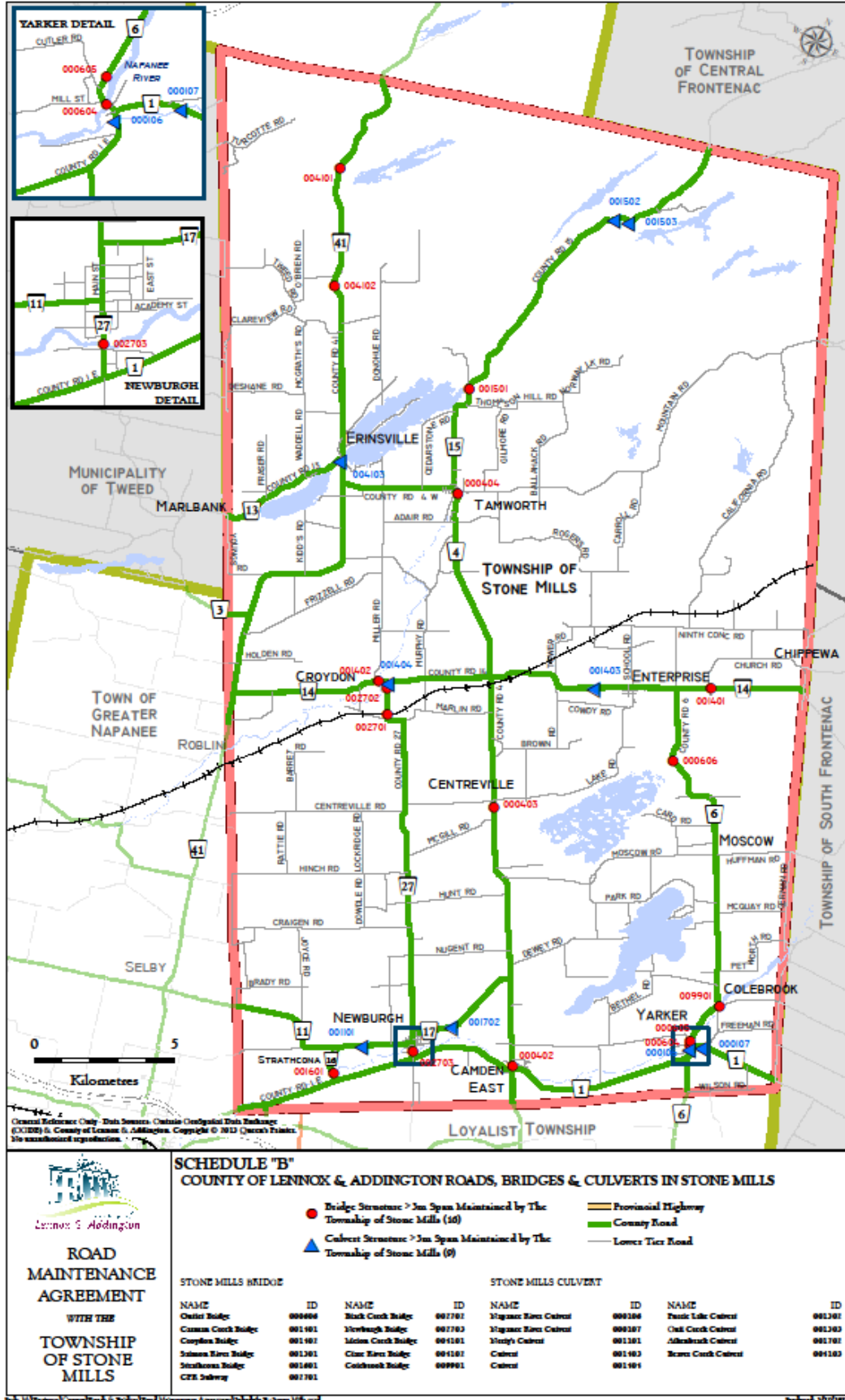
NAME	ID
Path Culvert	002301
Culvert	002304

**ROAD MAINTENANCE AGREEMENT WITH LOYALIST TOWNSHIP**

Copyright © 2013 Queen's Printer. No warranties or representations.

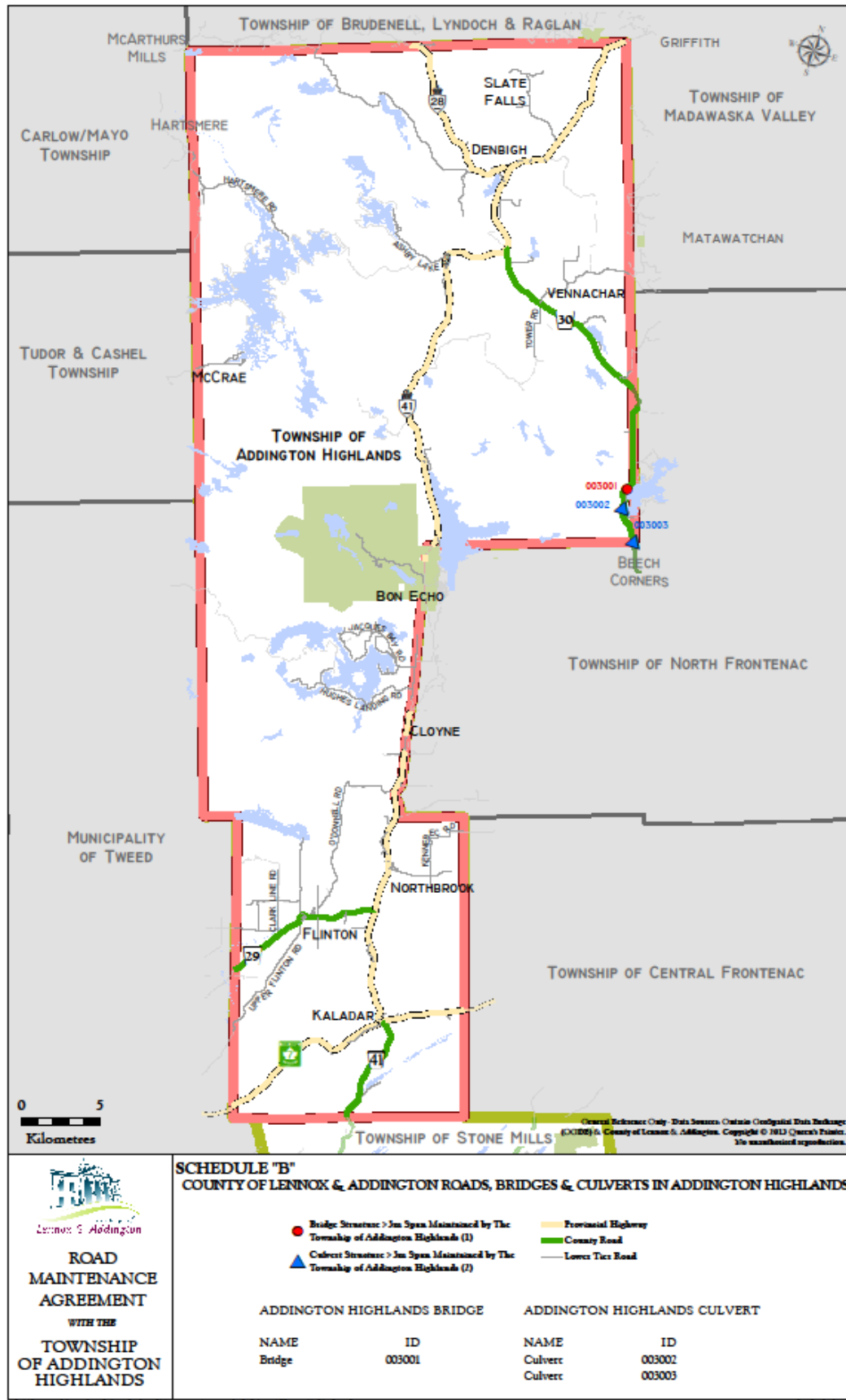
**SCHEDULE "B"**

County of Lennox & Addington  
 Location of Roads and Bridge/Major Culvert Structures  
 Location Maps



SCHEDULE "B"  
 County of Lennox & Addington

Location of Roads and Bridge/Major Culvert Structures  
Location Maps



**SCHEDULE "B"**  
**County of Lennox & Addington**  
**Location of Roads and Bridge/Major Culvert Structures**

Location Maps



**ROAD MAINTENANCE AGREEMENT**  
WITH THE  
**TOWN OF GREATER NAPANEE**

**SCHEDULE "B"  
COUNTY OF LENNOX & ADDINGTON ROADS, BRIDGES & CULVERTS IN GREATER NAPANEE**

- Bridge Structure - In Sign Maintained by The Town of Greater Napanee (18)
- ▲ Culvert Structure - In Sign Maintained by The Town of Greater Napanee (6)
- Provincial Highway
- County Road
- Lower Tier Road
- Pave Connection

**GREATER NAPANEE BRIDGE**

NAME	ID	NAME	ID
Wagner Bridge	000101	Conroy Street Bridge	000102
Olds Overpass	000103	Truck Creek Bridge	000104
Olds Railway	000105	Big Creek Bridge	000106
Mills Bridge	000107	Youngs Bridge	000108
Hughes Street Bridge	000109	Cookhill Bridge	000110

NAME	ID	NAME	ID
Jackson Creek Bridge	000111	Waller Creek Bridge	000112
Waller Bridge	000113	Conroy Creek Bridge	000114
Forest Mills Bridge	000115	Conroy Creek Bridge	000116
Conroy Creek	000117	Indian River Bridge	000118

NAME	ID	NAME	ID
Mill Creek Bridge	000119	Waller Creek Bridge	000120
Waller Creek Bridge	000121	Waller Creek Bridge	000122
Waller Creek Bridge	000123	Waller Creek Bridge	000124
Waller Creek Bridge	000125	Waller Creek Bridge	000126

NAME	ID	NAME	ID
Waller Creek Bridge	000127	Waller Creek Bridge	000128
Waller Creek Bridge	000129	Waller Creek Bridge	000130
Waller Creek Bridge	000131	Waller Creek Bridge	000132
Waller Creek Bridge	000133	Waller Creek Bridge	000134

**GREATER NAPANEE CULVERT**

NAME	ID	NAME	ID
Waller Creek Culvert	000135	Waller Creek Culvert	000136
Waller Creek Culvert	000137	Waller Creek Culvert	000138
Waller Creek Culvert	000139	Waller Creek Culvert	000140
Waller Creek Culvert	000141	Waller Creek Culvert	000142

Map 10 (Proposed County Road & Bridge Road Maintenance Agreement Schedule B - Greater Napanee) 2017/2020

**SCHEDULE "C"**  
**Scope of Services for Maintenance of**  
**County of Lennox and Addington Roads, Bridges and Culverts**

- i. A local municipality shall undertake the responsibility to provide maintenance activities as detailed below on the County roads, bridges and culverts located in that municipality. These activities will be performed in compliance with County standards and policies and Provincial regulations and legislation, in particular the Minimum Maintenance Standards For Municipal Highways – Ontario Regulation 239/02, as amended and County By-law No. \_\_\_\_\_, as amended.
- ii. This Scope of Services describes maintenance activities required to be completed by a local municipality and are included in a local municipality's annual base compensation payment. No additional compensation will be provided to a local municipality for the execution of the works included in the base maintenance allocation items described herein.
- iii. A local municipality's fee to provide additional maintenance activities beyond those described herein will be reviewed and negotiated with the County to determine further action.
- iv. The following service costs **will be assumed by the County** and are **not** included in the annual base compensation payment the local municipality receives from the County:
  - a) hot mix capital work included resurfacing and related rehabilitations
  - b) surface treatment capital work including resurfacing and related rehabilitations
  - c) concrete road major repairs and resurfacing
  - d) local drainage/ditch grading upgrades and improvements including rock ditching and embankment stabilization – the County will review and assess ditch improvement requests from landowners
  - e) annual location specific major right-of-way vegetation clearing and brushing program
  - f) bridge and major/minor road crossing culvert structure rehabilitations and repairs/replacements (or relining as appropriate)
  - g) traffic line painting
  - h) capital and maintenance/operational costs for all electrical infrastructure including the County Road 41 RWIS station; Centre Street pumping station in Napanee; and traffic signals, beacons, streetlight illumination and rail level crossing flashers on County roads - the local municipality will undertake the necessary administration associated with the required maintenance and operations
  - i) crack sealing
  - j) bridge/major culvert protective sealant application with related pressure washing
  - k) guide rail installation and maintenance
  - l) shoulder rehabilitation including berm removals and associated edge of pavement repairs
  - m) all costs associated with installation of new or revised road signs as directed by the County
  - n) when the County directs the local municipality to provide vegetation and brush control and clearing operations beyond a distance of 2.0 m outside the established roadside grass line through the County's brushing program
  - o) installation, labour/equipment and material costs for new and upgraded sign installations the County or other regulatory agency initiates
  - p) drainage infrastructure major repairs, upgrades, replacements or new facilities
  - q) entrance culvert repairs, upgrades or replacements
- v. The local municipalities shall provide the following services included in their annual base compensation.

**WINTER CONTROL****Service 1.1 – Winter Maintenance**

- Local municipalities shall provide winter maintenance operations in compliance with the winter control requirements of the Minimum Maintenance Standards for Municipal Highways – Ontario Regulation No. 239/02, as amended and County policy.
- Local municipalities shall follow the "Canadian Code of Practice for the Environmental Management of Road Salts" and the County/local municipality joint road salt management plan.

**BRIDGES & CULVERTS MAINTENANCE****Service 2.1 – Bridge and Major Culvert Structure Repairs**

- The local municipality shall be responsible for repairing minor defects on the travelled surface;
- The local municipality shall be responsible for removing obstructions impeding watercourse flows and deck drain function.

**Service 2.2 – Bridge and Major Culvert Structure Cleaning**

- Structure deck, deck drains and expansion joints shall be cleaned annually. The local municipality shall remove graffiti when it becomes aware of it.
- The balance of a structure's exposed surfaces shall be cleaned as part of the County's cleaning and sealing program.

**HARD TOP MAINTENANCE****Service 3.1 – Asphalt Pavement**

- Maintenance to include pothole patch and repairs across entire pavement platform including paved shoulder; edge of pavement repair including related necessary roadside corrections.
- All maintenance operations to be in compliance with Minimum Maintenance Standards.

**Service 3.2 – Surface Treated Pavement**

- Maintenance to include pothole patch and repairs across entire pavement platform; edge of pavement repair including related necessary roadside corrections.
- All maintenance operations to be in compliance with Minimum Maintenance Standards.

**Service 3.3 – Concrete Pavement**

- Maintenance to include pothole and repairs across entire pavement platform in accordance with Minimum Maintenance Standards using temporary patching materials; edge of pavement repair including related necessary roadside corrections.
- All maintenance operations to be in compliance with Minimum Maintenance Standards

**Service 3.4 – Gravel Shoulders**

- Maintenance shall include annual grading and as required in accordance with Minimum Maintenance Standards.
- To eliminate edge of pavement drop-offs, standing water and depressions, isolated shoulder gravelling may be required.

**Service 3.5 – Hard Surface Sweeping**

- Maintenance shall consist of sweeping of the travelled road surface including curbs and gutters as required in urban areas.
- Sweeping of the entire pavement platform in rural areas shall be completed as required.

**ROAD MAINTENANCE****Service 4.1 – Vegetation Control**

- Cutting/clearing of vegetation shall be completed a minimum of two times per year, once in the Spring and once in the Fall or when required. The cutting width shall be a minimum of 2.0 metres beyond the established roadside grass line where physically possible.
- Herbicides may be used to control unwanted vegetation and shall conform to the County's policy and Provincial regulations and legislation in this regard.
- Noxious weed concerns will be investigated and administered by the County through its authority as Area Weed Inspector in accordance with the Weed Control Act.
- Vegetation that interferes with and obstructs roadside drainage systems shall be reviewed annually and removed as required.
- Vegetation that obscures any road sign recognized by the Ontario Traffic Manual shall be removed in accordance with the Minimum Maintenance Standard requirements.

**Service 4.2 – Brush Control**

- Cutting of brush shall be completed annually and removed underneath and within 3.0 metres of culverts, bridges and guide rails and to a minimum of 2.0 m beyond the established roadside grass line.
- Brush that interferes with and obstructs roadside drainage systems shall be reviewed annually and removed as required.
- Brush that obscures any road sign recognized by the Ontario Traffic Manual shall be removed in accordance with Minimum Maintenance Standard requirements.

**Service 4.3 – Tree Maintenance**

- Dead trees located within a minimum of 2.0 m beyond the established roadside grass line on the road allowance limit shall be removed within the time required by County policy.
- Tree limbs located within this limit that are broken and/or are a potential hazard to public safety shall be removed as required by County policy.
- When trees are removed, stumps shall be ground down to be level with the adjacent terrain. In maintained lawn areas, ground stumps shall also be restored with topsoil and seed to match the adjacent terrain.

**Service 4.4 – Debris Control**

- All material deposited on the travelled portion of the road, shoulder, boulevard, bridge or culvert shall be removed upon the local municipality becoming aware of its presence. Examples include but are not limited to mud, rocks, dead animals and trash.

**Service 4.5 – Ditches**

- Ditches shall be maintained to provide positive drainage flow, embankment stabilization and to eliminate local standing water wherever possible.
- Refer to Services 4.1 and 4.2 regarding vegetation and brush removal in ditches.

**Service 4.6 – Culverts, Inlets/Outlets and Subdrains**

- Entrance and road crossing culverts shall be cleaned as required by flushing or other effective means to ensure water flow is not restricted due to blockage by debris.
- Drainage system inlets/outlets (culverts, ditches, subdrains) shall be maintained to be clean of obstructions impacting the outlet's capacity in accordance with Service 4.2 (Brush Control).
- Culverts shall be thawed as required to restore flow capacity and remove ice/snow blockages.

**COUNTY SAFETY DEVICES****Service 5.1 – Road Signs**

- The local municipality shall be responsible to maintain all existing regulatory, warning and information road signs in accordance with the Ontario Traffic Manual and Minimum Maintenance Standards for Municipal Highways, Ontario Regulation 239/02, as amended.
- The local municipality shall be responsible for costs to install and supply all materials to replace damaged, deteriorated or missing signs including requesting utility locates as required.
- Sign post requirements shall be as follows:
  - a) maximum sign area of 0.60 sq. metres: one "U-Flange" steel post
  - b) maximum sign area of 0.90 sq. metres: one 100 cm x 100 cm wood post
  - c) maximum sign area of 1.50 sq. metres: two 100 cm x 100 cm breakaway wood posts OR one 150 cm x 150 cm breakaway wood posts
  - d) maximum sign area of 4.50 sq. metres: two 150 cm x 150 cm breakaway wood posts with 5 cm x 10 cm cross bracing
- Any roadside signage not in compliance that is a safety concern due to sightline or drainage obstruction, is found to be in an unsafe condition or location potentially posing a hazard to pedestrian and motorist safety or fails retroreflectivity standards shall be removed and replaced by the local municipality when identified. Any unapproved signage attached to County infrastructure shall be removed immediately.

**Service 5.2 – Guide Rail and Traffic Barrier Systems**

- Local municipalities shall, as part of their regular road patrols, document and report observed deficiencies and concerns with any County road safety device infrastructure to the County.
- When a system is damaged to the extent that its structural integrity and function is compromised, the local municipality shall install temporary measures and notify the County so that repairs can be scheduled to restore its structural integrity and function.

**Service 5.3 – Electrical Infrastructure (Traffic Beacons, Traffic Signals and Streetlight Illumination)**

- Local municipalities shall, as part of their regular road patrols, document and report observed deficiencies and concerns with any County road electrical infrastructure to its electrical services contractor. It shall also notify the County of deficiencies and concerns regarding electrical infrastructure that the County has assumed repair and maintenance costs for.

**Service 5.4 – Road Closure Events and Detour Routes**

- The local municipality shall cooperate and coordinate with the appropriate emergency response agencies regarding all emergency road closure events and detour routes that are implemented.
- Costs to facilitate and participate in an emergency closure event shall be borne by the municipality and are included in its annual base allocation for maintenance services. The local municipality may further choose to recover its related costs from the party/parties determined to be responsible for creating the event.
- The local municipality shall have full access to use of the County's portable variable message signs for emergency road closure and detour events and in accordance with County policy when the signs are available.
- All costs to facilitate and participate in a road closure event on a County road that is a result of a public event shall be borne by the municipality.

**STORMWATER**

**Service 3.3 – Storm Sewers, Curbs and Gutters, Catchbasins**

- Storm sewer drainage systems shall be cleaned when restricted flows have been identified which may require the removal of obstructions by flushing or other appropriate means. If required, the County will undertake video investigations to identify if obstructions are present.
- Catchbasins shall be cleaned at least once every two years if debris has filled the sump.
- Repairs involving maintenance hole or catchbasin cover/grate replacement or riser repairs and patching shall be completed under maintenance operations by the local municipality. Correction of all other defects or replacements shall be assumed by the County.
- Gaps between curb and gutter or pavement surface at maintenance holes or catchbasins shall be filled when identified. Erosion occurring at curb and gutter outlets shall be stabilized and restored when identified with the appropriate materials. Obstructions at a curb and gutter outlet shall be removed when identified.

**OTHER SERVICES**

**Service 9.1 – Other Maintenance Services**

- The local municipality shall be responsible for performing any other maintenance services not specifically identified in this agreement in accordance with the requirements of the Minimum Maintenance Standards for Ontario Highways, Ontario Regulation 239/02, as amended, and County By-law 3361/17, as amended.

DRAFT Sept 15 2016

**SCHEDULE "D"**  
**Terms of Reference**  
**County Technical Advisory Committee - Roads and Bridges**

**A. MANDATE**

The mandate of the County Technical Advisory Committee - Roads and Bridges is to recommend in an advisory capacity to the Council of the County of Lennox and Addington with regard to the co-ordination and monitoring of construction and maintenance of the County road system and in particular:

- i) Co-ordinate capital and maintenance work activity on County Roads and Bridges by the lower tier municipalities, utilities and others;
- ii) Annually review and recommend the long-range construction program for roads and bridges;
- iii) Review proposed capital project designs as required (Note: alternatively, review of capital project designs may only include the host local municipality);
- iv) Develop, review and monitor the County's Minimum and Desirable Roadway Standards, Policies and Road Classifications;
- v) Share and update information databases including standardizing data collection and reporting;
- vi) Establish work and payment scheduling for annual road and bridge capital improvements;
- vii) Review any other matters pertaining to the effective and efficient delivery of services on County Roads and Bridges.

**B. MEMBERSHIP**

The County Technical Advisory Committee - Roads and Bridges will be comprised of one or more technical representatives from each of the municipalities which form part of the County road system, the County Supervisor, Roads and Bridges, County support staff as required and the County Director, Infrastructure Services.

**C. GENERAL**

- i) Meetings will be chaired by the County Supervisor, Roads and Bridges whose responsibility will be to prepare agendas in advance of the meeting. A separate recording secretary to be agreed upon by the Committee will record and maintain a record of the proceedings.
- ii) Meetings will be held quarterly or more frequently as determined by the majority of members.
- iii) Minutes of the Committee's meetings shall be filed at the next regularly scheduled meeting of County Council.
- iv) A quorum will consist of greater than 50% of the Committee's membership. Committee decisions and recommendations will be based on member consensus.



# Appendix B

## Lennox & Addington County Budget for Paved Roads Administration

**Frontenac Regional Roads Network  
Final Report**



Corporation of the County of Lennox & Addington  
**Paved Roads Revenue (G-310-3101)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Revenues</b>						
0211	Gas Tax Grants	\$24,810.30	\$2,007,474.85	\$1,301,100.00	(\$706,374.85)	154.29%
0212	OCIF Grants	0.00	0.00	758,500.00	758,500.00	0.00%
0213	Other Infrastructure Grants	0.00	0.00	50,000.00	50,000.00	0.00%
0791	Miscellaneous Revenue	2,150.00	98,342.60	90,000.00	(8,342.60)	109.27%
	<b>Total Revenue</b>	<b>\$26,960.30</b>	<b>\$2,105,817.45</b>	<b>\$2,199,600.00</b>	<b>\$93,782.55</b>	<b>95.74%</b>
<b>Expenses</b>						
	<b>Net Income</b>	<b>\$26,960.30</b>	<b>\$2,105,817.45</b>	<b>\$2,199,600.00</b>	<b>\$93,782.55</b>	<b>95.74%</b>

**Corporation of the County of Lennox & Addington**  
**Paved Roads Administration (G-310-3111)**  
For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<b>Salaries &amp; Benefits</b>						
1110	Salaries & Wages - Full Time	\$34,048.04	\$309,773.05	\$400,300.00	\$90,526.95	77.39%
1120	Salaries & Wages - Part Time	0.00	31,333.73	25,900.00	(5,433.73)	120.98%
1310	Employment Insurance FT	350.68	5,055.29	5,100.00	44.71	99.12%
1311	Employment Insurance PT	0.00	710.63	500.00	(210.63)	142.13%
1320	Canada Pension Plan FT	1,142.84	13,237.83	13,700.00	462.17	96.63%
1321	Canada Pension Plan PT	0.00	1,405.79	1,100.00	(305.79)	127.80%
1330	EHT - Full Time	666.66	6,067.92	7,300.00	1,232.08	83.12%
1331	EHT - Part Time	0.00	610.99	500.00	(110.99)	122.20%
1335	WSIB Premiums	177.80	1,780.98	2,000.00	219.02	89.05%
1336	Retirement Benefits	254.60	2,444.16	3,300.00	855.84	74.07%
1337	Retirement Allowance	184.30	1,769.28	2,400.00	630.72	73.72%
1340	OMERS- Full Time	3,507.96	31,941.83	38,700.00	6,758.17	82.54%
1350	Extended Health Care	1,288.02	11,376.48	13,600.00	2,223.52	83.65%
1351	Semi Private	89.94	728.04	900.00	171.96	80.89%
1352	Dental	753.44	5,716.58	6,700.00	983.42	85.32%
1353	Vision Care	79.76	663.32	800.00	136.68	82.92%
1360	Life Insurance	140.66	1,396.15	1,900.00	503.85	73.48%
1361	AD&D	16.20	148.13	200.00	51.87	74.07%
1363	Long Term Disability	972.04	9,935.38	13,800.00	3,864.62	72.00%
	<b>Total Salaries &amp; Benefits</b>	<b><u>\$43,672.94</u></b>	<b><u>\$436,095.56</u></b>	<b><u>\$538,700.00</u></b>	<b><u>\$102,604.44</u></b>	<b><u>80.95%</u></b>
<b>Materials &amp; Supplies</b>						
3001	Office Supplies	0.00	479.73	1,500.00	1,020.27	31.98%
3004	Printing & Advertising	0.00	297.00	1,000.00	703.00	29.70%
3005	Postage & Courier	0.00	105.77	300.00	194.23	35.26%
3009	Other Materials & Supplies	133.17	1,970.97	4,000.00	2,029.03	49.27%
3010	Telecommunications	305.00	3,234.01	4,000.00	765.99	80.85%
3020	Furniture & Equipment	0.00	7,454.22	1,000.00	(6,454.22)	745.42%
3021	Equipment	0.00	1,719.77	2,500.00	780.23	68.79%
3023	Computer Software	3,715.10	3,715.10	3,500.00	(215.10)	106.15%
3056	RWIS Annual Maintenance	0.00	0.00	1,000.00	1,000.00	0.00%
3057	RWIS Forecast Service	0.00	5,528.60	8,600.00	3,071.40	64.29%
3058	MVAR System	0.00	0.00	500.00	500.00	0.00%
3106	Insurance	0.00	80,286.40	109,200.00	28,913.60	73.52%

**Corporation of the County of Lennox & Addington**  
**Paved Roads Administration (G-310-3111)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
3200	Staff Training	0.00	961.63	5,000.00	4,038.37	19.23%
3201	Travel & Expenses	0.00	10,083.51	18,500.00	8,416.49	54.51%
3205	Memberships	0.00	2,853.51	2,200.00	(653.51)	129.71%
	<b>Total Materials &amp; Supplies</b>	<b><u>\$4,153.27</u></b>	<b><u>\$118,690.22</u></b>	<b><u>\$162,800.00</u></b>	<b><u>\$44,109.78</u></b>	<b><u>72.91%</u></b>
	<b>Services</b>					
4001	Consulting	0.00	20,636.53	53,100.00	32,463.47	38.86%
4002	Legal	0.00	5,524.04	3,000.00	(2,524.04)	184.13%
4003	Audit	0.00	(127.64)	3,900.00	4,027.64	-3.27%
4052	Equipment Services	136.46	1,293.10	0.00	(1,293.10)	0.00%
4059	AVL Hosting	4,723.19	26,961.84	10,000.00	(16,961.84)	269.62%
4060	Road Patrol Software	0.00	4,373.77	5,500.00	1,126.23	79.52%
4451	Right of Way/Bylaw Enforcement	0.00	169.73	500.00	330.27	33.95%
	<b>Total Services</b>	<b><u>\$4,859.65</u></b>	<b><u>\$58,831.37</u></b>	<b><u>\$76,000.00</u></b>	<b><u>\$17,168.63</u></b>	<b><u>77.41%</u></b>
	<b>Departmental Allocations</b>					
8001	Program Support Allocation	16,691.67	166,916.70	200,300.00	33,383.30	83.33%
8011	Property Services Allocation	1,808.33	18,083.30	21,700.00	3,616.70	83.33%
8051	IT Capital Allocation	3,016.66	30,166.60	36,200.00	6,033.40	83.33%
	<b>Total Departmental Allocations</b>	<b><u>\$21,516.66</u></b>	<b><u>\$215,166.60</u></b>	<b><u>\$258,200.00</u></b>	<b><u>\$43,033.40</u></b>	<b><u>83.33%</u></b>
	<b>Total Expenses</b>	<b><u>\$74,202.52</u></b>	<b><u>\$828,783.75</u></b>	<b><u>\$1,035,700.00</u></b>	<b><u>\$206,916.25</u></b>	<b><u>80.02%</u></b>
	<b>Net Income</b>	<b><u>(\$74,202.52)</u></b>	<b><u>(\$828,783.75)</u></b>	<b><u>(\$1,035,700.00)</u></b>	<b><u>(\$206,916.25)</u></b>	<b><u>80.02%</u></b>

Corporation of the County of Lennox & Addington  
**Paved Roads Municipal Maintenance (G-310-3121)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Services</i>						
4461	Addington Highlands	\$0.00	\$171,021.00	\$228,000.00	\$56,979.00	75.01%
4462	Greater Napanee	0.00	690,221.00	953,600.00	263,379.00	72.38%
4463	Loyalist	0.00	393,389.41	592,000.00	198,610.59	66.45%
4464	Stone Mills	0.00	733,722.00	978,300.00	244,578.00	75.00%
	<b>Total Services</b>	<b><u>\$0.00</u></b>	<b><u>\$1,988,353.41</u></b>	<b><u>\$2,751,900.00</u></b>	<b><u>\$763,546.59</u></b>	<b><u>72.25%</u></b>
	<b>Total Expenses</b>	<b><u>\$0.00</u></b>	<b><u>\$1,988,353.41</u></b>	<b><u>\$2,751,900.00</u></b>	<b><u>\$763,546.59</u></b>	<b><u>72.25%</u></b>
	<b>Net Income</b>	<b><u>\$0.00</u></b>	<b><u>(\$1,988,353.41)</u></b>	<b><u>(\$2,751,900.00)</u></b>	<b><u>(\$763,546.59)</u></b>	<b><u>72.25%</u></b>

Corporation of the County of Lennox & Addington  
**Paved Roads Non Capital Repairs (G-310-3131)**  
For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Materials &amp; Supplies</i>						
3711	Line Painting	\$0.00	\$177,263.03	\$210,000.00	\$32,736.97	84.41%
3731	Cty Rd 23 Extension Design	0.00	5,841.27	0.00	(5,841.27)	0.00%
	<b>Total Materials &amp; Supplies</b>	<u>\$0.00</u>	<u>\$183,104.30</u>	<u>\$210,000.00</u>	<u>\$26,895.70</u>	<u>87.19%</u>
	<b>Total Expenses</b>	<u>\$0.00</u>	<u>\$183,104.30</u>	<u>\$210,000.00</u>	<u>\$26,895.70</u>	<u>87.19%</u>
	<b>Net Income</b>	<u>\$0.00</u>	<u>(\$183,104.30)</u>	<u>(\$210,000.00)</u>	<u>(\$26,895.70)</u>	<u>87.19%</u>

Corporation of the County of Lennox & Addington  
**Paved Roads OSIFA Debt Payments (G310-3191)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Interest on Long Term Debt</i>						
2201	Roads OSIFA Interest Expense	\$0.00	\$13,368.07	\$33,700.00	\$20,331.93	39.67%
	<b>Total Interest</b>	<b>\$0.00</b>	<b>\$13,368.07</b>	<b>\$33,700.00</b>	<b>\$20,331.93</b>	<b>39.67%</b>
<i>Inter Fund Transfers</i>						
9061	Transfers to LT Debt	0.00	0.00	201,100.00	201,100.00	0.00%
	<b>Total Inter Fund Transfers</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$201,100.00</b>	<b>\$201,100.00</b>	<b>0.00%</b>
	<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$13,368.07</b>	<b>\$234,800.00</b>	<b>\$221,431.93</b>	<b>5.69%</b>
	<b>Net Income</b>	<b>\$0.00</b>	<b>(\$13,368.07)</b>	<b>(\$234,800.00)</b>	<b>(\$221,431.93)</b>	<b>5.69%</b>

**Corporation of the County of Lennox & Addington**  
**Paved Roads Capital (G-310-3195)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<b>Capital &amp; Amortization</b>						
7131	Vehicles	\$0.00	\$27,470.29	\$9,000.00	(\$18,470.29)	305.23%
7201	Hot Mix Construction (501)	153,129.86	3,598,167.62	4,950,000.00	1,351,832.38	72.69%
7202	Hot Mix Design/CA (501)	3,554.63	142,030.91	200,000.00	57,969.09	71.02%
7203	Next Year Hot Mix Design (501)	8,550.99	10,537.19	35,000.00	24,462.81	30.11%
7205	Asset Management	17,036.32	17,036.32	100,000.00	82,963.68	17.04%
7206	Crack Sealing	0.00	88,836.48	100,000.00	11,163.52	88.84%
7215	Odessa West Subdivision Des/CA	0.00	0.00	25,000.00	25,000.00	0.00%
7220	Misc. Railroad Repairs	0.00	85,878.32	25,000.00	(60,878.32)	343.51%
7225	Surface Treatment Program (500)	(61,472.27)	520,530.95	1,578,300.00	1,057,769.05	32.98%
7231	CR 4 Concrete Des/CA (501)	12,144.29	40,640.59	25,000.00	(15,640.59)	162.56%
7235	Bridge St/Centre St Intersection Construction	5,547.09	52,388.38	150,000.00	97,611.62	34.93%
7240	Line Painting, Bars, Symbols	0.00	17,105.75	20,000.00	2,894.25	85.53%
7246	CR1/10 Intersection Des/CA	0.00	0.00	50,000.00	50,000.00	0.00%
7271	Cross Culvert Construction (530)	0.00	2,301.80	285,000.00	282,698.20	0.81%
7272	Cross Culvert Design/CA (530)	0.00	8,784.78	0.00	(8,784.78)	0.00%
7702	Cty Rd 1 Construction	0.00	(91,275.74)	0.00	91,275.74	0.00%
7703	Cty Rd 2 Des & Adm	16,259.62	59,793.60	250,000.00	190,206.40	23.92%
7704	Cty Rd 2 Construction	297,014.58	1,030,028.69	2,500,000.00	1,469,971.31	41.20%
7711	Cty Rd 6 Des & Adm	0.00	8,613.73	0.00	(8,613.73)	0.00%
7723	Cty Rd 12 Des & Adm	0.00	29,834.36	40,000.00	10,165.64	74.59%
7724	Cty Rd 12 Construction	108,803.27	108,803.27	510,000.00	401,196.73	21.33%
7753	Cty Rd 27 Des & Adm	0.00	176.04	10,000.00	9,823.96	1.76%
7754	Cty Rd 27 Construction	85,054.77	89,981.58	390,000.00	300,018.42	23.07%
	<b>Total Capital &amp; Amortization</b>	<b><u>\$645,623.15</u></b>	<b><u>\$5,847,664.91</u></b>	<b><u>\$11,252,300.00</u></b>	<b><u>\$5,404,635.09</u></b>	<b><u>51.97%</u></b>
<b>Inter Fund Transfers</b>						
9121	Transfers from Reserves	0.00	0.00	(1,107,800.00)	(1,107,800.00)	0.00%
	<b>Total Inter Fund Transfers</b>	<b><u>\$0.00</u></b>	<b><u>\$0.00</u></b>	<b><u>(\$1,107,800.00)</u></b>	<b><u>(\$1,107,800.00)</u></b>	<b><u>0.00%</u></b>
	<b>Total Expenses</b>	<b><u>\$645,623.15</u></b>	<b><u>\$5,847,664.91</u></b>	<b><u>\$10,144,500.00</u></b>	<b><u>\$4,296,835.09</u></b>	<b><u>57.64%</u></b>
	<b>Net Income</b>	<b><u>(\$645,623.15)</u></b>	<b><u>(\$5,847,664.91)</u></b>	<b><u>(\$10,144,500.00)</u></b>	<b><u>(\$4,296,835.09)</u></b>	<b><u>57.64%</u></b>

Corporation of the County of Lennox & Addington  
**Structures Non Capital Repairs (G-320-3231)**  
For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Materials &amp; Supplies</i>						
3750	Bridge Protectant Program	\$0.00	\$22,076.83	\$40,000.00	\$17,923.17	55.19%
	<b>Total Materials &amp; Supplies</b>	<u>\$0.00</u>	<u>\$22,076.83</u>	<u>\$40,000.00</u>	<u>\$17,923.17</u>	<u>55.19%</u>
	<b>Total Expenses</b>	<u>\$0.00</u>	<u>\$22,076.83</u>	<u>\$40,000.00</u>	<u>\$17,923.17</u>	<u>55.19%</u>
	<b>Net Income</b>	<u>\$0.00</u>	<u>(\$22,076.83)</u>	<u>(\$40,000.00)</u>	<u>(\$17,923.17)</u>	<u>55.19%</u>

Corporation of the County of Lennox & Addington  
**Structures Capital (G-320-3295)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<b>Capital &amp; Amortization</b>						
7869	Forest Mills B CR12 Des & Adm	\$228.96	\$18,956.92	\$30,000.00	\$11,043.08	63.19%
7870	Forest Mills B CR12 Const.	0.00	106,993.53	180,000.00	73,006.47	59.44%
7892	CNR Overpass CR22 Const.	40,535.90	40,535.90	15,000.00	(25,535.90)	270.24%
7913	Salmon River B CR41 Des & Adm	0.00	3,938.65	30,000.00	26,061.35	13.13%
7914	Salmon River B CR41 Const.	0.00	0.00	255,000.00	255,000.00	0.00%
	<b>Total Capital &amp; Amortization</b>	<u>\$40,764.86</u>	<u>\$170,425.00</u>	<u>\$510,000.00</u>	<u>\$339,575.00</u>	<u>33.42%</u>
	<b>Total Expenses</b>	<u>\$40,764.86</u>	<u>\$170,425.00</u>	<u>\$510,000.00</u>	<u>\$339,575.00</u>	<u>33.42%</u>
	<b>Net Income</b>	<u>(\$40,764.86)</u>	<u>(\$170,425.00)</u>	<u>(\$510,000.00)</u>	<u>(\$339,575.00)</u>	<u>33.42%</u>

Corporation of the County of Lennox & Addington  
**Traffic & Roadside Municipal Maintenance (G-330-3321)**  
For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Services</i>						
4461	Addington Highlands	\$6,604.21	\$6,604.21	\$5,000.00	(\$1,604.21)	132.08%
4462	Greater Napanee	0.00	(25,000.00)	35,000.00	60,000.00	-71.43%
4463	Loyalist	0.00	0.00	25,000.00	25,000.00	0.00%
4464	Stone Mills	0.00	0.00	30,000.00	30,000.00	0.00%
	<b>Total Services</b>	<u>\$6,604.21</u>	<u>(\$18,395.79)</u>	<u>\$95,000.00</u>	<u>\$113,395.79</u>	<u>-19.36%</u>
	<b>Total Expenses</b>	<u>\$6,604.21</u>	<u>(\$18,395.79)</u>	<u>\$95,000.00</u>	<u>\$113,395.79</u>	<u>-19.36%</u>
	<b>Net Income</b>	<u>(\$6,604.21)</u>	<u>\$18,395.79</u>	<u>(\$95,000.00)</u>	<u>(\$113,395.79)</u>	<u>-19.36%</u>

Corporation of the County of Lennox & Addington  
**Traffic & Roadside Non Cap Repairs (G-330-3331)**  
For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<i>Materials &amp; Supplies</i>						
3108	Streetlight Utilities	\$10,311.46	\$91,054.68	\$110,000.00	\$18,945.32	82.78%
3109	CR 41 Stormwater Pumping Station	29,190.99	88,146.59	35,000.00	(53,146.59)	251.85%
3778	Clearing & Spraying Program	10,070.95	62,438.05	85,000.00	22,561.95	73.46%
3784	ROW Control Materials (Spot)	427.39	2,336.40	0.00	(2,336.40)	0.00%
3791	Misc Well Decommissions (Spot)	0.00	2,696.64	0.00	(2,696.64)	0.00%
	<b>Total Materials &amp; Supplies</b>	<u><b>\$50,000.79</b></u>	<u><b>\$246,672.36</b></u>	<u><b>\$230,000.00</b></u>	<u><b>(\$16,672.36)</b></u>	<u><b>107.25%</b></u>
	<b>Total Expenses</b>	<u><b>\$50,000.79</b></u>	<u><b>\$246,672.36</b></u>	<u><b>\$230,000.00</b></u>	<u><b>(\$16,672.36)</b></u>	<u><b>107.25%</b></u>
	<b>Net Income</b>	<u><b>(\$50,000.79)</b></u>	<u><b>(\$246,672.36)</b></u>	<u><b>(\$230,000.00)</b></u>	<u><b>\$16,672.36</b></u>	<u><b>107.25%</b></u>

**Corporation of the County of Lennox & Addington**  
**Traffic & Roadside Capital (G-330-3395)**  
 For the Ten Months Ending Thursday, October 31, 2019

2019-11-12

<u>G/L Account</u>	<u>Description</u>	<u>2019 October Actual</u>	<u>2019 YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>% of Budget</u>
<b>Expenses</b>						
<b>Capital &amp; Amortization</b>						
7350	Guide Rail Construction (520)	\$16,104.54	\$56,564.77	\$75,000.00	\$18,435.23	75.42%
7353	Streetlight/Beacon/Signal/APS Programs (540)	9,583.88	49,627.77	80,000.00	30,372.23	62.03%
7356	Cty Rd 23 Parrott's Bay Injection (Spot)	0.00	1,716.19	0.00	(1,716.19)	0.00%
7359	Shoulder & Roadside Program	0.00	3,681.17	120,000.00	116,318.83	3.07%
7361	Ditching & Drainage	3,752.04	5,975.65	100,000.00	94,024.35	5.98%
7362	Miscellaneous Land Purchases (Spot)	115,318.19	117,455.15	150,000.00	32,544.85	78.30%
7375	Cty Boundary Signs (Spot) (541)	0.00	2,661.49	50,000.00	47,338.51	5.32%
	<b>Total Capital &amp; Amortization</b>	<b><u>\$144,758.65</u></b>	<b><u>\$237,682.19</u></b>	<b><u>\$575,000.00</u></b>	<b><u>\$337,317.81</u></b>	<b><u>41.34%</u></b>
	<b>Total Expenses</b>	<b><u>\$144,758.65</u></b>	<b><u>\$237,682.19</u></b>	<b><u>\$575,000.00</u></b>	<b><u>\$337,317.81</u></b>	<b><u>41.34%</u></b>
	<b>Net Income</b>	<b><u>(\$144,758.65)</u></b>	<b><u>(\$237,682.19)</u></b>	<b><u>(\$575,000.00)</u></b>	<b><u>(\$337,317.81)</u></b>	<b><u>41.34%</u></b>



# Appendix C

Frontenac Regional Roads Network Working Session  
KPMG Facilitated Session with Member Township

CAOs

June 18, 2020

**Frontenac Regional Roads Network  
Final Report**



## Frontenac Regional Roads Network

# Agenda and Objectives

### Agenda:

1. Confirm Regional Road Network Guiding Principles.
2. Review four Regional Road Network options.
3. Determine preferred model for implementation

### Objective:

Come to an agreement regarding the preferred model for establishing a Regional Roads Network.



## Frontenac Regional Roads Network

# Guiding Principles

### **Why are we here? Why is a Regional Roads Network important?**

Guiding principles form the criteria against which to measure the different regional road models.

- ✓ Access to increased funding opportunities
- ✓ Cost savings and operational efficiencies
- ✓ Investment in road infrastructure
- ✓ Standardize level of service for regional transportation across the County
- ✓ Responsible, well-defined, neutral governance with transparent controlling interest

### **Additional guiding principles for consideration?**



## Frontenac Regional Roads Network

# Agreement on Guiding Principles?

✓ = Agree

X = Does not agree

Guiding Principles	North	Central	South	Islands
1. Access to increased funding opportunities	✓	✓	✓	✓
2. Cost savings and operational efficiencies	✓	✓	✓	✓
3. Investment in road infrastructure	✓	✓	✓	✓
4. Standardize level of service for regional transportation across the County	✓	✓	✓	✓
5. Responsible, well-defined, neutral governance with transparent controlling interest	✓	✓	✓	✓
6. Model that will facilitate the stable, consistent and sustainable financing component of regional road network	✓	✓	✓	✓
	✓	✓	✓	✓



## Frontenac Regional Roads Network Options Analysis

Option	Ownership	Governance	Staffing	Funding	Township Involvement	County Role	Dispute Resolution
<b>Regional Approach with County Resources</b>	<p>99% Township – 1% County</p> <p>May require legal and survey for some roads. Can be phased</p> <p>Maintenance remains at Twp.</p>	<p>TWP &gt; TAC &gt; Regional Engineer &gt; County</p> <p>Political representation at all levels</p>	<p>Regional Engineer + Eng Tech hired by the County level. Phased implementation</p> <p>Financial support staff could be hired or contracted if required</p>	<p>Paid by County portion of Levy for County staff resources only. Capital contribution would require an agreement at the Twp level.</p> <p>Insurance and audit at the County</p> <p>Additional Finance Admin support available</p>	<p>Membership on TAC, 2 reps on County Council</p>	<p>Levy, approval of TAC/Twp plan</p> <p>Assist with the coordination of procurement for operations</p> <p>Grant application, submission and reporting</p>	<p>County levy is mandatory. 2 votes each for FI, CF and NF. 3 votes for SF</p>
<b>Municipal Service Corporation (MSC)</b>	<p>Regional Roads 100% owned by MSC who manages capital component, but delegates maintenance to Twps.</p> <p>Likely require legal and survey for roads. Can be phased</p> <p>Maintenance of RRRN contracted to Twp. by MSC</p> <p>This ownership model is essentially the L&amp;A model, except as MSC</p>	<p>MSC &gt; TAC &gt; Twp.</p> <p>Requires the creation of a municipal MSC in accordance with the M.A. S.194 and O.Reg. 599/06</p> <p>Separate Board appointed by each Twp. Twp's control the Board through appointments, but not involved in the day to day governance and decision making</p> <p>Business case study and public consultation required</p>	<p>Uses existing staff, rotating TAC Chair every three years</p> <p>For the purposes of RRRN, TAC Chair would report to the MSC, not to the Twps.</p> <p>Financial support staff could be hired or contracted by the MSC from member township, external firm</p>	<p>Twp's annually approve their share of the MSC budget</p> <p>Funding levels determined by weighted assessment, lane kms or asset value; SF majority shareholder</p> <p>MSC not eligible for municipal grants</p> <p>Separate audit and insurance required</p>	<p>Appointment of Board members to the MSC</p> <p>Input as requested by the MSC</p> <p>Lobbying the MSC</p> <p>Levying and paying the MSC</p>	N/A	<p>Built into the MSC business plan</p> <p>Legal remedies, typically mediation then arbitration with all parties responsible for their own costs</p>





Frontenac Regional Roads Network

# Evaluation of Delivery Models

1 = weak support  
2 = support  
3 = strong support

Project Guiding Principles	Proposed Delivery Models			
	Option 1: County Resources	Option 2: Contracted Engineering	Option 3: Municipal Service Corporation	Option 4: Joint Services Board
Access to increased grant funding	2	2	0	2
Cost savings and operational efficiencies	2	1	1	3
Investment in road infrastructure	1	1	3	3
Standard level of service for regional roads across County	3	3	3	3
Responsible, well-defined, neutral governance model	2	2	1	3
Stable, consistent sustainable funding model	2	2	1	2
<b>Total</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>16</b>





# Appendix D

Original 6 Options  
(April 17, 2019)

**Frontenac Regional Roads Network  
Final Report**



## Frontenac Regional Roads Network

# Original 6 Options (April 17, 2019)

Option 1: Status Quo	Option 2: Ltd. County Involvement	Option 3: Contracted Engineering – Limited County Involvement	Option 4: County Augments Resources at Selected Municipality	Option 5: County Resources	Option 6: Full County Model
All roads are local responsibility. No regional road collaboration.	County assumes 1% ownership in regional roads and bridges, but provides no support to the project. All grant applications are developed, submitted, managed and reported by the benefitting municipality. Only County role is “signing off” on grant applications.	County assumes 1% ownership in regional roads and bridges, but provides no support to the project and engages an independent engineering firm to lead the program.	County assumes 1% ownership in regional roads and bridges, but provides no support to the project but would contract with one of the four member municipalities to provide oversight, management of a regional system.	County assumes 1% ownership in regional roads and bridges. Similar to Lennox & Addington County, the County employs a limited engineering staff complement to administer the program, maintain roads needs study and provide project management/support.	County assumes 100% ownership in regional roads and bridges. Similar to Lanark and Leeds & Grenville, the County employs a full engineering staff complement, maintenance and operations staff to administer the program, maintain roads needs study, provide project management/support and provide day to day operations and maintenance of the regional roads.
Not Recommended by member Townships/County	Not Recommended by member Townships/County	Recommended by member Townships/County for further review	Not Recommended by member Townships/County	Recommended by member Townships/County for further review <i>*South not in support</i>	Not Recommended by member Townships/County





[kpmg.ca](https://kpmg.ca)



© 2021 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.



**Report 2021-036**

**Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Joe Gallivan, Director, Planning and Economic Development

**Date of meeting:** April 21, 2021

**Re:** **Planning and Economic Development – Communal Service Governance/Operations Model Review Committee – Creation of a Municipal Services Corporation**

---

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive and approve the 'Communal Services Governance Model – Final Report' (03 March 2021) prepared by WSP consulting;

**And Further That** Council endorse the recommendations of the Communal Service Governance/Operations Committee to create a Municipal Service Corporation (MSC) to manage communal service development across Frontenac, and that each Township invest in the MSC using a weighted assessment model;

**And Further That** Council send this recommendation to each Township for consideration and endorsement in May, 2021.

**Background**

In June, 2019, County Council formally endorsed the [Frontenac Communal Services Study](#).

As part of that endorsement, County Council also directed staff to “investigate financial models and utility models that can be used to significantly reduce the municipal financial

risk of approving development on communal services and entering into a Municipal Responsibility Agreement (MRA) and report back to Council.”

Subsequently, in June, 2020, Council passed a motion to create a '[Communal Services Governance/Operations Review Committee](#)' to review different governance models to manage communal systems.

The Committee is comprised of the four Mayors of the Townships as well as four citizens that have expertise in land development, civil engineering, financing, and governance. Also, representatives from the Ministry of Environment, Conservation and Parks and the Ministry of Municipal Affairs have attended the sessions to assist with any questions with respect to the *Municipal Act*, the *Planning Act*, and the *Water Resources Act*. A consulting firm was retained to report directly to the Committee and to assist in the following:

- Conducting a review of governance and management structure best practices and governance structures in Ontario;
- Developing a set of governance models to be considered; and
- Recommending a preferred governance model for the Frontenac region.

Since August, 2020, the committee has held six meetings to review the options for how best to manage communal systems.

Technically, the Communal Services committee is a sub-committee of the Frontenac County Planning Advisory Committee (PAC) and report through the PAC. However, since the majority of this committee and the PAC are the four mayors it is the request of the Committee and the recommendation of staff that this report come directly to County Council. This report will be shared with the full PAC and reviewed at their next meeting.

#### **Committee Meeting – April, 2021 – Final Consultant Report**

The consultants delivered a [final report](#) to the governance committee at their meeting held on April 7, 2021.

The report recommended the use of the Municipal Service Corporation (MSC) as the preferred model, in part for the following reasons:

- MSC allows for a consistent governance and management model that can be applied to all municipalities;
- Services remain in 100% public ownership with the participating municipalities as shareholders.
- MSC operates separately from municipalities with separate financials and objectives.

- MSC can be set up to help promote future land use planning objectives in the local Official Plans.
- Allows for dividends for municipal shareholders and joint risk sharing.

Also at the committee meeting, County staff reported on a meeting held on April 1, 2021 with the CAOs and Treasurers from all four Townships to review the consultant recommendations, specifically the options with respect to initial share allocation of a MSC. In their report the consultants had recommended that the total number of 'ownership' shares of the corporation cover the cost of the initial financial contribution required for initiation. Four options were presented in the study:

- Option 1 – Weighted split by municipal tax base, based on the most recent assessment;
- Option 2 – Equal share split between the four Townships;
- Option 3 – Weighted split by population based on most recent population count; and
- Option 4 – Hybrid split that would mandate an equal number of shares among the Townships and additional shares based on municipal tax assessments.

The CAO/Treasurers meeting concluded with a consensus that the 'weighted split' option was preferred.

As a result, the Committee passed the following resolution:

Moved By: Councillor Ron Higgins  
Seconded By: Ms. Glover

**Be It Resolved That** the Communal Service Governance/Operation Model Review Committee recommend to Council Option 1, that being: Option 1 'Weighted Assessment' for inclusion in staff's report back to County Council."

### **Next Steps**

Should Council adopt the recommendations of the Communal Service Governance/Operations Model Committee, it is suggested that this Council resolution be sent to all four Townships for consideration and endorsement. It is also recommended that the consulting firm (WSP) make a presentation on their study to the Township Councils to provide the background to creating a municipal service corporation and the 'weighted assessment' option that has been endorsed by both the Committee and the municipal CAOs and Treasurers.

As Council is aware, no other regional jurisdiction in Ontario has attempted to create a governance model to develop a singular approach to supporting new development on communal services. As a result of the studies and analysis completed in the past three years, Frontenac is at the final the stage of this process.

Following the review by the Townships, the next steps in the process can begin, including the undertaking of a Business Case as required by the *Municipal Act*.

**Financial Implications**

None at this time.

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

Frontenac County  
All four Townships  
Ontario Ministry of Municipal Affairs  
Ontario Ministry of Environment, Conservation and Parks



**Report 2021-033**

**Council Information Report**

**To:** Warden and Council

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

**Prepared by:** Susan Brant, Administrator

**Date of meeting:** April 21, 2021

**Re:** **Fairmount Home – Resident and Family Annual Satisfaction Survey 2020**

---

**Recommendation**

This report is for information purposes only.

**Background**

The Long-Term Care Homes Act (LTCHA), 2007, s. 85, states long-term care homes shall ensure that, at least once in every year, a survey is taken of the residents and their families to measure their satisfaction with the home and the care, services, programs and goods provided at the home.

**Comment**

**Resident Family Satisfaction Survey**

Fairmount was one of six (6) LTC homes that developed common satisfaction surveys for residents and families that meet the homes' requirements under the LTCHA as well as accreditation standards. There was an individual survey for residents and a separate survey for family members, Powers of Attorney (POA) or friends of residents. Two additional COVID-19 related questions were added to the 2020 satisfaction surveys, which were "Has the Home kept you informed of the COVID-19 policies, procedures and changes?" and "Has resident visiting options including virtual, outdoor and indoor been

organized, accessible and accommodating during this pandemic?”. Survey respondents were able to complete the survey by hardcopy or online.

There were 346 survey responses among the six (6) LTC homes with an overall average score for residents of 83% and families/POA of 92%.

At Fairmount, there were 57 survey responses which is a 6% increase in the number of Fairmount’s residents who responded when compared to 2019. In addition, the family members’ response rate increased by 41% when compared to the previous year. Overall, Fairmount’s satisfaction survey results at 86% was marginally lower than the previous year (93%) and consistent with the other homes’ overall results (88%).

Management has reviewed the survey responses including the comments and will ensure that action is taken, as appropriate. The satisfaction survey results were shared with the Residents’ Council, family members and staff. The Resident and Family Annual Satisfaction Survey Response Summary for 2020 is attached.

**Strategic Priorities Implications**

Continuing County Priorities

- + Implement strategic plans for Fairmount Home
- + Continually improve customer and financial services

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

Fairmount Management Team  
Fairmount Staff  
Residents & Families

### Resident and Family Satisfaction Survey Results

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
Family	17	24	150	
Residents	31	33	196	
<b>Total</b>	<b>48</b>	<b>57</b>		
Residency - less than 1 year	37%	37%	24%	13%
Residency - 1 to 3 years	48%	40%	45%	-5%
Residency - 4 to 10 years	15%	23%	28%	-5%
More than 10 years	0%	0%	3%	-3%

Average score	2019	2020	2020	Variance
Family/Substitute Decision Makers	92%	92%	92%	0%
Residents	93%	80%	83%	-3%

Family/Substitute Decision Maker Responses	2019	2020	2020	Variance
Q2. I feel informed about policies, routines and services at the Home so that I understand the context of my loved one`s care.	85%	90%	90%	0%
Q3. I am involved as much as I want to be in decisions about care.	88%	89%	95%	-6%
Q4. I am comfortable approaching staff with my concerns.	97%	93%	95%	-2%
Q5. The Home respects my loved one's spiritual and cultural values.	95%	100%	95%	5%
Q6. As POA/SDM, I am provided with enough information regarding changes in medication, physical condition and plan of care in order to provide my informed consent.	95%	91%	95%	-4%
Q7. The Home responds to my questions and concerns in a timely manner.	94%	93%	99%	-6%
Q8. I am aware of how I could access external healthcare services (i.e. dental, advanced foot care, hearing services).	94%	89%	93%	-4%
Q9. I am satisfied with the respect and emotional support given to my loved one.	91%	94%	92%	2%
Q10. Has the Home kept you informed of the COVID-19 policies, procedures and changes?		99%	95%	4%

**Resident and Family Satisfaction Survey Results**

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
Q11. Has resident visiting options including virtual, outdoor, and indoor been organized, accesible and accomodating during this pandemic?		96%	94%	2%
Q12. I would recommend this Home to others	92%	96%	95%	1%
<b>Family Responses - Comments</b>			<b>Department</b>	
Q13. Do you have any additional comments you would like to add?				
All support staff are very helpful at this time. I'm so very happy with the excellent care my mom receives and so is she.			All	
The staff are very accommodating beyond usual practices.			All	
Both Ellen and myself feel that all staff have done very well during this pandemic and wish to thank everyone for their tireless efforts and long hours. We appreciate calls concerning our loved ones and feel that more is always better.			All	
Staff are professional, accommodating, friendly and attentive. They do require additional staff in order to provide more hours of care to each and every resident and to alleviate staff being overworked during each shift and month. I would like to have regular updates/contact with the Fairmount Home doctor regarding my father's health status and needs.			All	
Thank you to all staff. You are doing a great job.			All	
Our family find the staff at Fairmount Home to be very understanding and accomodating whether it be answering questions the family has or interacting with our mom when the see she needs that extra care some days. Excellent and caring staff.			All	
Fairmount has always had outstanding care, and I feel that they have dealt with the pandemic very professionally. Great staff and great care!			All	
Many thanks to staff for their continued dedication and care during this challenging time.			All	
I am incredibly happy with the care provided to my father, with the compassion, friendliness and support of the staff. We are blessed to have gotten a bed at Fairmount!			All	

### Resident and Family Satisfaction Survey Results

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
My one concern is that my sister who is intellectually disabled cannot make informed decisions for herself and as a result things that normally we would enforce re hygiene and diet and clothing is left to her to decide but she is not capable of doing this and staying healthy. I would like more enforcement of some of these aspects.			Nursing	
The nurses are great.			Nursing	
I think there should be more physicians or physician support available in the home for more timely response to patient care.			Nursing	
I have always been impressed with the positive interactions the staff has with my loved one.			All	
Q14. Are you interested in participating in the Family Council		Yes 1 ; No 15		
Q15. Are you interested in becoming a volunteer at the Home		Yes 2 ; No 16		

Resident Questions	2019	2020	2020	Variance
Q1. I am completing the survey for the following home: Fairmount Home	48	57	346	
Q2. How did you complete the survey?	0%	0%	0%	0%
Q3. How long have you lived in the Home?	88%	89%	90%	-1%
Residency - less than 1 year		37%	24%	13%
Residency - 1 to 3 years		40%	45%	-5%
Residency - 4 to 10 years		23%	28%	-5%
More than 10 years		0%	3%	-3%
<b>Nursing &amp; Personal Care Services</b>				
Q4. I am treated with kindness, courtesy, compassion, fairness, respect and dignity.	98%	91%	87%	4%
Q5. I feel that team members(nursing staff),appreciate/respect my privacy	96%	90%	86%	4%
Q6. Team members take into consideration my religious, ethnic and cultural values	91%	88%	84%	4%
Q7. I am encouraged and/or involved in decisions about my care	89%	90%	83%	7%

**Resident and Family Satisfaction Survey Results**

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
Q8. Team members (nursing staff) answer when I call (when they do so, they are respectful - knock on the door, introduce themselves, etc.)	96%	90%	83%	7%
Q9. Good personal care is provided	94%	90%	86%	4%
Q10. Nursing staff actively listen to me (listen and acknowledge what I am saying)	93%	87%	84%	3%
Q11. My preferences are respected regarding bathing (day/time/bath or shower)	92%	85%	83%	2%
Q12. My preferences are respected regarding time I prefer to go to bed	94%	87%	86%	1%
Q13. My preferences are respected regarding time I prefer to get up	93%	90%	84%	6%
Q14. I am given enough information about changes in my medication, physical condition and plan of care to feel capable of giving my consent.	90%	84%	80%	4%
Q15. I am given timely information on how I could access external healthcare services when I require them (i.e. dental, advanced foot care, hearing services)	87%	83%	79%	4%
Q16. The incontinence products (briefs, pads, liners) provided in the Home meet my needs.	93%	89%	87%	2%
Q17. I am satisfied with the medical attention provided by my Physician (and Nurse Practitioner if applicable)	93%	86%	85%	1%
<b>Resident Responses - Nursing &amp; Personal Care Services Comments</b>	<b>Department</b>			
Q18. Please feel free to add additional comments/suggestions for improvements:				
Have only seen her once	Nursing			
I'd like time to talk to the doctor, perhaps an extra doctor is required	Nursing			
Basin from co-resident room continues to be put in the incorrect place in bathroom	Nursing			
It's the best care	Nursing			
It's perfect!	Nursing			
If I need something they are there as soon as they can. When I'm not feeling myself they stop	Nursing			
I think the nursing care I receive is good and I'm pleased with the condition of my skin and my	Nursing			



**Resident and Family Satisfaction Survey Results**

	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
<b>Response rate</b>				
Q29. Overall, I am treated with kindness, courtesy, compassion, fairness, respect and dignity by the environmental team (staff members - including housekeeping, laundry, maintenance)	100%	95%	90%	5%
<b>Resident Responses - Laundry Services Comments</b>				
Q30. Please feel free to add additional comments/suggestions for improvements:				
Some of my expensive clothing have been brought back to me unwearable				
Sometimes things go down to laundry and don't come back				
My socks seem to disappear after being sent down to be cleaned (they are labelled)				
Clothes come back with stain on them. A lot of missing clothes. I've given a list of missing things to laundry and they haven't found any of it.				
Missing items				
Everyone is super friendly and helpful				
<b>Dietary Services</b>				
Q31. Menu choices - variety and meal options for breakfast/lunch/dinner	89%	80%	77%	3%
Q32. The availability and choice of nourishments and between meal snacks	91%	85%	81%	4%
Q33. Taste and temperature of meals	85%	77%	76%	1%
Q34. Quality and quantity of meals	90%	85%	79%	6%
Q35. Overall dining experience (service and atmosphere)	86%	84%	82%	2%
Q36. Overall, I am treated with kindness, courtesy, compassion, fairness, respect and dignity by the Dietary (staff) team members	96%	93%	90%	3%
<b>Resident Responses - Dietary Services Comments</b>				
Q37. Please feel free to add additional comments/suggestions for improvements:				
Often meals are served cold because the are left sitting and sandwiches are often not fresh at lunch				
Sometimes too much! Sometimes food is cold. Sometimes too large!				
I do love the meals				

**Department**

- Environmental
- Environmental
- Environmental
- Environmental
- Environmental
- All

**Department**

- Dietary
- Dietary
- Dietary

### Resident and Family Satisfaction Survey Results

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
Sometimes we have to wait too long for our meals. Maybe more staff are needed to make it go faster.			Dietary	
Vegetables are always cold, when I put butter on them it doesn't melt. Portions are too big.			Dietary	
Food could be warmer, but it is hard to manage that			Dietary	
Is usually luke warm to cold			Dietary	
Soup in the evening at supper would be nice			Dietary	
I have eating restrictions and we are trying to sort it out. It's a work in progress.			Dietary	
Bit of a guess but my loved one seems happy enough with everything and from a nutrition point of view, I am happy.			Dietary	
<b>Programming Services</b>				
Q38. Recreational activities (Bingo, cards and games)	96%	93%	91%	2%
Q39. Community outings (shopping trips, lunches and day trips)	97%	90%	92%	-2%
Q40. Intellectual programs (trivia, reminiscing, current events)	97%	92%	92%	0%
Q41. Social programs (special events, socials and parties)	91%	93%	91%	2%
Q42. Spiritual Services (Church, Bible Study)	95%	93%	93%	0%
Q43. The assistance/encouragement I receive from team members (Activation/Recreation staff) to enjoy a program	95%	88%	88%	0%
Q44. The team members (Activation/Recreation staff) are respectful of my wishes not to participate in activities	96%	91%	88%	3%
Q45. I am always asked if I want to participate in activities happening in the Home	94%	81%	84%	-3%
Q46. Satisfaction with Physiotherapy Services	94%	95%	92%	3%
Q47. Satisfaction with Restorative Care Program	94%	98%	93%	5%
Q48. Satisfaction with Exercise Programs	93%	91%	91%	0%
Q49. My involvement and/or the work of the Residents Council in the Home	88%	81%	78%	3%
Q50. Satisfaction with Hairdressing Services	98%	94%	87%	7%
Q51. Overall, I am treated with kindness, courtesy, compassion, fairness, respect and dignity by the Recreation team members	98%	94%	91%	3%

**Resident and Family Satisfaction Survey Results**

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
<b>Resident Responses - Programming Services Comments</b>			<b>Department</b>	
Q52. Please feel free to add additional comments/suggestions for improvements:				
42. I have not been getting the calendars so I don't know what is on. 48. I only went once. I would go again.			Programming	
Could be more activities			Programming	
Very pleased with the physio I receive and the hairdressing services			Programming	
Not much going on right now			Programming	
Activities aren't geared toward my age group. All activities are geared toward elderly. COVID has taken away the outings and shopping trips I liked. Because of COVID there aren't church services with Pastor Lewis. Physio is 3 times a week and I would prefer 5 days a week.			Programming	
I think they should try to get people outside more			Programming	
I have not received an activity calendar for some time			Programming	
Most questions do not apply during this time of COVID and there is no place to put "no opinion". Nevertheless, I would like to see more one on one interaction and perhaps small group activities.			Programming	
Q53. I can share my opinion without fear of consequences	91%	95%	88%	7%
Q54. Team members (staff) care about any issues I may convey, I feel listened to.	93%	85%	82%	3%
Q55. Team members (staff) take the time to understand my concerns	91%	88%	83%	5%
Q56. The Home responds to my questions/concerns in a timely manner	93%	86%	82%	4%
Q57. The Home resolves my concerns(s) to my satisfaction	97%	88%	86%	2%
<b>Resident Responses - General Comments</b>			<b>Department</b>	
Q58. Please feel free to add additional comments/suggestions for improvements:				
I think there should be more communication. Management should come to the dining rooms to share up to date information with everyone.			All	

### Resident and Family Satisfaction Survey Results

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
My complaints are about my ears and eyes and they can't do much about that until the virus is done			All	
More money in the budget to hire more people			All	
Have asked about more stimulation before with little result but have recently asked again and am hoping to see a change			All	
Q59. Has the Home kept you informed of the COVID-19 policies, procedures and changes?		72%	80%	-8%
Q60. Has resident visiting options including virtual, outdoor and indoor been organized, accessible and accommodating during this pandemic?		74%	75%	-1%
Q61. I would recommend this Home to others	96%	92%	89%	3%
Q62. Overall, I am happy with the home and the staff	96%	93%	91%	2%
<b>Resident Responses - Final Comments</b>			<b>Department</b>	
Q63. Please feel free to add additional comments/suggestions:				
I can trust staff			All	
We could use more staff, often we are short staffed			All	
Nice Home. Really no faults.			All	
I couldn't wish for better staff - you could ask them anything			All	
No concerns - off course on his spiritual beliefs			All	
We're short PSWs too often. When we are short we feel it. It effects the mood of the place when people are mandated & miserable. I should be able to order food in. I feel the staff do there very best to make us all happy.			All	
I am very happy and I will be happier when I can see my family			All	
Staff is great!			All	
I hope the home continues to meet the needs of the people			All	
Would like life better as if I was younger			All	
More help, especially for residents who are bed bound			All	

**Resident and Family Satisfaction Survey Results**

Response rate	Fairmount Home		All LTC Homes (6)	
	2019	2020	2020	Variance
My loved one hasn't been at Fairmount long but so far, we are very happy with his care. Just needs more activity but that's mostly COVID.				All



**Resident and Family Annual Satisfaction Survey  
Survey Comments - 2020**

Survey Comments	Department/ Program
<b>Family/Substitute Decision Maker</b>	
<b>Q18 - Additional Comments - My personal Care</b>	
Have only seen her once	Medical Team
I'd like time to talk to the doctor, perhaps an extra doctor is required	Medical Team
It's the best care	Medical Team
It's perfect!	Medical Team
if I need something they are there as soon as they can. When I'm not feeling myself they stop and talk to me	Nursing
I think the nursing care I receive is good and I am pleased with the condition of my skin and emotional state	Nursing
When I ask the nurse to put me on the list to see the Doctor I don't get to see the Doctor. The nursing staff could be more respectful of my privacy when they enter my room without	Nursing & Medical Team
Would Like teeth brushed more. Like to stay up more often. Like to get up early	Nursing
<b>Residents</b>	
<b>Q27 Comments - Section - My Home Environment</b>	
The staff are amazing	All
You feel protected and nobody is going to hurt you	All
Feel like prisoner brighter colours	Decorating
It would be nice if the room was a littler bigger. Lighting that is accessible to turn off from my bed as I am bed bound	Enviromental Service
we are unable to access many parts of the home together (penny and patrick) so I am not aware of some of the areas available in order to get out of the room	All
<b>Q29 Comments - Section - Laundry Service</b>	
Some of my expensive clothing have been brought back to me unwearable i.e jeans with studs \$65.00 Blouses bought at boutiques with shiny beads \$40	Laundry
Sometimes things go down to laundry and don't come back	Laundry
My socks seem to disapear after being sent down to be cleaned (they are labelled)	Laundry
Clothes come back with stain on them. A lot of missing clothes. I've given a list of missing things to laundry and they haven't found any of it.	Laundry
Missing items	All
Everyone is super helpful and friendly	All
<b>Q32 Comments - Section - Dietary Services</b>	
Often meals are served cold because they are left sitting. Sandwiches are often not fresh at lunch	Food Services
Sometimes too much. Sometimes food is cold. Sometimes too large	Food Services
I do love the meals	Food Services
Sometimes we have to wait too long for our meals. Maybe more staff are needed to make it go faster	Food Services & Nursing
Vegatables are always cold. When I put butter on them it doesn't melt. Portions are too big	Food Services
Food could be warmer, but it is hard to manage that	Food Services
Is usually luke warm to cold	Food Services
Soup in the evening would be nice	Food Services

<b>Survey Comments</b>	<b>Department/ Program</b>
I have food restrictions and we are trying to sort it out. It's a work in progress	Food Services
Bit of a guess here as Patrick seems happy enough with everything and from a nutrition point of view, I am happy	Food Services
	Food Services
<b>Q54 Comments - Section - Recreation and Therapy Services</b>	
42. I have not been getting calendars so I don't know what is on. 48. I only went once. I would go again	Programming
Could be more activites	Programming
Very pleased with physio I receive and the Hairdressing services	Physio & Hairdressing
Not much going on right now	All
Activities arent geared toward my age group. All activites are geared toward elderly. COVID has take away the outings and shopping trips I liked. Because of COVID there arent church services with Pastor Leiws. Physio is three times a week and I would prefer 5 days a week.	Programming & Physio & Spiritual Care
I think they should try to get people outside more	All
I have not received an activity calendar for sometime	Programming
Most questions do not apply during this time of COVID and there is no place to put "no opinion". Nevertheless, I would like to see more one on one interation and perhaps small group	Programming
<b>Q60 Comments - Section - Communication</b>	
I think there should be more communication. Management should come to the dining rooms to share up to date information with everyone	Management
My complaints are about my ears and eyes and they cant do much about that until the virus is done	Nursing - external services
More money in the budget to hire more people	Management
Have asked about more stimulation before with little result but have recently asked again and am hoping to see a change	All
<b>Q70 Comments - Section - Overall</b>	
I can trust staff	All
we could use more staff. Often we are short staffed	All
Nice home, really no faults	All
I couldn't wish for better staf - you could ask them anything	All
no concerns- off course on his spiritual beliefs	All
we are short on PSW's too often. When we are short we feel it. It effects the modo of the place when people are mandated and miserable. I should be able to order food in. I feel the staff do there very best to make us all happy	All - Management
I am happy and will be happier when I can see my family	All
Staff is great!	
I hope the home continues to meet with needs of the people	All
would like life better as if I was younger	All
More help, especially for residents who are bed bound	All
Patrick hasn't been at Fairmount long but so far, we are very happy with his care. Just needs more activity but that's mostly COVID	All
<b>Family Comments</b>	
All support staff are very helpful at this time. I am so very happy with the excellent care my mom recieves and so is she	All
The staff are very accomodating beyond usual practices	All

Survey Comments	Department/ Program
Both Ellen and myself feel that all staff have done very well during the pandemic and wish to thank everyone for their tireless efforts and long hours. We appreciate clals concerning our loves once and feel that more is always better	All
Staff are profession, accomodating, friendly and attentive. The do require additional staff in order to provide more hours of care to each and every residents and to alleviate staff being overworked during each shift and month. I would like to have regualr updates/contact with the Fairmount Home doctor regarding my fathers health status and needs	All & Management & Medical Team
Thank you to all the staff. You are doing a great job	All
Our family find the staff at Fairmount Home to be very understanding and accomodating whether it be answering questions the family has or interative with our mom when they see she needs extra care some days. Excellent and caring staff	All
Faimount has always had outstanding care, and I feel that they have dealt with the pandemic very professionally. Great staff and great care!	All
Many thanks to staff for their continued dedicaiton and care during this challenging time.	All
I am incredibly happy with the care provided to my father, with the compassion, friendliness and support of the staff. We are blessed to have gotten a bed at Faimount	All
My one concern is that my sister who is intellectually disabled cannot make informed decisions for herself and as a result things that normally we would enforce re hygiene and diet and clothing is left to her to decide and these all have taken a step backwards. I appreciate that the policy is to let residents decide but she is not capable of doing this and staying healthy. I would like more enforcement of some of these aspects	All
The nurses are great	Nursing
I think there should be more physicians or physician support available in the home for more timely response to patient care.	Medical Team
I have always been impressed with the positive interactions the staff has with my loved one.	All



**Report 2021-037**

**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:** April 21, 2021

**Re: Corporate Services – Queen's University Archives Annual Report to the County of Frontenac for 2020**

---

**Recommendation**

This report is for information purposes only.

**Background**

The County's archival records are housed at Queen's University, in Kathleen Ryan Hall, home of Queen's University Archives. These archival records, formerly located at the Frontenac County Court House, were sent to Queen's University for archival purposes in 1998 following the amalgamation of the City of Kingston and the County of Frontenac. These records include County Council minutes and by-laws, correspondence dating from 1837 to 1970, administrative, legal and financial records, engineering reports, census records, County planning records, taxation records, architectural drawings, maps, photographs and education records dated 1842 to 1975, including those of Sydenham High School.

**Comment**

Since 2015, Queen's University and the County of Frontenac have operated under a formal agreement to have Queen's University Archives house and manage the County's archival records. In accordance with the terms of agreement, Queen's University Archives is asked to provide an annual report on the condition of the collection, any loans that may be made from the collection, and to provide relevant user statistics.

There were no loans made to the County, from the County of Frontenac Collection, this past reporting period; however during 2020, 5 recorded inquiries were received via e-mail concerning the County's archival collection. All requests concerning County records in 2020 were made by community members. These numbers are down from

previous year due to COVID-19 pandemic which caused the building that houses the County's archives to be closed to users on March 18 and saw Archives staff moved to providing entirely online reference support. Inquiries involved consulting land records, surveys, registries, assessment rolls, copybooks and the Frontenac County Surrogate Court Wills and Abstract Indexes for Grenville and Dundas County.

The report also notes a number of initiatives that Queen's Archives took in 2020 including the hiring of a new Conservator and the creation of a crowd-sourced transcription project, which it anticipates putting more historical records, including those of the County, on the site and encouraging more community "citizen volunteers" to participate in the project. Attached as Appendix A is the Queen's University Archives Annual Report to the County of Frontenac for 2020.

**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.

**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  
Ken Hernden, Queen's University Archivist & Associate University Librarian

**QUEEN'S UNIVERSITY ARCHIVES**  
***ANNUAL REPORT TO THE COUNTY OF FRONTENAC***  
**FOR 2020**

**PREAMBLE**

Since 2015, Queen's University and the County of Frontenac have operated under a formal agreement to have Queen's University Archives house and manage the County's archival records. In accordance with the terms, Queen's University Archives makes an annual report on the condition of the collection, any loans that may be made from the collection, and provides relevant user statistics.

For the calendar year 2020, the Archives is pleased to submit the following report.

**CONDITION OF THE COLLECTION**

Overall, the condition of the collection remains stable. The collection is housed in a climate-controlled environment and material is not subject to rapid fluctuations in temperature and humidity. Some degradation of certain items is inevitable due to use by County residents and County staff alike. The Archives monitors such material constantly and recommends appropriate conservation treatment as required.

**LOANS FROM THE COLLECTION**

There were no loans made to the County, from the County of Frontenac Collection, this past reporting period.

**STATISTICS**

During 2020, five recorded inquiries were received via e-mail concerning the County's archival collection. All requests concerning County records in 2020 were made by community members.

These numbers are down from previous year due to the COVID19 pandemic, which caused the building to be closed to users on March 18, when the Archives staff moved to providing entirely online reference support. Staff were only permitted in the building to do vault checks from March to July. In mid-July, the University and public health guidelines permitted to Archives to have a limited number of staff onsite for several days each week to provide an "enhanced scanning" service for users. The University approved the Archives to schedule researchers in the Reading Room on a one person per appointment block basis starting in mid-September until the province went into lockdown in December. Unfortunately, there are some requests that cannot be fulfilled by email or scanning, and onsite visits were not an option for most of the year.

Inquiries involved consulting land records, surveys, registries, assessment rolls, copybooks, and the Frontenac County Surrogate Court Wills and Abstract Indexes for Grenville and Dundas County.

**CONSERVATION**

The library hired a new Conservator into a continuing role in 2020 to develop a comprehensive conservation program for the library system, including the Queen’s University Archives. The Conservator will base the program on the *Conservation Assessment 2019* report, which identified, assessed, and provided recommendations concerning the system’s conservation needs. On the Conservator’s recommendation, in late 2020 the Archives upgraded its environmental monitoring capabilities by adding 15 HOBO dataloggers to our collection areas (including the County’s collection spaces). The dataloggers facilitate data recording several times per minute and allow staff to acquire and analyze the data digitally.

**OTHER ITEMS OF NOTE**

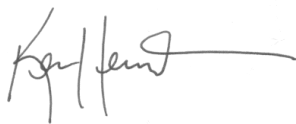
With the end of the most recent agreement, the University prepared an updated five-year agreement for 2020-2024, which the County reviewed and both parties executed by the end of 2020.

To engage the community during the pandemic, the Archives created a crowd-sourced transcription project using the [FromThePage](#) transcription service, which is used by many research-intensive universities around the world. The [QUA FromThePage site](#) currently hosts four sets of regional records for transcription:

- [Kingston City Council Proceedings 1886-1894](#)
- [Kingston City Council Proceedings 1894-1897](#)
- [Kingston Sleighing Club Minutes 1849-1851](#)
- [Ballingall Diary - Fifteen Months on Lake Ontario Upper Canada in the years 1841 & 1842](#)

Since we started this project, we have had 26 community members transcribing these records. They have transcribed 273 pages; made 1,198 edits; indexed 210 pages; created 785 references; and identified 393 new subjects for local people, places, and things. We anticipate putting more historical records, including those of the County, on the site and encouraging more community “citizen volunteers” to participate in this project.

Respectfully submitted by



Ken Hernden, BA (hons.), MLIS  
University Archivist & Associate University Librarian



**Report 2021-038**

**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:** April 21, 2021  
**Re:** **Office of the Chief Administrative Officer – Annual Complaints Handling Report**

---

**Recommendation**

This report is for information purposes only.

**Background**

In 2014, amendments made to the *Ombudsman Act* through the *Public Sector and MPP Accountability and Transparency Act, 2014* (Bill 8), saw the Ontario Ombudsman become the default Ombudsman if a municipality had not appointed its own ombudsman. In a letter dated November 30, 2015 to all Ontario Municipalities, the Ombudsman's Office strongly encouraged municipalities to resolve local issues at the local level, and to create their own complaint resolution mechanisms.

As a result, at its regular meeting held October 19, 2016, County Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause c):

**c) 2016-114**

**Corporate Services**

**Complaints Handling Policy**

---

Information Report to Council  
Office of the Chief Administrative Officer – Annual Complaints Handling Report  
April 21, 2021

Page 1 of 3

**Resolved That** the Council of the County of Frontenac receive the Corporate Services –Complaints Handling Policy and Procedures report;

**And Further That** the Clerk be authorized to bring forward a by-law later in the meeting to establish a formal Complaints Handling Policy attached to this report as Appendix A.

**Comment**

The County of Frontenac aims to deliver exceptional, equitable, and accessible customer service. If customers are dissatisfied with the service they receive, the County’s goal is to make it easy for customers to make a complaint.

As noted in the Complaint Policy, attached to this report as Appendix A, an annual report will be provided to Council indicating the number of complaints received during the year, the number of complaints meeting service standards, the number of complaints outstanding and the number of complaints not meeting service standards. The Service Standards, with respect to complaints, as noted in the policy, are as follows:

**Service Standards**

The following Service Standards will be adhered to in the handling of all complaints received.

- Complainants must receive an acknowledgement of receipt of their complaint and an assigned tracking number within three business days. This acknowledgement must identify who will be following up on the complaint as well as their contact information.
- A final response or update must be sent to the complainant within 20 business days, barring exceptional circumstances.

In addition, the policy also sets out, under Application, the types of complaints that are outside of the County’s jurisdiction as follows:

**Application**

The following types of complaints are outside of the County’s jurisdiction and should be directed as follows:

- Complaints about the County’s member municipalities:
  - [Township of North Frontenac](#)
  - [Township of Central Frontenac](#)
  - [Township of South Frontenac](#)
  - [Township of Frontenac Islands](#)
- Complaints regarding the City of Kingston in terms of its role as the Consolidated Service Manager responsible for providing social programs and services such as the Ontario Works Social Assistance Program, Provincial Child Care services, social housing, and Provincial Offences Court on behalf of the County of Frontenac should be directed to the [City of Kingston](#)

Two (2) complaints were received in 2020, with 1 being a complaint regarding the Township of Central Frontenac, and 1 being a complaint regarding the Township of Frontenac Islands.

Of the 2 complaints, both met the Corporate Complaints Handling procedures which state:

**6.2 A complaint received that is meant for an external body.**

If a complaint is received and falls under the jurisdiction of an external body such as the County's member municipalities or the City of Kingston, the department or staff person receiving the complaint should contact the complainant to tell them that their complaint was received but does not fall under the jurisdiction of the County and advise the complainant that their complaint should be re-directed to the appropriate body. This includes complaints against County staff when working on behalf of the Townships under a shared service agreement.

Both complainants were notified either on the same day, or within 1 day of the complaint being made.

**Strategic Priorities Implications**

**Other Important and Continuing County Priorities:**

- Continually improve **customer and financial services**.

**Financial Implications**

At this time, there are no financial implications associated with this report.

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

All Departments  
Member Municipalities



**FRONTENAC**



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: County of Frontenac Complaints  
Handling Policy**

**Index Number A09-ADM-005  
Page 1 of 6**

**Approved: October 19, 2016**

**Effective Date: October 19, 2016**

**Policy Statement**

Integrity is the foundation of public service and our shared values are the pillars that support it. As County employees, we are proud to perform our work with: Transparency, Impartiality, Respect, Trust and Accountability.

The County of Frontenac is committed to a consistent and uniform process to respond to complaints received from members of the public regarding its services, staff or operational procedures. This policy will outline the process to be followed and service standards for the handling of public complaints.

**Purpose**

The County of Frontenac recognises the importance of public feedback and welcomes complaints as a valuable form of feedback regarding its services, operations and staff. The information gained from complaints helps improve the quality of the services provided by the County and the client experience of those who reside in it.

**Application**

This policy **applies to**:

County employees, with the following exceptions:

This policy **does not** apply to:

- a) Members of County Council, who are governed by the County of Frontenac Code of Conduct for Members of County Council and Committees. Any complaints against a Member of County Council should be directed to the County of Frontenac's Integrity Commissioner. Information on how to make a complaint to the County's Integrity Commissioner may be found on the County's website at: [www.frontenacounty.ca](http://www.frontenacounty.ca)

- b) Staff, when working on behalf of the County's member municipalities, including shared services and contracted services. Such complaints should be directed to the member municipality that the service is being performed on behalf of. Contact information for the County's member municipalities can be found below under Complaints about the County's member municipalities.

The following types of complaints are outside of the County's jurisdiction and should be directed as follows:

- Complaints about the County's member municipalities:
  - [Township of North Frontenac](#)
  - [Township of Central Frontenac](#)
  - [Township of South Frontenac](#)
  - [Township of Frontenac Islands](#)
- Complaints regarding the City of Kingston in terms of its role as the Consolidated Service Manager responsible for providing social programs and services such as the Ontario Works Social Assistance Program, Provincial Child Care services, social housing, and Provincial Offences Court on behalf of the County of Frontenac should be directed to the [City of Kingston](#)

## Policy Requirements

The County of Frontenac will deal with all complaints promptly, courteously, impartially and professionally. All complainants will be treated with respect and will not receive adverse treatment or any form of reprisal.

All complaints will be dealt with in accordance with *the Municipal Freedom of Information and Protection of Privacy Act* and other applicable legislation. The identity of the complainant will be made known only to those who need to know in order to consider the complaint. All participants in the complaints process shall keep the details of the complaint confidential except as may be required by law. If the matter goes beyond the Chief Administrative Officer, it may be necessary to release the complainant's name and contact information during the resolution process.

## Definitions

**Complaint** – any expression of dissatisfaction about the action or lack of action taken regarding operations or services provided by the County of Frontenac or by a person or body acting on behalf of the County of Frontenac. Complaints imply that the complainant is unhappy with the service and that they require a follow-up response in regards to the issue.

All complaints filed necessitate a response.

**Complainant** – the person who is dissatisfied and filing the complaint. Anyone who uses or is affected by County services can make a complaint including: residents, people who work in or visit the County, local businesses or community groups.

## What is not a formal complaint?

Regular feedback is encouraged and an important part of quality customer service. Regular feedback includes the following:

- **Feedback:** If you would like to provide feedback or ideas about the County's programs and services you may contact us [via email](#) or visit us in person.
- **Compliment** – an expression of appreciation for satisfactory or above-satisfactory service.
- **Request for accommodations:** If you require accommodations, you can visit our website [accessibility](#) page or call us at 613-548-9400.

## Privacy

Complaints will be processed in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable legislation. The identity of the complainant and any associated personal information that could lead the complainant to be identified will be made known only to those who require the information to assess the complaint effectively. All participants in the complaints process will keep the personal information of the complainant confidential except where required by law.

## Complaints can be submitted:

Complaints of a general nature may be submitted online via the County website at: [www.frontenacounty.ca](http://www.frontenacounty.ca);

By telephone at: 613-548-9400;

By email: [info@frontenacounty.ca](mailto:info@frontenacounty.ca);

By mail: 2069 Battersea Road, Glenburnie, ON K0H 1S0;

By fax at: 613-580-2567;

In person at the County Administrative Offices, 2069 Battersea Road, Glenburnie.

If your complaint is regarding the **Frontenac Paramedic Service** it may contain personal health information and should be directed to the, Deputy Chief of Performance Standards, 613-548-9400, ext. 420 or via email at: [FPScomplaints@frontenacounty.ca](mailto:FPScomplaints@frontenacounty.ca)

If your complaint is regarding the **Fairmount Home** it may contain personal health information and should be directed to the Director of Care, 613-548-9400, ext. 510 or via email at [fmtcomplaints@frontenacounty.ca](mailto:fmtcomplaints@frontenacounty.ca)

## **Ontario Ombudsman**

The Ombudsman encourages municipalities to have local mechanisms for resolution of complaints. Accordingly, prior to submitting a complaint to the Ombudsman, a formal written complaint should be submitted to the County of Frontenac for review.

## **Service Standards**

The following Service Standards will be adhered to in the handling of all complaints received.

- Complainants must receive an acknowledgement of receipt of their complaint and an assigned tracking number within three business days. This acknowledgement must identify who will be following up on the complaint as well as their contact information.
- A final response or update must be sent to the complainant within 20 business days, barring exceptional circumstances.

## **Compliance**

Senior Leadership is responsible for implementation and ongoing compliance with the Corporate Complaints Handling Policy.

An annual report will be provided to Council indicating the number of complaints received during the year, the number of complaints meeting service standards, the number of complaints outstanding and the number of complaints not meeting service standards.

## **Responsibilities**

*Employees:* All employees are to have knowledge and awareness of the County's requirement to receive complaints, the process through which a complaint can be made and the service standards that apply to complaints.

*Managers:* Managers are responsible for the receipt and response of all complaints according to the service standards set out.

*Senior Leaders:* Senior Leaders hold responsibility for departmental compliance to the Corporate Complaints Handling Policy.

**Legislative and Administrative Authorities**

[Bill 8, the Public Sector and MPP Accountability and Transparency Act](#)  
[Municipal Freedom of Information and Protection of Privacy Act \(MFIPPA\)](#)

**Complaint Handling Principles:**

**What are our values?** The Employee Code of Conduct

The County of Frontenac acknowledges each member of our community our staff and clients, including residents, family members, auxiliary, volunteers, and other members of our extended community is unique and must be treated with respect, dignity and compassion. Each employee must carry out his/her duties and responsibilities in a manner that recognizes a fundamental commitment to the betterment of the community and the wellbeing of its residents and the public he/she serves.

**What guides the County in its complaint handling?**

- Customer-focus: We are committed to continuous improvement in service delivery.
- Accountability: Complaints are handled in a fair, respectful and transparent manner, as quickly as possible.
- Responsiveness: Complaints are tracked and the Complainant is informed of each step.
- Accessibility: Information on how to submit a complaint is easily found on the County's website and through other County outreach mechanisms.
- Simplicity: The process must be simple to understand and easy to use. Complainants are guided on what to include in the complaint.
- Confidentiality: Complaints will be dealt with in a confidential manner according to MFIPPA. Information will be collected, used and disclosed in accordance with the Act.

**Formal complaint process:**

Formal complaints should be in writing. A form is provided and available on the website as well as in alternative formats. Include information such as:

- Details of what happened.
- Where did this happen? Is it within the County's areas of responsibility?
- When?
- Who was involved?
- What was said or done?
- What kind of resolution is being sought?
- Contact details of the Complainant.

**Anonymous complaints:** The County of Frontenac will not investigate anonymous complaints.

**Note:** Early and informal resolution is encouraged. Staff must have clear delegation and authority to resolve complaints in an informal manner at first contact, without the necessity of engaging this formal process. These types of complaints resolution should be saved in the complaints folder to that they can be included in annual statistical reports to Council.

**Monitoring/Contraventions**

The Chief Administrative Officer (CAO) will monitor compliance with this policy and will follow up with appropriate departments as required.

**Enquiries**

For more information on this policy please contact:

Jannette Amini, Dipl.M.M., CMO  
Manager of Legislative Services/Clerk  
County of Frontenac - Corporate Services  
2069 Battersea Road  
Glenburnie ON K0H 1S0  
Phone: 613-548-9400 x 302

**By-Law Number 2021-0013**

**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 Investing in Canada Infrastructure Program Community, Culture & Recreation Stream for the purpose improving access, safety and amenities along the K&P Trail.

---

**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 Investing in Canada Infrastructure Program Community, Culture & Recreation Stream for the purpose improving access, safety and amenities along the K&P Trail 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 to the Investing in Canada Infrastructure Program Community, Culture & Recreation Stream for the purpose improving access, safety and amenities along the K&P Trail 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 21<sup>st</sup> day of April, 2021.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of April, 2021.

**The Corporation of the County of Frontenac**

---

Ron Vandewal, Warden

---

Kelly Pender, Deputy Clerk

**By-Law No. 2021-0014**

of

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
April 21, 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 April 21, 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 April 21, 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 April 21, 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 21<sup>st</sup> day of April, 2021

Read a Third Time and Finally Passed, Signed and Sealed this 21<sup>st</sup> day of April, 2021.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
Ron Vandewal, Warden

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