



**Frontenac County Council Meeting  
Wednesday, April 20, 2022 – 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/EsYE\\_xzwa1E](https://youtu.be/EsYE_xzwa1E)

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## **Agenda**

### **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 16, 2022
2. Labour relations or Employee Negotiations - as it relates to the potential location of an additional land ambulance base

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

### **Approval of Addendum**

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

### **Adoption of Minutes**

- a) Minutes of Meeting held March 16, 2022

**Resolved That** the minutes of the regular Council meeting held March 16, 2022 be adopted.

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

### **Proclamations**

a) **Volunteer Week**  
**April 24-30, 2022**

**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 24-30, 2022 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 and urge citizens to recognize the crucial role played by volunteers in our community.

b) **Emergency Preparedness Week**  
**May 1 to May 7, 2022**

**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 1 to May 7, 2022, to be **Emergency Preparedness Week** throughout the County of Frontenac with the theme of "**Emergency Preparedness: Be Ready for Anything**"

**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 6 – 12, 2022**

**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 6 to May 12 ,2022 be proclaimed **Nursing Week** in the County of Frontenac with the theme of "**Nurses: A Voice to Lead**" to showcase the many roles that nurses play in a patient's health-care journey.

d) **Personal Support Worker (PSW) Day**  
**May 19, 2022**

**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, 2022 to be "Personal Support Worker (PSW) Day" in the County of Frontenac.

e) **Paramedic Services Week  
Paramedic as Educator – Citizen Ready  
May 22 to May 28, 2022**

**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 22 to May 28 ,2022 be proclaimed **Paramedic Services Week** in the County of Frontenac with the theme of "**Faces of Paramedicine**" 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**

- a) **Consultant Briefing:** Greg Oates of MMGY/Nextfactor Inc. will provide a briefing on the Frontenac Destination Development Plan.

[See Recommend Reports from the Chief Administrative Officer, clause b) - Planning and Economic Development – Approval of the Frontenac Destination Development Plan]

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- b) **2022-042  
Planning and Economic Development  
Approval of the Frontenac Destination Development Plan**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac receive the 2022 Five Year Frontenac Destination Development Plan;

**And Further That** Frontenac County use the strategies outlined in the Destination Development Plan as opportunities to communicate, consult, collaborate or create with the indigenous community, local First Nations and Metis peoples.

**And Further That** staff be directed to present a detailed implementation plan to the Community Development Advisory Committee at its regular meeting on June 14, 2022,

**And Further That** Council authorize staff to complete an application to the Tourism Relief Fund for up to \$100,000.00 for the purpose of implementing the County of Frontenac Destination Development Plan;

**And Further That** the Warden and Clerk be authorized to execute an agreement with the Regional Tourism Organization for the Tourism Relief Fund, should the application be successful.

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c) **2022-043**  
**Office of the Chief Administrative Officer**  
**County of Frontenac Resolution of Support for Ukraine**

**Recommendation:**

**Whereas** Ukraine is facing an unprecedented and unjustified attack on their sovereignty and way of life; and

**Whereas** every day, news stories and photographic and video images describing the tenacity and bravery of the Ukrainian people and President Volodymyr Zelensky are being distributed around the world; and

**Whereas** the County of Frontenac stands with other communities around the world, and all the people of Ukraine to strongly condemn this unprovoked attack;

**Therefore Be It Resolved That** our thoughts are with the people of Ukraine during this deeply troubling time; and,

**That** we support the rights of Ukrainian people to live in a peaceful, prosperous, and sovereign country; and,

**That** the County of Frontenac provide a \$5,000 donation to the Ukraine Humanitarian Crisis Appeal organized by the Canadian Red Cross and a challenge to Ontario municipalities to donate as well; and,

**That** this motion be sent to the Ukrainian Embassy in Ottawa, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

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- d) **2022-044**  
**Office of the Chief Administrative Officer**  
**2021 Year End Report of the County of Frontenac Emergency Management Program Committee**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – 2021 Year End Report on the County of Frontenac Emergency Management Program Committee report;

**And Further That** a copy of the 2021 Year End Report of the County of Frontenac Emergency Management Program Committee be posted to the County of Frontenac Website.

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- e) **2022-045**  
**Fairmount Home –COVID-19 Mandatory Vaccination Policies**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac receive the Fairmount Home – COVID-19 Mandatory Vaccination Policies report and attached policies including Appendix A IP&C-27 COVID19 Staff Vaccination and Surveillance Testing and Appendix B IP&C-29 Essential Visitors & General Visitors During COVID-19.

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- f) **2022-046**  
**Planning & Economic Development**  
**Extension of Approval of Draft Plan of Condominium –Township of South Frontenac (Shield Shores) – County File #10CD-2016/001**

**Recommendation:**

**Resolved That** the Council of the County of Frontenac receive the report titled Planning and Economic Development – Extension of Approval of Draft Plan of Condominium – Shield Shores – County File 10CD-2016/001;

**And Further That** the Council of the County of Frontenac extend the draft approval for the plan of condominium for Shield Shores for a period of two (2) years, to April 20, 2024.

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- g) **2022-047**  
**Emergency and Transportation Services**  
**Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac accept this Emergency and Transportation Services – Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer response model research project report for information;

**And Further That** the Council of the County of Frontenac authorize the Warden and Clerk to execute an agreement with Queen’s University at Kingston (Queen’s) to participate in this research project.

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- h) **2022-051**  
**Fairmount Home**  
**County of Frontenac Resolution for Participation in the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac receive the Fairmount Home – County of Frontenac Resolution for Participation in the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition report.

**And Further That** the County of Frontenac join the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition in collaboration with long-term care organizations in Ontario to promote the critical importance of vaccination as a primary defense against COVID-19, that will protect the vulnerable residents served in Ontario’s long-term care homes.

**Information Reports from the Chief Administrative Officer**

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- a) **2022-048**  
**Corporate Services – 2021 County of Frontenac Investment Report**

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- b) **2022-049**  
**Office of the Chief Administrative Officer**  
**Annual Complaints Handling Report**

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- c) **2022-050**  
**Fairmount Home**  
**Quarterly Update Activity Report**

### **Reports from Council Liaison Appointees**

- a) Fairmount Home Update by Councillor Martin



### **Reports from External Boards and Committees**

### **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**

### **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 Food Policy Council of KFL&A regarding food literacy integrated into curriculum  
[Distributed to Members of County Council March 18, 2022]
- b) From the Municipality of Mississippi Mills regarding a resolution on Call for Action for Abandoned Cemeteries  
[Distributed to Members of County Council March 18, 2022]
- c) From the Municipality of Mississippi Mills regarding a resolution on Joint and Several Liability Reform  
[Distributed to Members of County Council March 18, 2022]
- d) From the Northwestern Ontario Municipal Association (NOMA) regarding the urgent need for physicians in northern Ontario  
[Distributed to Members of County Council March 18, 2022]
- e) From the Town of Mono regarding a resolution in Support for Ukraine  
[Distributed to Members of County Council March 18, 2022]
- f) From the Township of Chapple regarding a Resolution of support for NOMA resolution on physicians  
[Distributed to Members of County Council March 18, 2022]

- g) From Northumberland County regarding a Resolution on Revolving Door of Justice  
[Distributed to Members of County Council March 25, 2022]
- h) From the City of Barrie regarding a resolution on Joint and Several Liability  
[Distributed to Members of County Council March 25, 2022]
- i) From the City of Port Colborne regarding a resolution proclaiming Year of the Garden 2022  
[Distributed to Members of County Council March 25, 2022]
- j) From the City of Quinte West regarding a Resolution on Renovictions  
[Distributed to Members of County Council March 25, 2022]
- k) From the City of Quinte West regarding a Resolution to Dissolve Ontario Land Tribunal  
[Distributed to Members of County Council March 25, 2022]
- l) From the City of Waterloo regarding a Resolution concerning the Ontario Building Code  
[Distributed to Members of County Council March 25, 2022]
- m) From the Township of Adelaide Metcalfe regarding a resolution on the Dissolution of the Ontario Land Tribunal  
[Distributed to Members of County Council March 25, 2022]
- n) From the Township of Lake of Bays regarding a resolution on Hospital Capital Funding  
[Distributed to Members of County Council March 25, 2022]
- o) From the City of Cambridge regarding a Resolution to impose a moratorium on new gravel applications  
[Distributed to Members of County Council April 1, 2022]
- p) From the Municipality of Shuniah regarding a resolution supporting NOMA  
[Distributed to Members of County Council April 1, 2022]
- q) From the Town of Fort Erie regarding a resolution declaring a Climate Change Emergency  
[Distributed to Members of County Council April 1, 2022]
- r) From the Town of Georgina regarding a resolution imposing sanctions on Russia  
[Distributed to Members of County Council April 1, 2022]
- s) Letter from KFL&A Public Health to Minister Elliot regarding Fourth Covid-19 vaccine eligibility  
[Distributed to Members of County Council April 1, 2022]

- t) From the Town of Plympton Wyoming regarding a resolution asking for Funding Support for Infrastructure  
[Distributed to Members of County Council April 8, 2022]
- u) From the Municipality of Grey Highlands regarding a resolution on HST rebate for new homes in Ontario  
[Distributed to Members of County Council April 14, 2022]
- v) From the Township of Mulmur regarding a resolution on the More Homes for Everyone Act Resolution  
[Distributed to Members of County Council April 14, 2022]
- w) From the Township of Tutor and Cashel regarding a resolution supporting for the Gypsy Moth Reporting  
[Distributed to Members of County Council April 14, 2022]
- x) From Peterborough County regarding a resolution providing Comments on Floating Accommodations  
[Distributed to Members of County Council April 14, 2022]
- y) From the Lake of Bays regarding a Resolution providing comments on Floating Accommodations  
[Distributed to Members of County Council April 14, 2022]
- z) From StrategyCorp providing the Ontario Municipal CAO Survey 2021-2022  
[Distributed to Members of County Council April 14, 2022]

### **Other Business**

### **Public Question Period**

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

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

### **By-Laws**

- 133** a) To Authorize the Warden and Clerk to Execute an agreement with the Regional Tourism Organization for the purpose of accessing Tourism Relief Funding, should the application be successful  
[Proposed By-law No. 2022-0009]
- 134** b) To amend By-law No. 2013-0020 (Appointments to the Community Development Advisory Committee)  
[Proposed By-law No. 2022-0010]
- 135** c) To Authorize the Warden and Clerk to Execute an agreement with Queen’s University at Kingston (Queen’s) to participate in the Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model  
[Proposed By-law No. 2022-0011]
- 136 - 137** d) To confirm all actions and proceedings of County Council on April 20, 2022  
[Proposed By-law No. 2022-0012]

**Adjournment**











- c) From the Township of Puslinch regarding a Resolution of support for more Rural Funding  
[Distributed to Members of County Council February 18, 2022]
- d) From the County of Prince Edward regarding a resolution on renovations  
[Distributed to Members of County Council February 25, 2022]
- e) From the Ontario Farmland Trust advising of the 2022 Farmland Forum  
[Distributed to Members of County Council February 25, 2022]
- f) From the Town of Aurora regarding a resolution to dissolve the Ontario Land Tribunal  
[Distributed to Members of County Council February 25, 2022]
- g) From the Town of Bracebridge regarding a resolution on Hospital Funding  
[Distributed to Members of County Council February 25, 2022]
- h) From the Town of Gravenhurst regarding a resolution to dissolve the Ontario Land Tribunal  
[Distributed to Members of County Council February 25, 2022]
- i) From the Town of Kingsville regarding a resolution supporting the Dissolution of the Ontario Land Tribunal  
[Distributed to Members of County Council February 25, 2022]
- j) From the Town of Plympton-Wyoming regarding a Letter of Support for Dissolving the Ontario Land Tribunal  
[Distributed to Members of County Council February 25, 2022]
- k) From the Township of Alnwick Haldimand regarding a Proclamation for Year of the Garden  
[Distributed to Members of County Council February 25, 2022]
- l) From the City of Markham Council regarding a Resolution to Dissolve the Ontario Land Tribunal (OLT)  
[Distributed to Members of County Council March 4, 2022]
- m) From the Regional Municipality of York regarding a resolution to Dissolve Ontario Land Tribunal (OLT)  
[Distributed to Members of County Council March 4, 2022]
- n) From the Town of South Bruce Peninsula letter of support regarding Municipal Accommodation Tax  
[Distributed to Members of County Council March 4, 2022]
- o) From the Town of West Lincoln regarding a resolution supporting the Dissolution of the Ontario Land Tribunal (OLT)  
[Distributed to Members of County Council March 4, 2022]
- p) From the Town of Blue Mountain regarding a resolution on Ontario Housing Affordability Task Force  
[Distributed to Members of County Council March 11, 2022]
- q) From the Town of Newmarket regarding a resolution on the dissolution of the Ontario Land Tribunal  
[Distributed to Members of County Council March 11, 2022]
- r) From the Town of The Blue Mountains regarding a Resolution Supporting funding for infrastructure projects in rural municipalities  
[Distributed to Members of County Council March 11, 2022]
- s) From the Township of Clearview regarding a resolution Supporting Infrastructure Projects in Rural Municipalities  
[Distributed to Members of County Council March 11, 2022]





# Administrative Report

April 20, 2022  
Report 2022-04



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## CAO Schedule

- County Council, March 16
- CAO Performance Appraisal Review Panel, March 16
- Procedural By-Law Review Committee, March 16
- EOLC, March 17
- EOLC, March 22
- EOLC Board Meeting, March 23
- Fairmount Home, Redevelopment Study, March 29
- EOLC Finance Committee, March 30
- Central Frontenac, March 31
- EOLC Finance Committee, April 6
- L&A / Frontenac Joint OHT Meeting, April 6
- EOLC Board Meeting, April 13
- Community Development Advisory Committee, April 14
- FLA OHT TLC Meeting, April 14
- Inaugural Meeting of the FLA OHT Wellness and Equity Network, April 14
- County Council, April 20
- Procedural By Law Review meeting, April 20
- Joint Council Meeting to receive EORN updates, May 4 at 5:00 p.m.
- Administrative Building Design Task Force, May 11 at 6:45 p.m.



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## Update – EOWC and EOLC

- EOWC
  - CAO's meeting – April 8, Delta Kingston
  - Warden's meeting
- EOLC
  - EOLC Board Meeting



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## Eastern Ontario Warden's Caucus sets housing and health care priorities

The Eastern Ontario Wardens' Caucus (EOWC) met on Friday, March 11, 2022 in the County of Lennox and Addington for a priority setting meeting in order to establish its 2022 advocacy efforts. This was the first in-person meeting of the Caucus since the emergence of COVID-19.

The Caucus has identified the following key priorities for 2022 including;

- Affordable and Attainable Housing;
- Ontario Health Team Governance / Structure; and
- Health Care Human Resources / Family Physicians

The Caucus has also identified continued advocacy items described as issues of ongoing importance that the EOWC has identified in the past and will continue to support on an as-needed basis. These continued advocacy items include COVID-19 municipal recovery, long-term care funding, and Community Paramedicine



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## Eastern Ontario Warden's Caucus sets housing and health care priorities

### Affordable and Attainable Housing

- Housing affordability and attainability will remain a central focus for the EOWC. To address a housing shortfall in rural Eastern Ontario, the EOWC and the Rural Ontario Institute (ROI) are working together on a digital tool aimed at providing local, reliable, and current rural data to assist municipalities in the planning and construction of new, affordable housing. The EOWC will leverage past work done on this file and will continue to work with the Province and other key stakeholders to facilitate affordable housing initiatives and increase investments and supports for individuals across this region.

### Ontario Health Team Governance / Structure

EOWC members are critical partners in the delivery of health care and are responsible for co-funding and delivering a number of health-related services that fall under the Ontario Health Team umbrella. The EOWC is strongly advocating with the Ministry of Health to ensure municipally elected representation is mandated for all Ontario Health Teams throughout the Province.



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## Eastern Ontario Warden's Caucus sets housing and health care priorities

### 2022 Priorities:

#### Health Care Human Resources / Family Physicians

- The health care sector faces many human resource challenges, such as the ability to attract, recruit and retain qualified workers. In addition, most if not all rural municipalities have a shortage of family physicians. The EOWC is a collaborative partner and is willing to work with key stakeholders in order to address this longstanding systemic issue.



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# AMO Policy Update

## Getting Ontario Connected Act, Proposed Gas Tax Reduction

### Remarks to Standing Committee on Bill 93, Getting Ontario Connected Act, 2022

On March 30, 2022, AMO Executive Director, Brian Rosborough, made a presentation on behalf of members to the Standing Committee on General Government regarding Bill 93, the Getting Ontario Connected Act. AMO and municipal governments place critical importance on internet and cellular connectivity for our residents and businesses, and AMO's remarks to the Standing Committee can be found here.

### Province Proposes Gas and Fuel Tax Reduction for Six Months

The province has announced that it is introducing legislation, that if passed, would cut the gas tax by 5.7 cents per litre and fuel tax by 5.3 cents per litre for six months beginning July 1, 2022. AMO has been assured by the province that this will not impact the associated municipal transit funding.

Effective July 1 until December 31, 2022, the gas tax rate would be cut from 14.7 cents per litre to 9 cents per litre, representing a cut of 5.7 cents per litre. The fuel tax rate, which includes diesel, would be reduced from 14.3 cents per litre to 9 cents per litre, representing a cut of 5.3 cents per litre.



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## AMO Provincial and Federal Matters

- Municipal and Indigenous engagement activities are underway as part of IESO's Long Term RFP for new and expanded facilities to meet Ontario's emerging reliability needs. Details on engagement, including a webinar on April 22, are [available here](#)
- A new call for [Stakeholder Advisory Committee](#) nominations is underway to find a member to represent the Ontario communities' constituency, specifically targeting a municipal representative. Nominations are due by April 14. For more information, contact [engagement@ieso.ca](mailto:engagement@ieso.ca)
- [Lead Where You Live!](#) AMO has assembled an easy-to-use guide that provides all the information you need when preparing to run for council.



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# AMO Updates

AMO Conference 2022 registration opened on April 11, 2022

[Register here](#) before May 13 for your early bird rates.



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# Administrative Building Redevelopment

- Site Plan application submitted to the City of Kingston to
  1. renovate existing County administrative offices
  2. demolish existing 1-storey addition at east end of existing building
  3. construct proposed 3 separate 1-storey building additions
  4. Adjust existing parking lot to accommodate required new parking spaces.
- Colbourne & Kembel Architects Inc. have been working on the RFP for the redevelopment of the building, anticipated to be released this month.
- Currently proposing joint meeting between the County's Admin. Task Force and the CRCA Task Force on May 11 at 6:45 p.m.
- Recommendations then set to go to County Council for approval at its May 18 meeting
- Construction anticipated to start June, 2022



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## Next Gen 9-1-1

- New “Next Generation 9-1-1 Authority Service Agreements” are required to be signed between Bell and all Municipal 9-1-1 Authorities
- The 9-1-1 Authority plays a critical role in advancing NG-9-1-1 forward
- The new agreements will replace all existing 9-1-1 agreements
- Initial 10 year term and auto renews for successive 5 year terms
- PSAPs (Public Safety Answering Points) are unable to migrate to NG-9-1-1 until the new agreements have been signed
- GIS data will play a critical role in the success of NG 9-1-1 and the GIS provider/aggregator must be defined in the agreement
- County GIS staff continue to work hard to ensure the required data is accurate, up-to-date, and ready to meet the new standards



## NG 9-1-1 and Civic Addressing

- By-law Review
- Address Validation
- QA/QC Data Checks
- Workflow Review
- Water Access Only (WAO)
- Island Naming



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# Fairmount Home Update

Currently **31** vacant positions at Fairmount Home which include:

- Personal Support Workers: 19
- Registered Nurses: 5
- Registered Practical Nurses: 5
- Dietary Aide: 1
- Occupational Therapist: 1



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# Human Resources Update

- 2022 – 159 postings YTD (including 24 PT paramedic positions)
- Deputy Chief of Operations – Dean Popov from Halton
- Bargaining Prep and Negotiations:
  - CUPE 109 bargaining – ongoing
  - OPSEU – Feb 2, 23, 24; April 25; July 25, 26;
  - CUPE 2290 – May 3, 4, 5
- OPSEU – 1 mediation resolved
- CUPE 2290 – legislation revoked where several MOUs were in place; negotiating to renew
- 360 Review for Leadership Team – feedback sessions wrapping up – 25 leaders participated
- HRIS - Needs Assessment complete; project planning complete; uploading data commenced



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# Engagement & Communications Update for March, 2022

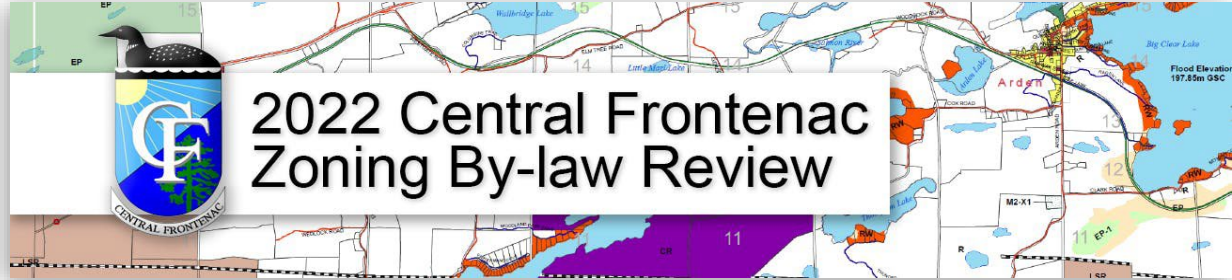


Website Pageviews	
FrontenacCounty.ca	28,021
InFrontenac.ca	5,329
FrontenacMaps.ca	5,334
EngageFrontenac.ca	1,100
Social Media Engagement	
County Facebook & Instagram	6,780
County Twitter	283
County Youtube	188
FPS Twitter	869
Visit Frontenac Facebook & Instagram	60
Visit Frontenac Twitter	9
Fairmount Facebook	745
H.I. Ferry Twitter	1,455
Total engagements in March	
Change from February 2022	8%
Change from March 2021	-21%



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## Sea Cans on EngageFrontenac.ca



We began in late March to use social media tools to encourage qualified audience members to participate in the 2022 Central Frontenac Zoning By-law Review project on EngageFrontenac.ca. We asked stakeholders to share their ideas and opinions about zoning rules for shipping containers as structures.

These numbers represent a high-altitude snapshot of engagement volume and channel pathway on the Sea Cans question during the last three days of March.

<b>Social Media</b>	
Reactions	20
Comments	115
Clicks	632
Shares	17
<b>Total</b>	<b>784</b>
<b>EngageFrontenac.ca</b>	
Visitors	105
Contributions	45
<b>Total</b>	<b>150</b>



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## Around Frontenac



We coordinated County and Paramedics communications regarding harm reduction for St. Patrick's Day Celebrations in Kingston in collaboration with Queen's, Kingston Police, City of Kingston, KHSC, and other public safety system partners. This was the most engaged-with post on our channels in March.



The runner-up for most engaged-with news posts on County channels in March was news and photos about International Women's Day, March 8<sup>th</sup>.



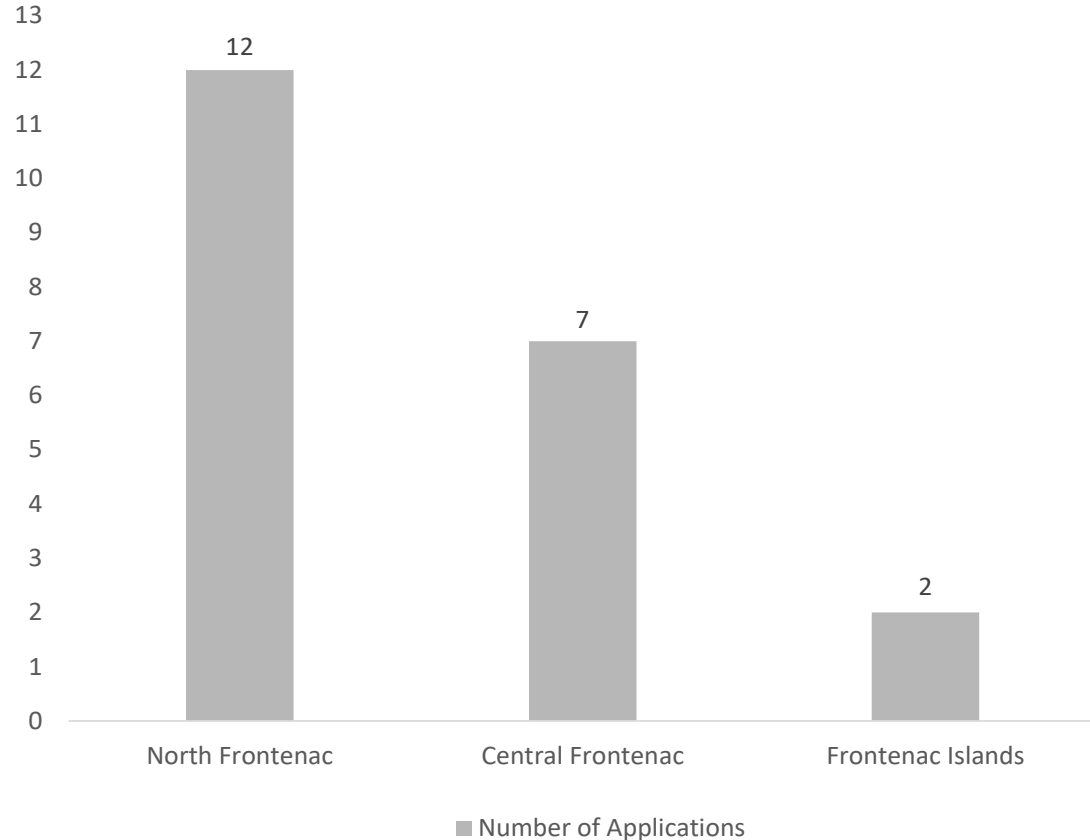
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## Planning Department Update

- **North Frontenac RV By-Law**
  - Revisions to the North Frontenac Recreational Vehicle (RV) By-Law were presented to township council on March 25, along with an associated zoning by-law amendment.
- **Sharbot Lake School Site Redevelopment – Communal Services Feasibility Study**
  - Work on the feasibility study for redeveloping the former Sharbot Lake school site on communal services is progressing well. Staff are reviewing a draft of the consultants work and anticipate presenting the final report to township council later this spring.
- **Central Frontenac Zoning By-Law**
  - Central Frontenac is in the early stages of the comprehensive review of their zoning by-law. There are a number of zoning topics (e.g., trailers, backyard chickens, etc.) being put forward for public comment through Engage Frontenac.
- **Marysville Secondary Plan**
  - The secondary plan for the Village of Marysville was presented to Frontenac Islands Council on March 14 and there will be an open house at the end of April.

## Planning Application Update - Townships

- Applications were steady over March and April. North Frontenac had 4 rezoning applications in addition to Committee of Adjustment files.
- With the arrival of spring, and site and septic inspections resuming, staff are expecting an increase in applications to committees over the coming months.





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## **Economic Development**

### **2021 Business Survey Highlights (77 responses total)**

#### **Top 4 Challenges for businesses in Frontenac County:**

1. Insufficient internet access (32%)
2. Securing and retaining staff (23%)
3. Cost of utilities (17%)
4. Regulations that are burdensome and/or unnecessary (16%)

#### **Top 4 Benefits of doing business in Frontenac County:**

1. Lifestyle (21%)
2. Supportive residents (18%)
3. Low cost of living and doing business (12%)
4. Supportive business community (10%)

#### **Interesting fact:**

55% of respondents to the survey sell their products or services online in some way.

More survey results and other interesting facts available on our new GIS Community Profile Application:

<http://www.frontenacounty.ca/communityprofiles>



**Report 2022-042**

**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 20, 2022

**Re: Planning and Economic Development – Approval of the Frontenac Destination Development Plan**

---

**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac receive the 2022 Five Year Frontenac Destination Development Plan;

**And Further That** Frontenac County use the strategies outlined in the Destination Development Plan as opportunities to communicate, consult, collaborate or create with the indigenous community, local First Nations and Metis peoples.

**And Further That** staff be directed to present a detailed implementation plan to the Community Development Advisory Committee at its regular meeting on June 14, 2022,

**And Further That** Council authorize staff to complete an application to the Tourism Relief Fund for up to \$100,000.00 for the purpose of implementing the County of Frontenac Destination Development Plan;

**And Further That** the Warden and Clerk be authorized to execute an agreement with the Regional Tourism Organization for the Tourism Relief Fund, should the application be successful.

**Background**

In 2015, the Charter for Economic Development in the Frontenacs identified “Trips and Trails” as one of three priority themes, and described recreation, active transportation, and tourism as areas for business and assessment growth opportunities. Since then, Frontenac County’s Economic Development team has assumed an increasingly

significant role with respect to tourism in the region, including the development of a consumer-friendly brand in 2016.

In 2016, the Frontenac Regional Brand identified the primary audience as those who live and work in the region, with the secondary audience being potential visitors, investors, and residents from outside the region.

In 2017, Accommodation Review and Strategy for Growth laid out a foundational set of recommendations which included the need for the County to take a holistic view on destination development, marketing, tourism attractions and accommodations. While accommodations are important, a successful tourism destination looks at motivating factors for trips and seeks to increase the overall benefit to businesses and the community from successful visitor attraction and management.

In 2018 and 2019, the economic development team positioned the County as a Destination Management Organization, and began coordinating with regional tourism organizations, producing an annual visitor guide, engaging in tourism marketing efforts and supporting the development of new events and experiences in the region. This included the successful “Ferry by Foot” campaign that encouraged Wolfe Island visitors to walk onto the ferry, rather than add to congestion by driving.

In 2020, at its regular meeting on May 20 County Council approved [revisions to the Economic Development 2020-2025 Business Plan](#) which focused on four pillars of support to the local economy in response to COVID-19. One of the pillars was to “Prioritize Tourism” as this sector plays a significant role in Frontenac’s economy and was likely to be hit hardest by travel restrictions and other limitations caused by COVID-19. The creation of a Destination Development Plan was identified as an important step in elevating and aligning the various tourism assets in Frontenac County.

Also in 2020, the Economic Development Services Review was completed and the recommendation to focus on activities that support attracting investment to the region included the caveat that “community and destination development are necessary to lay a foundation for growing the visitor economy. Tourism attraction should be secondary to this development work”.

At its regular meeting on February 17, 2021 County Council [provided direction to staff](#) to pursue the development of a Destination Development Plan for Frontenac County. This plan was undertaken in partnership with Regional Tourism Organizations 9 & 11 and utilized the services of MMGY/Nextfactor, a global destination development firm.

## **Comment**

### **DestinationNEXT Assessment**

At the outset of the project, MMGY NextFactor conducted a comprehensive destination assessment survey with local elected officials, community leaders and industry stakeholders. This survey asked participants to rank the overall strength of the destination's infrastructure and the level of community alignment around 20 key variables. This data was then plotted and compared in relation to a national average, showing the level of destination readiness as it relates to hundreds of other destinations.

Frontenac County scored lower than the industry baselines for community alignment and destination infrastructure. This is consistent with the fact that Frontenac County has just begun to play a role in destination management and promotion. However, when compared to the Ottawa Valley and Haliburton County, Frontenac County scores fairly close to these more mature destinations.

### **Steering Committee**

A steering committee of 20 individuals was recruited to provide additional feedback and direction for the project. The committee membership was developed to represent tourism, local business, municipalities, resident perspectives and accommodations. The membership was also geographically distributed across the County to ensure diverse and comprehensive input. Over the course of the project, County staff and consultants from MMGY/Nextfactor met with the Steering Committee five times.

### **Engagement**

Information about Destination Development Plan project was made available to the public via [engagefrontenac.ca/destinationplan](https://engagefrontenac.ca/destinationplan) using the County's citizen engagement platform. Updates on project progress were posted along with the opportunities for residents to respond to various survey questions and participate in brainstorming exercises. This information was regularly promoted using social media.

In addition to the above inputs, MMGY/Nextfactor conducted six focus group workshops and conducted over 40 one on one interviews with business owners, politicians, municipal staff and local tourism champions.

### **Themes**

The goal for the destination plan was to establish a framework with which to increase the economic inputs to local businesses from visitors to the region while also establishing high level strategies from which to guide tourism and destination development. County staff worked closely with the consultant to ensure the plan also considered environmental sustainability and incorporated an approach to diversity, equity and inclusion.

Between the steering committee and the broader public engagement work, six key themes arose that were foundational to the strategies in the plan:

- 1. Align the Townships around common themes**

In order for the plan to be an effective blueprint for the entire County, it was fundamental to seek common ground for destination development efforts and to consider how the County might be viewed by a visitor. The plan links to key assets and activities that visitors are seeking when considering a trip.

- 2. Every strategy should benefit all visitors and locals**

It was important that the strategies recommended in the plan provide benefits to the businesses and residents of Frontenac County, in addition to those who visit. The strategies outlined in the plan will support important community connections while assisting locals and visitors alike in navigating our diverse and dispersed region.

**3. Optimize Existing Infrastructure and Community Networks**

Instead of making recommendations for new or unplanned infrastructure, the plans recommendations focus on supporting or accelerating existing plans for improvements to trails, downtowns or through the provision of connection links, such as wayfinding signage and maps. The plan recommends that any future investments should prioritize existing assets rather than seeking to create new ones.

**4. Weave an Indigenous narrative throughout the Plan**

The Steering Committee sees the Destination Development Plan as an opportunity to strengthen and build relationships with locals who identify as indigenous as well as with the First Nations located on lands shared with Frontenac County. Consultations with Indigenous Tourism Ontario, Chief Davis of the Shabot Obaadjiwan and other indigenous advisors confirmed this vision. Implementation of the plan will include seeking opportunities to consult with, partner with or collaborate with Indigenous communities in Frontenac County.

The plan begins with an acknowledgement and a commitment to work with the indigenous community to fulfil the recommended strategies.

**5. Maintain what makes Frontenac County special**

While the plan seeks to strengthen the benefits from tourism to Frontenac County, the importance of doing so sustainably remained a key theme throughout the development of the plan. The long-term quality of the environment, lakes and watershed is essential to what makes the region so attractive to residents and visitors alike. While it can be a challenge to environmental stewardship with sustainable economic growth, the plan outlines strategies to monitor visitor volumes and impacts.

**6. Define the Frontenac County brand narrative for visitors**

In 2016, Frontenac County developed an iconic regional brand and visual system to support it. Since then, the Corporation of the County of Frontenac along with many local businesses have adopted the brand or elements of it to demonstrate local pride, unity and shared values. In order to reach key tourism market segments, the brand narrative outlining what makes Frontenac attractive to visitors will need to be developed to guide future marketing efforts.

**Acknowledgement and Commitment**

The Plan starts with an acknowledgement of Indigenous peoples and nations. This acknowledges the role of these communities in their stewardship of the lakes and lands that currently comprise Frontenac County and recognizes their contributions to our region.

The commitment recognizes that Frontenac County can and should strengthen its relationship with local First Nations, Metis and people who identify as indigenous and that this plan offers a number of initiatives that can serve as an opportunity to communicate, consult, collaborate or create together with the indigenous community.

The commitment demonstrates the County's desire to do so through the implementation of this plan.

### **Strategic Directions**

The four primary goals and related strategies in the Plan present a shared vision for the future of all communities that host visitors throughout Frontenac County, and they create a foundational road map for how the County balances tourism development and attraction with the needs of local residents, businesses and communities.

The first goal outlines the need to invest in a dedicated tourism resource to lead and coordinate the strategies outlined in the plan, from project management to coordination of relationships, committees and marketing efforts. Goals 2, 3 and 4 focus on key strengths in the County that can be developed to support visitor activities, with each goal containing strategies for mapping assets, marketing, and collaborating with other organizations.

The four primary goals are:

**1. Establish a dedicated tourism resource to promote local small businesses and optimize the visitor experience.**

This goal outlines the need for a dedicated resource to plan, lead and coordinate the strategies outlined in the Destination Development Plan. This role would facilitate improved movement through the county by establishing resources to aid in the visitor journey, such as wayfinding signage, websites, guides and itineraries. In addition to leading the initiatives outlined the plan, this resource would establish a formal tourism "office" and would provide oversight for tourism websites, marketing, and print material.

**2. Develop and promote a trail-based, sustainable outdoor recreation ecosystem to help locals and visitors navigate the County.**

This goal seeks to use the network of trails through Frontenac County as a lens or framework with which visitors might view or experience outdoor experiences in the region. Trails such as the Cataraqui, K&P and Tay-Havelock rail trails can be used to link experiences and attractions as visitors navigate the County.

**3. Support local organizations and communities that promote the County's diverse identity, arts, culture and heritage.**

Goal 3 recommends that the County strengthen its ties to various elements of arts, culture and heritage, including the connections with local indigenous communities and people. One of the fundamental assumptions of this plan is that the County will consult, partner, collaborate or co-create with indigenous communities on their own terms to realize the various initiatives identified. In addition, there is a strong presence of artists, makers, musicians and other craftspersons in Frontenac who could be convened to create events and opportunities to demonstrate the local talents on offer throughout the County.

**4. Develop a County-wide culinary experience and educational road map that celebrates local producers and sustainable supply chains needs of local residents and industry stakeholders.**

This goal focuses on expanding the growing success of Open Farms and other Farm-to-Table initiatives in Frontenac by both further connecting restaurants and other consumer-facing food businesses to local producers, creating culinary-based itineraries of the region, and by connecting to larger food-tourism entities, such as the Culinary Tourism Alliance.

**Implementation**

Critical to the implementation of the Destination Plan is the allocation of resources to steward the various initiatives identified. The 2020 Service Delivery Review recommended a shift in activities for the existing staff complement and noted that additional resources would need to be assigned if additional responsibilities were added.

The Planning and Economic Development Department will phase in the various initiatives outlined in the Destination Development Plan as part of the 2023-2027 Business Plan, including the establishment of a Tourism resource in 2023.

On April 6, 2022 the Honourable Helena Jaczek announced that FedDev Ontario will launch the Tourism Relief Fund, providing 50 Million of funding towards COVID-19 Tourism Recovery, in the form of product development and destination development initiatives.

The program is described in the Tourism Relief Fund Application Guide provided by RTO 9:

The Tourism Relief Fund, administered by Canada's regional development agencies (RDAs) and Innovation, Science and Economic Development Canada (ISED), (<https://www.feddevontario.gc.ca/eic>) has been designed to support tourism businesses and organizations in order to adapt their operations to meet public health requirements while investing in products and services to seize new market opportunities and facilitate their future growth.

TRF enables local Regional Tourism Organisations (RTO 9 and RTO 11) to provide support to tourism-dependent Small- and Medium-Sized enterprises (SMEs), not-for-profit organizations, municipalities and Indigenous tourism operators, within its service area.

Non-repayable grants will normally range from \$5000 to \$100,000 and will support costs related to product development and enhancement of tourism experiences to help tourism businesses adapt to the 'new normal', modernize tourism offerings, and encourage the adoption of more environmentally sustainable practices. In addition, funding will support destination development that will position communities to take advantage of post-pandemic opportunities through strategic planning for medium to long-term investments, as well as supporting destination development.

The guide also outlines a number of specific types of projects that would be funded including:

- Supporting destinations to implement tourism plans that create or improve local assets, facilities, and planning for key infrastructure;
- Supporting the development and the implementation of tourism economic development recovery plans that consider possible key market reactions when travel can safely resume

The Economic Development team plans to submit an application for up to \$100,000 to the Tourism Relief Fund to support the first steps to implement the Destination Development Plan in 2022.

Although the implementation of the destination plan is expected to take place over a five-year period, many of the identified initiatives will continue to grow and evolve accordingly. After five years, it will be important to review the plan, evaluate the progress and set new objectives for development and management of Frontenac County as a destination.

### **Strategic Priority Implications**

#### **Priority 1.2:**

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

#### **Priority 3.2:**

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

### **Financial Implications**

The Planning and Economic Development Department will phase in the various initiatives outlined in the Destination Development Plan as part of the 2023-2027 Business Plan, including the establishment of a Tourism resource in 2023.

The Economic Development team plans to submit an application for up to \$100,000 to the Tourism Relief Fund to support the first steps to implement the Destination Development Plan in 2022.

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

Frontenac County Planning and Economic Development Department  
Regional Tourism Organization 11  
Regional Tourism Organization 9  
Frontenac Islands Township  
South Frontenac Township  
Central Frontenac Township  
North Frontenac Township

Rural Frontenac Tourism Group

# FRONTENAC COUNTY

## 5-YEAR DESTINATION DEVELOPMENT PLAN

APRIL 2022



**Draft V8**  
**4.1.22**

# Acknowledgement

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Frontenac County acknowledges that we are situated on the territories of many nations, including the Algonquin, the Anishinaabe, the Haudenosaunee, Huron-Wendat, Highland Water Métis, Shabot Obaadjiwan First Nation, and Ardoch First Nation.

As settlers, we are grateful that our ancestors were welcomed by Indigenous Peoples who are the original tour guides of this land. We express our gratitude for the environmental stewardship of First Nations and Metis peoples, which is the reason residents and visitors have this beautiful land to enjoy today. We are also thankful for the continued care, knowledge and cultures of the Indigenous and Métis communities that enrich the fabric of the region.

Frontenac County is committed to honouring Indigenous Peoples and moving forward will be mindful of listening and learning from the stories and knowledge they share.



Photos: Cataraqui Conservation

# Commitment

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The Destination Development Plan was developed as a road map for our community that offers guiding principles around Tourism in Frontenac County for the next 5 years. It includes a collaborative approach across all sectors and aligns tourism, community, economic development, and government priorities. It provides a strategy to increase sustainable destination competitiveness, visitor spend, and optimize overall quality of life for all residents.

This plan builds on the 2017 Accommodation Review and Strategy for Growth, the 2015 Charter for Economic Development in the Frontenacs and recommendations from numerous meaningful conversations with local businesses and ambassadors throughout the region.

To implement this plan, Frontenac County will seek to balance tourism investment and increased visitation to the region with the objective of sustaining the pristine nature of the environment and the small scale of our communities. Sustainable tourism development is about building community and finding opportunities to collaborate, overcoming the distances and differences between our diverse community elements.

Tourism has been an important industry in Frontenac County for many years, and interest in our region has continued to increase. This plan will set the foundation for our communities to support this interest and to continue to welcome visitors in a sustainable and managed way.

Frontenac County is committed to making space and engaging with the Indigenous community across all strategies outlined in the Destination

Development Plan. Frontenac County is committed to listening, learning, understanding, and amplifying the stories of the Indigenous community, while incorporating Indigenous ways of understanding the world and interacting with it. Through this commitment, the County will create opportunities for connections, experiences and understanding for all that connect with this region. Frontenac County will seek the leadership and knowledge of Indigenous residents, partners, and visitors for tourism initiatives in our region.

The implementation of this plan includes strengthening the connection with all areas impacted by tourism, such as nearby First Nations, waterfront communities, attractions, and the many small businesses that seek to benefit from additional visitation to our region.

Continued consultation and areas for collaboration will be critical to the success of bringing our communities together to ensure a sustainable destination. Having a thorough plan is the first step to success.

---

Richard Allen  
Manager of Economic Development  
County of Frontenac



# Steering Committee

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The Steering Committee for the Frontenac County Destination Development Plan provided critical guidance and support throughout the entire project. The following community members provided thoughtful leadership, an inclusive vision, and invaluable contributions to develop the final strategic framework.

**Richard Allen**

Manager of Economic Development  
County of Frontenac

**Adriana Barbary**

Township of Central Frontenac

**Terri Brennan**

Inclusive Voices / Lodge Pole Arts

**Alix Carr-Harris**

Haymakers Coffee Co

**Denis and Martine Chercuitte**

My Old Cher

**Jeff Fenwick**

Back 40 Artisan Cheese

**Jeff Green**

Frontenac News

**Cynthia Kennedy & Patrick Bassett**

Hunter's Creek Golf Course

**Terry Kennedy**

Kennebec Lake Association

**Cyrus Mavalwala**

Lazy Loon Lakehouse

**Debbi Miller**

Community Development Officer  
County of Frontenac

**Marc Moeys**

Verona ATV Club

**Bruce Moore**

Lake Association Alliance

**Councillor Doug Morey**

Township of South Frontenac

**Darlene Plumley**

Township of Frontenac Islands

**Greg Rodgers**

Rockhill Bed & Breakfast

**Bonnie Ruddock**

Regional Tourism Organization 9

**Kate Slagle**

Blue Moose B&B

**David Townsend**

Southern Frontenac Community Services

**Matt Walker**

Township of North Frontenac

**Nicole Whiting**

Regional Tourism Organization 11



**PROJECT TEAM**

**Greg Oates** - SVP, Innovation

**Kathleen Frankford** - Executive Consultant

**Shirin Jafari** - Destination Development Strategist

**Cheryll Girard** - Operations Manager

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Cover photo: Alija Bos

# Introduction

## 3 Directives / 6 Guiding Principles

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The Frontenac County Destination Development Plan is a 5-year strategic road map that balances the needs of local residents and tourism businesses. Its primary purpose is to establish Frontenac County as a viable tourism destination by focusing on three key directives to inform all strategic decision-making:

- **Increase year-round revenue for small businesses involved in tourism**
- **Identify high-level strategies for the County to lead tourism and destination development in collaboration with industry and community partners**
- **Improve environmental sustainability and diversity, equity and inclusion**

The process to develop a strategic framework to accomplish the above was based on hundreds of hours of community engagement during 2021/22, facilitated by the MMGY NextFactor project team. Elected officials, industry stakeholders, community leaders and residents across all four Townships provided extensive input about where they saw the greatest opportunities for developing the tourism industry. Naturally, community members shared many diverse perspectives and priorities, but there were six overarching principles that most people agreed upon. That provided a common ground to help inform the development of this Plan.

### **1. Align the four Townships around common themes.**

This Plan was envisioned through the perspective of the visitor, who doesn't see municipal boundaries, to increase the benefits of visitor spending for as many residents as possible. It wasn't developed to provide a strategic framework for each individual Township. Rather, the Plan identifies common lifestyle passions and travel experiences that will encourage visitors to explore Frontenac County based on their personal interests. Those passions include: outdoor recreation and wellbeing; arts, culture and heritage; and culinary experiences. A County-wide perspective that targets individual personas helps engage consumers more effectively, and it helps disperse travellers beyond the most popular destinations.

### **2. Every strategy should benefit all visitors and locals**

From the conception of this project, the primary directive for all decision making was that every recommendation in the Plan had to benefit the vast majority of locals as much as visitors. Every goal and initiative in the strategic framework is designed to enhance local quality of life and

quality of place first and foremost, which then provides an elevated destination experience for visitors. During the community engagement process, residents and local business owners were very clear on this point — across all sociocultural and economic segments — that they should be co-creators of how their communities evolve.

**3. Focus on optimizing clusters of existing infrastructure and community networks.**

This Plan does not recommend any significant capital expenditures to develop large-scale infrastructure projects. Instead, the goal is to optimize the existing infrastructure and industry ecosystem. That includes the many trails that connect the County, local events that already attract external tourism dollars, and the networks of existing businesses and community organizations that will benefit from increased promotion. Future investments in tourism development should capitalize on where the public and private sector are already investing to help support those initiatives and accelerate ongoing community and business development.

**4. Weave an Indigenous narrative throughout the Plan.**

Indigenous tourism will not be identified as a standalone theme. Rather, there are many opportunities to tell First Nations stories throughout the Plan, because Indigenous cultures are the foundation for how locals and visitors navigate and experience Frontenac County and area today. It is also imperative that Indigenous stories be told by Indigenous Peoples. The travel and tourism industry today continues to evolve as a platform for connecting a more diverse scope of community members. Therefore, there is a priority to ensure the Plan includes a variety of perspectives and serves as an opportunity to strengthen the relationships between the local Indigenous communities and Frontenac County.

**5. Maintain what makes Frontenac County special.**

It is important to maintain the pristine lakes, dense forest and natural environment, and not over-commercialize the region. The Townships enjoy a quality of life that makes them somewhat unique from busier, tourism-centric communities in other neighbouring counties. The long-term quality of the environment, lakes and watershed are of paramount importance, as well. It is always a challenge to balance responsible and sustainable economic growth in ways that support the needs of business owners and the people they employ, while mitigating potential negative impacts on the environment and social fabric. That is why it is critical to ensure that all recommendations in this Plan are based on an aggregate of community input.

**6. Define the Frontenac County brand narrative:**

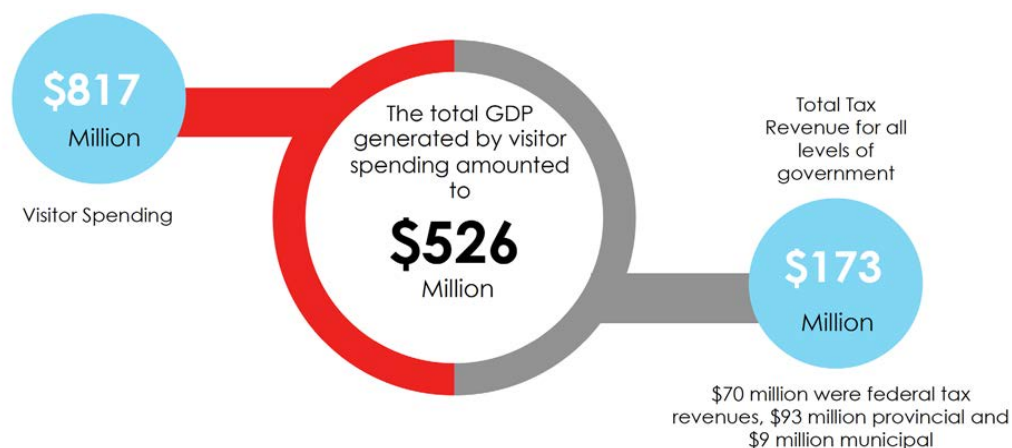
Frontenac County doesn't have a dedicated tourism department, although there are two Regional Tourism Offices that promote different parts of Frontenac County. Presently, the region lacks a defined brand narrative that captures its identity, values and spirit. This Plan should help to begin defining the destination's brand story by identifying the priorities of the community and local tourism leaders to inform the marketing strategy.

# State of the Industry

In 2019, visitors spent \$817 million in the South Eastern Ontario tourism region — a group of mostly rural communities and small towns that skirt St. Lawrence River between Kingston and Montreal. Regional Tourism Organization #9 (RTO 9) oversees tourism promotion for South Eastern Ontario, which includes marketing South Frontenac and the Frontenac Islands to domestic and international visitors. The Ontario's Highlands Tourism Organisation (RTO 11) is responsible for tourism promotion efforts in North Frontenac and Central Frontenac.

According to RTO 9, total GDP generated by visitor spending in 2019 was \$526 million. Additionally, tourism-based revenue delivered \$93 million to the Provincial tax base and \$9 million to local municipalities. Those numbers are the most recent pre-Covid-19, which provide the best baseline for determining long-term projections.

The County of Frontenac is focusing more intentionally on how to capitalize on that economic activity, as witnessed by the creation of this Destination Development Plan. The overarching goal is to increase the County's market share of South Eastern Ontario's visitor economy to support small business development.



Data source: Ontario Ministry of Tourism, Culture and Sport



## Aligning Local & Regional Strategy

One key priority for this Plan was to align the tourism development strategies with existing planning initiatives at the regional and provincial levels. By doing so, Frontenac County can build on, and benefit from, the larger jurisdictions' significant ongoing investments in key tourism segments based on visitors' lifestyle interests.

For example, Destination Ontario oversees tourism development and destination marketing for the province. The organization outlined five Product Spotlights in its 2022/23 Ontario Market strategy, including: Outdoors, Wellness Retreats, Food & Drink, Family Attractions, and Arts & Culture.

Three of the four primary objectives in this Plan are aligned with three of Destination Ontario's priority areas focusing on outdoor recreation, culinary, and arts/culture.

Likewise, Kingston's existing tourism development strategy can help inform how Frontenac County increases its portion of the lucrative visitor economy in South Eastern Ontario.

Tourism Kingston developed an Integrated Destination Strategy in 2018, in collaboration with the City of Kingston and Kingston Accommodation Partners. A key part of the strategy focuses on leveraging the city's youthful energy to expand its cultural, culinary and entertainment assets.

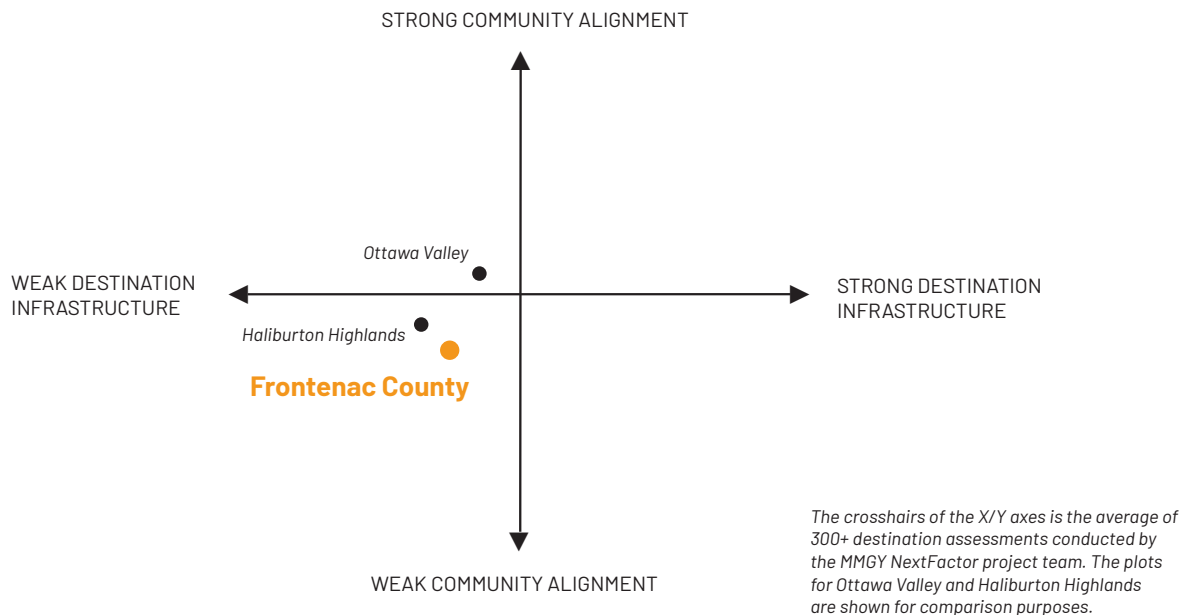
Culture and culinary-based tourism are often most effective at increasing average visitor spending during off-peak seasons. As Tourism Kingston expands those tourism segments, that increases opportunities for Kingston visitors to extend their stays and explore similar experiences throughout Frontenac County.

# Destination Assessment & Community Engagement

The development of the Frontenac County Destination Development Plan engaged many community and industry leaders throughout the year-long process to ensure the widest breadth of input and collaboration as possible.

## Destination Assessment

The project began in Q1 2021 when MMGY NextFactor conducted a comprehensive destination assessment survey with local elected officials, community leaders and industry stakeholders. The survey asked participants to rank the overall strength of the destination's infrastructure and the level of community alignment around 20 key variables. The data was aggregated and plotted in the scenario model below comparing Frontenac County against a national industry average. The County plotted lower than the industry baselines for community alignment and destination infrastructure, which is not surprising considering the relative newness of tourism being recognized as a major economic development engine. The results are also close with similar destinations nearby. That initial insight from the data provided the empirical foundation and general direction to begin developing the Plan.





## Community Engagement

Following the destination assessment, the County of Frontenac Planning & Economic Development office formed a Steering Committee to guide the direction of the project. The group was comprised of public, private and civic stakeholders from the four Townships that comprise the County. The committee members were instrumental during the development of the Plan to ensure that all perspectives in the County were represented as much as possible.

The County and Steering Committee also assembled a comprehensive selection of community members to provide input on the Plan. More than 100 individuals participated in 1-on-1 interviews, focus groups, workshops, and town halls facilitated online by the MMGY NextFactor team. The following is an overview of the various community audiences who contributed valuable insight that shaped the strategies in this Plan.

### Focus Groups & Workshops

- **Steering Committee (multiple)**
- **Accommodations**
- **Arts, Culture & Heritage**
- **Community Youth**
- **Food & Beverage**
- **Lake Associations**
- **Outdoor Recreation**
- **Sharbot Lake**
- **Wolfe Island**
- **2 Resident Town Halls**

### 1-on-1 Interviews

- **Government Leaders**
- **Economic Development**
- **First Nations**
- **Accommodations**
- **Short-Term Rentals**
- **Arts, Culture & Heritage**
- **Events & Festivals**
- **Food & Beverage**
- **Outdoor Recreation**
- **Regional Tourism Organizations**

# 13 Key Takeaways

## Feedback From the Community

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Hundreds of hours of community engagement with local residents and business stakeholders identified many different opportunities and challenges related to tourism development strategy in the next five years. These are the big themes that residents and industry leaders keyed in on, which provide a structured approach for developing and prioritizing the actionable strategies in this Plan.

**1. Develop tourism strategy to increase visitor spending in anchor communities, which support ongoing local development initiatives that residents deem important.**

The goal is to pool resources and cluster economic and tourism development investments. Also, from a promotional standpoint, those anchor communities can be connected as a series of vibrant hub-and-spoke networks to give visitors a visual road map to explore the County.

**2. The four Townships have very different priorities, opportunities, challenges and visitor experiences.**

Therefore, a one-size-fits-all tourism development and marketing strategy will not be effective. All of the Townships, however, can benefit from increased marketing that highlights common lifestyle themes, which can be customized for each of the communities.

**3. The Trans Canada Trail network (including the K&P Trail) provides an established cross-County infrastructure to anchor and cluster investment opportunities.**

The trails network is also an excellent platform for storytelling to elevate the destination brand, and it provides a compass and map to help locals and visitors navigate the County. That will require better trail signage, including trail head markers and directional signage.

**4. Government and locals want to maintain the County's quiet, natural appeal.**

However, the region is undergoing rapid change with increasing numbers of new residents and visitors volumes that exacerbate high-season spikes. To address that, the County can develop tools and materials to educate visitors and new residents about the values of the community.

**5. It is critical to manage growth in a responsible way with the surge of visitors and new residents (and their impacts such as increased lake traffic) accelerated by Covid-19.**

That will require a long-term sustainable tourism and development strategy that connects public and private sustainability organizations, and leverages their collective data.



**6. There is a lack of full-service and four-season visitor accommodations.**

Some of the challenges to provide an enabling environment for investment include: A lack of commercially developable land and public utilities; opposition to adjusting zoning and land use policy; and uneven seasonal visitor demand.

**7. Some of the biggest challenges for visitors are very basic, but not all are easy to solve.**

Challenges include a lack of: Comprehensive and up-to-date content about tourism businesses and experiences; wayfinding and signage; and basic public amenities. All of those are necessary to support community development and increase visitor spend.

**8. There is widespread support for communicating Indigenous stories and strengthening the relationship between Frontenac County and the Indigenous Community.**

That begins by collaborating with the official provincial and federal Indigenous tourism organizations (ITO/ITAC) across all aspects of the visitor experience. However, that is just a starting point for listening and understanding. This Plan also recognizes the many First Nations organizations at the community level, which must have influence on how tourism strategy is developed in their respective lands.

“*All of the pieces of the puzzle are here to develop tourism. We’ve been putting them face up for the last few years. Now we need to connect them.*”

— Resident of Frontenac County

**9. Prioritize and promote three primary tourism development opportunities.**

The three are: Outdoor recreation, including waterways, lakes, trails and conservation areas; Culinary, including agritourism and artisan tours; and Arts, Culture & Heritage. Each should include an exploration into how they can be further developed with an Indigenous lens.

**10. There is consensus that small businesses across Frontenac County will benefit from developing and promoting more diverse experiences for families and younger travellers.**

Part of that includes collecting better data and business intelligence to define consumer markets more specifically for each Township.

**11. There is significant opportunity and value for Lake Associations to share information.**

This includes sharing research and messaging at a County-wide level, and working more closely with small businesses in their regions.

**12. There are different perspectives among residents regarding how to manage the growth of short-term rentals (STRs).**

There are concerns about short-term rentals and the impacts of their apparent increase in the region — both on the community and the overall housing market. Many Townships are investigating how to manage and/or regulate this growth.

**13. There is widespread consensus that Frontenac County needs a dedicated tourism resource to optimize the visitor experience.**

An established tourism department or County personnel will provide numerous benefits with clear return on investment. Those include promotion and brand development, new small business development, and acting as a liaison between industry and residents.



# Strategic Framework

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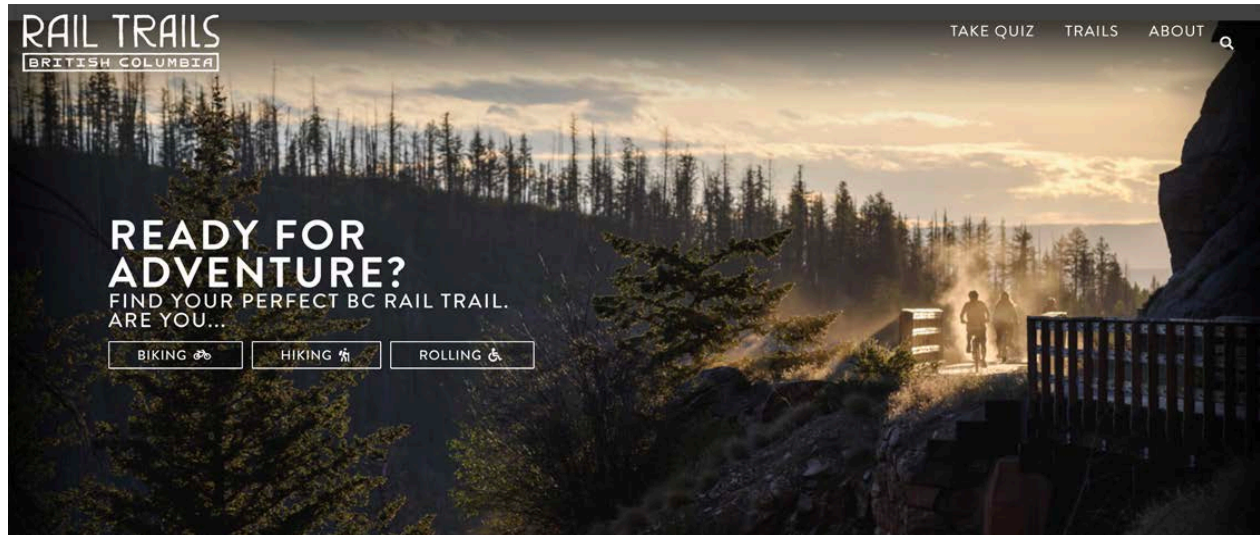
The four primary goals and actionable strategies in the Frontenac County Destination Development Plan present a shared vision for the future of all communities that host visitors. Together, they create a long-term road map for how the County balances the needs of local residents and industry stakeholders.

That includes all residents and stakeholders. The long-term vision for this Plan is to continually look for opportunities to connect with the Indigenous community for representation, collaboration, input, and/or partnership. At the same time, there was a conscious decision at the beginning of the Plan's development to not tack on "Indigenous Tourism" as a standalone theme off to the side. Rather, every element of this strategic framework provides opportunities to include First Nations businesses and organizations. There are also specific strategies for improving how Indigenous communities and the County of Frontenac cultivate a stronger relationship and identify shared opportunities in the future.

The four primary goals below are interrelated. The first goal emphasizes the need to develop a tourism entity with dedicated personnel at the County level to steward tourism development. The subsequent goals focus on optimizing three specific travel lifestyle segments: outdoor recreation; arts, culture and heritage; and culinary.

## 4 Primary Goals

- 1. Establish a dedicated tourism resource to promote local small businesses and optimize the visitor experience**
- 2. Develop and promote a trail-based, sustainable outdoor recreation ecosystem to help locals and visitors navigate the County**
- 3. Support local organizations and communities that promote the County's diverse identity, arts, culture and heritage**
- 4. Develop a County-wide culinary experience and educational road map that celebrates local producers and sustainable supply chains**

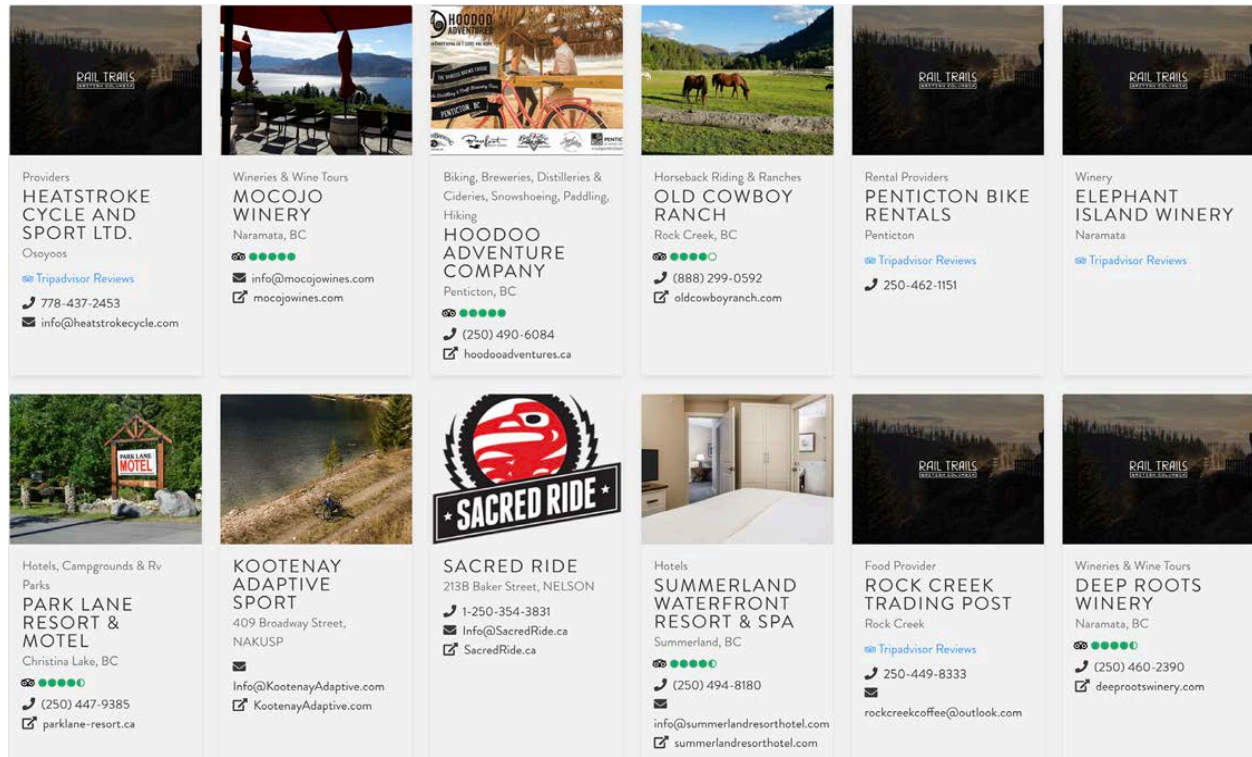


## Tourism Trails = Travel Experience Networks

The #2, #3 and #4 goals are based on developing “tourism trails” to encourage travel throughout the County. They are an effective destination development strategy that links a variety of similarly-themed small businesses to create a robust network of travel experiences.

Together, they provide an easily navigable map to guide visitors toward local businesses that cater to their personal interests. Tourism trails also:

- Provide an enabling environment to spur economic development among the private sector in both new and established destinations
- Help disperse visitors into new areas beyond crowded tourism areas
- Encourage new business partnerships among a wide spectrum of entrepreneurs across all backgrounds and ethnicities
- Increase repeat visitation for people who want to return at a later date to complete other parts of a trail
- Provide opportunities for small businesses in remote areas to access a broader audience and increase annual revenue
- Support the development of high-impact travel content that enhances a destination’s brand narrative
- Provide an easy way to develop travel itineraries and packages that help sell (and upsell) a destination
- Support small businesses during off-peak seasons, because culinary and arts/culture trails are not as seasonal or weather dependent as other activities
- Provide opportunities for local, regional and provincial tourism and non-tourism organizations to collaborate and co-fund content and marketing initiatives
- Provide a platform for 3rd-party app developers and data management companies to collect and share business intelligence with industry partners, elected officials and community leaders



*BCRailTrails.com connects visitors with local small businesses, including Indigenous-operated travel providers.*

There are countless examples of successful tourism trails that anchor networks of small businesses in outdoor recreation; arts, culture and heritage; and culinary tourism.

For outdoor recreation, the British Columbia Rail Trails initiative (*above photo and previous page*) is an excellent case study. Local, regional and provincial tourism organizations co-invested in infrastructure upgrades to convert old railway corridors into biking and hiking trails. They also co-funded the development of sophisticated online mapping platforms with extensive content highlighting tourism-related small businesses.

That includes Indigenous-operated travel providers, as well as companies that cater to people with all levels of physical ability and other underserved communities. Furthermore, the platform provides extensive data to track

consumer engagement and fine-tune marketing strategies.

The Prince Edward Island Arts & Heritage Trail is a good case study for expanding cultural tourism to support local artists, makers, performers and various related organizations. Travellers can explore the online portal by geography or specific types of arts/culture experiences, including Heritage, Performing Arts and Visual Arts.

And in North Carolina, the award-winning Neck of the Woods Local Flavor Trail divides culinary tourism experiences into six categories: wineries and vineyards, craft breweries, farm-to-table dining, farm tours, farmers markets, and local products. The initiative has been highly effective at encouraging visitors in some of the state's popular cities to explore deeper into rural areas to meet with local growers and vendors.



# Primary Goals & Strategies

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## Goal #1

# Establish a dedicated tourism resource to promote local small businesses and optimize the visitor experience

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The visitor economy in Frontenac County has reached a level of maturity in recent years that warrants dedicated personnel to oversee its future. The #2, #3 and #4 primary goals in this Plan are designed to optimize outside investment and visitor spending in the region. To direct those efforts effectively, some type of dedicated tourism resource should be in place to lead or co-lead initiatives, track outcomes, engage community organizations and industry partners, and report back to elected officials and the general public.

Presently, two regional tourism organizations — RTO 9 and RTO 11 — promote Frontenac County directly to the consumer, and everything in the Plan is aligned with and designed to supplement their strategies. A new tourism entity would work directly with those RTOs, but it would also have a more on-the-ground mandate and be exclusively focused on tourism and destination development in Frontenac County.

Tourism development is economic development. Visitor spending is foreign direct investment from outside the County that stays within the local communities. Therefore, there is direct return on investment for funding dedicated tourism resources and personnel, in terms of increasing the County's tax base, increasing employment, and increasing revenue for small businesses.

Additionally, long-term data to identify the economic impact of tourism specifically in Frontenac County is presently in short supply. A newly established tourism entity will also be

responsible for collecting and disseminating the necessary tourism-related business intelligence to support small business planning and public sector decision-making.

More than anything else, the priority for a dedicated tourism resource is to be a bridge between local residents, government, businesses, organizations, and domestic and international visitors. The Frontenac County Destination Development Plan is the first step toward optimizing how all of the audiences work together to develop a shared vision for the future.

Looking ahead, it is imperative for experienced tourism industry professionals to ensure that this is a living document that will benefit local communities for the next five years.

## Goal #1

# Strategic Initiatives

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- A. Hire personnel to steward all of the elements in the Frontenac County Destination Development Plan**
- Engage directly with community members, small businesses, and regional and provincial tourism partners
  - Strengthen relationships with Indigenous communities
  - Develop travel packaging with industry partners
  - Share data/business intelligence, industry information and progress
  - Access tourism resources and funding
  - Manage community portals and public forums
- B. Align tourism and event development strategy with existing community and economic development initiatives**
- Invest in wayfinding and public amenities to improve the destination experience for locals and visitors
  - Leverage tourism to support Main Street improvement initiatives
  - Develop strategy to address lack of year-round accommodations
- C. Establish a consumer-facing, visitor-friendly tourism website as a central hub for promoting travel-related businesses, experiences and events**
- Invest in data management tools to optimize marketing efforts
  - Develop various formats of consumer travel content for all channels
  - Develop community-facing content to educate residents about tourism
- D. Enhance promotional partnerships within Frontenac County and with domestic and international source markets**
- Collaborate with Tourism Kingston to encourage city visitors to explore rural areas
  - Educate local industry suppliers about business strategy
  - Host media and travel trade familiarization trips

## Goal #2

# Develop and promote a trail-based, sustainable outdoor recreation ecosystem to help locals and visitors navigate the County

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There is an extensive network of trails and outdoor recreation opportunities in Frontenac County. These include almost 200 kilometers of converted railways, three provincial parks, an island beach getaway, and hundreds of lakes with endless shorelines. The County has been a leader in trails development over the past two decades, improving the trails system and celebrating the connection between trail and community. The purpose of this strategy is to leverage the trails network as a lens to help visitors discover experiences and attractions throughout the County.

Trails provide more than just outdoor recreation opportunities for hiking, biking, off-roading, cross-country skiing, snowshoeing, snowmobiling, horse riding, etc. They also represent the geographical and socioeconomic backbone of the County throughout its history, which has attracted explorers and entrepreneurs for generations who forged communities and built businesses out of the wilderness.

There is a certain legacy imbued in the trails' history that should be celebrated with locals and visitors alike.

Today, there is ongoing foundational work enhance trail infrastructure with initiatives such as those outlined in the K&P Trail Management Plan 2021. To support tourism development in alignment with trail upgrades, there should also be supplementary content and mapping platforms to encourage residents and visitors to explore deeper into the County for longer periods of time.

Some considerations for content development:

- “Rail Trail” branding and promotion is especially effective in telling the destination story by embracing the spirit of adventure and romance that the trails evoke
- Collaborate with partners to share Indigenous history and elevate the trail experience by highlighting how the original hosts of the land developed the earliest routes
- Focus on sustainability and the balance between man and nature to promote a trail experience that prioritizes healthy living

The County has a role in bringing together relevant stakeholders to maintain the quality of the watershed and wildlife as more people use the trails. It is anticipated that Frontenac County will continue to grow in the coming decade. The County should develop the necessary networks to pool information to update businesses and residents about the health of the environment.

## Goal #2

# Strategic Initiatives

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### **A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote County trails network, events and experiences**

- Develop and curate related travel itineraries and packages
- Expand social media and user-generated content tools to help people imagine and book outdoor recreation and adventure travel
- Collaborate with 3rd-party tech companies that specialize in digital mapping for hiking and biking trails

### **B. Further develop and promote a branded “Rail Trails” network to help locals and visitors navigate the County**

- Engage neighbouring counties and regional/provincial partners to support the development of Rail Trails-related content and marketing initiatives
- Support the development of educational content about the ancestral First Nations history of trails
- Work with local service associations to enhance trails, i.e., branded benches, gazebos, etc.
- Explore options for catering to the exponential rise in demand for e-bikes and other forms of e-mobility

### **C. Develop a public-private environmental sustainability taskforce to help steward sustainable tourism development**

- Provide a County-level information hub for pooling and sharing sustainability data, including visitor tracking
- Develop educational materials to help locals and visitors travel more responsibly

## Goal #3

# Support local organizations communities that promote the County's diverse identity, arts, culture and heritage

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Communities aren't just something we have. They're something we do. All of the towns and villages across Frontenac County have evolved over generations based on how people came together to live, work, visit, trade and share ideas. It is how we interpret place that defines our identity, and that identity is often communicated most powerfully through a community's arts, culture and heritage.

Of the four primary goals in this Plan, this one in particular requires a County-wide commitment to strengthen the relationship between municipal governments and the Indigenous community. The first step is identifying processes for listening to Indigenous communities more intentionally than in the past. Conversations with First Nations representatives during the development of this Plan emphasized that acknowledgements of the past require deliberate action in the future.

Indigenous Tourism Ontario (ITO) and the Indigenous Tourism Association of Canada (ITAC) have the resources to help inform tourism development in Frontenac County through the history and culture of First Nations. According to ITAC: "Indigenous tourism is Reconciliation in action." Today, there is growing interest across Canada to elevate tourism as a platform for social progress more intentionally. Frontenac County is well-positioned to be part of the process.

More generally speaking, the County is home to an impressive and diverse community of local artisans, makers, performers, historians and other

members of the arts, culture and heritage sector in every Township. There has been significant work to develop artisan/maker tours, which have been successful in attracting visitors to destinations all sizes. However, the feedback from the community engagement process was that there needs to be an organized way for the arts, culture and heritage community to better connect, pool their resources, cross-promote each other, and develop new business partnerships.

To help steward that, the County could consider supporting the development of a new Arts, Culture and Heritage organization comprised of leaders across the public, private and civic sectors. Such a group would connect governments, the tourism industry, arts and culture organizations and the academic sector to map out related assets, businesses and organizations to develop new events and experiences.

There are many local creative people who are eager to work with the tourism industry, but it's up to the County to help bring them together to share their collective voice with the world.

## Goal #3

# Strategic Initiatives

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- A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote arts, culture and heritage-related businesses, experiences and events**
- Develop and curate related travel itineraries and packages
  - Expand social media and user-generated content efforts to help people imagine and book arts, culture and heritage travel
- B. Develop an Arts, Culture & Heritage organization to pool the collective resources of the public, private and non-profit sectors**
- Collaborate with educational institutions and civic sector organizations to support the County's arts and maker communities
  - Collaborate with regional, provincial and national Indigenous organizations (eg. ITO, ITAC) to celebrate Indigenous community members in arts, culture and heritage
- C. Identify processes to engage with First Nations and other Indigenous communities**
- Establish regular connections with Indigenous leaders to strengthen relationships with local tourism leaders
  - Support the development of Indigenous tourism experiences, and integrate an Indigenous voice into existing travel experiences where appropriate with the help of public and private sector partners
- D. Collaborate with the travel industry and Indigenous organizations to offer opportunities for training and awareness around the Truth & Reconciliation Report**
- This is a long-term strategy but there is a new crop of tourism leaders nationally who are eager to leverage industry networks and resources to address Reconciliation

## Goal #4

# Develop a County-wide culinary experience and educational road map that celebrates local producers and sustainable supply chains

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Everyone is a foodie these days, and every destination has something to offer related to culinary tourism. Our food systems are a direct portal into the history and culture of any given region, which provide a wealth of content and programming opportunities to engage both locals and visitors.

Ontario has long been at the forefront of leveraging chefs, farmers, vendors and the entire supply chain to drive economic development in small towns and rural communities.

Based in Ontario, the Culinary Tourism Alliance offers an incredible wealth of business intelligence and unique programs like “FEAST: Growing Indigenous Food Tourism in Ontario.” The initiative was developed by Indigenous Tourism Ontario (ITO), who worked with partners across the province to create a 5-year plan to strategically advance the Indigenous food tourism sector.

Another program, Ontario’s Artisan Food & Beverage Region (FAB) is a unique economic development initiative by the Frontenac Community Futures Development Corporation. Its mission is to help entrepreneurs launch and operate an artisanal food and/or beverage business. The initiative provides a robust platform for building capacity in culinary tourism.

Frontenac County is also home to a growing series of grassroots organizations that are developing local, sustainable farming projects with an

educational component to share with locals and visitors. These efforts continue to expand the popularity of agritourism and artisan food providers. The County has an opportunity to unite these organizations to elevate knowledge sharing and increase outcomes for all partners involved.

Traditionally, tourism website pages themed around food and beverage drive some of the highest online engagement numbers, with the longest average reading times. The value of good video, written and visual content can’t be overestimated.

Today, the food-obsessed visitor, and even the merely culinary-curious traveller, are interested in much more than just restaurants. This consumer demographic is delineated by more than a dozen different passion themes, which Frontenac County can capitalize on. Food festivals, farmers markets, artisan tours, farm stays and tours are just a few of the purchase triggers that need related content to optimize visitor spending.

## Goal #4

# Strategic Initiatives

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### **A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote culinary tourism businesses, experiences and related events**

- Develop and curate related travel itineraries and packages
- Develop specific “Buy Local” campaigns to promote small independent businesses
- Expand social media and user-generated content efforts to help people imagine and book arts, culture and heritage travel

### **B. Support the growth of the existing farm-to-table ecosystem to create new and innovative culinary tourism experiences**

- Highlight Indigenous food traditions with dedicated content and events
- Increase investments in agritourism and brewery tourism, and develop educational materials to help more farms, breweries and related facilities become market-ready to service visitors professionally
- Develop dedicated educational and promotional materials to encourage private sector investment in culinary-themed businesses
- Highlight innovative food producers and sustainable growing collectives
- Develop gala culinary events

### **C. Collaborate with regional and Provincial organizations leading the food and beverage tourism industry, including the Culinary Tourism Alliance**

- Support the growth of the farm-to-table ecosystem; encourage new partnerships with growers and tourism businesses; and develop new promotions and packages related to “Buy Local.”
- Leverage Ontario’s Artisan Food & Beverage Region (FAB) program to increase and educate culinary tourism businesses



**FRONTENAC**



**Report 2022-043**

**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 20, 2022  
**Re:** **Office of the Chief Administrative Officer – County of Frontenac Resolution of Support for Ukraine**

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**Recommendation**

**Whereas** Ukraine is facing an unprecedented and unjustified attack on their sovereignty and way of life; and

**Whereas** every day, news stories and photographic and video images describing the tenacity and bravery of the Ukrainian people and President Volodymyr Zelensky are being distributed around the world; and

**Whereas** the County of Frontenac stands with other communities around the world, and all the people of Ukraine to strongly condemn this unprovoked attack;

**Therefore Be It Resolved That** our thoughts are with the people of Ukraine during this deeply troubling time; and,

**That** we support the rights of Ukrainian people to live in a peaceful, prosperous, and sovereign country; and,

**That** the County of Frontenac provide a \$5,000 donation to the Ukraine Humanitarian Crisis Appeal organized by the Canadian Red Cross and a challenge to Ontario municipalities to donate as well; and,

**That** this motion be sent to the Ukrainian Embassy in Ottawa, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

## Background

On February 24, 2022, Russia began a military invasion of Ukraine, launching attacks on several cities. Since that time, communities around the world have strongly condemned this unprovoked attack, including Prince Edward County that officially, at its meeting held March 8, 2022 passed the following resolution regarding support for Ukraine which was carried unanimously:

**Whereas**, in July 2019 the Council and staff of Prince Edward County welcomed Ukrainian municipal leaders to exchange information and ideas about our respective communities and governments; and

**Whereas**, Ukraine is facing an unprecedented and unjustified attack on their sovereignty and way of life; and

**Whereas**, every day, news stories and photographic and video images describing the tenacity and bravery of the Ukrainian people and President Volodymyr Zelensky are being distributed around the world; and

**Whereas**, Prince Edward County stands with other communities around the world, and all the people of Ukraine to strongly condemn this unprovoked attack;

**Therefore, Be It Resolved That**, our thoughts are with the people of Ukraine during this deeply troubling time; and

**That**, we support the rights of Ukrainian people to live in a peaceful, prosperous, and sovereign country; and

**That**, we show support to Ukraine and the Ukrainian community by raising the Ukrainian flag at Shire Hall; and

**That**, the Ukrainian flag remain raised until hostilities end; and

**That**, this motion be sent to the Ukrainian Embassy in Ottawa, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

## Comment

As part of his CAO Briefing to County Council at its March 16<sup>th</sup> meeting, Mr. Pender advised that there would be a motion coming forward from the EOWC regarding support for Ukraine brought forward by Prince Edward County which was expected in mid March but that had not yet arrived, and that staff would be bringing forward to the next Council meeting a similar motion from Frontenac County. The discussion at the EOWC included that some municipalities had allocated funding towards support for Ukraine and the request that would be coming from the EOWC would be for municipalities to support a \$5,000 contribution which is what several members have already provided.

Recognizing the generosity of Canadians and their desire to assist those affected by the crisis, Canada launched a matching fund on February 25, 2022. Canada had provided that it would match, dollar for dollar, donations made by individual Canadians to the

Canadian Red Cross, between February 24 and March 18, 2022, for crisis relief in Ukraine up to a maximum of \$30 million. Because of the generous contributions of the Canadian people, this \$30 million dollar amount has already been met and the \$5,000 contribution by the County of Frontenac will not be matched, although still equally important for all Canadian citizens and organizations to continue to show support.

**Strategic Priority Implications**

Not Applicable

**Financial Implications**

If Council wishes to support the \$5,000 donation request from the EOWC, staff recommend that the donation amount be funded from the stabilization reserve.

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

Alex Lemieux, Director of Corporate Services/Treasurer



**Report 2022-044**

### **Council Recommend Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** April 20, 2022

**Re:** **Office of the Chief Administrative Officer – 2021 Year End Report of the County of Frontenac Emergency Management Program Committee**

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#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – 2021 Year End Report on the County of Frontenac Emergency Management Program Committee report;

**And Further That** a copy of the 2021 Year End Report of the County of Frontenac Emergency Management Program Committee be posted to the County of Frontenac Website.

#### **Background**

Ontario Regulation 380/04 of the *Emergency Management and Civil Protection Act* sets out the Standards for requirements under the said Act. Part II of the Regulation sets out the Municipal Standards under the Act, with Section 10 (4) mandating that the emergency management program co-ordinator shall report to the municipality's emergency management program committee on his or her work under subsection (3).

Subsection (3) states: The emergency management program co-ordinator shall co-ordinate the development and implementation of the municipality's emergency management program within the municipality and shall co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside government that are involved in emergency management.

Section 11 of the Regulation also requires that:

(5) The committee shall advise the council on the development and implementation of the municipality's emergency management program. O. Reg. 380/04, s. 11 (5).

(6) The committee shall conduct an annual review of the municipality's emergency management program and shall make recommendations to the council for its revision if necessary.

### **Comment**

The purpose of this report is to provide County Council with the annual 2021 Year End Report of the Emergency Management Program Committee, attached to this report as Appendix A, pursuant to Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act.

### **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**

Mark Podgers, Superintendent, Frontenac Paramedic Services and CEMC  
All Departments

**2021 Year End Report  
Emergency Management Program Committee**

The following report to the Emergency Management Program Committee (EMPC) outlines the successes, deficits, and deferrals for 2021.

**Key Emergency Management Personnel**

By-laws 2017-0032 (to Appoint Members to the Emergency Management Program Committee) and 2017-0048 (to adopt an Emergency Management Program and Emergency Response Plan and to meet other requirements under the Emergency Management and Civil Protection Act) assigned County personnel to the following roles:

Emergency Management Program Coordinator  
Community Emergency Management Coordinator (CEMC)  
Alternate CEMC  
Head of Council – Warden  
Emergency Operations Centre Director – Chief Administrative Officer  
Emergency Information Officer – Communications Officer  
Liaison Officer – Manager of Legislative Services/Clerk  
Scribes – CAO's Executive Assistant  
Community Emergency Management Coordinator  
Operations Section Chief – Chief Paramedic/Director  
Planning Section Chief – Director of Planning and Economic Development  
Logistics Section Chief – Director of Human Resources  
Finance and Administration Section Chief – Director of Corporate Services/Treasurer

**Emergency Management Program Committee (EMPC)**

By-law 2017-0048, which includes a Terms of Reference, established the following positions as members of the EMPC:

County Warden  
Emergency & Transportation Council Liaison  
Chief Administrative Officer  
Director of Planning and Economic Development  
Director of Corporate Services/Treasurer  
Chief Paramedic/Director of Paramedic Services/Transportation Services  
Manager of Legislative Services/Clerk  
Manager of Information Services  
Director of Human Resources  
Communications Officer  
Administrator of Fairmount Home  
Manager of Continuous Improvement  
Frontenac County Emergency Communications Coordinator  
Ontario Provincial Police Detachment  
Community Emergency Management Coordinator  
County Fire Coordinator  
Kingston, Frontenac, Lennox & Addington Public Health

Alternate Community Emergency Management Coordinator(s)  
Administrative Assistant/Scribes

The program committee and call-out lists were updated in 2021

### **Hazard Identification Risk Assessment (HIRA)**

The HIRA information was updated 2021. The proposed updates have been initially discussed with the EMPC early this year to obtain their input into the revision process.

The list of the 20 identified HIRA for the County are as follows:

1. Human Health Emergency
2. Structure Fires
3. Floods
4. Tornado
5. Transportation – Hazardous Materials
6. Transportation
7. Fires
8. Snowstorms
9. Hazardous Materials fixed
10. Earthquake
11. Terrorism
12. Extreme Heat
13. Energy
14. Special Events
15. Water
16. Drought
17. Radiological
18. Dams
19. Infrastructure
20. Agriculture

### **Critical Infrastructure (CI)**

The Critical Infrastructure list for the County was updated in 2021 based on review by the EMPC, specifically a review of the priority of each sectors infrastructure [Critical (1), Important (2) and Secondary (3)].

The sectors included in the CI are

1. **Continuity of Government**
2. **Energy and Utilities** – includes Hydro, home heating/oil distribution
3. **Water** – includes municipal water systems (water treatment in village of Sydenham)
4. **Food** – includes grocery stores within the County
5. **Financial Institutions** – includes Banks and Inter-Institution computer systems
6. **Public Safety and Security** – includes the Emergency Operations Centre, Fire and Police Services

7. **Health** – includes EMS/Ambulance, Long Term Care facilities, Retirement Homes and Day Cares
8. **Manufacturing** – none are identified in the County
9. **Information and Communication Technologies** – includes 911 Communications, landline telephones, wireless phones/pagers, internet, Police/Fire/PS radio systems and media towers
10. **Transportation** – includes Roads, Ferries and International Ferry
11. **School Board** – identifies schools within the County

### **Municipal Emergency Plan**

The Emergency Management Plan for the County of Frontenac was rewritten in 2017 and adopted as a part of By-law 2017-0048. No revisions were undertaken in 2019, 2020 or 2021 which did not require the passing of a new by-law. No changes were made in 2020-2021 however, because of the pandemic, a major review and rewrite will be conducted in 2022/2023.

A copy of the most current publicly available Emergency Management Plan is attached.

A draft Continuity of Operations Plan or COOP is currently being drafted. The COOP will direct the municipality when actioning disruptions to administrative procedures, facilities, staff and computer systems.

### **Municipal Emergency Control Group (MECG)**

As a result of the pandemic, the OFMEM have determined that municipalities were not required to conduct a training exercise in 2020 however this legislative requirement was not waived in 2021. The 2021 exercise, was carried out in late December electronically which posed several questions based on each person's role during an emergency. The scenario was based on a fire in the paramedic services area of the County building which impacts the water pumps/heating system/kitchen/laundry and servers.

OFMEM has maintained a standard for the level of knowledge required by MECG members. The information required by the members was previously conveyed to them via documentation. Each member has or will be providing verification documentation with respect to this material.

### **Emergency Operations Centres (EOC)**

County of Frontenac primary and alternate EOCs remain as defined in the plan (exact locations are not public records). Each centre also has a Media Relations Centre assigned in close proximity.

Both EOCs are equipped with appropriate technology to allow the MECG to effectively deal with an emergency. The primary EOC is equipped with an automatic generator that requires no intervention to work and is tested monthly. The alternate EOC location is also equipped with an automatic generator. A municipal facility functions as the Media Relations Centre.

## **Public Education and Incidents of Note**

The municipality's Emergency Management web page includes the addition of links to the County's local municipalities, provincial, federal and NGO websites for pertinent emergency preparedness information, including 72-hour preparedness, preparedness for hazards, etc. This information was reviewed and updated in 2016 as part of the County's website redevelopment and will be reviewed in 2022 to ensure its relevance.

The County also places an information board in the common area of the County; however in 2021 it did not put out pamphlets due to the Covid precautions and the facility closed to the public. The County's social media channels also promote information related to various emergency situations affecting or potentially affecting the municipality, including delivery of appropriate messaging to residents at different times during flood season.

During the Covid health emergency crisis, the County website directed residents to the KFL&A Public website for up-to-date information.

## **Emergency Preparedness Week**

Due to the pandemic, no displays were set up at the municipal office or the public libraries during the Emergency Preparedness Week in May. The County also provided Emergency Management tweets during Emergency Preparedness week. All the documentation that was put out on the website and COVID related is public education and awareness material

County Council, at its regular meeting held on April 14, 2021 also made a Proclamation, Proclaiming 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 encouraged all citizens to make a plan, build a kit, stay informed, and to participate in educational activities on emergency preparedness

## **Pandemic – COVID 19**

None of the 2020/2021 situations impacted the municipality as much as the COVID-19 pandemic. Since early March of 2020, the municipality has been on full alert.

The MCEG and support staff started meeting very early during the pandemic and continued to meet on a weekly basis (some members in person, others virtually via Teams) until the end of May, 2021. From June to November, meetings reduced to an as required basis; however in December of 2021 when the Omicron wave occurred, meetings again were on a weekly basis. Meetings have since been moved to bi-weekly and will likely reduce to once again on an as required basis.

The municipality declared a state of emergency effective March 26, 2020 and that declaration is still in effect.

Six COVID-19 Council updates (reviewed and approved by the MECG) were prepared by the Liaison Officer. The releases were sent out to Council weekly during March and April of 2020 when the crises first hit, followed by monthly when required.

The municipal office and other municipal facilities, including Fairmount Home Long Term Care facility were closed to the public after the declared emergency. COVID-19 procedures, as directed by the province and the Kingston Frontenac Lennox & Addington Public Health Unit, were implemented for those staff working from the office, those in Paramedic Services and Fairmount Home. Staff were/are encouraged to work from home when necessary. The municipal office was reopened to the public in September 2021; however was closed again in December 2021 due to the Omicron wave. The municipal office was then again opened in March 2022. All COVID-19 safeguards must be adhered to.

It should be noted that the County municipal offices are required to meet more stringent requirements in terms of Covid restrictions/safety measures given that it is attached to a long-term care facility and a number of staff regularly flow in and out of the home. As such, the County offices have been closed for much of the Covid crises in comparison to other Municipal offices, including those of the County's member municipalities.

#### **Fairmount Home**

In late March 2020 prior to the release of Ontario Regulation 146/20, Fairmount Home implemented the requirement for staff to work with one employer to reduce the risk of COVID transmission. On April 15, 2020, the Province of Ontario mandated all healthcare employers to ensure their employees worked with only one health service provider to reduce the transmission of COVID.

In late March 2020, Fairmount Home also implemented the use of mandatory respiratory masks for all staff and visitors in the home to reduce the risk of transmission prior to the mandate from the Ministry of Long-Term Care (MLTC). In addition, all resident group activities ceased and were replaced with individual or small group activities for residents. The home also adapted resident meals to ensure physical distancing was maintained in dining areas.

In April 2020, the home began regularly scheduled screening and polymerase chain reaction (PCR) testing of all staff, volunteers, and residents to monitor for asymptomatic transmission of COVID. Fairmount also began recruiting additional nursing staff and housekeeping staff to mitigate the loss of staff, who may be required to isolate due to the virus. Resident Aides were also recruited to provide 1:1 support for residents including assistance with meals, direct care, and recreational activities such as outdoor walks and virtual family visits. An email platform called Constant Contact was established to enable regular communication with resident families/POAs.

Two outdoor visit areas were created in June 2020, so families and residents were able to visit physically distanced with all attendees wearing masks to reduce the risk of

COVID. In July 2020, indoor visits resumed in the auditorium with all attendees wearing respiratory masks and physically distanced.

In the year 2021 as mandated by the MLTC, all residents, caregivers, and staff were offered the opportunity to receive three doses of a Health Canada approved COVID vaccine at intervals guided Kingston, Frontenac, Lennox and Addington Public Health. In addition to PCR testing, the home implemented daily rapid antigen testing in February 2021 for all staff, volunteers, and caregivers. Resident were also required to undergo rapid antigen testing after each medical appointment or short stay absence from the home. Daily rapid antigen testing is ongoing in the home to identify asymptomatic transmission of the virus.



**Report 2022-045**

### **Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Susan Brant, Administrator

**Date of meeting:** April 20, 2022

**Re:** **Fairmount Home – COVID-19 Mandatory Vaccination Policies**

#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac receive the Fairmount Home - COVID-19 Mandatory Vaccination Policies report and attached policies including Appendix A IP&C-27 COVID19 Staff Vaccination and Surveillance Testing and Appendix B IP&C-29 Essential Visitors & General Visitors During COVID-19.

#### **Background**

Effective March 14, 2022, the Ministry of Long-Term Care (MLTC) announced the revocation of the Minister's Directive on Long-Term Care Home COVID-19 Immunization Policy. The MLTC advised they were shifting from a provincial directive that requires homes to have a mandatory COVID-19 vaccination policy to a guidance-based approach that continues to support homes with their employer-led policies and best practices.

#### **Comment**

The revocation of the Minister's Directive on a COVID-19 vaccination policy ended the provincial requirement to provide proof of vaccination upon entry to Fairmount Home (Fairmount). Nevertheless, the MLTC continues to encourage vaccination including medically recommended COVID-19 vaccine boosters. The change in the MLTC's policy does not change the critical importance of vaccination as a primary defense against COVID-19.

The MLTC's guidance document continues to promote best practices including offering onsite vaccination, promoting the benefits of vaccination using the latest scientific evidence and incorporating vaccination requirements in long-term care home's operational requirements. In addition, the MLTC recommends engaging resident and family councils in the development of the home's vaccination policies.

KFL&A Public Health continues to strongly recommend COVID-19 vaccination as seen in Appendix C, particularly in the highest risk workplaces that serve clients at risk for severe disease including health care and congregate living settings such as long-term care homes. In addition under the [Occupational Health and Safety Act](#), Fairmount has a duty to take every precaution reasonable in the circumstances for the protection of worker. Lastly, Fairmount's Medical Director, Residents Council, and Family Council have provided their recommendations to continue with a vaccination policy that mandates the COVID-19 vaccine along with the recommended vaccine boosters for the health and safety of residents and staff.

Based on the above recommendations and to support business continuity at Fairmount, the Staff Vaccination and Surveillance Testing policy has been prepared as outlined in the attached Appendix A. In addition, the vaccination requirements for visitors to Fairmount is outlined in the Essential Visitors & General Visitors During COVID-19 is attached as Appendix B.

#### **Strategic Priority Implications**

Not applicable

#### **Financial Implications**

There are no financial implications associated with this report.

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

Ministry of Long-Term Care Directives  
Kingston, Frontenac, Lennox & Addington Public Health  
Fairmount Home Management Team  
Fairmount Resident and Family Councils



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**Revision Date: March 14, 2022**

**Program: Infection Prevention & Control (IP&C)**

**Index Number: IP&C-27**

**Policy: Staff Vaccination & Surveillance Testing**

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**Approved by:**

**Effective: July 1, 2021**

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## **POLICY**

Fairmount Home (the Home thereafter) has established vaccination requirements and protocols for staff surveillance testing which complies with the guidance of Kingston, Frontenac, Lennox, and Addington Public Health (KFLA PH).

## **OBJECTIVE**

To ensure the health and safety of the vulnerable population by mandating the COVID-19 vaccination, rapid antigen testing, and polymerase chain reaction testing requirements which comply with the guidance of KFLA PH.

## **DEFINITIONS**

**Fully vaccinated:** the individual has received a minimum of two doses of a COVID-19 vaccine or combination of COVID-19 vaccines approved by Health Canada (see 1.6 a))

**Unvaccinated:** an individual who is medically exempt from receiving a full series of a COVID-19 vaccine or combination of COVID-19 vaccines approved by health Canada (see 1.6 b))

**Rapid Antigen Testing (RAT):** used for COVID-19 screening purposes only and not diagnostic.

**Polymerase Chain Reaction (PCR) Testing:** COVID-19 testing required for symptomatic individuals.

## **PROCEDURE**

### **1. COVID-19 Vaccination Requirements**

- 1.1 In accordance with the *Occupational Health and Safety Act* of Ontario, Fairmount Home will take every reasonable precaution to protect its staff from the spread of COVID-19 by offering a COVID-19 vaccination program, including information regarding COVID-19 and free vaccination.
- 1.2 The COVID-19 vaccine will be available for administering to staff as recommended by KFL&A PH
- 1.3 Only the intramuscular COVID-19 vaccine(s) recommended for health care workers and approved by Health Canada and KF&LA PH will be offered to Fairmount Home.
- 1.4 All eligible staff, student placements, and volunteers are required to receive a COVID-19 vaccine, unless it is medically contraindicated. Fairmount Home will help facilitate staff receiving their vaccinations either at the Home or in the community.
- 1.5 Staff who have received their vaccination in an alternate location other than at Fairmount Home must provide written proof to the Assistant Director of Care - IPAC as soon as they receive the COVID-19 vaccine.
- 1.6 To ensure that all staff, students, and volunteers subject to this policy comply, they must provide **ONE** of the following by the deadline set out in section 1.8 of this policy:
  - a) Proof of the COVID-19 vaccine administration as per the following requirements:
    - i. 2 (two) doses of a COVID-19 vaccine authorized by Health Canada, and an annual COVID-19 booster vaccine as recommended by KFLA PH, when eligible



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- b) Provide written proof of a valid medical exemption(s) to receiving the COVID-19 vaccine as described above. The medical exemption(s) must be provided by either a physician or registered nurse in the extended class that sets out:
    - i. That the individual cannot be vaccinated against COVID-19 or cannot receive a subsequent dose of a COVID-19 vaccine; and
    - ii. The effective time for the medical exemption(s). Upon expiration of the effective period for the medical contraindication, the individual must provide proof of vaccination within 30 (thirty) days of medical contraindication expiring.
- 1.7 Medical exemptions to the COVID-19 vaccine as set out by the Ministry of Health include:
- i. a severe allergic reaction or anaphylaxis to a component of a COVID-19 vaccine, or following a COVID-19 vaccine, and that allergy was documented and evaluated by an allergist/immunologist and the allergist/immunologist has determined that the individual is unable to receive any COVID-19 vaccine; or,
  - ii. myocarditis prior to initiating a mRNA COVID-19 vaccine; or,
  - iii. myocarditis or pericarditis following a mRNA COVID-19 vaccine; or,
  - iv. serious adverse event following COVID-19 immunization, if the event has been medically evaluated by an appropriate physician, nurse practitioner or specialist, who has determined that the individual is unable to receive any COVID-19 vaccine; or
  - v. Actively receiving immunosuppressing therapy anticipated to significantly blunt vaccine response as documented by an appropriate physician or nurse practitioner to defer the vaccination to a later date.
- 1.8 Staff, support workers, student placements, and volunteers who are eligible for a third (or annual booster) dose on or after January 1, 2022 (or January 1 of each year thereafter) must meet the applicable requirements set out in section 1.6 of this policy by April 29, 2022 (or a date to be determined for annual boosters each year thereafter, that will be communicated to staff).
- 1.9 All new staff, students or volunteers must provide one of the requirements set out in section 1.6 of this policy before they begin working, undertaking placement or volunteering in the Home.
- 1.10 Proof of vaccination does not apply when entry to Fairmount Home is related to provision of palliative end of life care, emergency services including paramedics that provide timely medical care, or for the sole purpose of making a delivery.
- 2. COVID-19 Vaccine Education Program**
- 2.1 Upon request all eligible staff, student placements, and volunteers will be given the opportunity to receive additional vaccination education through SURGE or verbal training which will include:
- i. How COVID-19 vaccines work
  - ii. Vaccine safety related to the development of the COVID-19 vaccines
  - iii. The benefits of vaccination against COVID-19



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iv. Risks of not being vaccinated against COVID-19

v. Possible side effects of COVID-19 vaccination

The Assistant Director of Care - IPAC maintains a database of the vaccination status of staff. This information shall be kept strictly confidential and will be restricted to only those staff that require the information.

### **3. Staff Surveillance Testing**

3.1 Staff, students, and volunteers must comply with the testing requirements set out by the Home, before entering the Home for their scheduled shift. Surveillance testing frequencies will be communicated to staff by email and Staff Stat.

3.2 COVID-19 surveillance testing is mandatory and provided free of charge for all staff.

3.3 Individuals who have evaluated positive for COVID-19 may be exempt from COVID-19 surveillance testing for a brief period, which will be communicated by the Occupational Health Nurse.

3.4 If staff, students, and volunteers do not get COVID-19 testing within the timeframe mandated, they will be on an unapproved leave of absence, without pay and will not be eligible to utilize banked time and may be subject to disciplinary action.

3.5 Staff, students, or volunteers that have been in close contact with a confirmed positive COVID-19 case may be permitted to return to work with prior approval from the Occupational Health Nurse; however, while at work close contacts are required to follow the Workplace Isolation Policy (IP&C-32).

3.6 Staff experiencing symptoms and/or have assessed positive on a RAT completed at home are required to receive a RAT and PCR test (unless otherwise directed by the Occupational Health Nurse) onsite at Fairmount Home.

3.7 Staff, students, or volunteers who have evaluated positive for COVID-19 must self isolate as directed by the Occupational Health Nurse.

### **4. REFERENCES**

Minister's [Directive #3](#) for Long-Term Care Homes under the [Long-Term Care Homes Act, 2007](#). Ontario Legislative Assembly. [Health Protection and Promotion Act, R.S.O 1990, c. H. 7](#). MLTC. [Testing and Isolation Placemat for Staff](#)



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**1. POLICY**

This program is designed to provide resident visits including general visitors and essential visitors during the COVID-19 pandemic. This policy includes the following procedures for all visitors:

- COVID-19 screening
- Vaccine requirements
- COVID-19 testing requirements
- Personal protective equipment (PPE) requirements
- Visitation restrictions

This policy was developed with guidance from Kingston Frontenac Lennox & Addington Public Health (KFL&A PH).

This policy may change frequently due to numerous changes in COVID-19 limitations and restrictions set out by Fairmount Home (Home).

**2. SCOPE**

This policy applies to all visitors entering the Home that is not a student, volunteer or employee of Fairmount Home or entering the Home for purposes not related to employment.

**3. OBJECTIVE**

To support long-term care residents, the Ministry of Long-Term Care (MLTC) has provided the following principles to guide the gradual, staged return to resident visits:

**Safety:** Any approach to visiting must balance the health and safety needs of residents, staff, and visitors, and ensure risks are mitigated

**Emotional Well-being:** Allowing visitors is intended to support the emotional well-being of residents by reducing any potential negative impacts related to social isolation

**Equitable Access:** All residents must be given equitable access to receive visitors, consistent with their preferences and within reasonable restrictions that safeguard residents

**Flexibility:** The physical/infrastructure characteristics of the Home, its staff availability, whether the Home is in an outbreak, and the status of the Home with respect to personal protective equipment (PPE) are all variables to consider when setting the home's policies

**Equality:** Residents, their substitute decision-makers and/or designate caregivers have the right to choose their visitors.

**DEFINITIONS**

**Essential visitor:** a person performing essential support services (i.e., food delivery, inspector, maintenance, or health care service) or a person visiting a very ill or palliative resident. Essential visitors include:

- a) Support Worker: performs essential services for the Home or for a resident at the Home. (i.e., physician, nurse practitioner, maintenance worker)



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- b) Essential Caregiver: designated by the resident and/or their substitute decision maker and is visiting to provide direct care to the resident.
  - i. Essential caregivers must be at least 16 years of age

Please note: Essential caregivers are the only type of visitor allowed when a resident is self-isolating or symptomatic or when the Home is experiencing an outbreak, or as per KFL&A Public Health.

**General Visitor:** a person who is not an essential caregiver and is visiting to provide non-essential services and/or for social reasons

**Fully Vaccinated:** Anyone who has received the required dosage of a Health Canada authorized COVID-19 vaccine at least 14 (fourteen) days before their visit.

**Unvaccinated:** Anyone who has not received the required dosage of a Health Canada authorized COVID-19 vaccine at least 14 (fourteen) days before their visit. This includes partial vaccination and anyone who fails to provide proof of vaccination status.

**Proof of vaccination:** Government issued ID (drivers' licence, passport, birth certificate, etc.) and a hard copy or electronic version of an enhanced vaccination certificate (i.e., QR Code).

**Proof of medical exemption:** Government issued ID (drivers' licence, passport, birth certificate, etc.) and a hard copy or electronic version of an enhanced vaccination certificate (i.e., QR Code).

**Rapid Antigen Testing (RAT):** used for COVID-19 screening purposes only and not diagnostic.

**Polymerase Chain Reaction (PCR) Testing:** COVID-19 testing required for symptomatic individuals.

#### 4. PROCEDURE

##### 4.1. Before Visiting

- All visitors are expected to review this policy monthly and/or before each visit.
- All visitors must comply with the home's infection prevention and control (IPAC) protocols, including proper use of face coverings or surgical/respiratory masks and eye protection.
- Visitors under the age of 14 must be accompanied by an adult
- Both essential caregivers and general visitors are required to follow the home's procedures and may be subject to limitations and restrictions during indoor visits. Please see our guidance document, *Visiting a Resident at Fairmount Home* (Appendix A) for more information on indoor visits
- Homemade, restaurant and grocery store food/drink brought by visitors for residents are permitted. Please refer to IP&C-31 Activity Room Refrigerator Policy if the use of the refrigerator is required.

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- Residents are permitted a maximum number of visitors at a time. Please contact the Assistant Director of Care – Infection Prevention and Control (Ext. 516) to find out the maximum number of visitors permitted before your visit.
- Please note that essential caregivers are not subject to the same restrictions and limitations as general visitors

#### 4.2. Screening

- All visitors are required to complete active screening before entering the Home for indoor or outdoor visits. Those who do not pass are not permitted to visit.
- All visitors are required to provide eligible proof of vaccination upon each visit (see Section 5.3). Anyone that does not provide eligible proof of vaccination is restricted from entering the Home.

#### 4.3. Vaccination requirements & proof of vaccination

- Essential visitors and general visitors are required to provide eligible proof of vaccination upon each entry into the Home. Vaccination requirements are as followed:
  - **General visitors** are required to provide proof of at least 2 (two) doses of a COVID-19 vaccine authorized by Health Canada.
  - **Essential Caregivers** are required to provide proof of 3 (three) doses of a COVID-19 vaccine authorized by Health Canada, and an annual COVID-19 booster vaccine as recommended by KFLA PH, when eligible.
  - **Support Workers (healthcare)** are required to provide proof of 3 (three) doses of a COVID-19 vaccine authorized by Health Canada, and an annual COVID-19 booster vaccine as recommended by KFLA PH, when eligible.
  - **Support Workers (non-healthcare)** are required to provide proof of at least 2 (two) doses of a COVID-19 vaccine authorized by Health Canada.

#### 4.4. COVID-19 Testing

- All visitors must receive a RAT before every visit with a resident. The RAT is completed in the Home once the visitor has been screened and has provided the required proof of vaccination for COVID-19.
- All visitors must wait the required time following the RAT until directed by the Clinic Lead.
- Where a support worker requires immediate access to the Home for an emergency, the Home does not need to perform a RAT (including those who are visiting a palliative resident)

#### 4.5. Personal Protective Equipment (PPE)

- All visitors must wear the required mask and PPE necessary for the duration of their visit.

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- All PPE (i.e., masks, gloves, gowns, and eye protection) will be provided by the Home for indoor visits only.
- All visitors must wear the required PPE on the designated home areas. This includes the use of masks, eye protection, in addition to gloves and gowns as required. All PPE will be provided by the Home.
- Prior to an essential caregiver visiting a resident for the first time, the Home will provide training to the essential caregiver addressing how to safely provide direct care, including putting on and removing appropriate PPE, and hand hygiene. Below is a list of PPE guidance that may be helpful:
  - Document - Recommended Steps: Putting on PPE:  
<https://www.publichealthontario.ca/-/media/documents/ncov/ipac/ppe-recommended-steps>
  - Video: <https://www.publichealthontario.ca/en/Videos//2021/IPAC-FullPPE-On>
  - Video: <https://www.publichealthontario.ca/en/Videos//2021/IPAC-FullPPE-Off>
  - Video: <https://www.publichealthontario.ca/en/Videos//2021/IPAC-Handwash>
- If a visitor fails to comply with PPE requirements, they may be temporarily suspended from visitation with residents.

#### **4.6. Restrictions**

- If a resident is self-isolating or symptomatic and/or when the Home is in an outbreak, only 1 (one) essential caregiver per resident may visit at a time.  
In addition:
  - An essential caregiver may not visit any other resident or home for 14-days after visiting a resident who is self-isolating or symptomatic and/or visiting a home in an outbreak
  - An essential caregiver is not permitted to visit if they have worked anywhere that has a COVID-19 outbreak for 14 days since their last day of exposure
  - General visitors are not permitted to visit any self-isolating or symptomatic residents and/or any home area declared in outbreak.
- For other possible restrictions (i.e., dining with a resident, participating in activities, etc.), please contact the Assistant Director of Care – Infection Prevention and Control (Ext. 516).

#### **4.7. Types of Visits**

- **Indoor Visits**
  - Take place inside the Home



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- Both essential caregivers and general visitors are required to follow the home's procedures and may be subject to limitations and restrictions during indoor visits. Please see our guidance document, *Visiting a Resident at Fairmount Home* (Appendix A) for more information on indoor visits.
- **Outdoor visits**
  - An essential caregiver or general visitor that meets the vaccine requirements outlined in this policy may enter the Home to porter a resident to the outdoor designated areas.
  - Two (2) designated areas on the grounds outside the Home are available on a first come, first serve basis as follows:
    1. Outside the front entrance of Fairmount Home
    2. Gazebo located near the front entrance of the County of Frontenac Administration office
  - To ensure the health and safety of our residents, outdoor visits may be restricted due to weather conditions.
  - Masks or face coverings are required for the duration of the visit and will not be provided by the Home
- **Video visits**
  - Must be prearranged with the Volunteer Coordinator (Ext. 581)

**5. Appendices**

<b>Appendix</b>	<b>Appendix Title</b>	<b>Hyperlink</b>
Appendix A	Visiting a Resident at Fairmount Home	<a href="#">A- IP&amp;C-29 Resident Visitation during COVID-19 Pandemic APPENDIX A.pdf</a>

**6. Policies Referred**

<b>Index Number</b>	<b>Policy Title</b>	<b>Hyperlink</b>
IP&C-31	Activity Room Refrigerator Policy	<a href="#">Signed Policies\IP&amp;C-31 Activity Room Refrigerators.pdf</a>

Any violations of these rules could be basis for discontinuation of your visit. In cases where the rules are violated, the resident may need to be isolated for a minimum of 14 days and may be required to undergo testing for COVID-19. We understand that visiting your loved one is important to you. We do not anticipate violations will occur but must still make everyone aware.



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If you have any questions regarding your visit with a resident or the directions and limitations set out in this policy, please contact our Assistant Director of Care - Infection Prevention & Control at Ext. 516.



March 31, 2022

Dear Municipal Partners,

**RE: UPDATED Medical Officer of Health Recommendations for Workplace COVID-19 Vaccination Policies**

Thank you for your outstanding efforts over the past two years, during the COVID-19 pandemic, to put in place practices, policies and employee supports to help control the spread of COVID-19 within your businesses and organizations. COVID-19 is still present in the KFL&A region and there is still risk of transmission and infection in our communities. While there is some uncertainty as to the future of the COVID-19 pandemic, vaccination, along with other preventive measures, will remain a very important defense against COVID-19. Employers have an obligation to maintain a safe work environment for their workers. They may also consider the need to maintain continuity of their operations.

As such, at this time of transition, when the remaining provincial measures are being lifted, I have updated our recommendations for workplace COVID-19 vaccination policies (attached). I continue to recommend that all local employers have a workplace COVID-19 vaccination policy to protect workers and the public. The nature of the policy should be in keeping with the current evidence on vaccine effectiveness against the predominant variant of COVID-19, workplace risk of transmission and severe illness, which may vary with the future course of COVID-19 activity in the community and within the workplace. Currently, at a minimum, all workplaces should have policies that promote and enable COVID-19 vaccination. In addition, those workplaces at higher risk should consider specific recommendations or additional requirements as outlined in my guidance.

The updated guidance also reflects current vaccination recommendations to receive a booster dose for those aged 12 years of age and older, given its importance in better preventing infection and severe disease against the Omicron variant. Employers are encouraged to review and revise their policies accordingly. I would like to sincerely thank you for your continued leadership in keeping your businesses, organizations, and our community safe.

Sincerely,

Dr. Piotr Oglaza, MD, CPHI (C), MPH, CCFP, FRCPC  
Medical Officer of Health / Chief Executive Officer

Encl. KFL&A Public Health Recommendations for Workplace COVID-19 Vaccination Policies

**Kingston, Frontenac and Lennox & Addington Public Health**

[www.kflaph.ca](http://www.kflaph.ca)

**Main Office** 221 Portsmouth Avenue  
Kingston, Ontario K7M 1V5  
613-549-1232 | 1-800-267-7875  
Fax: 613-549-7896

**Branch Offices** Cloyne 613-336-8989 Fax: 613-336-0522  
Napanee 613-354-3357 Fax: 613-354-6267  
Sharbot Lake 613-279-2151 Fax: 613-279-3997



- What is known from public health officials about the current and likely future risk of COVID-19 (e.g., COVID-19 transmission and severity in Canada and internationally, and future forecasts)?
  - As of March 2022, COVID-19 transmission in KFL&A Region remains very high. Most evidence indicates that infection with the Omicron variant causes less severe disease compared to Delta; however, Omicron infections can still be severe, particularly in older age groups and especially older people with other health conditions. The future trajectory of COVID-19 is uncertain, but there is potential for new variants of concern and increased COVID-19 activity in the fall and winter months.
- Does your workforce have a high vaccination rate (i.e., over 90% vaccinated with all currently eligible doses)?
- Are workers able to keep at least two metres apart while performing their work?
- Are workers required to be in close contact with other workers or patrons, and if so for how long and how often?
- When workers cannot maintain a physical distance, a face covering shall be used by persons in an indoor workplace environment. In addition, does your workplace have appropriate personal protective equipment (PPE) to protect workers?
- Does your workplace employ good HVAC practices in ensuring systems are in good working condition and regularly inspected? For improved ventilation, increase air-exchange settings on the HVAC system, using the highest efficiency filters that are compatible with the HVAC system(s), and arranging furniture away from air vents and high airflow areas are all good practices to consider.
- Do you have workers who may be at risk for severe illness from COVID-19, or do your workers work closely with patrons at risk for severe illness? Some people may have reduced immunity due to age, pre-existing health conditions or medical treatments.
  - Is your workplace able to offer alternative work, such as remote work, for people who require accommodation due to risk of severe illness or vaccine exemptions?
- Does your workplace provide services to individuals who are at high risk of severe illness? For example, seniors, individuals residing in homeless shelters or individuals who cannot be vaccinated.

The outcome of your workplace risk assessment should help determine the specific nature of your workplace policy in order to adequately protect workers and patrons.

### Key Components in a COVID-19 Vaccination Policy

#### A. Identify the scope and purpose

- Explain the purpose of the policy including the risks of COVID-19. Vaccination against COVID-19 is one of the best ways to protect workers from infection and severe illness, when current vaccination guidance is followed. As of March 2022, a primary series of COVID-19 vaccination followed by a booster dose is strongly recommended for optimal protection.
- Explain who the policy applies to. It is recommended that the policy apply to all employees, staff, contractors, volunteers, and students (from hereon termed 'workers'), as relevant.
- Have a clear communication plan to inform workers about the policy.



## B. Determine your approach to promoting and enabling vaccination

All workplaces should demonstrate their commitment to supporting workers to get vaccinated, and should create policies to enable this, including:

- Letting workers know where they can get vaccinated.
- Providing vaccine information from credible sources or translated resources, such as [KFL&A Public Health](#).
- Supporting vaccine champions to initiate conversations with their peers.
- Providing paid leave or transportation for workers to get vaccinated during paid work time.

## C. Additional requirements in higher risk workplaces

If your assessment of your workplace's risk of COVID-19 transmission or severe illness is high, it may be appropriate to consider additional requirements.

The highest risk workplaces are those that serve clients at risk for severe disease, including health care settings and congregate living settings (long term care homes, retirement homes, group homes, shelters, etc.); in these settings, additional requirements (listed below) are strongly recommended.

### List Action Steps Workers Must Take

#### A. Workplace policies may require workers to provide one of the following:

- **Proof of vaccination**
  - The provincial definition of **'fully vaccinated'** remains as a primary series of a COVID-19 vaccine or combination of COVID-19 vaccines (e.g., two doses of a two-dose vaccine series, or one dose of a single-dose vaccine series); and having received the final dose of the COVID-19 vaccine at least 14 days ago. **However, the strongest protection against infection, transmission and severe illness is through vaccination with all currently eligible doses. As of March 2022, this is a primary series plus a booster dose for the general population aged 12 and up. Employers are encouraged to update workplace vaccination policies accordingly.** Methods of providing such proof may include a [vaccination receipt](#) (printed or electronic – i.e., from the Government of Ontario's website)
- Written proof of a medical exemption, provided by a licensed physician or nurse practitioner that sets out a documented medical reason for not being fully vaccinated against COVID-19, and the effective time-period for the medical reason. This can be also demonstrated through the Government of Ontario's [proof of vaccination system](#).
- A signed written declaration from a person who is not able to obtain a COVID-19 vaccine for a reason related to a protected ground under the Ontario Human Rights Code, including a description of the need for protection and accommodation.
  - Depending on the workplace risk of transmission and severe illness, it may be reasonable to accept a declaration on broader grounds.



## **B. Set deadlines for when actions need to be taken**

Specify a reasonable date when workers must demonstrate compliance with the workplace policy. Take into account current recommended timelines for [vaccination following COVID-19 infection](#). As of March 2022, this is 8 weeks following infection if prior to dose 2, and three months after infection if prior to booster dose.

## **C. Provisions for unvaccinated workers**

For workers who are unable to complete their vaccination series for medical reasons or decline to get vaccinated for other reasons accepted under your policy, your policy may either:

- List alternative options in which a worker might continue to safely work without being vaccinated, or,
- Indicate your intention to consider reasonable accommodation on a case-by-case basis and, if required, grant such accommodation unless it would amount to undue hardship based on cost or health and safety.

Alternative options or accommodation should reflect your workplace risk of transmission and severe illness. Some options to consider include:

- Use of additional PPE, worker relocation, and modified work or reassignments.
  - If relocation or reassignment is not possible, consider if unvaccinated workers may use vacation or unpaid leave during periods of elevated COVID-19 activity, until some later time when it is safe for them to return to the workplace.
- In high-risk settings, it is encouraged that COVID-19 vaccination policies align with existing influenza immunization policies. This may include exclusion of unvaccinated workers from the workplace during an outbreak.

The policy should make clear that no person should experience harassment or discriminatory treatment based on a code-protected ground because they are unable to be vaccinated.

## **D. Non-Compliance**

Outline the potential consequences for workers who do not fulfill the requirements of the policy. This may entail case by case consideration, consistent with the *Occupational Health and Safety Act and the Ontario Human Rights Code*.

## **E. Privacy Considerations**

The policy should protect a worker's privacy as much as possible and specify how individual vaccination status of workers will be used, shared, and disposed of by employers to mitigate the health-related risks of COVID-19.

Information about workers' vaccination information must be protected in accordance with applicable privacy legislation. Knowing your workers' vaccination status may be important to



help you take appropriate action quickly, in the event of COVID-19 cases in your workplace, to protect workers and clients.

When collecting, sharing, storing, and disposing of information about a worker's vaccination status:

- Identify ways to safeguard workers' personal health information.
- Limit information collected to the worker's name and date of vaccination for each dose.
- Keep worker vaccination information separate from their personnel file.
- Ensure personal health and vaccination information is kept in a secure manner and only used when required.

#### **F. Staff Contact**

Identify a point of contact within your organization that staff can reach out to if they have questions about the policy, need to request accommodation, or require more information on how to comply with the policy. The policy should also indicate the person to whom workers should provide proof of vaccination.

#### **Resources**

- KFL&A Public Health [COVID-19 Vaccination Information](#)
- [COVID-19 and Ontario's Human right Code – Questions and Answers](#) (Ontario Human Rights Commission)
- [COVID-19 vaccines and workplace health and safety](#) (Government of Ontario)

Please contact the Kingston, Frontenac, Lennox & Addington Connection line if you have any questions at 1-877-721-7520, Monday to Friday from 8:30 a.m. to 4:30 p.m.

*While the Kingston, Frontenac, Lennox & Addington Public Health aims to provide relevant and timely information, no guarantee can be given as to the accuracy or completeness of any information provided. This guidance is not intended to, nor does it provide legal advice and should not be relied upon or treated as legal advice. Users seeking legal advice should consult with a qualified legal professional. No one should act, or refrain from acting, based solely upon the materials provided in this guidance, any hypertext links or other general information without first seeking appropriate legal or other professional advice. Please visit the [KFL&A Public Health website](#) regularly for updates and additional guidance.*





**Report 2022-046**

**Recommend Report to Council**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Joe Gallivan, Director, Planning and Economic Development  
**Date of meeting:** April 20, 2022  
**Re: Planning & Economic Development – Extension of Approval of Draft Plan of Condominium –Township of South Frontenac (Shield Shores) – County File #10CD-2016/001**

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**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the report titled Planning and Economic Development – Extension of Approval of Draft Plan of Condominium – Shield Shores – County File 10CD-2016/001;

**And Further That** the Council of the County of Frontenac extend the draft approval for the plan of condominium for Shield Shores for a period of two (2) years, to April 20, 2024.

**Background**

The application of Shield Shores Inc. for draft approval of the plan of vacant land condominium was approved by County Council on May 19, 2019.

At the May 19, meeting County Council endorsed the report submitted by the Planning Advisory Committee including the following:

**“Planning Advisory Committee**

**Application for Draft Plan of Vacant Land Condominium Approval 10CD-2016/001 located at Part of Lots 15, 16 & 17, Concession 9, Geographic Township of Storrington, Township of South Frontenac, County of Frontenac (Shield Shores)**

**Whereas** an application has been filed with the County of Frontenac for a Draft Plan of Vacant Land Condominium located at Part of Lots 15, 16 & 17, Concession 9, Geographic Township of Storrington, Township of South Frontenac, County of Frontenac;

**And Whereas** the Planning Advisory Committee and the Council of the County of Frontenac considered all written and oral submissions received on this application, the effect of which helped the Council of the County of Frontenac make an informed decision;

**And Whereas** the application is consistent with the Provincial Policy Statement (2014), conforms to the Frontenac County Official Plan, Township of South Frontenac Official Plan, will comply with the Township of South Frontenac Zoning By-law, and has been reviewed in accordance with the criteria of Section 51 (24) of the *Planning Act*.

**Therefore Be It Resolved That** the Planning Advisory Committee receive the Planning Advisory Committee – Application for Draft Plan of Vacant Land Condominium Approval 10CD-2016/001 located at Part of Lots 15, 16 & 17, Concession 9, Geographic Township of Storrington, Township of South Frontenac, County of Frontenac (Shield Shores) report;

**And Further That** the Council of the County of Frontenac approve the proposed 10CD-2016/001 vacant land condominium development, including Draft Conditions of Approval attached to this report as Appendix A.”

**Carried”**

#### **Comment**

The Shield Shores draft plan of vacant land condominium is for the creation of eighteen (18) residential units, two private lanes for access, and five additional blocks of land (the blocks include open space, trail, common waterfront access, and an area for mailbox and garbage collection). Six of the residential units will have frontage on Dog Lake. The property is located approximately 1 kilometre east of the settlement area of Battersea. A map of the subject property is attached.

Section 50.1 of the *Planning Act* States:

#### **Lapse of approval**

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

#### **Extension**

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

The approval for this draft plan of subdivision expires on May 15, 2022.

The County of Frontenac is in receipt of an application for extension of draft approval dated March 22, 2022, from Shield Shores Inc. (Mr. Barry Campbell).

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

The Township of South Frontenac Council received a report from the Director of Development Services at its April 5, 2022 meeting and supported the County approval for a two year extension of draft approval (motion from South Frontenac Council attached). The staff report noted that the applicant has been active throughout 2020 and 2021 to fulfill the conditions of draft approval, including: preparation of the condominium agreement; cash-in-lieu of parkland estimates; road naming; and road construction. Township Council has also approved the required Zoning By-law Amendment in August, 2020.

The applicant has stated in the application for extension that the primary reason for the request is that Hydro One is taking a long time in the design of hydro servicing for the lands. The applicant notes that Hydro One has been working on this design for more than sixteen (16) months, and there is no alternative other than Hydro One completing this work.

Both County and Township planning staff are supportive of County Council providing a further two-year extension to the draft plan to allow the applicant to fulfill the remaining conditions of draft approval.

#### **Public Comments**

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

#### **Financial Implications**

There are no financial implications associated with this report.

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

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



**Legend**

- Draft Lots
- Parcel Fabric



2022-046 Planning & Research 10 CD-2016/001 Draft Extension of Approval of Draft...



**SOUTH  
FRONTENAC**

**Office of the Clerk**  
4432 George St, Box 100  
Sydenham ON, K0H 2T0  
613-376-3027 Ext 2222  
[amaddocks@southfrontenac.net](mailto:amaddocks@southfrontenac.net)

April 6, 2022

Sent via email: [Jamini@frontenacounty.ca](mailto:Jamini@frontenacounty.ca)

**Jannette Amini**, Manager of Legislative Services/Clerk  
Corporate Services  
County of Frontenac  
2069 Battersea Rd  
Glenburnie ON  
K0H 1S0

Dear Ms. Amini:

**RE: Extension of Approval of Draft Plan of condominium – Township of South Frontenac (Shield Shores) County File #10CC-2016/001**

Please be advised that the Council of the Township of South Frontenac passed the following resolution at their meeting held April 5, 2022.

Resolution # 2022-18-12

Moved by Councillor Roberts

Seconded by Councillor Sleeth

That South Frontenac Council recommend the County of Frontenac extend draft plan approval for a period of two years for application 10CD-2016/001, subject to the conditions approved by the County of Frontenac on May 15, 2019 and direct the Clerk to forward this resolution to the County Clerk. Carried.

I trust this is satisfactory for your purposes.

Yours truly

Angela Maddocks  
Clerk

c.c. Joe Gallivan, Director of Planning and Economic Development  
Claire Dodds, Director of Development Services – South Frontenac

*Natural, Vibrant and Growing – a Progressive Rural Leader.*

**[www.southfrontenac.net](http://www.southfrontenac.net)**



**Report 2022-047**

### **Council Recommend Report**

**To:** Warden and Council

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

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

**Date of meeting:** April 20, 2022

**Re:** **Emergency and Transportation Services – Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model**

---

#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac accept this Emergency and Transportation Services – Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer response model research project report for information;

**And Further That** the Council of the County of Frontenac authorize the Warden and Clerk to execute an agreement with Queen's University at Kingston (Queen's) to participate in this research project.

#### **Background**

Queen's Investigator, Dr. Steven Brooks, has received funding from the Southeastern Ontario Academic Medical Organization for this project entitled, Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model.

Bystander CPR and rapid defibrillation are essential links in the chain of survival for cardiac arrest. Immediate CPR can double or triple chances of survival after a cardiac arrest (American Heart Association).

The purpose of the study is to see if a community responder program (Neighbours saving Neighbours), which has been implemented successfully in other countries, would work in our region.

The study aims to reduce the time to CPR and AED application to victims of cardiac arrest in rural and difficult-to-reach communities, increasing their chance for survival. Automated External Defibrillators (AEDs) will be placed in select communities and teams of volunteers will be trained to respond and perform CPR and defibrillation prior to arrival of emergency services.

### **Comment**

Frontenac Paramedics will be responsible for training volunteers in CPR and AED (automated external defibrillation) and ensuring maintenance of qualifications for the duration of the project. These volunteers will be registered as volunteers for Frontenac Paramedics.

Frontenac Paramedics will also collaborate with Fire Chiefs and the Kingston Central Ambulance Communication Centre as required regarding implementation of this program.

### **Strategic Priority Implications**

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

Other Important and Continuing County Priorities: Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

### **Financial Implications**

Queen's University will compensate Frontenac Paramedics for costs and expenses incurred by FP for participation in this project.

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

Marc Goudie, Deputy Chief of Performance Standards, Frontenac Paramedics

Alex Lemieux, Treasurer

Queen's University



**Report 2022-051**

### **Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Susan Brant, Administrator

**Date of meeting:** April 20, 2022

**Re:** **Fairmount Home – County of Frontenac Resolution for Participation in the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition**

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#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac receive the Fairmount Home – County of Frontenac Resolution for Participation in the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition report.

**And Further That** the County of Frontenac join the AdvantAge Ontario Mandatory COVID-19 Vaccine Coalition in collaboration with long-term care organizations in Ontario to promote the critical importance of vaccination as a primary defense against COVID-19, that will protect the vulnerable residents served in Ontario's long-term care homes.

#### **Background**

Effective March 14, 2022, the Ministry of Long-Term Care (MLTC) announced the revocation of the Minister's Directive on Long-Term Care Home COVID-19 Immunization Policy. The MLTC advised they were shifting from a provincial directive that requires homes to have a mandatory COVID-19 vaccination policy to a guidance-based approach that continues to support homes with their employer-led policies and best practices.

#### **Comment**

The revocation of the Minister's Directive on a COVID-19 vaccination policy does not change the critical importance of vaccination and the MLTC's guidance document

continues to promote best practices including offering onsite vaccination, promoting the benefits of vaccination using the latest scientific evidence and incorporating vaccination requirements in long-term care home's operational requirements.

AdvantAge Ontario is an association encompassing a large network of not-for-profit long-term care organizations across the province that share a commitment for advancing senior care. For more than one hundred years, AdvantAge Ontario has been influential in advocating government policies for senior care to ensure senior services are effective, resident-centered, and quality driven.

Due to the revocation of the Minister's Directive on a COVID-19 vaccination policy, AdvantAge Ontario has created a members only mandatory vaccine coalition to demonstrate collaboration in implementing a mandatory COVID-19 vaccination policy in the long-term care sector. The vaccine coalition will be publicly released to profile the many not-for-profit, municipal, and hospital-affiliated homes who will be maintaining their mandatory vaccination policy, which could be used in any potential legal action that may arise from the home's vaccination policy.

The principles in the coalition would be the following:

- A mandatory COVID-19 vaccine policy that requires a minimum of two or three doses
- The policy will cover staff, volunteers, and support workers in the home
- The management team and County Council supports the release of Fairmount Home's name in the media related to having a mandatory COVID-19 vaccination policy

### **Sustainability Priority Implications**

#### **Priority 3**

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

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

#### **Other Important and Continuing County Priorities:**

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

**Financial Implications**

There are no financial implications associated with this report.

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

AdvantAge Ontario  
Fairmount Home Management Team



**Report 2022-048**

### **Council Information Report**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** April 20, 2022

**Re: Corporate Services – 2021 County of Frontenac Investment Report**

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#### **Recommendation**

This report is for information purposes only.

#### **Background**

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

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

#### **Comment**

2021 saw a decrease in interest rates with a significant reduction in yield for short-term deposits. As of January 1, 2021, the interest rate on our high interest savings account decreased from 0.915% to 0.165%. As a result, County staff moved all funds from to the high interest savings account to the general bank account in January which has been paid interest at 0.65% throughout 2021. This shift from the high interest account, which is recognized as an investment account, to the general bank account, which is

recognized as a cash and equivalent, resulted in a drop in investments and an increase in our cash balance on the financial statements.

The following purchases took place in 2021:

- January 21, 2021: \$25,000 from the General investment account to purchase units of the LAS Canadian Equity Portfolio
- March 5, 2021: \$25,000 from the General investment account to purchase units of the LAS Canadian Equity Portfolio
- April 19, 2021: \$635,812.88 from the General investment account to purchase a CIBC bond due April 1, 2026 yielding 1.9075%
- December 23, 2021: \$833,905.81 from the General investment account to purchase a CIBC bond due April 4, 2023 yielding 1.5115%

The following redemptions took place in 2021:

- January 20, 2021: \$4,977,488 was transferred from the LAS High Interest Savings account to the County's general bank account
- December 7, 2021: \$300,000 Manulife GIC from the General investment became due to the County at maturity
- December 22, 2021: \$444,000 face value TD Bank bond from the General investment became due to the County at maturity

The Performance benchmark identified in the Investment Policy suggests that the investment yield should be higher than the rate given by the County's bank. The interest on bank balances in 2021 was 0.65%. The return on the investment portfolio for 2021 was 2.06%.

<b>Fund</b>	<b>Average Balance</b>	<b>Net Income</b>	<b>Percent</b>
Capital	\$ 680,732.33	\$ 16,519.52	2.43%
General	\$ 3,686,737.60	\$ 74,151.00	2.01%
Joint FPS	\$ 204,524.16	\$ 3,411.31	1.67%
<b>Total</b>	<b>\$ 4,571,994.09</b>	<b>\$ 94,081.83</b>	<b>2.06%</b>

The returns on investment in this report are measured on a money-weighted basis and accounted for as investments held-to-maturity. As such, the balances and income earned on the investment statements, which are measured on the basis of market value and provided in Appendices A & B, may not match the amounts in the General Ledger.

#### 2022 Outlook

The global financial situation is rapidly changing as the threat of financial impacts of COVID-19 has diminished, and price inflation is the greater concern for the outlook of interest rates. The Bank of Canada announced an interest rate hike on March 4, 2022, and most economists expect other rate hikes will follow.

Interest rate conditions for investment have improved thus far in 2022. The County of Frontenac invested \$1,300,000 in a bond due April 4, 2023 yielding 1.82% on February 2, 2022. On March 23, 2022, the County of Frontenac invested \$1,000,000 in a bond due January 18, 2024 yielding 3.24%. Our interest rate on short-term bank deposits increased to 0.90% as of March 8, 2022.

### **Sustainability Implications**

Governance – appropriate stewardship of County resources.

### **Financial Implications**

Investment returns for 2021 as listed above. All investments were made in accordance with the County's investment policies and goals.

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



**Report 2022-049**

### **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 20, 2022

**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**

**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 2021, with both being complaints 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, and in addition, both complaints were also forwarded to the Township of Frontenac Islands on the same day.

**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 so 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



**Report 2022-050**

### **Council Information Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Susan Brant, Administrator  
**Date of meeting:** April 20, 2022  
**Re:** **Fairmount Home – Quarterly Update Activity Report**

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#### **Recommendation**

This report is for information purposes only.

#### **Background**

The following information is an update regarding the activities at Fairmount Home (“Fairmount”) from January 1, 2022 to March 31, 2022, as well as significant updates in April 2022.

#### **Comment**

##### **Ministry of Health and Long-Term Care**

During the first quarter, there were two critical incidents logged with the Ministry of Long-Term Care (MLTC). The critical incidents were both related to resident falls with an injury.

A MLTC inspection was conducted on February 7, 2022 – February 18, 2022, in relation to alleged resident to resident abuse, alleged staff to resident neglect, a resident injury, one anonymous complaint as well as infection prevention and control measures in the home. There were no findings with respect to the alleged resident to resident abuse, alleged staff to resident neglect, the resident injury, and the anonymous complaint. However, the Ministry Inspector did issue two written notifications and voluntarily plans of correction (VPC) related to incomplete resident assessment documentation and incomplete signage in an isolation area. Management has prepared both VPCs to achieve compliance with Ministry guidelines.

The public versions of all MLTC inspection reports are posted at Fairmount for public review. The reports are also available on the [Ministry's Reports on Long-Term Care Homes](#) website.

**Outbreak**

During the first quarter, there was one influenza A outbreak declared by Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health on April 4, 2022 – April 11, 2022, which impacted two (2) residents.

Thank you to the management and staff who were diligent in managing the outbreak. The legislated reporting was completed as required to Ministries including the MLTC, Ministry of Labor and KFL&A Public Health.

**Public Health Inspection**

KFL&A Public Health conducted an infection prevention and control inspection on February 25, 2022. There were no violations.

Thank you to the management and staff who work professionally and cooperatively with the public health inspector.

**Sustainability Implications**

Not applicable

**Strategic Priority Implications**

Not applicable


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

Fairmount Home Management Team



**Activity Update  
April 2022**

Nursing & IPAC	<ul style="list-style-type: none"><li>• Significant increase in staff contracting COVID outside of Fairmount Home which is resulting in the use of three temporary agencies to support staff. In addition, the Home has 31 open positions being recruited.</li><li>• Vaccination policy mandates staff to remain up to date on Health Canada approved COVID-19 vaccines, which currently includes two doses plus a booster by April 29, 2022. Currently, thirty-two (32) staff have not complied with the mandatory vaccination policy. The management team is actively providing staff with vaccine education and scheduling vaccine administration in the home to promote the critical importance of the vaccine to protect the staff, residents, caregivers, and visitors.</li><li>• Fairmount currently has an influenza outbreak that involves 1 home area and impacts two (2) residents. In addition, there is one (1) COVID-19 positive resident who is asymptomatic and residing on the COVID isolation area.</li><li>• Fairmount's management team, union executive members, Human Resources and Financial Services have collaborated to implement new trial schedules for the Home's Registered Nurses (RN's), which will officially commence May 1, 2022. The changes are based on union member feedback, resident care and operational requirements.</li></ul> <p>The goals of the new schedule rotations are:</p> <ul style="list-style-type: none"><li>○ Elimination of 7 consecutive work day stretches</li><li>○ Allow part time to work every other weekend instead of having only one weekend off in every three-week period</li><li>○ Increase the ability to provide vacation coverage</li><li>○ Increase the ability to attract and retain staff</li><li>○ Reduce the necessity to mandate overtime</li></ul> <p>Highlights of the revised schedule rotations include:</p> <ul style="list-style-type: none"><li>• Addition of 12-hour shifts</li><li>• All positions (with minor exceptions) will work every other weekend</li></ul>
Resident Care	<ul style="list-style-type: none"><li>• Preparations are underway to take a group of residents to the IG Wealth Management <a href="#">Walk for Alzheimer's</a> on May 28<sup>th</sup>. The event raises funds to help meet the growing demand for life-changing programs and services which support over 4,500 people living with dementia in our community.</li><li>• An updated virtual tour that will be posted on the Fairmount Home website will be filmed this month to allow potential new residents to view the home and the different styles of rooms that are offered in the home</li><li>• Fairmount Home is preparing for the annual Butterfly Release that is</li></ul>

	<p>scheduled for Wednesday June 22<sup>nd</sup>. Residents will release butterflies in small groups in honour of the residents who have passed away since our last memorial service in June 2021.</p>
Environmental Services	<ul style="list-style-type: none"> <li>• The Request for Proposal for the replacement of the Home's HVAC system has been delayed to review the only bid submitted to determine next steps for the project</li> <li>• G Architects were the successful proponent for the Fairmount Home Redevelopment Study. The kick-off meeting is scheduled for Tuesday, April 19, 2022</li> <li>• Manager of Environmental Services is amending the Preventive Maintenance Program (PM) for maintenance staff to perform. PM program will assist with unexpected equipment failure and extend the life of equipment.</li> </ul>
Dietary Services	<p>Special meal</p> <ul style="list-style-type: none"> <li>• April 15 – Good Friday breakfast: oatmeal with flax, pancakes, and cheese omelet</li> <li>• April 17 – Easter Sunday dinner: sliced bone-in smoked ham, scalloped potatoes, buttered corn, and very berry cheesecake.</li> </ul> 
Other	<ul style="list-style-type: none"> <li>• The Annual Volunteer Appreciation Event is being planned for the end of April to thank the active volunteers who have been supporting residents in the home over the past two years</li> </ul>

**By-Law Number 2022-0009**  
of

The Corporation of the County of Frontenac

being a by-law to Authorize the Warden and Clerk to Execute an agreement with the Regional  
Tourism Organization for the purpose of accessing Tourism Relief Funding, should the  
application be successful

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**Whereas** the County of Frontenac is looking to Implement its Destination Development Plan for Frontenac County; and,

**Whereas** FedDev Ontario is launching the Tourism Relief Fund, providing 50 Million of funding towards COVID-19 Tourism Recovery, in the form of product development and destination development initiatives; and,

**Whereas** the Tourism Relief Funding enables local Regional Tourism Organisations to provide support to tourism-dependent Small- and Medium-Sized enterprises (SMEs), not-for-profit organizations, municipalities and Indigenous tourism operators, within its service area; and,

**Whereas** County Council has authorized staff to complete an application to the Tourism Relief Fund for up to \$100,000.00 for the purpose of implementing the County of Frontenac Destination Development Plan;

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

1. **That** the Council of the County of Frontenac authorize the Warden and Clerk to Execute an agreement with the Regional Tourism Organization for the purpose of accessing Tourism Relief Funding, should the application 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 20<sup>th</sup> day of April, 2022.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of April, 2022.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

\_\_\_\_\_  
Jannette Amini, Clerk

**BY-LAW NO. 2022-0010**

**OF**

**The Corporation of the County Of Frontenac**

being a by-law to amend By-law No. 2013-0020 (Appointments to the Community Development Advisory Committee)

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**Whereas** Section 238(2) of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* (the Act) provides that Council shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

**And Whereas** By-law No. 2013-0020, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings, was adopted by the Council of the Corporation of the County of Frontenac on May 15, 2013;

**And Whereas** By-law No. 2013-0020 sets out the County of Frontenac Advisory Committees to Council, including the appointments of its members;

**And Whereas** the Council of the Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020;

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

**That** Procedural By-law 2013-0020, as amended, be further amended as follows:

1. **That** Schedule B-3, Community Development Advisory Committee be amended to delete Wilma Kenny and add Robert Schock whose term shall expire November 14, 2022;
2. **That** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of April, 2022.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of April, 2022.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk

**By-Law Number 2022-0011**  
of

The Corporation of the County of Frontenac

being a by-law to Authorize the Warden and Clerk to Execute an agreement with Queen's University at Kingston (Queen's) to participate in the Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model.

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**Whereas** Queen's University at Kingston (Queen's) has received funding from the Southeastern Ontario Academic Medical Organization for this project entitled, Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model; and,

**Whereas** Frontenac Paramedics will be responsible for training volunteers in CPR and AED (automated external defibrillation) and ensuring maintenance of qualifications for the duration of the project; and,

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

1. **That** the Council of the County of Frontenac authorize the Warden and Clerk to Execute an agreement with Queen's University at Kingston (Queen's) to participate in the Neighbours Saving Neighbours Feasibility Study: An intervention to increase survival from out-of-hospital cardiac arrest using a community volunteer responder model.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 20<sup>th</sup> day of April, 2022.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of April, 2022.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

\_\_\_\_\_  
Jannette Amini, Clerk

**By-Law No. 2022-0012**

of

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
April 20, 2022

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**Whereas** Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other Act; and;

**Whereas** Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

**Whereas** Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

**Whereas** the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on April 20, 2022 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 20, 2022, 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 20, 2022 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 20<sup>th</sup> day of April, 2022

Read a Third Time and Finally Passed, Signed and Sealed this 20<sup>th</sup> day of April, 2022.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

\_\_\_\_\_  
Jannette Amini, Clerk