



**Frontenac County Council Meeting**  
**Wednesday, September 20, 2023 – 9:00 a.m.**  
**Township of South Frontenac Council Chamber,**  
**4432 George Street, Sydenham, ON**  
**Council will resolve into Closed Meeting**  
**and will reconvene as regular Council at 9:30 a.m.**  
<https://youtube.com/live/8HbvDMcrjel?feature=share>

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## **Agenda**

Page

### **Call to Order**

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

### **Roll Call**

### **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 July 19, 2023
2. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - as it relates to contract implications with Emmons and Mitchell

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

### **Public Meeting**

The following is a public meeting to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2024 budget.

a) Submission from Cataraqui Conservation regarding its Trails Partnership Request

- 22                    b)    Submission from the Food Policy Council regarding its annual funding request.

**Approval of Addendum**

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

**Adoption of Minutes**

- 23 - 33            a)    Minutes of Meeting held July 19, 2023  
                              **Resolved That** the minutes of the regular Council meeting held July 19, 2023 be adopted.

**Delegations and/or Presentations**

- 34 - 35            a)    **Nancy Cairns** will address Council on behalf of The Women of Ontario Say No

**Proclamations**

**Move into Committee of the Whole**

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

**Briefings**

- 36 - 55            a)    **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.

**Unfinished Business**

**Consent Reports from the Chief Administrative Officer**

**Committee of Management of Fairmount Home**

- a)    **That** Committee of the Whole Council adjourn and meet as Committee of Management of Fairmount Home, with the Deputy Warden in the Chair.
- 56 - 68            b)    **Staff Briefing:** Ms. Susan Brant, Administrator, Fairmount Home will brief the Committee of Management of Fairmount Home with respect to the Fairmount Home Strategic Plan 2023-2027.

69 - 79

- c) **2023-107  
Fairmount Home  
Strategic Plan 2023-2027**

**Recommendation:**

**Whereas** the *Fixing Long-Term Care Act, 2021* requires a mission statement for each of the licensee's long-term care homes that must be put into practice in the day-to-day operation of the long-term care home;

**Resolved That** Council of the County of Frontenac accept the Fairmount Home Strategic Plan 2023-2027;

**And Further That** Council direct staff to implement the Fairmount Home Strategic Plan 2023-2027 in the day-to-day operations of the long-term care home.

80 - 81

- d) **2023-105  
Fairmount Home  
Capital Expenditures**

This report is for information purposes.

- e) **That** the Committee of Management of Fairmount Home adjourn and revert back to Committee of the Whole Council.

**Recommend Reports from the Chief Administrative Officer**

82 - 86

- a) **2023-103  
Frontenac Paramedics  
2024 Legislated Response Time Performance Plan**

**Recommendation:**

**Resolved That** the Council of the County of Frontenac receive the Emergency and Transportation Services –2024 Legislated Response Time Performance Plan report for information;

**And Further That** Council direct the Clerk to introduce a by-law later in the meeting adopting Option \_\_\_\_\_ for the 2024 Response Time Standard.

87 - 91

b) **2023-104**  
**Office of the Chief Administrative Officer**  
**Municipal Services Corporation – Next Steps**  
**Recommendation #1 – Appointment of Board of Directors**

**That** the Council of the County of Frontenac request that prior to October 21, 2023, the Councils of each member municipality appoint a member to the Board of the Frontenac Municipal Services Corporation (FMSC).

**Recommendation #2 – Appointment of a Technical Advisory Committee (TAC)**

- i. **That** the Council of the County of Frontenac advertise for five (5) members with a sufficient level of expertise in financial management, communal servicing engineering, and land development for a Technical Advisory Committee (TAC) to support the Frontenac Municipal Services Corporation (FMSC) prior to the formation of the Operating Board;

**And Further That** Procedural By-law 2022-0026 be amended to delete Schedule B-5 Communal Services Governance/Operations Model Review Committee and replace with a new Schedule B-5 Communal Services Technical Advisory Committee, attached as Appendix A to this report;

**And Further That** the Policy A09-ADM-001, Citizen Appointments to Boards and Committees of County Council be waived to permit consideration of applications from persons not eligible to be elected as a member of County Council;

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c) **2023-106**  
**Corporate Services**  
**Use of Ontario Community Infrastructure Fund for Asset Management Plan**  
**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac accept Report 2023-106 Corporate Services – Use of Ontario Community Infrastructure Fund for Asset Management Plan report for information;

**And Further That** the Council of the County of Frontenac authorize staff to expend up to \$100,000 in Ontario Community Infrastructure Funding for the purposes of updating asset condition assessments, and preparing the County of Frontenac’s Asset Management Plan.

**Information Reports from the Chief Administrative Officer**

95 - 103

- a) **2023-101  
Office of the CAO  
Lean Implementation Frontenac Team (LIFT), Key Performance Indicators (KPIs), and Balanced Scorecard Update**

104 - 110

- b) **2023-102  
Corporate Services  
2023 Second Quarter Financial Summary and Outlook**

**Reports from Advisory Committees of County Council**

111 - 118

- a) **Report of the Planning and Economic Development Advisory Committee**

Attached for Councils information are the unconfirmed minutes of the August 10, 2023 Planning and Economic Development Advisory Committee meeting. All recommendations by the Planning and Economic Development Advisory Committee will be brought forward to the Budget meetings October 24 and 25.

These recommendations will be included as part of budget deliberations to Council as project proposals in the 2024 Draft Budget, where in line with the budget policy, will be voted in or out by Council. It is the sole prerogative of County Council to pass the County budget and review and approve any service level changes for the County.

**Return to Council**

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

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

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

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

a) **Consent to Sale of Board of Health Property  
1130 Elizabeth Street, Sharbot Lake**

Moved by: Councillor Greenwood-Speers

Seconded by: Councillor Gowdy

**Whereas** the KFL&A Board of Health declared as surplus its property located at 1130 Elizabeth Street, Sharbot Lake, at its board meeting held on June 26, 2023; and,

**Whereas** Section 52(4) of the *Health Protection and Promotion Act* requires that the Board of Health first obtain the consent of the councils of the majority of municipalities within the Health Unit served by the Board of Health;

**Now Therefore Be It Resolved That** the Council of the County of Frontenac consents to the sale of property owned by the Board of Health located at 1130 Elizabeth Street, Sharbot Lake.

**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 Town of Parry Sound regarding a resolution calling for housing & protection of water resources  
[Distributed to Members of County Council July 21, 2023]
- b) From Cunningham Swan providing release of documents for File FOI 22-607  
[Distributed to Members of County Council July 28, 2023]
- c) From the City of Ottawa regarding a resolution on the donation of decommissioned Ambulances  
[Distributed to Members of County Council July 28, 2023]
- d) From the City of Toronto regarding a resolution on its comments on the Proposed Provincial Policy Statement  
[Distributed to Members of County Council July 28, 2023]
- e) From the City of Woodstock regarding a resolution concerning a safe and respectful workplace  
[Distributed to Members of County Council July 28, 2023]
- f) From the City of Woodstock regarding a resolution in support of Oxford County resolution on Homelessness and opioid crisis  
[Distributed to Members of County Council July 28, 2023]

- g) From the Southern Frontenac Community Services providing its Q1&2 Transportation Reports  
[Distributed to Members of County Council July 28, 2023]
- h) From the Town of Fort Erie regarding a resolution concerning controls on Airbnb, VRBO and others affecting municipal rentals  
[Distributed to Members of County Council July 28, 2023]
- i) From MP Mark Gerretsen congratulating the County on receiving the AMCTO EA Danby Certificate of Merit  
[Distributed to Members of County Council August 18, 2023]
- j) From MPAC regarding the extension of the current assessment cycle to 2024  
[Distributed to Members of County Council August 18, 2023]
- k) From Northumberland County regarding a resolution on Amendments to Improve Municipal Codes of Conduct and Enforcement  
[Distributed to Members of County Council August 18, 2023]
- l) From the Ministry of Infrastructure Programs regarding Red Tape Reduction Measures for designated broadband projects  
[Distributed to Members of County Council August 18, 2023]
- m) From the Municipality of Powaan regarding a resolution on Amendments to Improve Municipal Codes of Conduct and Enforcement  
[Distributed to Members of County Council August 18, 2023]
- n) From the Municipality of Shuniah regarding a resolution concerning changes to MFIPPA  
[Distributed to Members of County Council August 18, 2023]
- o) From the Municipality of St. Charles regarding a resolution concerning the Highway Traffic Act  
[Distributed to Members of County Council August 18, 2023]
- p) From the Municipality of St. Charles regarding a resolution in Support for Bill 5  
[Distributed to Members of County Council August 18, 2023]
- q) From the Municipality of St. Charles regarding a resolution of support for on new PPS  
[Distributed to Members of County Council August 18, 2023]
- r) From the Municipality of St. Charles regarding a resolution on Homelessness  
[Distributed to Members of County Council August 18, 2023]
- s) From the Township of Emo regarding a Resolution concerning Black Ash Tree as endangered  
[Distributed to Members of County Council August 18, 2023]

- t) From Louise Moody, RFCS inviting Council to the KFL&A Resilience Symposium  
[Distributed to Members of County Council September 1, 2023]
- u) From the Frontenac Federation of Agriculture inviting Council to the Farm Tour 2023  
[Distributed to Members of County Council September 1, 2023]
- v) From the Municipality of Chatham-Kent regarding a resolution requesting changes to MFIPPA  
[Distributed to Members of County Council September 1, 2023]
- w) From the Town of Fort Erie regarding a resolution in support of changes to MFIPPA  
[Distributed to Members of County Council September 1, 2023]
- x) From the Town of Plympton-Wyoming regarding a resolution of Support for MFIPPA Reform  
[Distributed to Members of County Council September 1, 2023]
- y) From the Township of Killaloe, Hagarty and Richards regarding a resolution for regulations on digital platforms such as Airbnb  
[Distributed to Members of County Council September 1, 2023]
- z) From the Township of Severn regarding a resolution on Climate Emergency Just Transition Transfer  
[Distributed to Members of County Council September 1, 2023]
- aa) From Kelly Pender, CAO regarding applications for expropriation  
[Distributed to Members of County Council September 8, 2023]
- ab) From the Township of Matachewan regarding a resolution concerning Municipal Codes of Conduct  
[Distributed to Members of County Council September 8, 2023]
- ac) From Durham Region regarding a Resolution supporting amendments to the Highway Traffic Act  
[Distributed to Members of County Council September 15, 2023]
- ad) From the Municipality of Shuniah regarding a Resolution on Chronic Pain Treatments  
[Distributed to Members of County Council September 15, 2023]
- ae) From the Town of Grimsby regarding a resolution concerning a Guaranteed Livable Income  
[Distributed to Members of County Council September 15, 2023]
- af) From the Town of Plympton-Wyoming regarding a Resolution on Strengthening Municipal Codes of Conduct  
[Distributed to Members of County Council September 15, 2023]
- ag) From the Township of Cramahe regarding a Resolution on the Highway Traffic Act Amendments  
[Distributed to Members of County Council September 15, 2023]

**Other Business**

**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 c) that have been circulated to all Members of County Council and that by-laws a) through c) be read a first and second time.

- b) Third Reading

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

**By-Laws**

- a) To adopt a 2024 Legislated Land Ambulance Response Time Performance Plan  
[Proposed By-law No. 2023-041]

**119 - 121**

- b) To amend By-law No. 2022-0026 (to Delete the Communal Service Governance/Operational Model Review Committee and add the Communal Services Technical Advisory Committee.  
[Proposed By-law Number 2023-042]

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- c) To confirm all actions and proceedings of County Council on September 20, 2023  
[Proposed By-law No. 2023-043]

**Adjournment**



**Cataraqi**  
conservation

# Cataraqi Trail Partnership Request

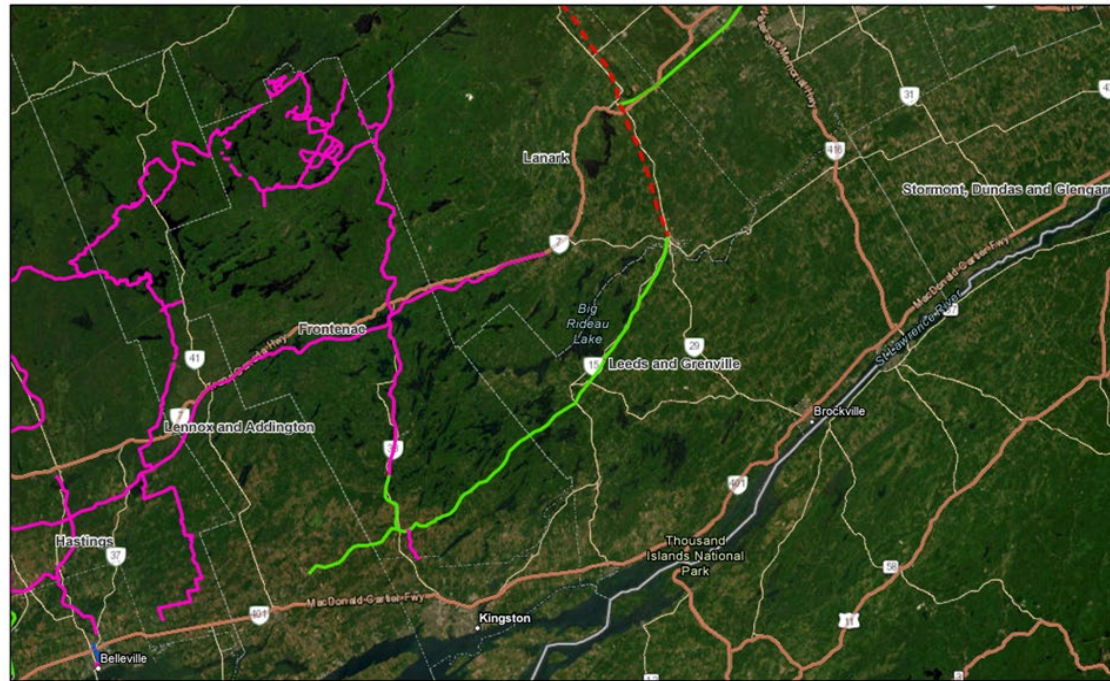
Frontenac County Council

September 20, 2023



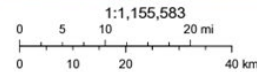


# Eastern Ontario Trails - Regional Trail Network

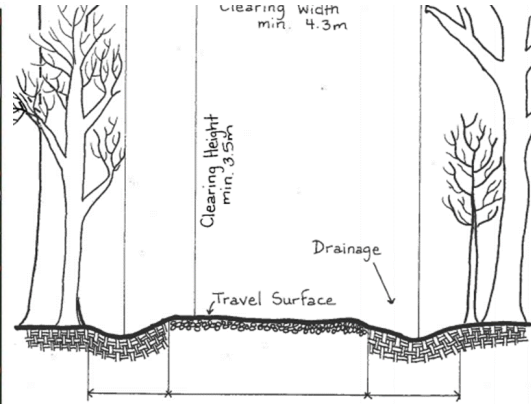


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- World Transportation --- North Frontenac --- Algonquin Trail
- EOTA Region Trails 2023 --- Multi Use NoATV --- RiverFront
- Multi Use --- K & P --- RiverFront Trail



Esri, HERE, Earthstar Geographics, Province of Ontario, Esri Canada, Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, NRCAN, BQOM for EOTA  
 Earthstar Geographics | Esri, HERE | Province of Ontario, Esri Canada, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, EPA, NPS, USDA, NRCAN, Parks Canada |



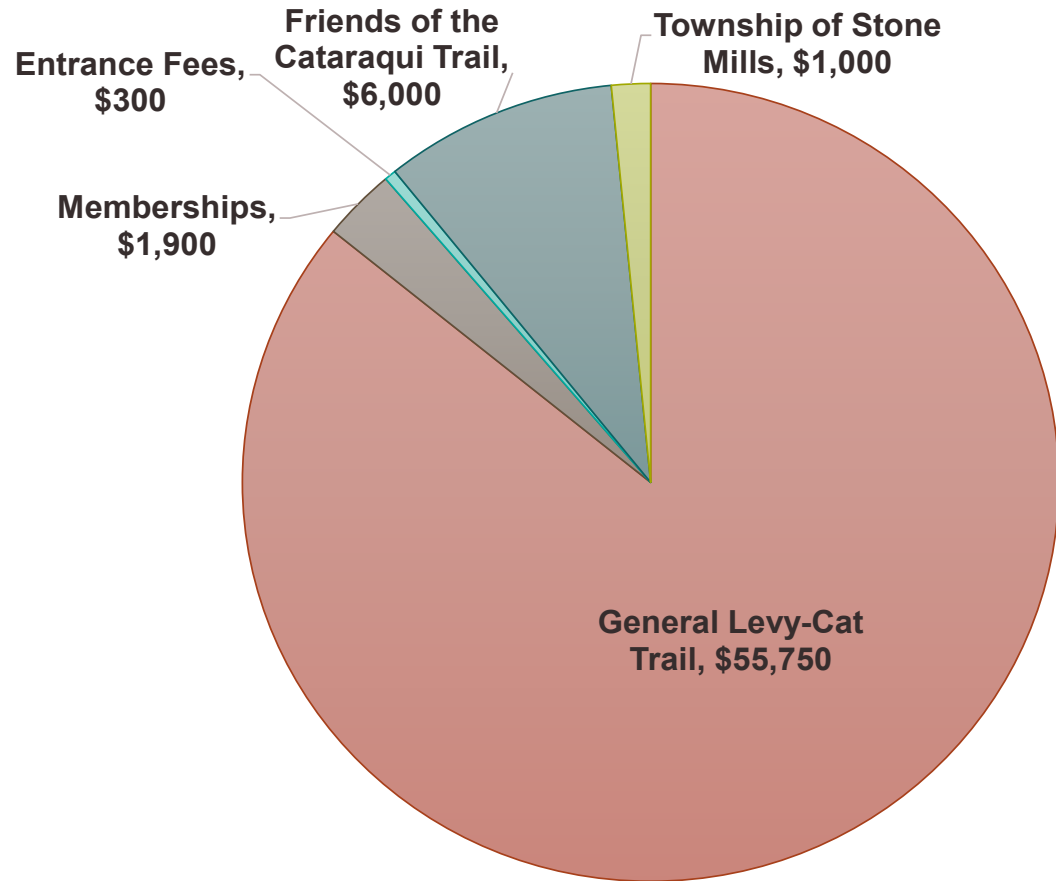
**Cataraqui**  
conservation

# Operating / Capital Challenges

- Funding
  - Insufficient operating and capital budget
- Major Structures
  - Aging infrastructure
  - Safety considerations (railings, illegal use)
  - Historical Significance
- Minor Structures
  - Culverts, Amenities, Signage
- Mowing frequency and Vegetation Management
- Invasive species management
- Enforcement

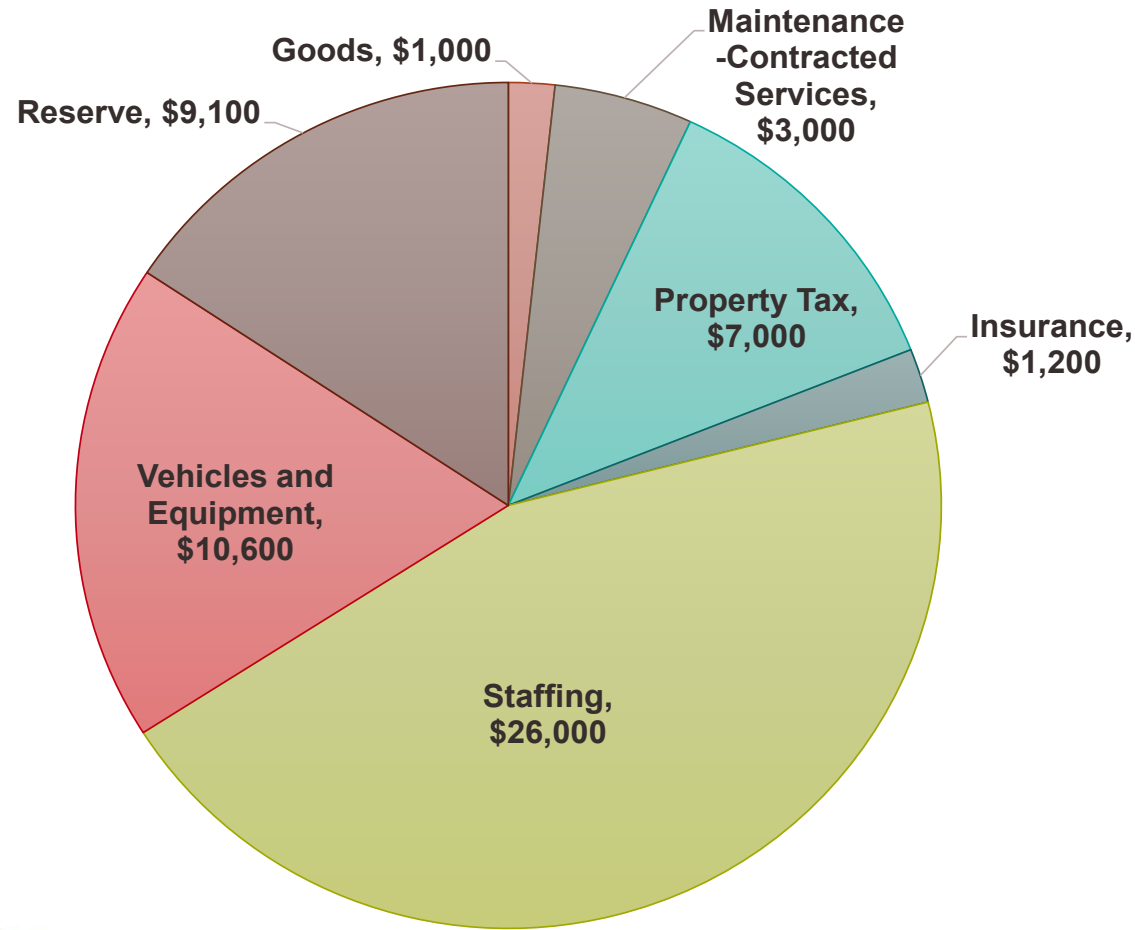


# Budget Revenue Sources 2023



- Primary funding source for operating is General Levy from 11 watershed municipalities
- Friends of the Cataraqi Trail funds are raised and managed by the Friends of the Cataraqi Trail

# Budget Expenditures 2023



## Main expenses:

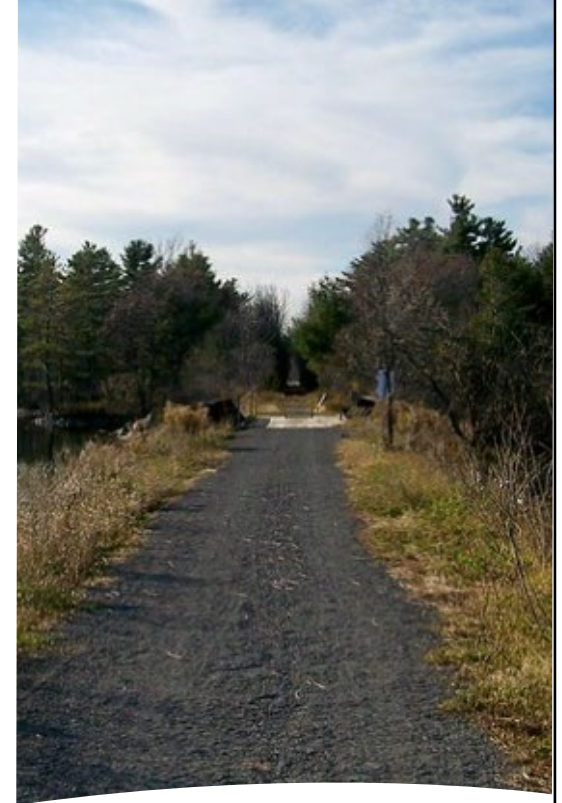
- Staffing
- Equipment Rental
- Taxes
- Reserve Contribution.

# Cataraqui Trail Continuity Challenges

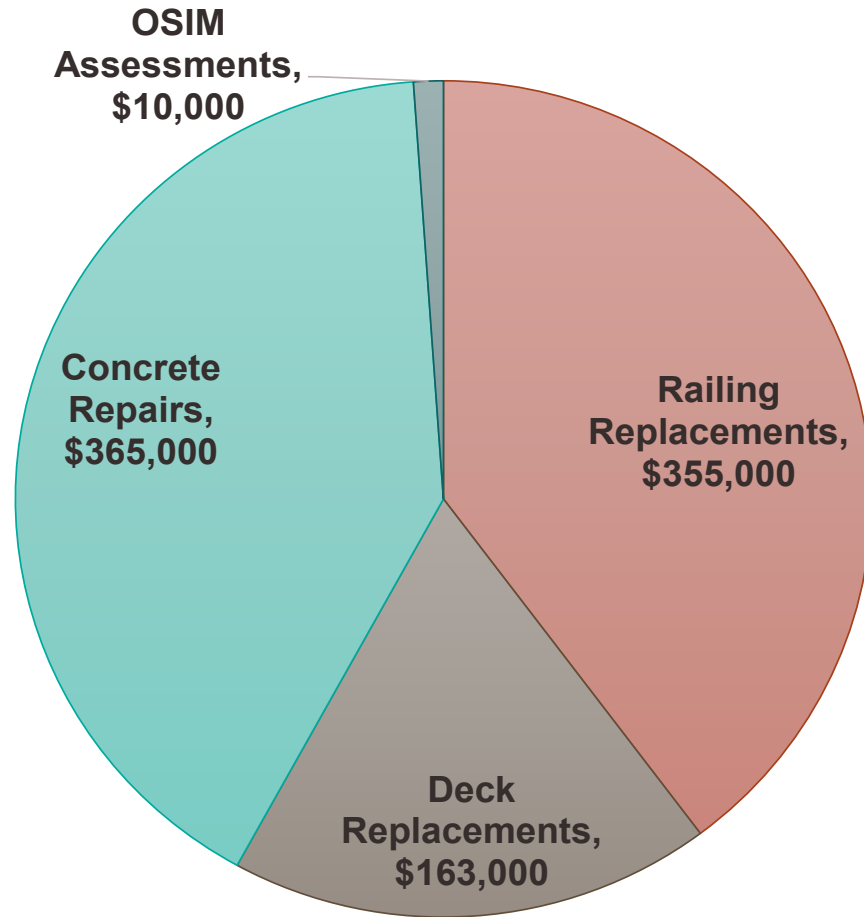
Without changes to the funding model, sections of the Cataraqui Trail are at risk of closure due to increased risk and asset deterioration.

## Options

- Develop a regional trail partnership funding model
- Access restrictions and re-routing to road networks to avoid bridges
- Potential decommissioning / sale of assets (bridges, surplus lands)



# Capital Program 2023-2025



- Contributing \$9,100 to reserves in 2023
  - \$7,000 OSIM cost bi-annually
- Current reserve balance
  - \$81,000 (\$72,000 committed)
- Ontario Structure Inspection Manual inspections completed every 2 years recommended:
  - \$904,000 in capital works between 2023-2025

# Funding Model

Municipality	2023 Apportionment (%)	General Levy	
			2024 Cost (\$)
Kingston	63.41985553	\$	46,740.43
South Frontenac	5.959711347	\$	4,392.31
Athens	0.816080516	\$	601.45
Brockville	7.661000682	\$	5,646.16
ETK	1.133859115	\$	835.65
Front of Yonge	0.962789645	\$	709.58
Gananoque	1.83730458	\$	1,354.09
TLTI	6.323138814	\$	4,660.15
Rideau Lakes	3.080437899	\$	2,270.28
Greater Napanee	2.86339743	\$	2,110.32
Loyalist	5.942424448	\$	4,379.57
	100	\$	73,700.00

Stone Mills	0	\$	1,000.00
Smith Falls	0	\$	-
		-\$	73,700.00

Additional Funding	\$	186,300.00
General Levy	-\$	73,700.00
	\$	260,000.00

**Goal = \$160,000 (operating) and \$100,000 (capital) annually**

- Phased-in approach with regional partners
- General Levy + Benefitting Levy
- **Seeking annual contribution of \$25,000 from Frontenac County**

Relies heavily on:

- Partnerships
- Funding opportunities
- Matching funds for grants
- Ongoing in-kind support

# Value of Regional Trail Partnership

- Partnering with Frontenac County to financially support the Cataraqui Trail brings enhanced value to the regional trail network.
  - **Funding Partnerships** – Cataraqui is not eligible for most infrastructure grants as a lead author and compete with municipalities for priority projects
  - **Economy of Scale** – Building a 50% baseline for grants with multiple organizations brings higher application success
  - **Consistent Service Levels** – Supporting the trail users by working towards maintaining consistent standards on the K&P and Cataraqui Trails (i.e., mowing)
  - **Trail Interconnectivity** – Ensures users can access a wider regional active transportation network seamlessly and understands how the trails connect
  - **Economic Development** – Support the K&P and Cataraqui Trails along with regional connections as a “destination of choice” in eastern Ontario

# Partnerships

- Friends of the Cataraqui Trail
- Local Clubs (cycling, snowmobile)
- Member Municipalities
- Grant Agencies
- Private Donors
- Local Contractors
- Frontenac County



# Thank You

Tom Beaubiah  
Manager, Conservation Lands





**Food Policy Council** for  
Kingston Frontenac Lennox & Addington

Jannette Amini  
Manager of Legislative Services/Clerk  
2069 Battersea Road  
Glenburnie, Ontario  
K0H 1S0

September 12, 2023

To the Frontenac County Council;

On behalf of the Food Policy Council for Frontenac, Lennox and Addington, we wish to thank you for your service to our communities. The purpose of the FPC is to create a more secure, accessible, and sustainable food system in our region, working on commitments related to:

- Celebrating community and culture
- Promoting the health of individuals, families and our community
- Improving education
- Protecting our environment
- Upholding social justice
- Fostering economic sustainability

As you may recall, the FPC is tasked with advancing and implementing the Food Charter, which was endorsed by the County in 2012. Our recent work has included working with the provincial government to advance school food programs, and initiating a food asset mapping project with assistance from Queen's University students.

This year, our major project is to develop a draft community food security report card which will provide baseline data as to where the KFL region stands currently with local food systems and food security. This report will assist the County in measuring progress in its goal of supporting small business, including ag and food-related businesses. It also strongly support the City of Kingston strategic goal of developing a community food strategy.

We look forward to working on these projects with the support of Frontenac County, and thank you for appointing Bilol Saunders as your representative on our Council. In the past, Council has provided financial support in the amount of \$500, which helps us to maintain our website at [www.foodpolicyKFLA.ca](http://www.foodpolicyKFLA.ca) and promote our community events. We hope we can count on your continued support in 2024. Please contact us at your convenience if you have any questions about the FPC or suggestions for more ways we can be involved in food policy development throughout Frontenac County.

Best regards,

Co-Chairs

Dr. Rupa Patel [rupa.patel@queensu.ca](mailto:rupa.patel@queensu.ca)

Sarah Keyes [sarahkkeyes@gmail.com](mailto:sarahkkeyes@gmail.com)

Ellen Mortfield [ellen.mortfield@sfsc.ca](mailto:ellen.mortfield@sfsc.ca)



# FRONTENAC



## Minutes of the Regular Meeting of Council July 19, 2023

A regular meeting of the Council of the County of Frontenac was held in the Township of South Frontenac Council Chamber, 4432 George Street, Sydenham on Wednesday, July 19, 2023 at 9:03 AM.

There was a "Closed Meeting" of the Committee of the Whole from 9:03 am to 9:12 am, with regular business commencing at 9:30 am.

### Roll Call

Present: Deputy Warden Fran Smith, Councillors Fred Fowler, Nicki Gowdy, Judy Greenwood-Speers, Ray Leonard, Gerry Lichy, and Bill Saunders

Regrets: Warden Ron Vandewal

Also Present: **County:**  
Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Susan Brant, Administrator-Fairmount Home  
Gale Chevalier, Chief/Director of Emergency & Transportation Services  
Rob Dillabough, Manager of Marine Services  
Joe Gallivan, Director of Planning and Economic Development  
Dmitry Kurylovich, Community Planner  
Alex Lemieux, Director of Corporate Services/Treasurer  
Barb McCulloch, Director of Human Resources  
Brianna McEathron, Executive Assistant to the CAO  
Matt Mills, Communications Officer  
Kelly Pender, Chief Administrative Officer

### Closed Session

Motion #: 137-23 Moved By: Councillor Lichy  
Seconded By: Councillor Fowler

**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 June 21, 2023
2. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and Advice that is subject to solicitor-







**That** Council direct the Clerk to submit comments about the proposed changes as outlined in Appendix A of this report to the Province through the Environmental Registry of Ontario.

**Carried**

**c) 2023-082  
Corporate Services  
Loan Application to Ontario Infrastructure and Lands Corporation**

Motion #: 146-23 Moved By: Councillor Gowdy  
Seconded By: Councillor Leonard

**Be It Resolved That** the Corporate Services – New Loan Application to Ontario Infrastructure and Lands Corporation report be received;

**And Further That** Council of the County of Frontenac pass a by-law later in the meeting authorizing the submission of an application to Ontario Infrastructure and Lands Corporation (“OILC”) for the long-term financing of certain capital work(s) of the Corporation of the County of Frontenac (the “municipality”); and to authorize the entering into of a Rate Offer Letter Agreement pursuant to which the municipality will issue debentures to OILC.

**Carried**

**d) 2023-081  
Planning & Economic Development  
New Capital Purchase of a Fleet Vehicle**

Motion #: 147-23 Moved By: Councillor Fowler  
Seconded By: Councillor Lichty

**Be It Resolved That** the Council of the County of Frontenac receive the report “Planning & Economic Development – New Capital Purchase of a Fleet Vehicle”;

**And Further That** the Council of the County of Frontenac approve the purchase of a new fleet vehicle for Planning & Economic Development;

**And Further That** Council authorize the use of the Capital Replacement Reserve in 2023 to offset the cost of the vehicle.

**Carried**

**e) 2023-084  
Office of the Chief Administrative Officer  
Appointment of an Integrity Commissioner for the County of Frontenac**

Motion #: 148-23 Moved By: Councillor Greenwood-Speers  
Seconded By: Councillor Saunders

**Be It Resolved That** Cunningham, Swan, Carty, Little & Bonham LLP (led by Tony Fleming) be appointed as the Integrity Commissioner for the County of Frontenac;

**And Further That** the Clerk be directed to bring forward later in the meeting the necessary appointment by-law for Councils consideration;

**And Further That** the Warden and Clerk be authorized to execute an agreement with Cunningham, Swan, Carty, Little & Bonham LLP for the provision of services of an Integrity Commissioner;

**And Further That** a copy of this resolution be circulated to all member municipalities in Frontenac County.

**Carried**

f) **2023-086**  
**Corporate Services**  
**Recognition of Land Acknowledgement for the Frontenacs**

Motion #: 149-23 Moved By: Councillor Lichty  
Seconded By: Councillor Fowler

**Be It Resolved That** the Council of the County of Frontenac adopt the following Land Acknowledgment to be read at the beginning of meetings held by the County of Frontenac, including County Council and Advisory Committee meetings:

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

**Carried**

g) **2023-089**  
**Office of the Chief Administrative Officer**  
**Frontenac County Strategic Plan 2023-2026**

Motion #: 150-23 Moved By: Councillor Leonard  
Seconded By: Councillor Gowdy

**Be It Resolved That** the Council of the County of Frontenac receive for information the Office of the Chief Administrative Officer –Frontenac County Strategic Plan 2023-2026 report;

**And Further That** the Clerk be authorized to bring forward a by-law later in the meeting adopting the Frontenac County Strategic Plan 2023-2026 attached to this report as Appendix A.

**Carried**

**Information Reports from the Chief Administrative Officer**

- a) **2023-085**  
**Corporate Services**  
**Quarterly Joint Administrative Facility Update**
- b) **2023-087**  
**Frontenac Paramedics**  
**2022 Ambulance Service Review**

**Reports from Advisory Committees of County Council**

- a) **Report of the Planning and Economic Development Advisory Committee**

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

Motion #: 151-23      Moved By:          Councillor Saunders  
  Seconded By:      Councillor Greenwood-Speers

**Report of the Planning and Economic Development Advisory Committee**

**That** the Report received from the Planning and Economic Development Advisory Committee be received and adopted.

**Report of the Planning and Economic Development Advisory Committee**

The Planning and Economic Development Advisory Committee reports and recommends as follows:

1. **2023-078**  
**Planning and Economic Development**  
**Application for Extension of Draft Plan of Condominium Approval, Ardoch Lake Condominium, Township of North Frontenac (File Number 10CD-2012-001).**

**Be It Resolved That** the report titled Planning and Economic Development – Application for Extension of Draft Plan of Condominium Approval, Ardoch Lake Condominium, Township of North Frontenac (File Number 10CD-2012-001) be received; and,

**Further That** the Council of the County of Frontenac extend the draft approval for the plan of condominium for Ardoch Lake for a period of two years, to July 19, 2025.

**2. 2023-080  
Planning and Economic Development Advisory Committee  
Business Updates**

**Be it Resolved That** FAM Tours to Wolfe Island and other areas of Frontenac County be included as part of Economic Development 2024 Business Plan, subject to available budget and staff time.

**Carried**

**Return to Council**

Motion #: 152-23     Moved By:        Councillor Fowler  
                                      Secunded By:    Councillor Leonard

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

**Carried**

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

Motion #: 153-23     Moved By:        Councillor Gowdy  
                                      Secunded By:    Councillor Saunders

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

**Carried**

**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 David Arbuckle, Executive Director of AMCTO regarding the County of Frontenac Certificate of Merit, EA Danby Award  
         [Distributed to Members of County Council June 23, 2023]
- b)     From the City of Quinte West regarding a resolution on Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement  
         [Distributed to Members of County Council June 23, 2023]

- c) From the FACSFLA regarding staffing reductions  
[Distributed to Members of County Council June 23, 2023]
- d) From the Town of the Archipelago regarding a resolution on Surplus Proceeds from Tax Sales  
[Distributed to Members of County Council June 23, 2023]
- e) From the City of Woodstock regarding a resolution concerning Highway Traffic Act Amendments  
[Distributed to Members of County Council June 30, 2023]
- f) From the EOWC providing its Spring 2023 Newsletter  
[Distributed to Members of County Council June 30, 2023]
- g) From the Fairmount Home Family Council regarding its request for increased recreational staffing  
[Distributed to Members of County Council June 30, 2023]
- h) From the Town of Petrolia regarding a resolution of support of Parry Sound & Essex Motion on tax sale funds  
[Distributed to Members of County Council June 30, 2023]
- i) Frontenac County Strategic Plan - Public Survey Raw Data  
[Distributed to Members of County Council June 30, 2023]
- j) From Elgin County regarding a resolution of Support for Town of Petrolia Resolution on Childcare Spaces  
[Distributed to Members of County Council July 14, 2023]
- k) From Elgin County regarding a resolution of Support for Town of Petrolia Resolution on Childcare Spaces  
[Distributed to Members of County Council July 14, 2023]
- l) From the Municipality of Grey Highlands regarding a Resolution concerning Bill 5 strengthening Codes of Conduct  
[Distributed to Members of County Council July 14, 2023]
- m) From the Municipality of Grey Highlands regarding a resolution concerning School Bus Arms  
[Distributed to Members of County Council July 14, 2023]
- n) From the Township of Whitewater Region regarding a resolution declaring intimate partner violence as an epidemic  
[Distributed to Members of County Council July 14, 2023]
- o) From the Rural Frontenac Community Services providing its Q1&2 Transportation Reports  
[Distributed to Members of County Council July 14, 2023]
- p) From the Municipality of Grey Highlands regarding a Resolution concerning Bill 5 strengthening Codes of Conduct  
[Distributed to Members of County Council July 14, 2023]
- q) From the Municipality of Grey Highlands regarding a resolution concerning School Bus Arms  
[Distributed to Members of County Council July 14, 2023]
- r) From the Township of Whitewater Region regarding a resolution declaring intimate partner violence as an epidemic  
[Distributed to Members of County Council July 14, 2023]

**Other Business**

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

**a) First and Second Reading**

Motion #: 154-23 Moved By: Councillor Greenwood-Speers  
Seconded By: Councillor Lichy

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

**Carried**

**b) Third Reading**

Motion #: 155-23 Moved By: Councillor Greenwood-Speers  
Seconded By: Councillor Lichy

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

**Carried**

**By-Laws**

- a) To approve the submission of an application to Ontario Infrastructure and Lands Corporation (“OILC”) for the long-term financing of certain capital work(s) of the Corporation of the County of Frontenac (the “municipality”); and to authorize the entering into of a Rate Offer Letter Agreement pursuant to which the municipality will issue debentures to OILC [Proposed By-law No. 2023-036]
- b) To Appoint an Integrity Commissioner for the Corporation of the County of Frontenac [Proposed By-law No. 2023-037]
- c) To Adopt a Frontenac County Strategic Plan 2023-2026 [Proposed By-law No. 2023-038]
- d) To Authorize the Warden and Clerk to Execute an Agreement [Proposed By-law No. 2023-039]
- e) To confirm all actions and proceedings of County Council on July 19, 2023 [Proposed By-law No. 2023-040]

**Adjournment**

Motion #: 156-23 Moved By: Councillor Gowdy  
Seconded By: Councillor Saunders

**That** the meeting hereby adjourn at 10:33 a.m.

**Carried**

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Ron Vandewal, Warden

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Jannette Amini, Clerk

# #THEWOMENOFONTARIOSAYNO

A call for legislation to hold municipally elected leaders accountable for violence and harassment

## Overview

### Who We Are

The Women of Ontario Say No is a non-partisan group of individuals, municipalities and community groups committed to holding municipally elected politicians accountable for violence and harassment. Our mission: drive essential legislative changes to the Ontario Municipal Act that ensures sitting elected officials are not immune to accountability when it comes to the mistreatment of others.

### The Issue at Hand

Municipally elected leaders do not have an appropriate accountability structure when it comes to perpetrating violence and harassment in the workplace. In fact, if a claim of egregious (the most severe) harassment is substantiated; the maximum penalty that can be imposed is three months without pay. But the elected official can **retain their position, return to the workplace and seek re-election.**

This differs from any other workplace in the province, where, not only are workplaces mandated to have violence and harassment in the workplace policies (Bill 168), these policies outline consequences for egregious violation which includes termination.

### Why this is so important?

Having a route to address violence and harassment outside of the court system is critical. The burden of proof in the court system is "beyond a reasonable doubt". This is significantly more onerous than with HR departments (or in this case for the Integrity Commissioner in the municipal setting), wherein the burden of proof required for a determination of Code of Conduct violation is based on "a balance of probabilities". As such, a fair outcome can be pursued that ensures misconduct can be addressed much more effectively than the current reality.

## The Consequence of Inaction

When local leaders are able to perpetrate harassment and are not held to account, the message this sends to community is toxic. It means that:

- 1) **as an elected official you are somehow immune** to the communal standards of treatment we have come to expect from the population at large, and;
- 2) **That you can abuse your power**, unchecked, and continue to have the privilege of serving the population that elected you.

A fundamental, underlying principle of broadening diversity, equity and inclusion in politics rests on the assumption that the workplace is SAFE. This is currently not the case. As such, despite the most recent municipal elections in October, 2022, councilors currently can perpetrate the most egregious acts of harassment and keep their jobs.

This has immeasurable negative impact in communities, wherein:

- 1) **community members** and/or municipal staff may not feel safe meeting with their local ward councillor or mayor;
- 2) **if a person is harassed**, they may not see the point of filing a complaint with the Integrity Commissioner;
- 3) **there is no deterrent to council members** when it comes to perpetrating harassment, because they know they can still keep their job;
- 4) **it stifles diversity of voice** at the local decision making tables, because when safety is a risk, it deters quality people from traditionally marginalized backgrounds from seeking election;
- 5) **in instances where council members** who have perpetrated harassment to staff or their colleagues can retain their position, no matter how serious, it creates toxic workplaces which has an adverse effect on mental health in the workplace and throughout community;
- 6) **it supports current systems** of privilege and immunity of a certain segment of the population, which is not optimal for healthy communities;
- 7) **it sends the message** that if you have power, you are different (and superior to) the average citizen.

To learn more check out:

[thewomenofontariosayno.com](http://thewomenofontariosayno.com)



\* Government Legislation, once passed, will be applicable to ALL municipalities in Ontario at the same time.

## What are we asking for?

We are advocating for 3 key components to the Ontario Municipal Act to strengthen our democratic processes by upholding fundamental human rights—the right to go to work and not be harassed:

\* **Note: These changes have been endorsed by the Rural Ontario Municipal Association, Association of Municipalities Ontario, Ontario Big City Mayors and 185 municipalities in Ontario (and growing weekly).**

- 1. Strengthened Codes of Conduct:** An amendment to the Ontario Municipal Act that ensures Code of Conduct explicitly includes accountability to violence and harassment policies. This step ensures that our political representatives are held to the same standard as any other employee in Ontario when it comes to respecting the rights and dignity of every individual, thus fostering a safer and more inclusive environment for all.
- 2. Mechanism for Removal:** To address the investigated and substantiated egregious violations of municipal codes of conduct, a robust removal mechanism in the Ontario Municipal Act is essential. This process, reserved for only the most egregious of cases, aims to maintain the integrity of our governance while addressing actions that breach the core values we uphold. It ensures that municipally elected representatives are not immune from the basic standards of treatment we have come to expect in every other workplace.
- 3. Restriction on Re-election:** To ensure the message that violence and harassment will not be tolerated, and to support greater accountability over time, a restriction on subsequent re-election for individuals found guilty of serious misconduct is required. This measure ensures that those who fail to uphold the most basic ethical standards of workplace safety face consequences that extend beyond a single term. This is consistent with any other workplace, where an employee who is terminated for perpetrating violence and harassment is not rehired a year later, for example.

These changes are not meant to undermine the democratic process but rather to bring elected representatives up to the same standard as every other employee in Ontario. This advocating effort is not meant to undermine the democratic process but rather to bring elected representatives up to par— a very basic benchmark for how we treat each other in the political sphere. Workplace safety is foundational to overall workplace and greater community health.

This effort is firmly rooted in advocating for legislative changes that are supported by due process, ensuring fairness for all parties involved.

## History

The Ontario government introduced legislation to mandate that employers have a Workplace Violence and Harassment policy. This legislation underscored the rights of all persons to be safe at work. Yet, municipally elected representatives have essentially experienced immunity, by virtue of public election.

In 2021, the Conservative government completed consultation on “Strengthening accountability for municipal council members.” Not only did the current government not pass its own legislation to address this human rights protection gap, they also *did not* prioritize The Stopping Harassment and Abuse by Local Leaders Act (most recently known as Bill 5) and *voted it down* on May 31, 2023.

The same private members bill had all party support in 2021. We know that the examples of councillor misconduct have only grown since this time. This issue is not going away.

## Here are our calls of action to help us change the future:

- 1) SHARE, LIKE and Follow: @womenofontariosayno** (facebook and Instagram)
- 2) deliver a presentation to a municipal council in Ontario** requesting support [materials provided]. This is a unique approach to advocacy, but is appropriate to approach local councils, as it is their workplace.
- 3) showcase your organization/community** groups’ logo to the website to add credibility and legitimacy to the advocacy effort.
- 4) meet/write/call your local MPP** and express that this legislation matters to you/your organization/their constituents and the overall community.
- 5) share and disseminate** information with your networks.
- 6) write the Ontario Human Rights Commission** and request a public inquiry into the issue: [legal@ohrc.on.ca](mailto:legal@ohrc.on.ca) (a letter provided on our website)
- 7) feel empowered** to have the hard conversations. So much of grassroots change occurs at our dinner table, speaking with a neighbor, or your local councillor. Start talking about the issue. Express the change you want to see and never feel ashamed to advocate for basic human rights. We often feel we have to be experts in legislation to advocate for it. We are all experts in how we want to be treated. Let this be your guide.

To learn more check out:

[thewomenofontariosayno.com](http://thewomenofontariosayno.com)



\* Government Legislation, once passed, will be applicable to ALL municipalities in Ontario at the same time.

# Administrative Report

September 20, 2023

Report 2023-08



**FRONTENAC**



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## CAO Schedule – September

- EOLC Regular Board Meeting – September 7<sup>th</sup>
- Special EOWC CAOs' Meeting – September 8<sup>th</sup>
- Final Draft – 2024 Business Plans & Project Proposals Detailed Budget – September 11 & 12
- Bi-Weekly Joint Administrative Facility Meeting – September 12<sup>th</sup> & 26<sup>th</sup>
- Paramedic Site Visits – September 5<sup>th</sup> & 19<sup>th</sup>
- Meeting with Haliburton RE: Communal Services – September 13<sup>th</sup>
- EOWC LTC Working Group Meeting – September 19<sup>th</sup>
- FLA OHT Finance & Resources SS – September 19<sup>th</sup>
- Frontenac County Council – September 20<sup>th</sup>
- Leadership Team Meeting – September 20<sup>th</sup>
- EOWC CAOs Meeting – September 21<sup>st</sup> & 22<sup>nd</sup>
- Old House Staff Meeting - September 21<sup>st</sup>
- EOWC CAOs Planning Meeting – September 22<sup>nd</sup>
- Frontenac CAOs meeting – September 26<sup>th</sup>



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## **Update – EOWC and EOLC**

- **EOWC**

- Special EOWC CAOs' Meeting (Virtual)**

- September 8<sup>th</sup>

- EOWC LTC Working Group Meeting**

- September 19<sup>th</sup>

- EOWC CAOs Meeting**

- September 21<sup>st</sup> & 22<sup>nd</sup>

- EOWC CAOs' Planning Meeting**

- September 22<sup>nd</sup>

- EOLC Regular Board Meeting**

- September 7<sup>th</sup>



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## AMO Communications

- AMO and the province came together to form a Technical Working Group to provide an inter-governmental dialogue on municipal insurance costs, coverage and liability issues. [Read the report](#) summarizing the group's findings

### Provincial Matters

- The Ontario government is providing one-time grants of up to \$10,000 to ensure community spaces remain safe and secure from hate-motivated incidents. [Applications are open for 2023-2024](#). The deadline is September 12, 2023.

The Technical Standards and Safety Authority ([TSSA](#)) is Ontario's public safety regulator. TSSA releases public information (e.g., licence statuses or devices at a location) per its privacy codes. [Click here](#) to request a release.



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## AMO Communications (2)

### Eyes on Events

- LAS and Intact Public Entities are returning to an in-person [Risk Management Symposium](#) October 4- 5, 2023. This year's theme of *Navigating the Road to Resilience* will discuss critical municipal risk issues such as climate change and data management. It will also include an interactive cyber security event.
- It's back! AMO and MISA ON's joint Municipal Cybersecurity 101 Forum returns this fall in time for Cybersecurity Month. Join us virtually on October 12 from 10am to 2pm to learn more about building a cyber resilient municipality. [Register today.](#)

### Municipal Wire\*

Join the Ontario Municipal Social Services Association (OMSSA) on September 26 and 27 and explore the planning and delivery of social services nationally and globally to better understand and address common challenges. [Register today.](#)



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# Administrative Building Redevelopment

Administrative Building Redevelopment update as of  
September 12, 2023

A bi-weekly progress meeting between County Administration, Cataraqui Regional Conservation Authority, Colbourne & Kembel, Architects Inc., and Emmons & Mitchell Construction limited representatives to discuss the construction progress

- **Level 0:** Mill work measuring to be complete
- **North Addition:** Roofing is complete, storm is connected, rough in for plumbing is ongoing, all sawcutting is complete.



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# Administrative Building Redevelopment (2)

## Heritage Building:

Level 2: Painting ongoing with patchwork being completed

Level 1: Drywall and taping proceeding. Electrical and communication rough-in is ongoing.

Level 0: Mechanical and Electrical work is proceeding

**East Addition:** Waterproofing is 50% complete, steel is complete with the exception of ductwork openings, backfilling up to U.S of slab is complete to commence preparation for floor slab and backfill up to U.S. slab in base.

**Exterior:** Stormwater management installations is complete with the exception of topping and parking lot grading is 90% complete and curbs are complete.



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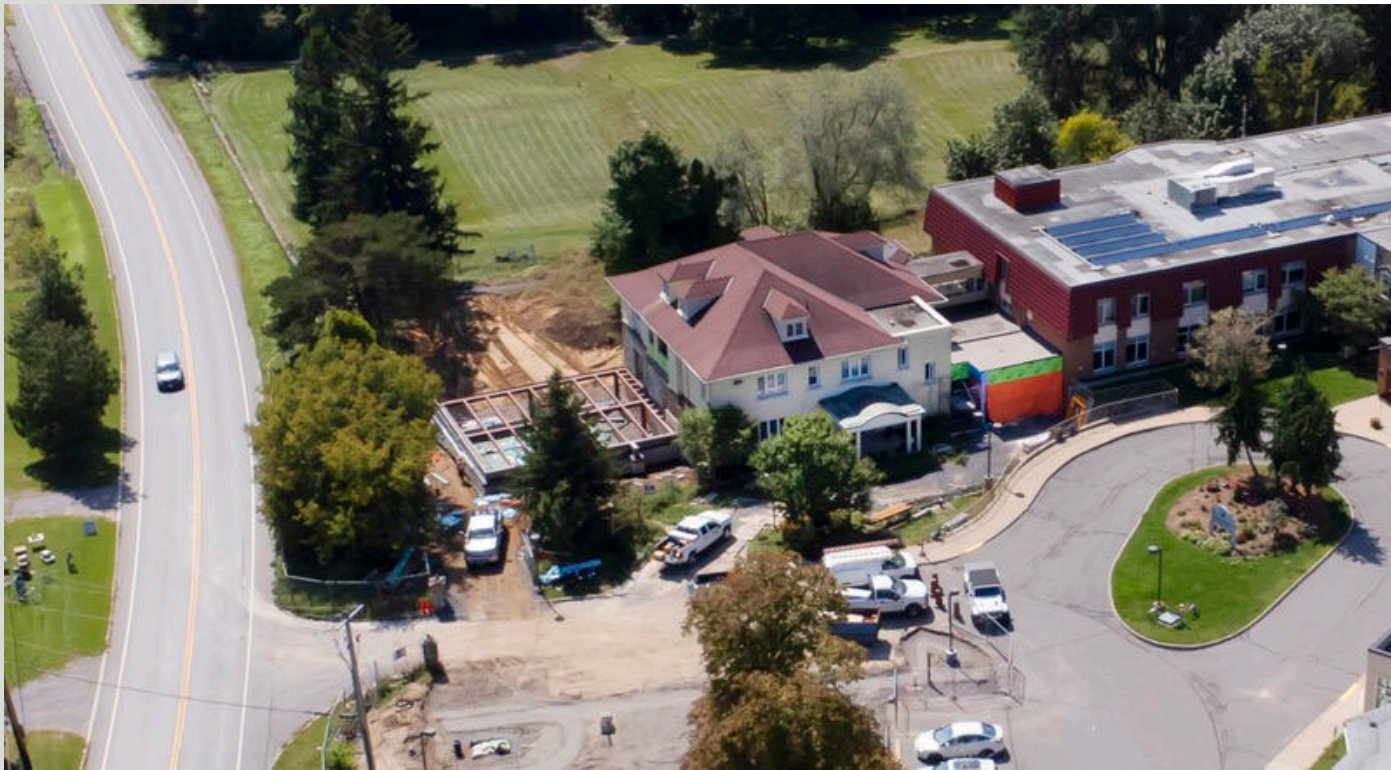
# Administrative Building Redevelopment – Image 1





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## Administrative Building Redevelopment – Image 2





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# Paramedic Base Redevelopment Update





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# Human Resources Update – Key Activity

- **Recruitment**
  - 316 postings YTD Aug 31<sup>st</sup>
  - Occupational Health Nurse – Breanne Marshall now in role
  - ADOC IPAC Payton Hunt
  - Administrative Clerk – County Administration – Keri Knox – commence in January
  
- **Labour Relations**
  - CUPE 2290 – interest arbitration date November 10<sup>th</sup>; additional day of bargaining set for October 4<sup>th</sup>
  - OPSEU grievance re treatment of stat pay – resolved prior to mediation
  
- **HRIS**
  - Training (skills, education, and certificates) now live
  - Labour Relations (grievances/discipline) [now live](#)
  - Onboarding now live
  - Document management and the message panel [now live](#)
  - Performance Management and Succession Management remain in testing
  - Scheduling revisions – Star Garden will present in September
  
- **Miscellaneous**
  - Participation in review of disability management program – National Institute of Disability Management and Research (NIDMAR); interviews now complete and waiting for recommendation report

# Fairmount Home Update

Celebrations occurred on Residents' Council Week from September 11–17. We are grateful for their leadership and advocacy.



## Fairmount Home Update

Thanks to a generous donation from the Dementia Society of America, Lilac Terrace residents enjoyed summer evening concerts in their garden.



# Fairmount Home Update continued

## COVID Outbreaks:

- Outbreak during August 14 – September 3 and second outbreak declared September 12 is ongoing

## Open Positions:

- 2 RNs
- 6 RPNs
- 9 PSWs
- 4 Dietary Aides
- 1 Cook
- 2 Maintenance Assistants





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## Engagement & Communications Update, July and August 2023



The topmost-visited webpages in July and August are careers, ferry passage, and the K&P Trail. The most engaged-with social media for the period are paid posts to promote Open Farm Days. Top organic social media posts are related to the Stockport USA Cup ceremonies on July 25, and the Fairmount Home Ginny Gives Grant activities for The Dementia Society on August 31.

### Website Pageviews

FrontenacCounty.ca	49,408
VisitFrontenac.ca	54,454
FrontenacMaps.ca	14,862
EngageFrontenac.ca	5,852

### Social Media Engagement

County Facebook & Instagram	6,793
County Twitter	241
County Youtube	954
FPS Twitter	910
Visit Frontenac Facebook & Instagram	6,004
Visit Frontenac Twitter	3
Fairmount Facebook	5,067
K&P Trail Twitter	1
K&P Trail Facebook Group	2,475
H.I. Ferry Twitter	1,674

### Total engagements in July and August 148,698

Change from June 2023 (Avg.)	6%
Change from Jul-Aug 2022	3%



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## Engagement & Communications Update, July and August, 2023



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### EngageFrontenac.ca engagement tool results from January 2021

Visits ⓘ

45,992

Contributions ⓘ

7,813

Activity over time ⓘ

Months





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## Planning Department Update

- **Communal Services**

- Planning staff will be presenting a proposed amendment to the County Official Plan (OPA #3) at the Planning and Economic Development Advisory Committee on October 4<sup>th</sup>. OPA #3 proposes the addition of policies to support the use of communal services and the new Municipal Service Corporation.

- **Sharbot Lake School Site Redevelopment – Future Land Uses**

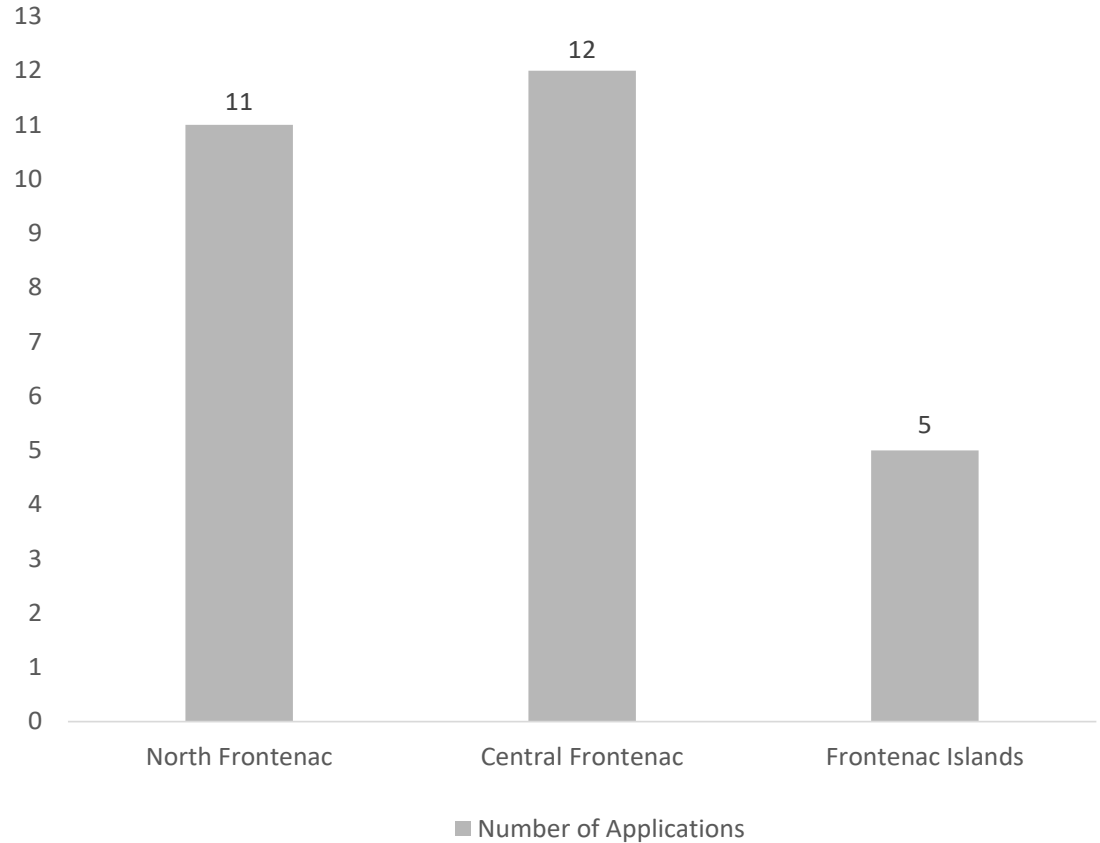
- County Planning staff are working with the Township of Central Frontenac conducting public engagement about the future use of the former school site. There is an online survey that is currently posted on Engage Frontenac and an in-person workshop was held on September 18<sup>th</sup> in Sharbot Lake.

- **Marysville Secondary Plan – Design Standards**

- The Township of Frontenac Islands and County Planning staff are working with a team of students from the Queen's University School of Urban & Regional Planning on research for design standards for the Village of Marysville. A site visit with the students was held on September 15<sup>th</sup>.

## Planning Application Update (August & September) North Frontenac, Central Frontenac, & Frontenac Islands

- Applications for North and Central Frontenac remained high for August and September.
- In terms of new applications submitted in 2023, the percentage of files as of the end of September will be 64% of the volume from 2022.





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## Frontenac Farm Tour



On September 10, the Frontenac Federation of Agriculture hosted a bus tour consisting of council members and staff from 3 Townships, the County, the City of Kingston, Frontenac Business Services and Cataraqui Conservation on a visit to 4 local farms and the Frontenac County Plowing Match.



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## Economic Development Updates

**Open Farms Days:** Farm and Local Food events continue until October 15. See everything that is happening at [www.openfarms.ca](http://www.openfarms.ca)



**Nominate for Frontenac Business Awards:** Nominations for this year's business awards are open until October 2. Visit [www.engagefrontenac.ca](http://www.engagefrontenac.ca) to nominate an outstanding business. The five awards will be presented to businesses as part of our annual business retreat event on November 14 at RKY Camp, located in Parham.



### **Trail Closure:**

The K&P Trail will be closed between Ball Road and Fish Creek Road beginning Monday, October 2 to facilitate the replacement of the Elbow Creek Bridge. This section will remain closed for approximately 6-8 weeks to allow for project completion.



# Strategic Plan 2023 - 2027



## Why strategic plan?

- Fixing Long-Term Care Act, 2021
  - Mission statement that sets out principles, purpose and philosophy of care of the home
- CARF Canada
  - Implementation of strategic plan including goals and priorities
- Best practice for governance and operations management



# Strategic Plan Development



- Environmental scan provided context for the plan
- Engagement with stakeholders to obtain their valuable feedback
- Resulting in a strategic plan with a shared vision along with key strategic objectives

# Stakeholders Engaged



## Method

















- Interviews
- Focus groups
- Surveys

## Stakeholders

- Councils – Residents', Family and County
- Management and employees
- Volunteers

# Findings



	Resident Council	Family Council	County Council	Staff & Volunteers
Today's Strengths	 Fairmount is a place residents are proud to call home	 Caring environment which far exceeds alternatives	 Perception of satisfied residents / families	 The home of choice for residents / families
Focus for Future	 Personalized care approach	 Responsive staff that "feel like family"	 Caring and competent staff	 A home that staff are proud to work for
	 Modernizing the facility space	 Increasing number and type of staff	 Meeting needs of increasingly complex residents	 Increasing the number of staff
	 Refreshing post-COVID activities and programming	 Expanding & simplifying the volunteer process	 Economical facility modernization	 Greater focus on retention and satisfaction

# Key Insights



The following insights rose to the surface across discussions – and should take prominence in the forthcoming strategic plan document.

- Many existing aspects of Fairmount’s strategic plan – such as the **mission, vision, and strategic priorities** – still resonate. Being more **specific in the “how” / actions** will make the plan more concrete / achievable
- Fairmount’s **resident base is changing** – to higher-complexity needs and younger residents. The strategic plan should consider how we should **adapt our offerings, workforce, and care partnerships** to meet these needs
- Core to this plan will be coming to agreement with County Council and other relevant stakeholders around the time-sensitive need on a **path forward regarding facility modernization**
- Many staff are feeling burnt out and overworked – we must **reduce barriers to retaining staff and volunteers** – and promote a **proactive emphasis on satisfaction** (including morale, more predictable hours / staffing levels)
- Identifying how to embed **equity, diversity, and inclusion** in our strategic actions – in particular, inclusion of all residents and better education and support for staff / volunteers / residents that are people of colour

# Strategic Plan

- **Our Vision** – To be the home of choice for our residents, staff and volunteers.
- **Our Mission** – Guided by the Gentlecare® philosophy, we provide exceptional resident-centered quality care in a safe, respectful and compassionate home.



# Our Goals



1. To be the home of choice for our residents and their caregivers by our commitment to the Gentlecare<sup>®</sup> philosophy – which prioritizes high – quality, resident-centred care.

## Strategic Objectives

- Update our home's services and activities to best reflect residents' needs.
- Engage in a review of our contracted services to ensure that these offerings meet residents' holistic health needs.
- Refine our current process for gathering feedback to ensure inclusion of all resident and caregiver voices.

## Our Goals 2

2. To enhance our offerings and community partnerships to best meet the multifaceted needs of our residents.

### Strategic Objectives

- Continue to establish partnerships with regional health care providers to meet residents' evolving care needs.
- Engage in a review of changing resident demographics, priorities, and needs to inform updates to our programs and services.
- Invest in additional enhanced staff education to best meet the multifaceted needs of our residents.



## Our Goals 3



3. To be the long-term care home of choice for employees and volunteers.

### Strategic Objectives

- Establish a staff satisfaction survey to guide future recruitment, retention, and education initiatives.
- Simplify and expand our volunteer program through reducing barriers to entry and broadening recruitment efforts.
- Refine our processes for gathering input from staff and volunteers.
- Update our mentorship and orientation program for employees and volunteers.

## Our Goals 4



4. To modernize our home and operations to best serve our residents, caregivers, employees, and volunteers.

### Strategic Objectives

- Advocate for increased funding to support modernization of the home.
- Undertake a review of the existing home, with an aim to identify opportunities to optimize space to meet resident, caregiver, employee, and volunteer needs.
- Explore new service delivery models that may enhance operational efficiency and sustainability.

## Next Steps



- County Council approval of the strategic plan
- Communication
  - Residents' Council
  - Family Council
  - Staff and volunteers
  - Key external stakeholders
- Implementation of the strategic plan



Questions?



**Report 2023-107**

### **Council Recommend Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Susan Brant, Administrator, Fairmount Home  
**Date of meeting:** September 20, 2023  
**Re:** **Fairmount Home – Strategic Plan 2023-2027**

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#### **Recommendation**

**Whereas** the *Fixing Long-Term Care Act, 2021* requires a mission statement for each of the licensee's long-term care homes that must be put into practice in the day-to-day operation of the long-term care home;

**Resolved That** Council of the County of Frontenac accept the Fairmount Home Strategic Plan 2023-2027;

**And Further That** Council direct staff to implement the Fairmount Home Strategic Plan 2023-2027 in the day-to-day operations of the long-term care home.

#### **Background**

Under section 4 of the *Fixing Long-Term Care Act, 2021 (FLTCA)*, the requirements for each home's mission statement are as follows:

##### Mission statement

4 (1) Every licensee shall ensure that,

- (a) there is a mission statement for each of the licensee's long-term care homes that sets out the principles, purpose, and philosophy of care of the home;
- (b) the principles, purpose and philosophy of care set out in the mission statement are driven by the primary goal of providing quality care that is resident-directed and safe; and

(c) the principles, purpose and philosophy of care set out in the mission statement are put into practice in the day-to-day operation of the long-term care home.

#### Basic consistency

4 (2) The licensee shall ensure that the mission statement is consistent with the fundamental principle and the Residents' Bill of Rights.

#### Collaboration

4 (3) The licensee shall ensure that the mission statement is developed, and revised as necessary, in collaboration with the Residents' Council and the Family Council, if any, and shall invite the staff of the long-term care home and volunteers to participate.

#### Updating

4 (4) At least once every five years after a mission statement is developed, the licensee shall consult with the Residents' Council and the Family Council, if any, as to whether revisions are required, and shall invite the staff of the long-term care home and volunteers to participate.

Accreditation under CARF Canada mandates the home's leadership to guide the establishment and annual review of the home's mission and direction for the organization, including broad organizational goals and values. Fairmount Home was accredited by CARF Canada in 2023 for a four-year period.

#### **Comment**

As Fairmount Home's current strategic plan expired in 2022, the vision, mission, and values as well as goals and objectives are required to guide Fairmount during the next five years.

Santis Health was contracted to lead the strategic planning, which included an environmental scan, engaging with stakeholders, creating the strategic plan update, and developing a plan to provide a foundation for future actions.

Stakeholder engagement was critical to informing the planning process and in setting the overall direction of the plan. Stakeholder engagement included interviews, focus groups and surveys. Over 80 individuals including residents, staff, volunteers, caregivers, County staff and County Council participated in the development of the plan.

The attached document, Fairmount Home Strategic Plan 2023-2027: At-a-Glance, shares our vision, mission, values, goals, and objectives.

### **Sustainability Implications**

An updated mission is required to meet the requirements of the FLTCA. Furthermore, a strategic plan is a requirement to maintain accreditation status with CARF Canada as well as for effective management of the home and its limited resources.

### **Financial Implications**

Ongoing funding is contingent on meeting the requirements of the FLTCA. Furthermore, accreditation by a ministry approved accreditation body is needed to be eligible for ongoing premium funding from the Ministry of Long-Term Care.

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

Santis Health  
Fairmount Home – residents, caregivers, staff, and volunteers  
Frontenac County – County Council and management



# STRATEGIC PLAN 2023-2027



# About the 2023-2027 Strategic Plan



## About Fairmount Home

Fairmount Home is a 128-bed long-term care home in the County of Frontenac. Established in 1968, the home provides 24-hour nursing and personal care in a team-based model of care including a physician, nurse practitioners, registered nurses, personal support workers, allied health professionals and support services.

Fairmount is operated by the County of Frontenac, and funded by the Ministry of Long-Term Care, the South East Home and Community Care Support Services, resident accommodation fees, the City of Kingston, the County of Frontenac, and community donations.

## Context for the New Strategic Plan

Fairmount Home is embarking on its 2023-2027 Strategic Plan at a time of significant transformation and change for Canada's health care system broadly, and the long-term care sector specifically. Since the development of Fairmount Home's last strategic plan, the long-term care sector in Ontario has been significantly impacted by the COVID-19 pandemic, exacerbating long-standing challenges related to health human resources and the needs of an aging population. Throughout this time, Fairmount Home has further unified its residents, caregivers, employees, and volunteers, and demonstrated commitments to building an even stronger community of care – united by the Gentlecare® philosophy.

Now, with major provincial policy developments and the introduction of National Long-Term Care Standards, the timing is right to consider the future of Fairmount Home, and further our commitment to being the home of choice for the Fairmount Home community. Fairmount Home's focus in the coming years is to further solidify our reputation as the long-term care home of choice for our residents, caregivers, staff, and volunteers through enhancing our means to deliver on the Gentlecare® philosophy, focusing on the employee and volunteer experience, and investing in updates to our home and operations.

Fairmount Home acknowledges the importance of its strategic plan being responsive to the priorities of those who are part of our community, and reflective of our operational realities. The 2023-2027 Strategic Plan has been developed with input from our residents and their caregivers including Residents and Family Council, our employees and volunteers, Fairmount Home's leadership, and County Council – who serve as our Board of Directors – to chart a forward-looking direction for our home. This refreshed plan will allow us to build on our successes to-date in fostering a compassionate community of care, and to continue to be the long-term care home of choice for our community members for years to come.

# Our 2023-2027 Strategic Plan: At-a-Glance



## OUR VISION:

To be the home of choice for our residents, staff, and volunteers.

## OUR MISSION:

Guided by the Gentlecare® philosophy, we provide exceptional resident-centred quality care in a safe, respectful, and compassionate home.

## OUR VALUES:

- **Gentlecare®:** We are committed to the Gentlecare® philosophy in delivering resident-focused care which empowers residents to make individual choices.
- **Excellence:** We are committed to be a leader in the provision of exceptional quality care through teamwork, innovation, and continuous learning.
- **Collaboration:** We are committed to strong partnerships with our residents, caregivers, staff, volunteers, community, and health care system partners.
- **Inclusion:** We are committed to the treatment of our residents, caregivers, staff, and volunteers with dignity, embracing diversity, and demonstrating inclusion and equity in our day-to-day operations.

## OUR GOALS:



To be the home of choice for our residents and their caregivers by our commitment to the Gentlecare® philosophy – which prioritizes high-quality, resident-centred care.



To enhance our offerings and community partnerships to best meet the multifaceted needs of our residents.



To be the long-term care home of choice for employees and volunteers.



To modernize our home and operations to best serve our residents, caregivers, employees, and volunteers.



## GOAL #1: To be the home of choice for our residents and their caregivers by our commitment to the Gentlecare® philosophy – which prioritizes high-quality, resident-centred care.



### INTRODUCTION

The continued satisfaction of our residents and their caregivers is a top strategic priority for our home. We also know from our resident, caregiver, and staff feedback that a key component of what makes Fairmount Home unique is our commitment to the Gentlecare® philosophy – our personalized approach to care that prioritizes the individual wants and needs of each of our residents.

As our community is constantly evolving, keeping a pulse on what matters most to our residents and their caregivers – individually and as a collective – is an ongoing priority. As we advance upon our 2023-2027 Strategic Plan, we are committed to reviewing our home's services and activities to ensure our continued responsiveness to our evolving resident needs, and to creating more ways for residents and their caregivers to provide feedback to shape their care experience.

### STRATEGIC OBJECTIVES

*To advance this Strategic Goal, Fairmount Home will...*

- Update our home's services and activities to best reflect residents' needs.
- Engage in a review of our contracted services to ensure that these offerings meet residents' holistic health needs.
- Refine our current processes for gathering feedback to ensure inclusion of all resident and caregiver voices.

### WHAT SUCCESS LOOKS LIKE

*By 2027, Fairmount Home will be able to say...*

- Our resident and caregiver satisfaction survey results demonstrate that over 90% of respondents are "satisfied" or "very satisfied" with the home overall.
- All residents and caregivers have an equal opportunity to input into Fairmount Home's services and activities.
- Fairmount Home's services and activities are responsive to, and reflective of, resident and caregiver feedback.



## GOAL #2: To enhance our offerings and community partnerships to best meet the multifaceted needs of our residents.



### INTRODUCTION

Fairmount Home has a strong reputation for providing exceptional care to the residents and caregivers who comprise our community. Our care is delivered by a continuum of providers, who provide caring and professional services to meet residents' holistic health and wellness needs. When we can't provide services in-house, we look for partners who share our philosophy of dignified and respectful care.

Our community has grown and evolved over time – and so too have the needs of our residents and goals for their care. As our residents' needs have become increasingly complex and diverse, ensuring that our offerings evolve accordingly is a priority, whether delivered in-house or through a community partner. To this end, we will engage in a systematic review of our changing resident needs to inform new partnerships, staff education, and service offerings to meet these needs.

### STRATEGIC OBJECTIVES

*To advance this Strategic Goal, Fairmount Home will...*

- Continue to establish partnerships with regional health care providers to meet residents' evolving care needs.
- Engage in a review of changing resident demographics, priorities, and needs to inform updates to our programs and services.
- Invest in additional enhanced staff education to best meet the multifaceted needs of our residents.

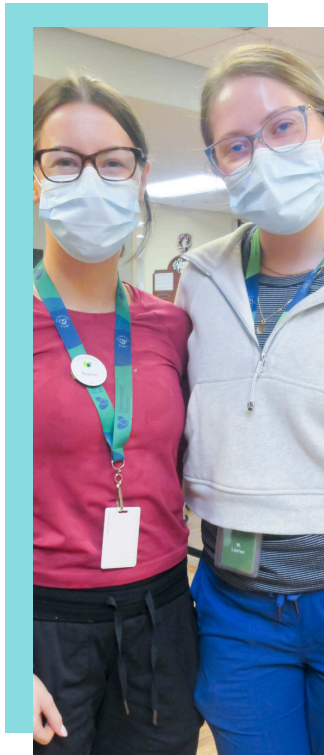
### WHAT SUCCESS LOOKS LIKE

*By 2027, Fairmount Home will be able to say...*

- Our resident and caregiver satisfaction survey results demonstrate that over 80% of respondents are "satisfied" or "very satisfied" with Fairmount Home's clinical services (both in-house and contracted).
- We have grown our suite of in-house offerings and community partnerships to best meet residents' multifaceted needs.
- Attendance at, and positive feedback about, our programming and activities has increased year-over-year.



## GOAL #3: To be the long-term care home of choice for employees and volunteers.



### INTRODUCTION

The Gentlecare® philosophy – and its focus on respect and compassion – is not simply an attribute describing the care that Fairmount Home provides, but also a key tenet of our culture. As health human resource challenges have strained recruitment and retention across health systems and settings, the timing is right for Fairmount Home to further solidify its commitment to a positive culture and workforce well-being to maintain our reputation as the home of choice for those who share our mission.

Our efforts in this Strategic Goal area will largely be guided by the input of employees and volunteers, to ensure that the investments we place in our people are reflective of their needs and priorities. We will update the methods in which employees and volunteers can provide input on our home and invest in areas of top importance to our people – including mentorship, education, and recruitment and retention of both staff and volunteers.

### STRATEGIC OBJECTIVES

*To advance this Strategic Goal, Fairmount Home will...*

- Establish a staff satisfaction survey to guide future recruitment, retention, and education initiatives.
- Simplify and expand our volunteer program through reducing barriers to entry and broadening recruitment efforts.
- Refine our processes for gathering input from staff and volunteers.
- Update our mentorship and orientation program for employees and volunteers.

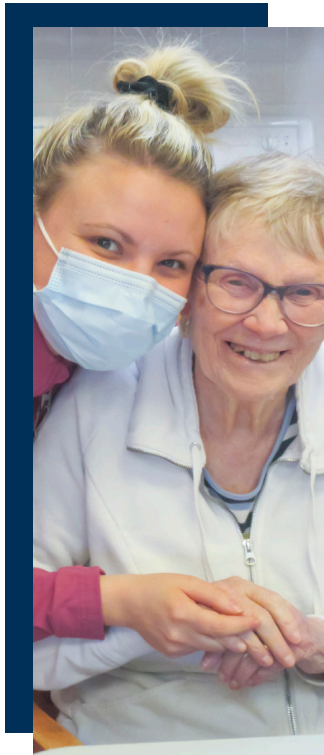
### WHAT SUCCESS LOOKS LIKE

*By 2027, Fairmount Home will be able to say...*

- Our employee and volunteer retention survey results demonstrate that over 80% of our employees and volunteers are “satisfied” or “very satisfied” in their role.
- Staffing levels (including full-time, part-time, and casual) which best supports a sustainable work environment.
- We have made every effort to increase and diversify our volunteer base to support our residents’ social needs.
- Our continued investment in staff education opportunities incorporates employee feedback.



## GOAL #4: To modernize our home and operations to best serve our residents, caregivers, employees, and volunteers.



### INTRODUCTION

The growing demand for long-term care and increasing needs of those seeking long-term care services are significant trends impacting homes across Canada. For Fairmount Home, ensuring that our home and services keep pace with the needs of those in our community today – and those who may join our community tomorrow – is a growing priority.

As we advance upon our 2023-2027 Strategic Plan, we will review our home to identify required enhancements to best meet our residents' needs, and operational opportunities to enhance our efficiency and sustainability. Once identified, we will work with our board of directors and funders to operationalize these changes.

### STRATEGIC OBJECTIVES

*To advance this Strategic Goal, Fairmount Home will...*

- Advocate for increased funding to support modernization of the home.
- Undertake a review of the existing home, with an aim to identify opportunities to optimize space to meet resident, caregiver, employee, and volunteer needs.
- Explore new service delivery models that may enhance operational efficiency and sustainability.

### WHAT SUCCESS LOOKS LIKE

*By 2027, Fairmount Home will be able to say...*

- We have successfully secured funding to assist with our home modernization efforts.
- Our resident and caregiver satisfaction survey results demonstrate that over 80% are "satisfied" or "very satisfied" with updates made to the home, year over year.
- Our home now incorporates more sustainable design elements, which has reduced our overall operating costs.





## Report 2023-105

### Council Information Report

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Susan Brant, Administrator, Fairmount Home  
**Date of meeting:** September 20, 2023  
**Re:** **Fairmount Home – Capital Expenditures**

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#### Recommendation

This report is for information purposes only.

#### Background

Fairmount Home is an aging facility that last underwent a physical renewal twenty years ago in 2002-3. Fairmount staff prepare annual budgets based on condition assessments of the home and equipment. However, due to the age of the home and equipment, their condition can change causing unbudgeted expenditures.

Fairmount experienced roof leaking on the resident home area on the south side of the second floor. A Request for Quotation was issued in September 2022 for repair to the flat roof areas with a budget of \$50,000 and a quote of \$25,738. Subsequently, the home's HVAC replacement was scheduled for late fall 2022, so the decision was made to delay the roof repairs until 2023 after the four HVAC units had been installed.

#### Comment

In spring 2023, the roof leaked in the auditorium causing damage to the kitchenette. In March 2023, a Request for Proposal was issued for the roof assessment and repair of approximately 12,300 sq. ft. as well as repairs to the dormers and main entry roof. The roof repairs were completed in August 2023 at a total cost of \$145,530. Given the roof repair budget of \$50,000, the management team made the decision to delay \$79,720 of budgeted capital expenditures to offset the roof repair costs with the remaining unbudgeted expenditure of \$15,810.

### **Strategic Priority Implications**

Strengthen Quality of Life through Enhanced Service Delivery

- Focus on Fairmount Home
  - Improve the quality of care and services provided to residents.

### **Financial Implications**

This capital expense would be subject to the cost sharing agreement with the City of Kingston, whereby the City of Kingston would assume 68% of the cost and the County of Frontenac would assume 32%. With a funding shortfall of \$15,810 for the roof repairs, the County of Frontenac would be required to commit an additional \$5,059 from the Capital Replacement Reserve towards the repair. The City of Kingston will also be required to commit \$10,751 towards the roof repair.

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

Alex Lemieux, Director of Corporate Services/Treasurer



**Report 2023-103**

### **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:** September 20, 2023

**Re:** **Frontenac Paramedics – 2024 Legislated Response Time  
Performance Plan**

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#### **Recommendation**

**Resolved That** the Council of the County of Frontenac receive the Emergency and Transportation Services – 2024 Legislated Response Time Performance Plan report for information;

**And Further That** Council direct the Clerk to introduce a by-law later in the meeting adopting Option xxx for the 2024 Response Time Standard.

#### **Background**

Since 2013, land ambulance service operators have been required to set a Response Time Standard (RTS). Each year, services must submit their RTS to the Ministry of Health by October 31 for the following calendar year and report the prior year results by March 31.

At its meeting on October 19, 2022, County Council passed the following resolution:

**Resolved That** the Council of the County of Frontenac accept this Emergency and Transportation Services – 2023 Legislated Response Time Performance Plan report;

**And Further That** Council direct the Clerk to introduce a by-law later in the meeting adopting the response time standards as outlined in this report.

**Carried**

The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2023:

For the calendar year of **2023**, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**  
**48%** percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1  
**70%** percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5  
The **County of Frontenac** will endeavour to have a **Paramedic** as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit (level of effort):

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

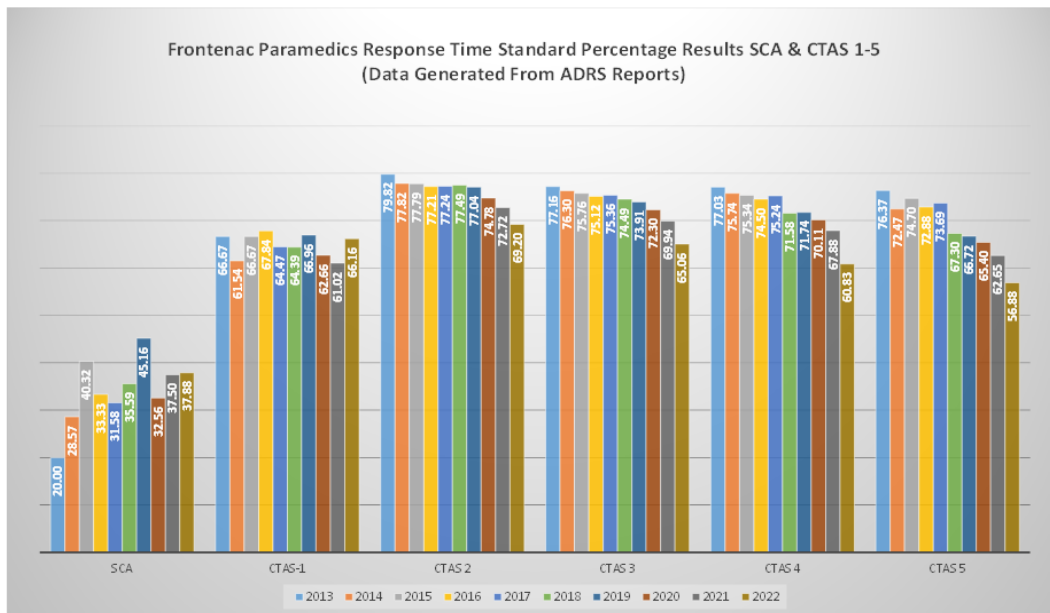
CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	75%
3	10 minutes	75%
4	10 minutes	75%
5	10 minutes	75%

As reported to County Council in March 2023, prior to 2022 Frontenac Paramedics (FP) utilized an electronic Patient Care Record (ePCR) from Interdev Technologies, before transitioning to a new ePCR system through Prehos Inc in December 2021.

The Interdev iMedic software program included a tool called the CTAS Dashboard which was utilized to track FP's RTS since 2013. The new Prehos software program does not currently have this dashboard feature.

In preparing to report Frontenac Paramedics' 2022 RTS results, a Ministry of Health program known as the Ambulance Dispatch Reporting System (ADRS) was utilized. It was discovered that the results from the ADRS data differed significantly from the data that was reported through iMedic.

While the trends remain the same (response times have deteriorated since 2013) Frontenac Paramedics established RTS targets are not being met.



U:\FPS\PC\Response Time Standards\Frontenac Paramedics Response Time Standard SCA & CTAS 1-5 2013 to 2022.xlsx

**Comment**

Frontenac Paramedics continues to see increases in offload delay, time on task and call volume, which will continue to pose challenges for meeting response times.

Given that Frontenac Paramedics is not meeting the current RTS set by Council, two options are provided for Council consideration for setting Frontenac Paramedics' 2024 Response Time Standard.

**Option 1—Maintain current RTS targets**

The original response time targets were set in 2013 and updated in 2018. These were based on the previous five-year history from iMedic data.

Frontenac Paramedics is not meeting these response times based on ADRS data. Despite that, FP is still performing well compared to other services in Eastern Ontario. In 2022, FT responded to CTAS 1 patients (the most critically ill) within 8 minutes 66% of the time. The average for Eastern Ontario was 50%.

The new ADRS dispatch system is expected to roll out at Kingston CACC in late 2024. This system will dispatch fewer calls as the highest priority compared to the current system and will allow services to defer non-urgent calls. This will significantly impact RTS results, and it would be worthwhile to evaluate actual results once this system is in place with regards to setting future targets.

At present, there are no penalties for failing to meet RTS targets. Maintaining these aggressive RTS targets demonstrates Frontenac County’s continued commitment to delivering excellent service to our communities.

For the calendar year of **2024**, from January 1 to December 31,

- i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**  
**48%** percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.
- ii. EMS Designated Delivery Agent - CTAS 1  
**70%** percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.
- iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5  
The **County of Frontenac** will endeavour to have a **Paramedic** as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit:

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	75%
3	10 minutes	75%
4	10 minutes	75%
5	10 minutes	75%

**Option 2—Adjust RTS targets to reflect actual performance over the past five years based on ADRS data.**

Previous RTS targets were based on the previous five-year’s performance utilizing iMedic data. Following this approach with the past five years’ ADRS data, the following RTS would be recommended:

For the calendar year of **2024**, from January 1 to December 31,

- i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**  
**38%** percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.
- ii. EMS Designated Delivery Agent - CTAS 1  
**64%** percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will

endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5

The **County of Frontenac** will endeavour to have a **Paramedic** as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit:

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	74%
3	10 minutes	71%
4	10 minutes	68%
5	10 minutes	64%

### Strategic Priorities Implications

3. Strengthen Quality of Life through enhanced Service Delivery

Focus on Frontenac Paramedics

- Improve response times and coverage throughout Frontenac County

To Provide High Quality Patient Care

To Ensure Effective Operations and Continued Leadership

### Financial Implications

None at this time.

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



Report 2023-104

### Council Recommend Information Report

**To:** Warden and Council

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

**Prepared by:** Kelly Pender, Chief Administrative Officer  
Joe Gallivan, Director of Planning and Economic Development  
Alex Lemieux, Director of Corporate Services/Treasurer  
Kevin Farrell, Manager of Continuous Improvement

**Date of meeting:** September 20, 2023

**Re:** **Office of the Chief Administrative Officer – Municipal Services Corporation – Next Steps**

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### Recommendation

Recommendation #1 – Appointment of Board of Directors

**That** the Council of the County of Frontenac request that prior to October 21, 2023, the Councils of each member municipality appoint a member to the Board of the Frontenac Municipal Services Corporation (FMSC).

Recommendation #2 – Appointment of a Technical Advisory Committee (TAC)

(i) **That** the Council of the County of Frontenac advertise for five (5) members with a sufficient level of expertise in financial management, communal servicing engineering, and land development for a Technical Advisory Committee (TAC) to support the Frontenac Municipal Services Corporation (FMSC) prior to the formation of the Operating Board;

**And Further That** Procedural By-law 2022-0026 be amended to delete Schedule B-5 Communal Services Governance/Operations Model Review Committee and replace with a new Schedule B-5 Communal Services Technical Advisory Committee, attached as Appendix A to this report;

**And Further That** the Policy A09-ADM-001, Citizen Appointments to Boards and Committees of County Council be waived to permit consideration of applications from persons not eligible to be elected as a member of County Council;

## Background

All Frontenac municipalities, plus the County of Frontenac have approved the establishment of the Frontenac Municipal Services Corporation for the purposes of administering communal services (water and wastewater) in the four Townships.

The basic outline of the corporation was provided in the Business Case for the corporation. This report will not attempt to reiterate all the details and background for the corporation, rather directs readers to the Engage Frontenac site at <https://engagefrontenac.ca/communal-services>.

Quoting from the approved Business Case for the Corporation, the following guiding principles have been established for the Business Case Study and the Frontenac Municipal Services Corporation:

1. The establishment of the FMSC will not impinge upon the planning authority of any participating municipality, but rather will provide guidance and/or pre-approval for communal systems that will either be owned/operated or operated by the MSC that will lead to faster approvals by the respective planning authorities and reduce costs for developers and eventually purchases/owners of serviced units.
2. One of the primary drivers for the establishment of a MSC for the ownership and operation of communal services is the ability to spread risk by aggregating assets. As such, the partners agree that the MSC will be the owner/operator for communal services.
3. It is recognized that the operational aspects of the MSC will evolve slowly as units are constructed and that it may take several years to reach critical mass. It is understood that the Operating Board will be responsible for determining the best operating model and that it is likely that at the outset contracted operating services will be the predominant model.
4. The existing Water Treatment and distribution system in the Village of Sydenham, Township of South Frontenac will remain under the ownership and control of the Township and will not be transferred to FMSC upon incorporation. There will be no mechanism or expectation that the system will be transferred to the FMSC. Only the Township of South Frontenac Council will be able to make such a determination.
5. The County of Frontenac would be a non-voting shareholder in the MSC.

The business case provides the following guidance regarding the distribution of Shareholder Dividend and the Establishment of a Community Benefit Policy:

A MSC can provide a dividend, or community benefit, to owners on a basis to be determined by the shareholders. As a matter of policy and practicality, the Frontenac MSC will not be in the financial position to distribute until such times as sufficient reserves and/or securities are accumulated to minimize the risk to shareholders. While this option is not a requirement, it is in the interest of the partners to establish the conditions under which such a policy maybe considered.

It shall be the policy of the MSC that no dividend or community benefit will be distributed to the owners unless the following conditions are met:

1. A minimum of seven (7) years from the date of incorporation
2. A statement from the auditing firm appointed by the MSC that the risk associated with the ownership and management of the communal services has been substantially ameliorated by a combination of the accumulation of reserves, insurance, and/or securities.
3. A majority vote of the shareholders<sup>1</sup>

The purpose of this report is to begin to set up the governance and administrative implementation of the new Corporation.

### **Comment**

The governance model for the corporation requires the establishment of two corporations:

1. A Holding Company called the Frontenac Municipal Services Corporation (FMSC) which is composed of an elected representative of the four Townships. A total of four representatives.
2. An Operating Company (tentatively) called the Frontenac Communal Services Corporation (FCSC) which is composed of technical experts that are responsible for the operation of the services.

Our legal counsel (Templeman LLP) is currently preparing the necessary documents for the FMSC but will require the names of the founding board members. It is recommended (recommendation #1) that each Township appoint a Board member. This Board will begin the business of establishing the foundation of the corporation, including by-laws, budgeting, and promotion.

It is proposed that the Operating Company will not be incorporated until after the FMSC has finalized governance and operating parameters of the Board. In the interim, it is recommended that a Technical Advisory Committee (TAC) be established to begin the process of establishing standards and protocols for installations, plus the investigation of various operational models/opportunities.

The table below summarizes the proposed work of each of FMSC Board and the TAC, plus the support staff:

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<sup>1</sup> As currently structured, the Township of South Frontenac would have a veto over any the implementation of a dividend/community benefit policy. At the same time, SF plus the affirmative vote of one other municipality would be required in order to approve a policy.

FMSC Board	TAC
<ul style="list-style-type: none"> <li>• Finalize and adopt By-law #1 – Governance Framework</li> <li>• Finalize and adopt By-law #2 – Asset Transfer (Acquisition and Disposition)</li> <li>• Develop and adopt a five-year budget for the Board</li> <li>• Receive recommendations from the TAC regarding types and timing of</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate and recommend preferred water and wastewater treatment options</li> <li>• Outreach to developers</li> <li>• Investigate and recommend operating models</li> <li>• Investigate and recommend process re facility assumption</li> <li>• Develop and recommend a five-year budget for consideration by the Operating Board</li> </ul>
<b>Associated Staff Resources</b>	
<ul style="list-style-type: none"> <li>• Municipal CAOs (5) (plus financial and technical staff as required)</li> <li>• County Director of Planning &amp; Economic Development</li> <li>• South Frontenac Director of Development Services</li> <li>• Manager of Continuous Improvement</li> <li>• County Executive Assistant (Support Services)</li> </ul>	

### Strategic Priority Implications

1. Develop a Regional Approach to Overcome Infrastructure Issues and Maximize Infrastructure Development Opportunities
2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

### Financial Implications

Primarily staff time at both the County and Township level. The FMSC board will be establishing a budget as a first priority. Township funding commitments will be allocated based on weighted assessment on the date of incorporation. The five-year budget for the Board was established at \$696,800, with County Council responsible for 20% of the budget. The payments would be in five equal annual instalments.

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

Municipal Chief Administrative Officers  
 Joe Gallivan, Director of Planning and Economic Development  
 Alex Lemieux, Director of Corporate Services/Treasurer  
 Kevin Farrell, Manager of Continuous Improvement  
 Harold VanWinssen, Templeman LLP

## **Schedule 5 – Advisory Committee to County Council**

**Committee Name:** Communal Services Technical Advisory Committee

### **Establishment of the Committee**

- (i) The County of Frontenac Communal Services Technical Advisory Committee shall be comprised of five (5) members appointed by County Council with a sufficient level of expertise in financial management, communal servicing engineering, and land development.
- (ii) The members of the County of Frontenac Communal Services Technical Advisory Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council.
- (iii) The County of Frontenac Communal Services Technical Advisory Committee shall adhere to the County's Procedural By-law No. 2022-0026 and any amendments thereto, specifically Section 22 – Committees for the conduct of all meetings.

### **Terms of Reference/Mandate**

The Communal Services Technical Advisory Committee is responsible for beginning the process of establishing standards and protocols for installations, plus the investigation of various operational models/opportunities of communal servicing.

### **Specific Responsibilities**

The Communal Services Technical Advisory Committee shall:

- i) Investigate and recommend preferred water and wastewater treatment options;
- ii) Outreach to developers.
- iii) Investigate and recommend operating models.
- iv) Investigate and recommend process re facility assumption.
- v) Develop and recommend a five-year budget for consideration by the Operating Board.

### **Composition of the Committee**

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Communal Services Technical Advisory Committee:

- 1.
- 2.
- 3.
- 4.
- 5.



**Report 2023-106**

### **Recommend Report to Council**

**To:** Warden and Members of County Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** September 20, 2023  
**Re:** **Corporate Services – Use of Ontario Community Infrastructure Fund for Asset Management Plan**

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#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac accept Report 2023-106 Corporate Services – Use of Ontario Community Infrastructure Fund for Asset Management Plan report for information;

**And Further That** the Council of the County of Frontenac authorize staff to expend up to \$100,000 in Ontario Community Infrastructure Funding for the purposes of updating asset condition assessments, and preparing the County of Frontenac's Asset Management Plan.

#### **Background**

On December 27, 2017, under the Infrastructure for Jobs and Prosperity Act, 2015, the Province enacted Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure. The regulation set forth the following timelines:

- Strategic Asset Management Policy (July 1, 2019): Requires municipalities to outline commitments to best practices and continuous improvements
- Asset Management Plan (July 1, 2022\*): For “Core Assets”, include inventory of assets, current levels of service measured by standard metrics and the costs to maintain level of service. Core assets are defined as roads, bridges, stormwater and wastewater assets

- Asset Management Plan (July 1, 2024\*): Extend requirements for core assets to all asset classes
- Asset Management Plan (July 1, 2025\*): Builds on first phases of the asset management plan and add proposed levels of services and lifecycle management and financial strategy to asset management plan

\*Deadlines were extended by one year from the original O.Reg 588/17 dates following the COVID-19 pandemic

### **Comment**

County Staff are recommending using \$100,000 in Ontario Community Infrastructure Fund funding to update the condition assessments on five of its facilities, as well as hiring a consultant to provide an asset management plan for its non-core assets. These facilities include Fairmount Home, as well as the four Paramedic Bases owned by the County of Frontenac.

Staff are recommending that a consultant be retained to complete the first iteration of the County's asset management plan. The new condition assessment information would be input within our existing Asset Management software, creating lifecycle profiles for those assets and their components, which would then drive financial strategy.

Initial conversations with consultants would be that an estimated timeline for the delivered asset management plan would be nine months.

Beyond the legislated deadline, the timing lines up with two important operational decisions relating to our long-term business infrastructure where updated condition data would assist Council with making decisions. These include:

- The future of Fairmount Home. This would include an estimate of what lifecycle activities would be required to maintain the existing 128-bed facility which would help inform Council on any additions, new builds, or capacity expansions.
- The viability of a central book-on model for Frontenac Paramedics. This would involve one large base where urban paramedics would be booked on, and then dispatched to smaller posts within the Greater Kingston area.

### **Strategic Priorities**

**Priority 4** Maximize Administrative Leadership within the County Administration

4.1 Ensure efficient and responsible financial management of County resources.

### **Financial Implications**

The financial impact of the updated condition assessments and asset management plan is \$100,000. These expenses would be offset using Provincial funding received through the Ontario Community Infrastructure Fund.

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

Senior Leadership Team  
Kathie Shaw, Senior Financial Analyst



**Report 2023-101**

**Information Report to Council**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Kevin Farrell, Manager of Continuous Improvement  
**Date of meeting:** September 20, 2023  
**Re:** **Office of the CAO – Lean Implementation Frontenac Team (LIFT), Key Performance Indicators (KPIs), and Balanced Scorecard Update**

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**Recommendation**

This report is for information purposes only.

**Background**

County Council embarked on a Service Delivery and Organizational Review in the fall of 2013. At that time, KPMG, the successful consulting firm, recommended undertaking a Lean review of 2 processes. Since then, the County of Frontenac has made a commitment to quality and quality improvement in all its processes. The County has been working towards establishing a culture of continuous improvement across the organization by engaging staff through training and participation in project teams that use Lean Six Sigma methodology. As part of this commitment to quality and quality improvement, County staff have also developed Key Performance Indicators (KPIs) along with a Balanced Scorecard to provide Council with a view of how effectively the organization is achieving its operational goals. This report provides on update on three important initiatives:

- 1) Lean Implementation Frontenac Team (LIFT) – Update
- 2) Operational Performance – KPIs and Balanced Scorecard
- 3) Strategic Plan – Development of new KPIs

**Lean Implementation Frontenac Team (LIFT) – Update**

The COVID-19 pandemic had a significant impact on staff as they worked to address shifting needs and priorities. This had an impact on our process improvement initiatives. However, 2022 was a transition year as pandemic restrictions began to ease. In

December 2022, we were able to provide Lean Six Sigma training to 10 additional staff to reinvigorate the program. We currently have 2 Black Belts, 10 Green Belts, and 20 Yellow belts leading and facilitating improvement initiatives across the organization.

Just when we all started to return to the office, we once again had to shift back to remote work, as the administration office renovations got underway. Many staff continue to work remotely from home, and this has presented unique challenges for undertaking process improvement initiatives. However, many lessons were learned through the course of the pandemic, and our staff have shown resiliency. We've applied these lessons learned and continue to strive towards our goals and targets. LIFT members are making the most of the virtual technology that is available to them. When unable to meet in person, teams are meeting virtually and using interactive tools and whiteboards, as well as sharing documents and deliverables to ensure their projects stay on track.

Here is a list of the LIFT projects that are underway for 2023:

- 1) Communications – reviewing processes and performance metrics.
- 2) TOMRMS – reviewing the retention and destruction of e-records.
- 3) Accounts Payable – reviewing the timely approval and payment of invoices.
- 4) FMT Programming Purchases – reviewing the use of petty.
- 5) FMT Café Inventory – reviewing funds, honour system, volunteer process.
- 6) FP Trip Sheets – exploring an electronic solution to replace paper forms.
- 7) FP Logistics – reviewing the process around inventory management.
- 8) FP Health and Safety – reviewing multiple processes related to health and safety.
- 9) Howe Island Ferry – reviewing night-time operations and efficiency opportunities.

In addition to the above, we have also provided support for some external projects:

- 10) EOWC – reviewing the governance model and working group meetings.
- 11) Township of South Frontenac – assisted with a Building Department review.

Staff should be commended for their hard work and dedication to continuous improvement. In June 2023, the County's LIFT program was recognized with an E.A. Danby Certificate of Merit for Excellence in Municipal Administration. This is awarded to municipalities that demonstrate an initiative or a willingness to explore innovative techniques that produce tangible results related to the efficiency and effectiveness of the municipal corporation.

### **Operational Performance – KPIs and Balanced Scorecard**

Key Performance Indicators (KPIs) are an important aspect of measuring and demonstrating how an organization is achieving its key objectives. County staff have developed meaningful indicators that align with the goals and objectives of each department. These KPIs are reviewed and compiled each year to provide Council and staff with insights and track trends over time. The KPIs align with four key perspectives: Customer Focus, Financial Performance, Process Improvement, and Learning and Growth. This allows us to generate a Balanced Scorecard for the organization as a whole and identify opportunities for improvement.

**Customer Focus:** The County strives to improve customer focus and engagement and aims to provide efficient and effective services. This remains a top priority across the organization. In 2022, we achieved our targets in 12 out of the 24 KPIs.

Progress has been made achieving key targets associated with engagement:

- Previously, our social media KPIs focused on increasing followers. We recorded significant increases year over year but have now shifted our focus towards tracking engagement as opposed to followers. This now gives us a better sense of digital engagement across all websites and social media platforms. Engagement is a more accurate, complete, and real measure of what's really going on among our audiences.

The main factor contributing to the missed Customer Focus targets can be attributed to Paramedic Response Times as described below:

- In 2022, for the first time, Frontenac Paramedics failed to meet all 6 of the Legislated Response Time targets that have been established for CTAS-1 through CTAS-5 and Sudden Cardiac Arrest (SCA). It should be noted that for CTAS-1 the target was missed by two percentage points. There are several challenges associated with meeting the established response times (e.g., call volumes, off load delays, resources, etc.) Going forward it will be important to review these targets and address the challenges.

KPI	Description	Target	2016	2017	2018	2019	2020	2021	2022
CTAS 1	8 Min or Less 70%	68%	70.0%	73.5%	70.1%	73.8%	69.1%	70.2%	66.0%
CTAS 2	10 Min or Less 75%	75%	80.3%	80.7%	80.7%	81.3%	79.0%	78.2%	69.0%
CTAS 3	10 Min or Less 75%	75%	79.8%	80.0%	78.6%	78.5%	77.0%	75.4%	65.0%
CTAS 4	10 Min or Less 75%	75%	78.6%	80.1%	76.9%	76.6%	75.4%	74.0%	61.0%
CTAS 5	10 Min or Less 75%	75%	76.1%	77.8%	73.8%	75.3%	71.9%	70.3%	57.0%
SCA	6 Min or Less 48%	48%	49.6%	41.2%	50.0%	53.1%	58.7%	47.2%	38.0%

**Financial Performance:** Since 2016, the KPIs related to financial performance have trended steadily upward. This speaks to the long-term financial stability of the organization. In 2022, we achieved our targets in 7 out of 13 KPIs. Return on investment continues to improve and we've had tremendous success securing grant funding. In 2016, our solvency of reserves sat at 70.67% and by 2022 it had risen to 96.73%.

KPI	Description	Target	2016	2017	2018	2019	2020	2021	2022
Grant Funds	50,000 / year	100%	52.0%	138.6%	358.0%	255.0%	557.0%	246.0%	192.0%
Projects Funded	Grants / Expenses	40%	34.9%	29.4%	38.7%	68.0%	67.0%	67.0%	79.0%
Audit Opinion	Unqualified	Y	Y	Y	Y	Y	Y	Y	Y
Invest. Yield	Above Target	0.95%	0.96%	1.40%	1.76%	1.86%	1.84%	2.06%	2.41%
Sustainability	Reserve Solvency	Annual	70.67%	74.92%	86.75%	84.05%	86.10%	89.07%	96.73%

The main factor contributing to the missed Financial Performance targets can be attributed to attendance management as described below:

- Attendance management continues to be a financial challenge and a focus for improvement. Although a number of positive results have been realized through active management, staff fatigue and recruitment challenges continue to have a significant impact on front line operations. Chronic illnesses and temporary disability illnesses/injuries contribute to these numbers. However, coming out of the pandemic, our staff continue to show resiliency.

KPI	Description	Target	2016	2017	2018	2019	2020	2021	2022
Attendance	FMT - Nursing < 10	80%	58.2%	59.5%	57.9%	57.3%	47.9%	50.0%	36.9%
Attendance	FMT - Non-Nursing < 7	80%	64.7%	73.5%	66.7%	62.5%	64.9%	63.9%	37.1%
Attendance	FMT - Non-Union < 7	80%	100.0%	100.0%	100.0%	83.3%	75.0%	83.3%	85.7%
Attendance	FP - Union < 12	80%	58.2%	59.5%	60.5%	53.0%	56.8%	48.8%	35.8%
Attendance	FP - Non-Union < 7	80%	81.3%	81.0%	68.8%	64.7%	62.5%	76.2%	56.5%
Attendance	CORP - Union < 7	80%	76.9%	91.7%	72.7%	83.3%	83.3%	93.8%	76.9%
Attendance	CORP - Non-Union < 7	80%	84.6%	88.9%	88.2%	75.0%	90.0%	90.5%	91.3%
Attendance	MS - < 7 Days Absent	80%	55.6%	44.4%	44.4%	53.3%	72.7%	44.4%	40.0%

**Process Improvement:** Process improvement remains an important function of our efforts to engage staff as we work towards changing the narrative from “we’ve always done it that way” to “how can we do it better?” In 2022, we achieved our targets in 15 out of the 23 KPIs and the overall trend remains stable. The COVID-19 pandemic led to various challenges undertaking process improvement initiatives as the organization dealt with uncertainties and shifting priorities.

An increase in Unit Hour Utilization (UHU), and Ferry downtime, along with planning staff capacity are some key targets that were missed for 2022:

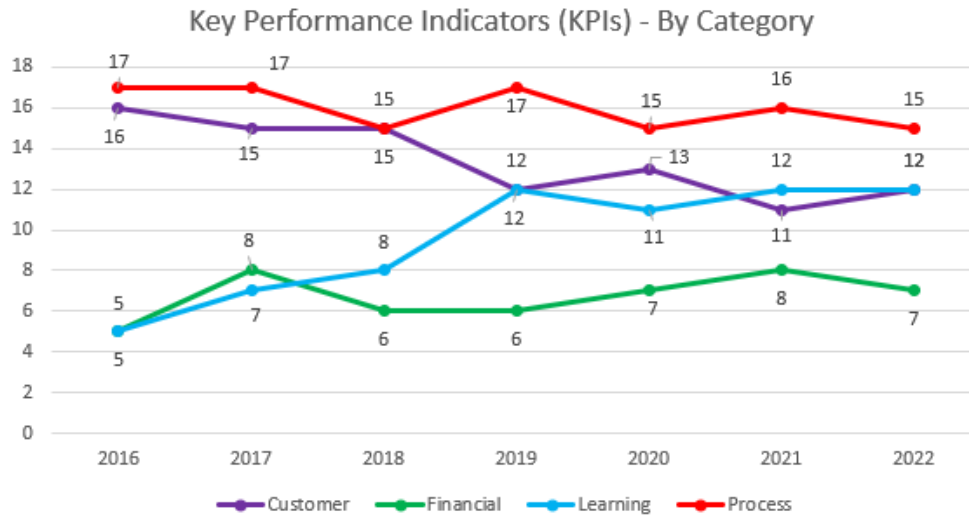
KPI	Description	Target	2016	2017	2018	2019	2020	2021	2022
Unit Hour Utilization (UHU)	<= target	0.35	0.34	0.34	0.36	0.38	0.42	0.47	0.56
Ferry Service Uptime	% uptime	98%	98%	98%	98%	99%	99%	97%	96%
Planning Staff Capacity	50% strategic	50%	53%	50%	18%	27%	8.2%	9.7%	12%
Filling Vacancies	<= 35 days	35	N/A	28	22	22	29	25.5	42.4

**Learning and Growth:** We continue to grow as an organization and invest in staff training and opportunities. This has helped us to attract top talent and develop both technical and leadership skills. As a result, our Learning and Growth KPIs have remained stable. In 2022, we achieved our targets in 12 out of the 14 KPIs. The upward trend over a several year period, speaks to the strength and adaptability of staff.

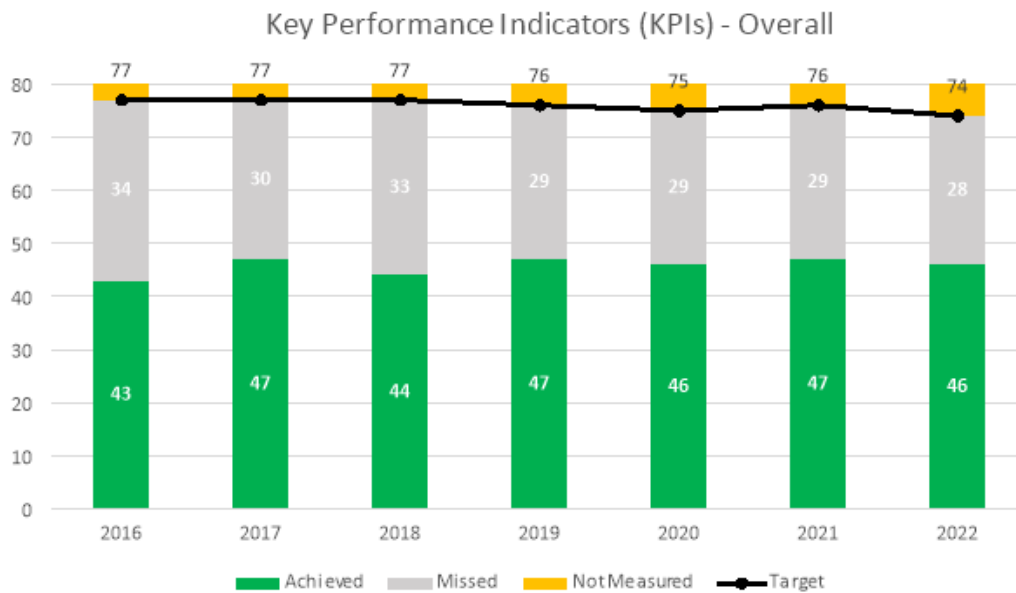
Even with significant challenges associated with the human resources crisis, the staff retention rate fell just short of the target:

KPI	Description	Target	2016	2017	2018	2019	2020	2021	2022
Staff Retention Rate	% retained	85%	90%	88.5%	87.5%	97%	89.3%	75%	82.5%
Deliver IT Training	>= 3 Topics	Y	N	Y	Y	N	N	N	N

The graph below shows the overall trends by category from 2016 to 2022:



Overall, in 2022, we achieved 46 out of 74 measurable KPI targets:



### Strategic Plan – Development of Key Performance Indicators

At its December 21, 2022, regular meeting, County Council approved an agreement with Explorer Solutions to lead the 2023-2026 Council Strategic Plan, who in early 2023, began extensive public consultation with online input from more than 700 residents across the Frontenacs in addition to local consultations in public sessions with each member Township Council. Council endorsed its new Strategic Plan at its July 19, 2023, regular Council meeting.

As part of Explorer Solutions proposal, one of its deliverables was a supporting action plan for this term of County Council along with the development of KPIs. Through discussions between Explorer Solutions and staff, KPI's have been developed for Council's Strategic Plan. These metrics are associated with the key objectives of the plan and can be seen in Appendix B of this report. Staff will begin measuring and consolidating these indicators in 2024 following the end of 2023. The new strategic KPIs are aligned with the following divisions:

- TR = Transportation
- PL = Planning
- ED = Economic Development
- FP = Frontenac Paramedics
- FMT = Fairmount Home
- SSH = Social Services and Housing
- CS = Corporate Services
- OTHER = Other initiatives

### **Sustainability Implications**

Key Performance Indicators (KPIs) allow us to identify opportunities to improve our processes. Combined with our Lean efforts this helps staff implement innovative solutions that allow us to provide more effective and sustainable services to our customers.

### **Financial Implications**

The LIFT program provides staff with the tools and training to identify and eliminate waste in their day-to-day processes. Through the efforts of Lean project teams, we aim to realize efficiencies and cost savings across the organization. Savings come in the form of staff time, space, processing, resources, operational savings, and wait days.

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

Corporate Services  
Planning and Economic Development  
Fairmount Home  
Frontenac Paramedics  
Marine Services

## Appendix A: Balanced Scorecard (2022)

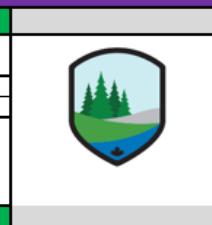
### County of Frontenac

Balanced Scorecard Report (2022)

14-Sep-23

Customer Focus								
AIM: Improve the Customer Focus in all operational areas. Provide effective and efficient services to meet the expectations of the customers we serve.								
Total #	2016	2017	2018	2019	2020	2021	2022	Trend
24	66.7%	62.5%	62.5%	50.0%	54.2%	45.8%	50.0%	↔
NOTES: Achieved 12/24 targets. Customer focus remains a top priority across the organization. Progress has been made towards achieving a number of key targets. However, the challenges associated with meeting the established Paramedic Response Times became increasingly evident in 2022. It will be important to review the targets and address these challenges going forward.								

Financial Performance								
AIM: Improve Financial Performance in all operational areas and promote financial stability across the organization.								
Total #	2016	2017	2018	2019	2020	2021	2022	Trend
13	38.5%	61.5%	46.2%	46.2%	53.8%	61.5%	53.8%	↑
NOTES: Achieved 7/13 targets. Return on investment continues to improve and we've had tremendous success securing grant funds. Long term sustainability continues to improve as we move towards solvency of reserves. Attendance management continues to be a financial challenge and a focus for improvement. As a result, this trend remains stable.								



Process Improvement								
AIM: Instill a culture of Continuous Improvement throughout the organization. Use Lean Six Sigma to eliminate waste, find efficiencies and improve processes.								
Total #	2016	2017	2018	2019	2020	2021	2022	Trend
23	73.9%	73.9%	65.2%	73.9%	65.2%	69.6%	65.2%	↔
NOTES: Achieved 15/23 targets. The COVID-19 pandemic led to various challenges undertaking process improvement initiatives as the organization dealt with uncertainties and shifting priorities. An increase in Unit Hour Utilization (UHU), and Ferry downtime, along with planning staff capacity are some key targets that were missed for 2022. Overall trend remains stable.								

Learning and Growth								
AIM: Grow organizational leaders and instill core competencies: professionalism, respect, client service, accountability, communication, innovation and teamwork.								
Total #	2016	2017	2018	2019	2020	2021	2022	Trend
14	50.0%	70.0%	80.0%	85.7%	78.6%	85.7%	85.7%	↑
NOTES: Achieved 12/14 targets. Continue to grow as an organization and invest in staff training and opportunities. Even with significant challenges associated with the human resources crisis, staff retention fell just short of the target. The upward trend over a several year period speaks to the strength and adaptability of staff.								

Kelly Pender  
Chief Administrative Officer

Kevin Farrell  
Manager of Continuous Improvement

**Appendix B: Strategic Plan – Key Performance Indicators**

Priority	Division	Objective	Target	2023	Supporting Metrics	2023
1	TR	Support member municipalities in their efforts to maintain and improve roads and bridges.	Y		Meetings with MTO	
					Meetings with TC	
					Funding Applications	
1	TR	Develop strategies to improve regional transportation connectivity and accessibility.	Y		Clients Assisted	
					Rides Provided	
					KMs Driven	
					Hours Driven	
		Volunteers				
1	TR	Enhance collaboration with the Township of Frontenac Islands and the Province on ferry services.	Y		Meetings with MTO	
2	PL	Work with Townships to improve and sustain the villages and hamlets across the region.	Y		Communal Services (MSC)	
					Community Improvement Plans	
					Planning Services	
2	PL	Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.	Y		Waterfront Protection Policies	
2	PL	Support different forms of housing such as small apartments, affordable houses, and seniors housing.	Y		Funding	
					Building Permits Issued	
2	ED	Provide business support and resources to existing and prospective businesses.	Y		See existing KPIs	
2	ED	Attract new investments and businesses to Frontenac County.	Y		See existing KPIs	
2	ED	Support workforce development initiatives to create job opportunities and retain talent.	Y		# residents (young professionals) aged 20-24	
					# residents (young professionals) aged 25-29	
					# residents (young professionals) aged 30-34	
3	FP	Improve response times and coverage throughout Frontenac County.	Y		See existing KPIs	
3	FP	Increase the number of paramedics to meet the growing demand for services.	Y		See existing KPIs	

3	FP	Provide additional facilities for Frontenac Paramedics that will effectively meet steadily growing demand for services and accommodate more paramedic training.	Y		See existing KPIs	
3	FMT	Improve the quality of care and services provided to residents.	Y		See existing KPIs	
3	FMT	Expand the capacity to accommodate more residents.	Y		TBD	
3	FMT	Enhancing staff training and development opportunities.	Y		See existing KPIs	
3	SSH	Ensure equal and fair access to social services, childcare, and social housing for County residents.	Y		# of childcare providers	
					# of childcare placements	
					# of children receiving childcare	
					# of residents who access social housing	
3	SSH	Advocate for additional funding and resources from provincial and federal governments for social services and affordable housing.	Y		TBD	
3	SSH	Invest additional resources in the availability of affordable housing and related services.	Y		TBD	
4	CS	Ensure efficient and responsible financial management of County resources.	Y		See existing KPIs	
4	CS	Ensure transparency and accountability of the governance of the County of Frontenac (Council and its Committees).	Y		See existing KPIs	
4	CS	Ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness / involvement in County of Frontenac activities and to promote collaboration with member municipalities.	Y		See existing KPIs	
4	OTHER	Collaborate with regional, provincial, and federal agencies, as well as community organizations and Indigenous communities, to leverage expertise, resources, and funding for environmental initiatives.	Y		TBD	
4	OTHER	Establish a baseline inventory of County administration’s carbon emissions to track progress and identify areas for targeted reduction efforts.	Y		TBD	
4	OTHER	Engage residents, businesses, educational institutions, and community organizations in collaborative efforts to address environmental challenges and promote sustainable practices.	Y		TBD	



**Report 2023-102**

### **Council Information Report**

**To:** Warden and Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Alex Lemieux, Director of Corporate Services/Treasurer  
**Date of meeting:** September 20, 2023

**Re: Corporate Services – 2023 Second Quarter Financial Summary and Outlook**

#### **Recommendation**

This report is for information purposes only.

#### **Background**

The County of Frontenac financial summary for the second quarter of 2023 is attached.

#### **Comment**

The County of Frontenac declared a state of emergency on March 26, 2020 in response to the COVID-19 pandemic. While mandated restrictions to curb the spread of COVID-19 have eased, the County of Frontenac is still responding to pressures for infection prevention and expenses on staffing, personal protective equipment, and other safety measures to address the health concerns caused by the pandemic.

The Province announced that funding to support COVID-19 relief initiatives and mitigation measures would cease as of March 31, 2023. The financial support received was significant from 2020-22; however, with reduced case counts and requirements with respect to testing and mitigation, expenses incurred should be lower. It is doubtful that COVID-related expenses will completely disappear in 2023; there will likely continue to be some residual expenses incurred in 2023 and beyond which will need to be covered within the operational budget.

We have some funding carried over from 2022 to alleviate the additional costs associated with pandemic support through unspent Safe Restart Funding received in 2020 and 2021. The Ministry of Municipal Affairs and Housing has indicated that this funding can be used to offset costs in 2023 and beyond. As of the end of 2022, the carryover for Safe Restart was \$908,332.

## Revenue

The Year-to-Date operating revenue for the second quarter has exceeded budget totals by \$2,065,423.

- Fairmount Home received \$179,700 to offset COVID expenses incurred from January to March 2023, while Frontenac Paramedics received \$85,739 for the same period. Fairmount received additional funding of \$556,800 to offset excess COVID expenses that were incurred in previous years.
- Fairmount Home has received \$832,446 in funding to support additional staffing resources in long-term care as the province works towards a system-wide average total of 4 hours per resident per day.
- Frontenac Paramedics revenue is favourable to budget due to cost recoveries for the Street Health Clinic (\$76,054). Frontenac Paramedics have contracts to provide staffing for this facility and the revenue received covers the expenses incurred to run this program.
- User fee revenue has been impacted by Ferry pass sales, which are \$22,507 underbudget for the County. The decrease in revenue can be mostly attributed to an increase in debit purchases through the Township of Frontenac Islands, although combined pass and ticket sales are lower than the same point in 2022. Revenue for pass sales for both ferries are pooled and redistributed to match operating expenses at year end, so the reduction in funds collected on pass sales will result in a reduction of the transfer from the County to the Township at year-end.

## Expenses

County expenses for 2023 are \$915,145 under budget through the first six months of the year. Most of the amount under budget relates to salaries and benefits and can be attributed to timing differences and continued use of agency staff at Fairmount, with further context below.

### Salaries and Benefits

- Regular Earnings, which measures the wages worked & paid at regular time, are under budget by \$473,752. The favourable difference is primarily absence driven, as we have other expense lines overbudget such as:
  - Overtime, which is overbudget by \$407,588.
  - WSIB expense, which is overbudget by \$339,453.
- Fairmount wage costs are trending favourably versus budget, as they are utilizing contract staff to cover staffing shortages and to provide increased care as the County continues toward its targeted four hours of care. Costs for agency staffing do not show up in Salaries and Benefits, as they are included within the Contract Services category and are \$308,750 through June.
- Collective agreements for OPSEU 462 and CUPE 109 were ratified in April. Both collective agreements had expired over two years ago, so the compounded wage increases took affect in the second quarter of 2023.
- The 2023 budget was passed in February 2023, so additional positions will be phased in throughout the year. Positions for Fairmount were added as of April in

line with the additional “Four Hours of Care” funding, and paramedic staffing enhancements were added in April and October, respectively.

### **Materials**

- Materials are largely tracking on budget from a unit and cost perspective. Differences in relation to budget can be mostly attributed to timing differences.
- Fuel costs are over budget by \$4,107 through the first six months of the year. The cost of fuel was budgeted at \$1.75 per litre. Should usage and costs remain the same, the County should remain close to budget.
- Through June, \$38,096 has been spent on materials for infection prevention. The expenses incurred are predominantly for personal protective equipment (gowns, masks, googles/shields, etc.). The quarter one expenses (\$21,643) were eligible to be claimed through respective Infection and Prevention funding envelopes. However, the additional \$16,453 incurred in Q2 will have to be offset by County funding sources.
- The computer software costs are anticipated to be higher than budgeted for 2023. This is due in part to the increased implementation costs for the HRIS Stargarden system. Annual operating costs are \$26,634 higher than budget.

### **Contracted Services**

- Fairmount Home incurred \$308,750 in agency labour costs through the first six months of the year. While first quarter costs of \$92,102 can be offset against the respective Infection and Prevention funding envelopes, all additional costs will be offset by County funding sources. The ongoing agency costs are needed to cover staffing shortages and to provide increased care as the County continues toward its targeted four hours of care.
- Timing for estimated purchases impacts the variances for contracted services. We have seen increases for items such as vehicles, equipment, building maintenance versus budget through the first six months of 2023. It is likely that Contracted Services, except for nursing agency staff, will be near the budgeted amount at year end.

### **Net Capital Expense**

- The County has capital purchases of \$389,787. This includes \$202,304 for Fairmount for a variety of items including beds, mattresses, ceiling lifts and submersible pumping. Frontenac Paramedics purchases of \$235,677 are for stretchers and the power-loading stretcher fastener system.
- The Admin Building Redevelopment project will result in that project being over budget. The amount over budget will be covered by some combination of a draw from the capital replacement reserve, or additional borrowing. Staff will bring a report to Council in December once the final cost of the project can be estimated with greater certainty.
- The new paramedic base has had delays relating to permitting approvals. However, we still anticipate that the building will be completed by the end of 2023.
- Capital expense for the K&P Trail in relation to Trail Improvements will be less than originally anticipated. The four-year project was ahead of schedule and a greater

portion of the work was completed in 2022 than the 2023 budget had contemplated.

### **Strategic Plan Implications**

The mission of Frontenac County is to “Ensure efficient and responsible financial management of County resources.” By publishing the quarterly financial report, the County ensures that the Council and public are aware of the costs incurred by the County in relationship to the budget throughout the year. This ensures that the County is accountable to the ratepayer for its revenues and expenditures for the services it provides.

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

Senior Leadership Team  
Phil Piassetzki, Deputy Treasurer  
Kathie Shaw, Senior Financial Analyst



## County of Frontenac

County of Frontenac

For period ending June 30, 2023

	2023	2023	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
<b>Operating Revenue</b>					
Taxation from Other Governments	53,000				
User Charges	3,665,215	1,878,903	1,830,225	(48,678)	49.93%
Payments in Lieu of Taxes	42,297				
Federal and Provincial	22,176,688	10,498,286	12,118,276	1,619,990	54.64%
Provincial Offences Net Revenue	81,298	40,650	38,938	(1,712)	47.90%
Investment Income	160,000	79,998	521,124	441,126	325.70%
Other	981,620	358,549	545,825	187,276	55.60%
Transfers from Obligatory Reserve	902,851				
Transfers from Reserve	570,929	143,101	10,522	(132,579)	1.84%
<b>Total Operating Revenue</b>	<b>28,633,898</b>	<b>12,999,487</b>	<b>15,064,910</b>	<b>2,065,423</b>	<b>(52.61%)</b>
<b>Operating Expense</b>					
Salaries & Benefits	38,525,966	19,532,866	18,491,297	-1,041,569	48.00%
Materials	5,217,203	1,573,208	1,570,276	-2,932	30.10%
Contracted Services	8,471,810	4,396,460	4,486,330	89,870	52.96%
Rents & Financing	221,675	109,472	109,814	342	49.54%
External Transfers	249,299	48,500	103,061	54,561	41.34%
Other					#DIV/0!
Depreciation	1,942,002	976,400	911,458	-64,942	46.93%
Reserve Transfers	2,995,459	3,500	26,834	23,334	0.90%
<b>Total Operating Expense</b>	<b>57,623,414</b>	<b>26,640,406</b>	<b>25,699,070</b>	<b>-941,336</b>	<b>44.60%</b>
Net Municipal Contribution	28,989,516	13,640,919	10,634,160	-3,006,759	36.68%
LESS: Depreciation	(1,942,002)	(976,400)	(911,458)	64,942	(46.93%)
Net Municipal Contribution LESS Depreciation	27,047,514	12,664,519	9,722,702	-2,941,817	35.95%
City of Kingston	-14,723,294	-7,155,220	-7,361,648	-206,428	50.00%
<b>County Contribution - Operating</b>	<b>12,324,220</b>	<b>5,509,299</b>	<b>2,361,054</b>	<b>-3,148,245</b>	<b>19.16%</b>
Capital Revenue	7,892,704	12,780	69,586	56,806	(0.88%)
Capital Expense	10,474,880	137,304	389,787	252,483	3.72%
Net Capital Expense	2,582,176	124,524	320,201	195,677	12.40%
City of Kingston - Capital	-2,582,176	-1,289,099		1,289,099	
<b>County Contribution - Capital</b>		<b>-1,164,575</b>	<b>320,201</b>	<b>1,484,776</b>	<b>#DIV/0!</b>
County Contribution - Debenture	131,989	43,009	-241,770	-284,779	183.17%
<b>Total Requisition</b>	<b>12,456,209</b>	<b>4,387,733</b>	<b>2,439,485</b>	<b>-1,948,248</b>	<b>19.58%</b>



## County of Frontenac

Fairmount - County

For period ending June 30, 2023

	2023	2023	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
<b>Operating Revenue</b>					
User Charges	3,322,971	1,661,484	1,594,841	(66,643)	47.99%
Federal and Provincial	8,873,306	4,481,530	5,408,916	927,386	60.96%
Other	105,367	52,692	57,300	4,608	54.38%
Transfers from Reserve	288,471	17,000		(17,000)	
<b>Total Operating Revenue</b>	<b>12,590,115</b>	<b>6,212,706</b>	<b>7,061,057</b>	<b>848,351</b>	<b>(56.08%)</b>
<b>Operating Expense</b>					
Salaries & Benefits	14,247,375	7,241,996	6,419,017	-822,979	45.05%
Materials	1,319,662	733,000	639,943	-93,057	48.49%
Contracted Services	1,452,803	801,405	988,370	186,965	68.03%
Rents & Financing	3,334	1,668	960	-708	28.79%
Depreciation	615,436	307,716	355,291	47,575	57.73%
Reserve Transfers	834,681				
<b>Total Operating Expense</b>	<b>18,473,291</b>	<b>9,085,785</b>	<b>8,403,581</b>	<b>-682,204</b>	<b>45.49%</b>
<b>Net Municipal Contribution</b>	<b>5,883,176</b>	<b>2,873,079</b>	<b>1,342,524</b>	<b>-1,530,555</b>	<b>22.82%</b>
LESS: Depreciation	(615,436)	(307,716)	(355,291)	(47,575)	(57.73%)
<b>Net Municipal Contribution LESS Depreciation</b>	<b>5,267,740</b>	<b>2,565,363</b>	<b>987,233</b>	<b>-1,578,130</b>	<b>18.74%</b>
City of Kingston	-3,753,063	-2,017,163	-1,876,532	140,631	50.00%
<b>County Contribution - Operating</b>	<b>1,514,677</b>	<b>548,200</b>	<b>-889,299</b>	<b>-1,437,499</b>	<b>58.71%</b>
<b>Capital Revenue</b>	<b>353,084</b>		<b>64,836</b>	<b>64,836</b>	<b>(18.36%)</b>
Capital Expense	353,084	93,020	202,304	109,284	57.30%
<b>Net Capital Expense</b>		<b>93,020</b>	<b>137,468</b>	<b>44,448</b>	<b>#DIV/0!</b>
City of Kingston - Capital					
<b>County Contribution - Capital</b>		<b>93,020</b>	<b>137,468</b>	<b>44,448</b>	<b>#DIV/0!</b>
<b>County Contribution - Debenture</b>			<b>-241,770</b>	<b>-241,770</b>	<b>#DIV/0!</b>
<b>Total Requisition</b>	<b>1,514,677</b>	<b>641,220</b>	<b>-993,601</b>	<b>-1,634,821</b>	<b>65.60%</b>



## County of Frontenac

FPS - County

For period ending June 30, 2023

	2023	2023	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
<b>Operating Revenue</b>					
User Charges			45,293	45,293	#DIV/0!
Federal and Provincial	12,206,323	5,677,629	6,319,210	641,581	51.77%
Other			19,804	19,804	#DIV/0!
Transfers from Reserve	121,520				
<b>Total Operating Revenue</b>	<b>12,327,843</b>	<b>5,677,629</b>	<b>6,384,307</b>	<b>706,678</b>	<b>(51.79%)</b>
<b>Operating Expense</b>					
Salaries & Benefits	20,282,858	10,267,176	10,001,131	-266,045	49.31%
Materials	2,617,556	643,101	730,538	87,437	27.91%
Contracted Services	1,843,130	951,286	1,046,696	95,410	56.79%
Rents & Financing	211,091	105,657	107,967	2,310	51.15%
Depreciation	905,312	459,575	338,866	-120,709	37.43%
Reserve Transfers	1,183,690				
Unapproved Projects					#DIV/0!
<b>Total Operating Expense</b>	<b>27,043,637</b>	<b>12,426,795</b>	<b>12,225,198</b>	<b>-201,597</b>	<b>45.21%</b>
Net Municipal Contribution	14,715,794	6,749,166	5,840,891	-908,275	39.69%
LESS: Depreciation	(905,312)	(459,575)	(338,866)	120,709	(37.43%)
Net Municipal Contribution LESS Depreciation	13,810,482	6,289,591	5,502,025	-787,566	39.84%
City of Kingston	-10,970,231	-5,138,057	-5,485,116	-347,059	50.00%
<b>County Contribution - Operating</b>	<b>2,840,251</b>	<b>1,151,534</b>	<b>16,909</b>	<b>-1,134,625</b>	<b>0.60%</b>
Capital Revenue	1,766,890	12,780		(12,780)	
Capital Expense	4,349,066	39,284	187,483	148,199	4.31%
Net Capital Expense	2,582,176	26,504	187,483	160,979	7.26%
City of Kingston - Capital	-2,582,176	-1,289,099		1,289,099	
<b>County Contribution - Capital</b>		<b>-1,262,595</b>	<b>187,483</b>	<b>1,450,078</b>	<b>#DIV/0!</b>
County Contribution - Debenture					#DIV/0!
<b>Total Requisition</b>	<b>2,840,251</b>	<b>-111,061</b>	<b>204,392</b>	<b>315,453</b>	<b>7.20%</b>



# FRONTENAC

## Minutes of the Community Development Advisory Committee Meeting August 16, 2023

[Note: Minutes are not Verbatim, please refer to full video at  
<https://www.youtube.com/watch?v=lfJTne72shg>]

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A meeting of the Planning and Economic Development Advisory Committee was held in the Township of South Frontenac Council Chamber, 4432 George Street, Sydenham, ON, on Wednesday, August 16, 2023, at 10:00 AM

**Present:**

Councillor Fred Fowler  
Councillor Judy Greenwood-Speers  
Warden Ron Vandewal  
Leona Fleischmann  
Mike Hage  
Phil Leonard  
Jim McIntosh

**Absent:**

Deputy Warden Fran Smith

**Staff Present:**

Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Sonya Bolton, Manager of Community Planning  
Joe Gallivan, Director of Planning and Economic Development  
Brieanna McEathron (Recording Secretary)  
Debbi Miller, Community Development Officer  
Kelly Pender, Chief Administrative Officer

**1. Call to Order**

The Deputy Chair called the meeting to order at 10:01 a.m.

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

**2. Adoption of the Agenda**

Moved By: Warden Vandewal  
Seconded By: Mr. McIntosh

**That** the agenda for the August 16, 2023, meeting of the Planning and Economic Development Advisory Committee be adopted.

**Carried**

**3. Disclosure of Pecuniary Interest and General Nature Thereof**

There were none.

**4. Adoption of Minutes**

**a) Minutes of Meeting held July 5, 2023**

Moved By: Ms. Fleischmann  
Seconded By: Mr. Leonard

**That** the minutes of the Planning and Economic Development Advisory Committee meeting held July 5, 2023, be adopted.

**Carried**

**5. Deputations and/or Presentations**

**6. Briefings**

**7. Reports to the Planning Advisory Committee**

- a) Mr. Jeff Buell**, Internet Performance Testing Program Manager, CIRA, addressed the Planning and Economic Development Advisory Committee regarding the CIRA Internet Performance Testing Program.

[See Reports to the Planning and Economic Development Advisory Committee, clause b)]

It was asked if the County is able to do this assessment ourselves through our current cell gap project. It was noted that this is broadband for internet services vs. cell gap for cell phone services.

It was asked if there is any incentive for the County or Townships to participate in this project. What population percentage would benefit from this information. It was

answered that a municipality has used this service to help residents qualify for subsidy grants and about 20% of the population would benefit.

It was asked if this information will be provided from the current service providers in the area or individually. It was answered that service providers indicate that they can offer a higher quality service than available. This CIRA Internet Performance Testing program provides the municipalities with an unbiased opinion.

It was asked about privacy for users. It was indicated that in their terms and agreements all information that will be collected is noted.

Mr. Allen noted that the purpose of this presentation is to allow the County and Townships to provide information to new or potential residents and businesses service information that will attract them to the area. This information allows for the County and Townships to provide them information about working from home and allows for a better communication strategy.

**b) 2023-094  
Planning and Economic Development Advisory Committee  
Business Updates**

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. McIntosh

**Be it Resolved That** the committee recommends that Frontenac County participates in the Community Broadband Testing Program offered by CIRA;

**And Further That** the cost of the program be included in the Economic Development Department budget,

**And Further That** staff report back to the committee on the state of broadband in Frontenac County annually.

**Carried**

**c) Staff Briefing:** Mr. Richard Allen provided a briefing to the Planning and Economic Development Advisory Committee on the Destination Development Plan.

[See Reports to the Planning and Economic Development Advisory Committee, clause d)]

It was asked if the Economic Development team is directly involved in the Fancy in the Forest Event. Mr. Allen noted that we are not directly involved in this event but, would promote for this event if it was requested.

It was asked if the department has reached out to other organizations to help with the trail. Mr. Allen noted that there are current partnerships but, noted that the County ultimately, makes the decision who is dispatched depending on the issue at hand and therefore takes a lot of his time.

It was asked qualifications the new resource would have to support the needs of the Economic Development Team. Mr. Allen noted that the team would be looking for someone will a tourism background but, did not have interest in limiting this positions potential.

It was asked if the townships could take over the service of the trail; Mr. Allen noted that this question has been asked previously but, nothing came of this conversation.

It was asked if this position could be in a 1-year contract with the ability to extend it too full-time permanent. Mr. Allen noted that he will bring this to the County Council budget meeting as an option.

**d) 2023-095  
Planning and Economic Development Advisory Committee  
Destination Development Plan Implementation**

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. Hage

**Be It Resolved That** the Committee recommend to County Council that the Economic Development Team continue implementation of the Destination Development Plan,

**And Further That** staff be directed to include Destination Plan implementation in the Planning & Economic Development Budget and Business Plan 2024-2028,

**And Further That** this committee supports the addition of a staff resource to start in 2024 to oversee tourism efforts in the County and to lead the implementation of this plan.

**Carried**

**e) 2023-096  
Planning and Economic Development Advisory Committee  
K&P Trail - Management Plan Maintenance Updates**

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. McIntosh

**Be It Resolved That** the Planning and Economic Development Committee recommend that County Council update the maintenance requirements in section 4.1 of the Frontenac K&P Trail Management plan as outlined in this report,

**And Further That** the committee recommend to County Council that the 2024 K&P Trail Annual Maintenance Budget be adjusted accordingly;

**And Further That** a comprehensive review of the K&P Trail Management Plan be presented to the Planning and Economic Development Committee in early 2024.

**And Further That** the reference to the \$55,000 for dust suppression be removed and the amount be left generic.

**Carried As Amended**

(See motion to amend below which was Carried)

Motion to Amend

Moved By: Warden Vandewal  
Seconded By: Councillor Greenwood-Speers

**Be It Resolved That** the motion be amended to add an additional clause as follows:

**And Further That** the reference to the \$55,000 for dust suppression be removed and the amount be left generic.

**Carried**

It was noted that targeted dust suppression would be a better option as the cost of \$55,000 was substantial.

It was asked if the calcium chloride is harmful to people or to pets. Mr. Allen noted that it is not recommended for animals to walk on this trail for 24 hours after application; this product is approved by the Ministry of Environment and there is no other alternative methods that are as effective.

f) **2023-097  
Planning and Economic Development Advisory Committee  
Physician Recruitment Update**

Moved By: Councillor Greenwood-Speers  
Seconded By: Ms. Fleischmann

**Be It Resolved That** the Planning and Economic Development Committee advises County Council to establish a Physician Recruitment Reserve;

**And Further That** the committee recommends to County Council that an annual contribution of \$20,000 placed in the physician recruitment reserve, including the 2023 budget allocation;

**And Further That** the County formally include Physician Recruitment and Nurse Practitioner Recruitment as part of its 2024-2028 Workplan

**Be it Resolved That** the Physician Recruitment Reserve include Nurse Practitioners;

**Carried As Amended**

(See motion to amend below which was Carried)

Motion to Amend

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. McIntosh

**Be It Resolved That** the motion be amended to add an additional clause as follows:

**Be it Resolved That** the Physician Recruitment Reserve include Nurse Practitioners;

**And Further That** “and Nurse Practitioner” be inserted after Physician Recruitment in the third resolve clause.

**Carried**

It was asked who will manage the physician recruitment program, Mr. Allen noted that if it is added as a priority to the Economic Development business plan it will be determined who in the department will take over this department.

**g) 2023-098  
Planning and Economic Development Advisory Committee  
Visit Frontenac**

Moved By: Ms. Fleischmann  
Seconded By: Councillor Greenwood-Speers

**Be It Resolved That** the Planning and Economic Development Committee recommends that County Council proceed with the development of a new tourism website for Visit Frontenac in 2024

**Carried**

**h) 2023-100  
Planning and Economic Development Department  
Official Plan Amendment No. 3 – County of Frontenac Official Plan --  
Communal Services Policies**

Moved By: Warden Vandewal  
Seconded By: Mr. Hage

**Be It Resolved That** the County of Frontenac Planning Advisory Committee set a date for a Public Meeting with respect to Official Plan Amendment #3 to the Frontenac County Official Plan – Communal Services Policies;

**And Further That** the Committee set the date for the Public Meeting to be Wednesday, October 4th to be held at South Frontenac Township Council Chambers;

**And Further That** the Committee direct staff to prepare the public meeting notice and circulate the notice to technical agencies and advertise as per the requirements of the Planning Act.

**Carried**

i) **2023-099**  
**Planning and Economic Development Advisory Committee**  
**DRAFT Director of Planning and Economic Development - 2024 Work Plan**

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. McIntosh

**That** the County of Frontenac Planning and Economic Development Advisory Committee recommend to County Council the approval of the 2024 work plan for the Planning and Economic Development;

**And Further That** the Director provide an overview to County Council as part of the 2024 budget deliberations as well as the Councils of the three municipalities which the department provides planning services.

**Deferred to the October 4, 2023 meeting**  
(See motion to defer below which was Carried)

Motion to Defer

Moved By: Warden Vandewal  
Seconded By: Mr. McIntosh

**That** the motion be deferred until the Wednesday, October 4, 2023, Planning and Economic Advisory Committee Meeting.

**Carried**

**8. Communications**

- a) Correspondence received from Debbi Miller, Community Development Officer regarding the 2023 Open Farms News Release

[Distributed to Members of the Planning and Economic Development Advisory Committee August 3, 2023]

**9. Other Business**

Mr. Richard Allen noted that the Economic Development Committee launched their nomination form for the Frontenac Business Awards this week and is looking for committee members to sit on the decision-making committee to pick a winner.

**10. Next Meeting**

- a) The next meeting of the Planning and Economic Development Advisory Committee is scheduled for Wednesday, October 4, 2023, at the Township of South Frontenac Council Chamber.

**11. Adjournment**

Moved By: Mr. McIntosh  
Seconded By: Councillor Greenwood-Speers

**That** the meeting here adjourn at 11:56 p.m.

**Carried**

**BY-LAW NO. 2023-042**

**OF**

**The Corporation of the County of Frontenac**

being a by-law to amend By-law No. 2022-0026 (to Delete the Communal Service Governance/Operational Model Review Committee and add the Communal Services Technical 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. 2023-0026, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings (short titled Procedural By-law), was adopted by the Council of the Corporation of the County of Frontenac on July 20, 2022;

**And Whereas** By-law No. 2022-0026 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. 2022-0026;

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

**That** Procedural By-law 2022-0026 be amended as follows:

1. **That** Schedule B-5, Communal Services Governance/Operations Model Review Committee be deleted in its entirety and replaced with a new Schedule B-5 Communal Service Technical Advisory Committee, attached to this by-law as Appendix A;
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 September, 2023.

Read a Third Time, Signed, Sealed and Finally Passed this 20<sup>th</sup> day of September, 2023.

**The Corporation of the County of Frontenac**

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Ron Vandewal, Warden

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Jannette Amini, Clerk

## Appendix A

### Schedule 5 – Advisory Committee to County Council

**Committee Name:** Communal Services Technical Advisory Committee

#### Establishment of the Committee

- (i) The County of Frontenac Communal Services Technical Advisory Committee shall be comprised of five (5) members appointed by County Council with a sufficient level of expertise in financial management, communal servicing engineering, and land development.
- (ii) The members of the County of Frontenac Communal Services Technical Advisory Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council.
- (iii) The County of Frontenac Communal Services Technical Advisory Committee shall adhere to the County's Procedural By-law No. 2022-0026 and any amendments thereto, specifically Section 22 – Committees for the conduct of all meetings.

#### Terms of Reference/Mandate

The Communal Services Technical Advisory Committee is responsible for beginning the process of establishing standards and protocols for installations, plus the investigation of various operational models/opportunities of communal servicing.

#### Specific Responsibilities

The Communal Services Technical Advisory Committee shall:

- i) Investigate and recommend preferred water and wastewater treatment options;
- ii) Outreach to developers.
- iii) Investigate and recommend operating models.
- iv) Investigate and recommend process re facility assumption.
- v) Develop and recommend a five-year budget for consideration by the Operating Board.

#### Composition of the Committee

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Communal Services Technical Advisory Committee:

- 1.
- 2.
- 3.
- 4.

5.

**By-Law No. 2023-043**

**of**

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
September 20, 2023

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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 September 20, 2023 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 September 20, 2023, 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 September 20, 2023 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.

