



**Frontenac County Council Meeting**  
**Wednesday, December 17,, 2025 – 9:30 a.m.**  
**County of Frontenac Administration Building,**  
**2069 Battersea Road, Glenburnie, ON**  
<https://youtube.com/live/RzZIVpQ1N7A?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**

### **Approval of Addendum**

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

### **Adoption of Minutes**

- a) Minutes of Meeting held November 19, 2025

**Resolved That** the minutes of the regular Council meeting held November 19, 2025 be adopted.

[Minutes of Meeting held November 19, 2025](#)

### **Delegations and/or Presentations**

### **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.

11 - 22

### **Briefings**

- 23 - 32**
- a) **Mr. Kevin Farrell**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.  
[2025-12-17 CAO Monthly Report](#)

### **Unfinished Business**

#### **Consent Reports from the Chief Administrative Officer**

#### **Committee of Management of Fairmount Home**

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

- 33 - 74**
- b) **2025-102**  
**Fairmount Home**  
**CARF Accreditation**  
This report is for information purposes only.  
[CARF Accreditation](#)  
[Appendix A CARF Accreditation Letter](#)  
[Appendix B CARF Accreditation Report](#)  
[Appendix C Benchmarking Report](#)

- 75 - 77**
- c) **2025-103**  
**Fairmount Home**  
**Q3 Quarterly Update Report**  
This report is for information purposes only.  
[Q3 Quarterly Update Report](#)
- d) **Return to Committee of the Whole Council**  
**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**

- 78 - 80**
- a) **2025-093**  
**Corporate Services**  
**2025 Canada Community-Building Fund Allocation**  
**Recommendation:**  
  
**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2025 Canada Community-Building Fund Distribution By-law report;

**And Further That** the Clerk be directed to bring forward a by-law to authorize the distribution of the Canada Community-Building Fund allocation to the Townships for 2025.

[2025 Canada Community-Building Fund Allocation](#)

81 - 82

- b) **2025-095**  
**Corporate Services**  
**2025 Fairmount Home Accounts Receivables Write-Offs**  
**Recommendation:**

**Be It Resolved That** the Council of the County authorize the Treasurer to write off accounts totalling \$36,157.47.

[2025 Fairmount Home Accounts Receivables Write-Offs](#)

83 - 86

- c) **2025-096**  
**Corporate Services**  
**2026 Tax Ratios and Tax Rate Reductions**  
**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services –2026 Tax Ratios and Tax Rate Reductions report;

**And Further That** Council consider a by-law, introduced later in the meeting, to confirm the 2026 tax ratios and tax rate.

[2026 Tax Ratios and Tax Rate Reductions](#)

87 - 93

- d) **2025-097**  
**Corporate Services**  
**2026 Tax Rate**  
**Recommendation:**

**Resolved That** the Council of the County of Frontenac accept the Corporate Services - 2026 Tax Rate report;

**And Further That** Council consider a by-law, introduced later in the meeting, to establish the 2026 tax rates.

[2026 Tax Rate](#)

94 - 97

- e) **2025-099**  
**Emergency and Transportation Services**  
**Neighbours saving Neighbours**  
**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac receive the

Emergency and Transportation Services – Neighbours Saving Neighbours report further to the last update in September 2024.

**And Further That** the Council of the County of Frontenac support continuing the Neighbours Saving Neighbours program through to December 2026 in order to maintain current program delivery.

**And Further That** the Council of the County of Frontenac authorizes the estimated cost of maintaining the program of \$1,000 to be absorbed into current operating budget.

[Neighbours saving Neighbours](#)

98 - 101

- f) **Staff Briefing:** Ms. Debbi Miller will brief the Committee of the Whole on Healthcare and the Eastern Ontario Physician Recruitment Alliance.  
[Healthcare and EOPRA Briefing](#)

102 - 105

- g) **2025-101  
Planning and Economic Development  
Eastern Ontario Physician Recruitment Alliance (EOPRA) Update  
and 2026**

**Recommendation:**

**Be It Resolved That** the Council of the County of Frontenac authorize staff to enter into partnership agreements with the Eastern Ontario Physician Recruitment Alliance (EOPRA) for 2026 and 2027

**And Further That** \$3,500 be authorized from the Strategic Project Reserve in 2026 and in 2027 to participate in the Eastern Ontario Physician Recruitment Alliance.

[Eastern Ontario Physician Recruitment Alliance \(EOPRA\) Update and 2026](#)

**Information Reports from the Chief Administrative Officer**

106 - 115

- a) **2025-094  
Planning and Economic Development  
Healthcare in our Community – Implementation Plan Update**  
[Healthcare in our Community – Implementation Plan Update](#)

116 - 118

- b) **2025-098  
Emergency and Transportation Services  
Mental Health Supports for Public Safety Personnel Grant Program  
2025-2026**  
[Mental Health Supports for Public Safety Personnel Grant Program  
2025-2026](#)

119 - 124

- c) **2025-100  
Corporate Services**

**2025 Third Quarter Financial Summary and Outlook**  
[2025 Third Quarter Financial Summary and Outlook](#)

**Reports from Advisory Committees of County Council**

125 - 129

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.

**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:

a. **2025-089**

**Planning and Economic Development**

**K&P Trail – Requirement for all motorized off-road trail users to hold a membership with an authorized partner organization**

**Be It Resolved That** staff be authorized to enter into a three year memorandum of understanding with the Frontenac ATV Club (OFATV Affiliate) and the Eastern Ontario Trails Alliance for non-exclusive use of the K&P Trail under the existing terms and conditions.

b. **2025-090**

**Planning and Economic Development**

**Open Farms 2025 and Support for Food and Agriculture**

**Be it Resolved That** the Open Farms event be suspended for the foreseeable future;

**And Further That** the staff and financial resources used for coordinating and hosting the Open Farms event be redeployed for supporting the food and agriculture sector through a variety of initiatives, including:

1. Strategic Partnerships
2. Increased Support for Farmers Markets

3. Continued Support for Plowing Matches
4. Improved Farm, Food & Beverage Information on County Websites
5. Farm to Fork Connection Building

[25-11-27 Planning and Economic Development Advisory Committee Minutes](#)

### **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) **County of Frontenac opposition to Proposed Amalgamation of Conservation Authorities**

Moved by Deputy Warden Vandewal

Seconded by Warden Saunders

**Whereas** the Conservation Authorities Act (1946) established Conservation Authorities (CAs) as local, watershed-based bodies to manage natural resources in partnership with municipalities;

**And Whereas** Conservation Authorities are governed by Boards of Directors comprised of municipally elected officials or appointees, ensuring direct accountability to the local tax base;

**And Whereas** the current funding model relies heavily on municipal levies (~50% of operating budgets) and self-generated revenue, with the Province of Ontario contributing approximately 5% or less to operating budgets;

**And Whereas** the Province of Ontario has passed passed Schedule 3 of Bill 68 and put forward **Environmental Registry of Ontario (ERO) posting 025-1257**, which proposes to amalgamate Ontario's thirty-six (36) Conservation Authorities into seven (7) centralized regional entities governed by a new "Ontario Provincial Conservation Agency";

**And Whereas** this forced amalgamation threatens to dilute local decision-making, sever the critical link between local property taxes and

local service delivery, and ignore the unique hydrological and environmental differences between our distinct watersheds;

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac formally opposes the proposed amalgamation of Conservation Authorities as outlined in ERO 025-1257;

**And Further That** Council calls upon the Province of Ontario to:

1. Pause the implementation of Bill 68, Schedule 3;
2. Maintain the current watershed-based governance model that ensures local accountability; and
3. Engage in meaningful consultation with municipalities to address specific concerns regarding efficiency without dismantling local governance;

**And Further That** a copy of this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Todd J. McCarthy, Minister of the Environment, Conservation and Parks, the Honourable Rob Flack, Minister of Municipal Affairs and Housing, John Jordan, MPP, Lanark-Frontenac-Kingston, Ted Hsu, MPP, Kingston and the Islands, the Association of Municipalities of Ontario (AMO), and all Conservation Authorities within our region.

## **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 Fort Erie regarding a Resolution concerning Automated Speed Enforcement
- b) From the Town of Kingsville regarding a Resolution in Opposition to Consolidation of Conservation Authorities
- c) From the Town of Parry Sound regarding a Resolution in Opposition to provincial removal of Automated Speed Enforcement (ASE) cameras
- d) From the Town of Parry Sound regarding a Resolution of Support for the removal of GST-HST from all new homes purchased as primary residences
- e) From the Township of Frontenac Islands regarding a Resolution concerning the Canadian Union of Postal Workers – Canada Post Mandate Review
- f) From the United Counties of Stormont, Dundas & Glengarry regarding a Resolution opposing consolidation of Conservation Authorities

- g) From Northumberland County regarding a Resolution of Support concerning Increased Income Support Thresholds for Veterans
- h) From Northumberland County regarding a Resolution of Support concerning the Great Lakes and St. Lawrence Cities Initiative
- i) From the City of Windsor regarding a Resolution regarding changes to the Conservation Authorities Act
- j) From the Kingston Frontenac Public Library providing its October 22, 2025 Board Meeting Minutes
- k) From the Ministry of Municipal Affairs and Housing regarding Royal Assent of Bill 17, Protect Ontario by Building Faster and Smarter Act, 2025, and changes to the Planning Act
- l) From the Municipality of Calvin regarding a Resolution on Strengthening Self Defense Protections and Addressing Rising Home Invasions in Ontario
- m) From the Town of Wasaga Beach regarding a Resolution for the Advocacy for Funds to Effectively Manage the Emerald Ash Borer Infestation
- n) From the Ministry of the Attorney General confirming the release of the 2026 OPP Billing Statements
- o) From the Town of Parry Sound regarding a Resolution of Support for alcohol container return system
- p) From the County of Brant regarding a Resolution concerning Provincial Decision on Automated Speed Enforcement
- q) From the Municipality of Magnetawan regarding a Resolution on Site Ready Funding
- r) From the Municipality of South Huron regarding a Resolution in Opposition to Proposed Consolidation of Conservation Authorities
- s) From the Municipality of St. Charles regarding a Resolution to Extend the Deadline for the Fire Certification
- t) From the Town of Smiths Falls regarding a Resolution concerning the Ontario Community Infrastructure Fund (OCIF)
- u) From the Town of Perth regarding a Resolution concerning the Rideau Valley Conservation Authority
- v) From the Township of Frontenac Islands requesting funding to establish a Nurse Practitioner Pilot Program

#### **Other Business**

- a) **Appointment to the Planning and Economic Development Advisory Committee**  
(due to the resignation of Deputy Warden Vandewal)

**That** Councillor Ray Leonard be appointed to the Planning and Economic Development Advisory Committee, whose appointment will end November 14, 2026;

**And Further That** Procedural By-law 2022-0026, as amended, be further amended to reflect this appointment.

**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 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.

b) Third Reading

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

**By-Laws**

**130 - 131**

- a) To authorize the Corporation of the County of Frontenac to distribute the Canada Community Building Fund amongst its four lower-tier municipalities  
(Proposed By-law No. 2025-044)  
[To Distribute 2025 Canada Community Building Fund to the Township](#)

**132 - 134**

- b) To set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2026  
(Proposed By-law No. 2025-045)  
[To Set Tax Ratios and Tax Rate Reductions for 2026](#)

**135 - 138**

- c) To establish Tax Rates for the year 2025 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac  
(Proposed By-law No. 2025-046)  
[To Establish the 2026 Tax Rates](#)

**139**

- d) To Amend Procedural by-law 2022-0026 (Appointments to the Planning and Economic Development Advisory Committee)  
(Proposed By-law No. 2025-047)  
[To Amend By-law 2022-0026 regarding Appointment to the Planning and Economic Development Advisory Committee](#)

**140 - 141**

- e) To confirm all actions and proceedings of County Council on December 17, 2025  
(Proposed By-law No. 2025-048)

To confirm all actions and proceedings of County Council on  
December 17, 2025

**Adjournment**



# FRONTENAC



## Minutes of the Regular Meeting of Council November 19, 2025

A regular meeting of the Council of the County of Frontenac was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on November 19, 2025 at 9:30 AM.

There was a closed meeting from 9:30 a.m. to 9:09 a.m.

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

**Also Present:** **County:**  
Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Susan Brant, Administrator-Fairmount Home  
Rob Dillbough, Manager of Marine Services  
Kevin Farrell, Chief Administrative Officer  
Joe Gallivan, Director of Planning and Economic Development  
Marc Goudie, Chief/Director of Emergency & Transportation  
Services  
Alex Lemieux, Director of Corporate Services/Treasurer  
Brieanna McEathron, Deputy Clerk  
Barb McCulloch, Director of Human Resource

### 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.

## Closed Session

**a) Move into closed session**

Motion #: 192-25      Moved By:      Councillor Leonard  
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 October 15, 2025
2. Labour relations or employee negotiations - as it relates to negotiation with CUPE 2290

**Carried**

**b) Return to Council**

Motion #: 193-25      Moved By:      Councillor Gowdy  
Seconded By:      Councillor Greenwood-Speers

**Resolved That** Council rise from Committee of the Whole closed session, that the rules of By-Law Number 2022-0026 be waived and the Warden report.

**Carried**

Motion #: 194-25      Moved By:      Councillor Smith  
Seconded By:      Deputy Warden Vandewal

**Be It Resolved That** the Warden and Clerk be authorized to execute a three year collective agreement, effective January 1, 2024 to December 31, 2026, with Local 2290 of the Canadian Union of Public Employees (CUPE Local 2290) which represents the County's unionized Fairmount Home and County Administration staff

**Carried**

## Election of Warden and Deputy Warden

Ms. Amini conducted the election of Warden and Deputy Warden.

**a) Election of Warden**

Motion #: 195-25      Moved By:      Councillor Vandewal  
Seconded By:      Councillor Lichty

**Resolved That** Councillor Bill Saunders be nominated for the position of Warden for the County of Frontenac.

**Carried**



## Adoption of Minutes

**a) Minutes of Meeting held October 15, 2025**

Motion #: 199-25      Moved By:      Councillor Smith  
Seconded By:      Councillor Lichty

**Resolved That** the minutes of the regular Council meeting held October 15, 2025 be adopted.

**Carried**

**b) Minutes of the Committee of the Whole Budget Meetings held October 28 and 29, 2025**

Motion #: 200-25      Moved By:      Councillor Greenwood-Speers  
Seconded By:      Deputy Warden Vandewal

**Resolved That** the of the Committee of the Whole Budget Meetings held October 28 and 29, 2025.

**Carried**

### Delegations and/or Presentations

a) **Mr. Steve Leonard** addressed County Council regarding Prime Agricultural land.

## Proclamations

## Move into Committee of the Whole

Motion #: 201-25      Moved By:      Councillor Gowdy  
Seconded By:      Councillor Fowler

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

**Carried**

## Briefings

a) **Mr. Kevin Farrell**, Chief Administrative Officer, provided Council with his monthly CAO briefing.

## Unfinished Business







## **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) EOWC News Release - The EOWC Strengthens Ties with Federal Leaders During Parliament Hill Advocacy Day - October 23, 2025  
[Distributed to Members of County Council October 24, 2025]
- b) From Halton Region regarding a Resolution concerning Public Safety Requirements to Protect Our Communities  
[Distributed to Members of County Council October 24, 2025]
- c) From the Township of Harley regarding its support for to Extend the Deadline for Fire Certification under O.Reg 343/22  
[Distributed to Members of County Council October 24, 2025]
- d) From the Township of Hudson regarding its support for to Extend the Deadline for Fire Certification under O.Reg 343/22  
[Distributed to Members of County Council October 24, 2025]
- e) From the Township of Kerns regarding its support for to Extend the Deadline for Fire Certification under O.Reg 343/22  
[Distributed to Members of County Council October 24, 2025]
- f) From the City of Brampton regarding a Resolution on the Provincial Decision on Automated Speed Enforcement  
[Distributed to Members of County Council October 24, 2025]
- g) From the Kingston Frontenac Public Library providing its Meeting Minutes of September 24 2025  
[Distributed to Members of County Council October 24, 2025]

- h) From the Municipality of Shuniah regarding a Resolution concerning the NORDS Pilot Program  
[Distributed to Members of County Council October 24, 2025]
- i) From the Town of Cobalt regarding a Resolution of Support for the Township of Larder Lake Request for Extension of Certification Deadlines  
[Distributed to Members of County Council October 24, 2025]
- j) From the Township of McGarry regarding a Resolution concerning Aerial Spraying  
[Distributed to Members of County Council October 24, 2025]
- k) From the Township of McGarry regarding a Resolution concerning Firefighters Certification  
[Distributed to Members of County Council October 24, 2025]
- l) From the Township of Springwater regarding a Resolution concerning the Elect Respect Pledge  
[Distributed to Members of County Council October 24, 2025]
- m) From the Township of Stone Mills regarding a Resolution concerning Advocacy for Funding to Address Emerald Ash Borer Infestation  
[Distributed to Members of County Council October 24, 2025]
- n) From the Township of Tay Valley regarding a Resolution concerning Collaboration Action Sustainable Waste Management in Ontario  
[Distributed to Members of County Council October 24, 2025]
- o) From the Township of Zorra regarding a Resolution in support of the Elect Respect Pledge  
[Distributed to Members of County Council October 24, 2025]
- p) From Norfolk County regarding a Resolution of support for the Amendment of O'Reg. 391-21 regarding Blue Box recycling  
[Distributed to Members of County Council October 31, 2025]

- q) From the City of Cambridge regarding a Resolution concerning Rent Protection for Tenants  
[Distributed to Members of County Council October 31, 2025]
- r) From the Municipality of St. Charles regarding a Resolution concerning the Closure of Before and After School Programs  
[Distributed to Members of County Council October 31, 2025]
- s) From the Municipality of St. Charles regarding a Resolution to Stop the Spray Canada  
[Distributed to Members of County Council October 31, 2025]
- t) From the Regional Municipality of York regarding a Resolution concerning the Elect Respect Initiative  
[Distributed to Members of County Council October 31, 2025]
- u) From the Town of Bradford West Gwillimbury regarding a Resolution to Removing HSTGST from New Homes to Support Housing Affordability  
[Distributed to Members of County Council October 31, 2025]
- v) From the Town of East Gwillimbury regarding a Resolution concerning EG's Opposition to the Protect Ontario by Unleashing Our Economy Act, 2025  
[Distributed to Members of County Council October 31, 2025]
- w) From the Township of Assiginack regarding a Resolution in support of the implementation of Mandatory Firefighter Certification  
[Distributed to Members of County Council October 31, 2025]
- x) From the Township of Moonbeam regarding a Resolution on the aerial spraying of the Gordon Cosens Forest  
[Distributed to Members of County Council October 31, 2025]
- y) From the County of Peterborough regarding a Resolution concerning Curbside Blue box Collection  
[Distributed to Members of County Council November 7, 2025]

- z) From the Municipality of South Huron regarding a Resolution in support of Removing HST-GST from New Homes to Support Housing Affordability

[Distributed to Members of County Council November 7, 2025]

- aa) From the Municipality of South-West Oxford regarding a Resolution concerning Automated Speed Enforcement (ASE)

[Distributed to Members of County Council November 7, 2025]

## Other Business

- a) Appointment to the Kingston Frontenac Library Board**

(due to the resignation of Warden Saunders)

Motion #: 209-25      Moved By: Deputy Warden Vandewal  
Seconded By: Councillor Leonard

**That** Councillor Nicki Gowdy be appointed to the Kingston Frontenac Public Library Board, whose appointment will end November 14, 2026;

**And Further That** By-law 2023-001, being a by-law to appoint Members of Council and Members of the Community to External Boards and Committees for the Term of Council, as amended, be further amended to reflect this appointment.

**Carried**

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

- a) First and Second Reading**

Motion #: 210-25      Moved By:      Councillor Fowler  
Seconded By:      Deputy Warden Vandewal

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

**Carried**

- ### b) Third Reading

Motion #: 211-25      Moved By:      Councillor Fowler  
Seconded By:      Deputy Warden Vandewal

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

**Carried**

## By-Laws

- a) To establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2026  
[Proposed By-law No. 2025-038]
- b) To amend By-law No. 2023-001 (appoint Members of Council and Members of the Community to External Boards and Committees for the Term of Council) regarding the Council appointment to the Kingston Frontenac Public Library  
[Proposed By-law No. 2025-039]
- c) To authorize the execution of an Agreement with the Canadian Union of Public Employees, Local 2290  
[Proposed By-law No. 2025-040]
- d) To adopt an Asset Management Plan for the County of Frontenac  
[Proposed By-law No. 2025-041]
- e) To adopt the estimates for the sums required during the year 2026 for the purposes of the County of Frontenac  
[Proposed By-law No. 2025-042]
- f) To confirm all actions and proceedings of County Council on November 19, 2025  
[Proposed By-law No. 2025-043]

## Adjournment

Motion #: 212-25      Moved By:      Councillor Leonard  
Seconded By:      Councillor Gowdy

**That** the meeting hereby adjourn at 11:32 a.m.

**Carried**

Bill Saunders, Warden

Jannette Amini, Clerk

# Administrative Report



December 17, 2025  
Report 2025 - 12

# CAO Schedule Highlights – December 2025

- FI CAO Meeting – December 1
- Warden Meeting – December 1
- CRCA Meeting – December 2
- Senior Leadership Team – December 3
- Challenging Bias Workshop – Dec 3
- EOWC CAO's Meeting – December 4
- MECP Engagement – December 5
- MVCA Signing – December 8
- Rural Healthcare Meeting – December 9
- MTO Partnership Meeting – Dec 10
- Staff Holiday Celebration – Dec 10
- FLA OHT Leadership – December 11
- Joint Leadership Meeting – December 11
- New Hire Orientation – December 15
- County Council Meeting – December 17
- Old House Staff Meeting – December 18

# Human Resources Update – Key Activity

- **Recruitment**

- 385 postings as of December 8, 2025
- Recruitment ongoing at FMT
- Recruitment of Director of HR; new TFT Community Development Officer; new FT Superintendent of Professional Standards – Training; new PT Superintendent of Operations; bike team interviews

- **Labour Relations**

- CUPE 2290 – freely negotiated deal Nov. 6<sup>th</sup>; ratified by members Nov. 13<sup>th</sup> and Council on Nov. 19<sup>th</sup>
- CUPE 2290 – pay equity Maintenance Plan updated; finance will complete calculations and then retro payments to existing and prior staff that worked during those years will be made for affected positions;
- OPSEU 462 – no new bargaining dates at this point
- Ongoing employee and labour relations (grievance and mediation meetings) and investigations

- **Miscellaneous**

- Challenging your Bias training December 3<sup>rd</sup> - 33 attendees
- CompHub kickoff training meeting for Human Resources staff - December 4<sup>th</sup>
- Updating of Human Resources Standard Operating Procedures
- Preparation for next round of 360 feedback survey
- Human Resources is preparing to move documents to SharePoint in early 2026



# Frontenac Paramedics

- Chief Chevalier was awarded her 30-year bar for her Governor General Emergency Medical Services Exemplary Service Medal.
- Frontenac Paramedics participated in the Kingston, Sydenham, and Central Frontenac Santa Clause Parades.
- There was an official groundbreaking for Station 11.



# Fairmount Home



Nursing stations on all resident home areas have been redesigned to provide accessible seating, space for residents, and improved workflow for staff.

# Communications Update

| Website Pageviews                    |        |
|--------------------------------------|--------|
| FrontenacCounty.ca                   | 20,756 |
| VisitFrontenac.ca                    | 8,421  |
| FrontenacMaps.ca                     | 5,662  |
| EngageFrontenac.ca                   | 4,797  |
| CivicWebPortal                       | 1,399  |
|                                      |        |
| Social Media Engagement              |        |
| County Facebook & Instagram          | 23,296 |
| County X Twitter                     | 130    |
| County Youtube                       | 501    |
| County LinkedIn                      | 702    |
| FPS X Twitter                        | 216    |
| Visit Frontenac Facebook & Instagram | -      |
| Fairmount Facebook                   | 1,723  |
| K&P Trail Facebook Group             | 102    |
| H.I. Ferry X Twitter                 | 24     |
|                                      |        |
| Total engagements in September       | 67,729 |
| Change from October 2025             | 17%    |
| Change from November 2024            | 34%    |

## Saunders elected as Frontenac County Warden for 2026

News Home More from KINGSTON Top 3

Friday, November 21, 2025 at 5:00 AM



The Deputy Mayor of Frontenac Islands was Deputy Warden in 2025.

The Deputy Mayor of Frontenac Islands is the 2026 warden for the County of Frontenac.

Bill Saunders was elected by his County Council peers on Wednesday. Saunders was deputy warden in 2025.

## Three Groups Honoured With 2025 Frontenac Access Award

By Jeff Green | November 20, 2025



Ashleigh Peck of Purely Mobile Hygiene, Mike and Nawar Hage of Myers Cave Resort, and Janet Gutowski representing the Central Frontenac Housing Corporation



WHICSTANDARD

## Fairmount Home staff earn top marks for their quality of care

"Fairmount Home showcases that it uses the CARF standards to the benefit of the residents, families, staff members, and other stakeholders," read the CARF accreditation report.

The Whip Standard

Published Nov 24, 2025 • 1 minute read

Join the conversation



News / Local News

## Kingston breaks ground on new fire, paramedic station

The new station is meant to improve response times in Kingston's west end, where much of the city's population growth has been.

Elliott Ferguson

Published Nov 24, 2025 • Last updated 16 hours ago • 2 minute read

Join the conversation



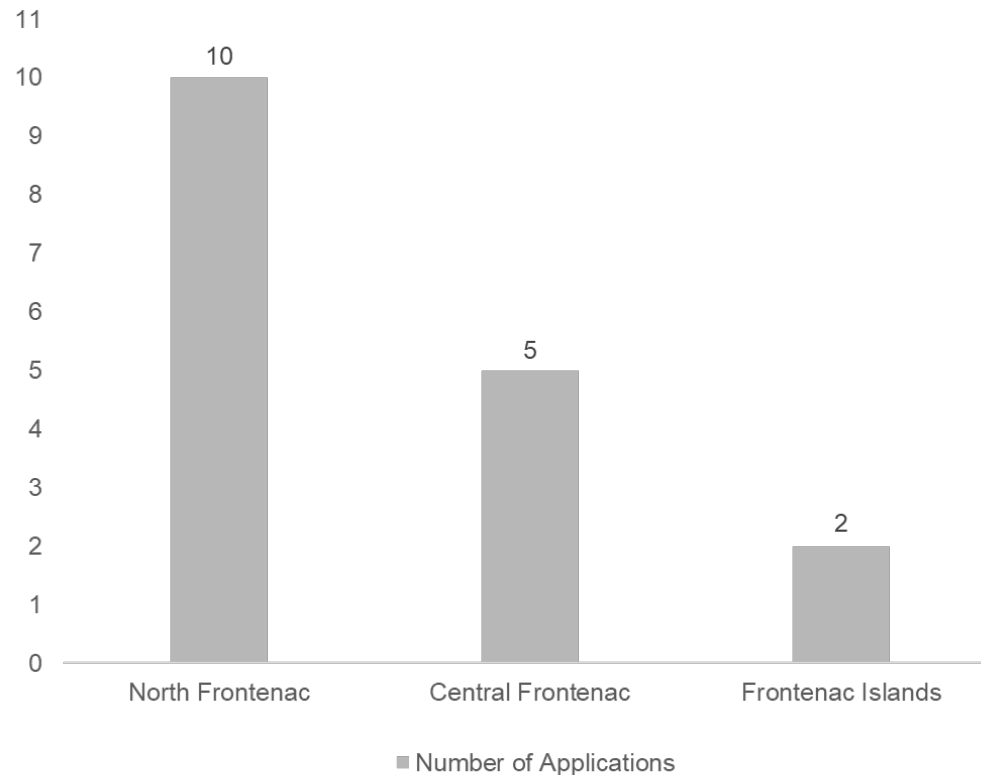
Kingston Mayor Bryan Paterson, centre, leads a ceremonial groundbreaking at the site of a new Kingston Fire and Rescue and Frontenac Paramedics station on Taylor Kidd Boulevard in Kingston, Ont., on Monday, Nov. 24, 2025. PHOTO BY ELLIOTT FERGUSON /The Kingston Whip Standard

KINGSTON — Construction of a new fire station and paramedic base kicked off Monday in the city's west end.



# FRONTENAC

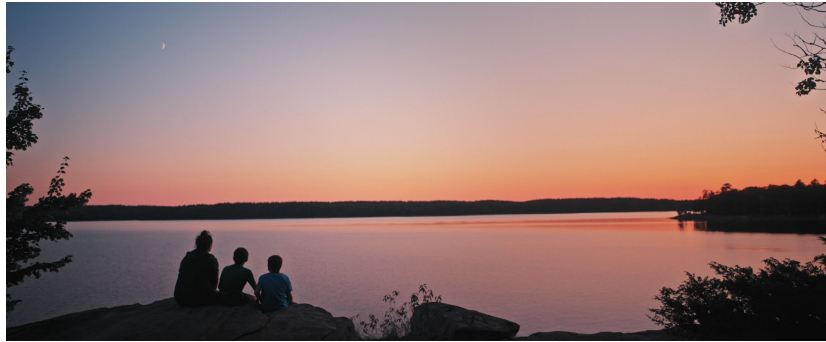
# Planning Services Update



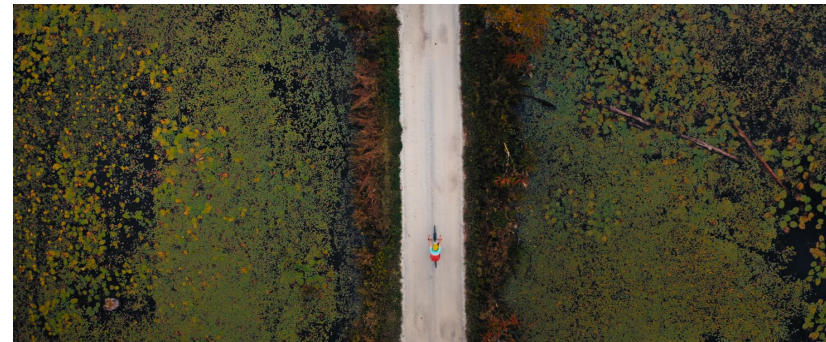
## Township Applications (November)

- Applications throughout the fall season have remained steady.
- Approximately 40% of the applications received and processed continue to be consents that are approved through delegated authority to staff.

# Economic Development



[Watch the video on YouTube](#)



**“This Is Frontenac” – Winner, Best Promotional Video || EDAC Marketing Canada Awards**



# K&P Trail



Warden Saunders (Frontenac County) joined Warden Kidd (Lanark County), Warden Emon (Renfrew County) and MVCA board chair Roy Huetl in signing a joint Purchase agreement for approximately 40 km of K&P Trail across all three Counties on December 8.







**FRONTENAC**



**Report 2025-102**

## **Council Information Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Susan Brant, Administrator Fairmount Home  
**Date of meeting:** December 17, 2025  
**Re:** **2025-102 - Fairmount Home – CARF Accreditation**

---

### **Recommendation**

This report is for information purposes only.

### **Background**

Fairmount Home's (Fairmount) CARF Accreditation was set to expire on November 30, 2025. The CARF surveyors completed the accreditation review on September 25, 2025, and September 26, 2025.

CARF Accreditation involves demonstrating conformance to the CARF Person-Centered Long-Term Care Community Standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Fairmount and its services and programs consisted of the following activities:

- Interviews with Fairmount's leadership and staff including shared services such as Financial Services, Human Resources, Information Systems, and Legislative Services.
- Interviews with residents, families/substitute decision makers, Residents' Council and Family Council.
- Direct observation of the home's operations and service delivery practices.
- Review of the home's documents, which includes policies, written procedures, governing documents such as bylaws, financial statements and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvements such as program descriptions, records of services provided, documentation of program resources, services conducted and program evaluations.
- Review of records of current and former employees and persons served.

The Ministry of Long-Term Care (MLTC) was notified of the three-year accreditation to ensure the Quality Attainment Premium (QAP) funding continues to support the home.

### **Comment**

On November 14, 2025, Fairmount was notified that CARF Accreditation was awarded based on the recent survey. Fairmount received the Three-Year Accreditation, which is the maximum duration for accreditation with CARF. The accreditation as a Person-Centred Long-Term Care Community is effective until November 30, 2028. CARF's notification letter attached as appendix A highlights the home's dedication and commitment to improving the quality of the lives of the persons served.

The CARF Accreditation Report attached as appendix B is intended to support continuous quality improvements for Fairmount's programs and services. Recommendation(s) are issued when CARF surveyors have determined Fairmount has not met the requirements to demonstrate full conformance. All recommendations must be addressed in a Quality Improvement Plan submitted to CARF. Where the standards have been met, the CARF surveyors may provide consultation(s) as a suggestion for consideration by the home. The report outlines seventeen standards related to the care and services provided, that met or exceeded the CARF standards. The report also identified twenty-five strengths, six consultations and one recommendation. A Quality Improvement Plan and associated policy has been prepared for the following recommendation:

- Health and Safety
  - Standard 1.H.10.a.(16) – Although the organization has comprehensive written procedures for most critical incidents, it is recommended that the organization also implement written procedures regarding critical incidents that specify suicide and attempted suicide.

The CARF Benchmarking Data report attached as appendix C benchmarks Fairmount's conformance to the standards against comparison groups including organizations in aging services, government entities, Ontario, and organizations with a similar number of staff and persons served. The report provides benchmarks (mean % of conformance) for each section of the quality framework. Fairmount's percent of conformance was no less than 99.6% in each section.

Thank you to Fairmount and County staff for their continued dedication to quality improvement of the programs and services provided to residents, which was evident in the accreditation survey and results.

### **Strategic Priority Implications**

#### **3. Strengthen Quality of Life through Enhanced Service Delivery**

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

### **Financial Implications**

The Quality Attainment Premium funding will continue without interruption at \$0.42 per approved bed per day, which is \$19,622 per annum.

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

CARF Canada  
Fairmount residents, staff, volunteers, family members, community partners  
County of Frontenac staff



November 13, 2025

Susan Brant, CPA, CGA  
Fairmount Home - Frontenac County  
2069 Battersea Road  
Glenburnie ON K0H 1S0  
CANADA

Dear Ms. Brant:

It is my pleasure to inform you that Fairmount Home - Frontenac County has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Person-Centred Long-Term Care Community

This accreditation is effective September 26, 2025, and will extend through November 30, 2028. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect ([customerconnect.carf.org](https://customerconnect.carf.org)), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<https://customerconnect.carf.org>).

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Sherri Schamel by email at [sschamel@carf.org](mailto:sschamel@carf.org) or telephone at (888) 281-6531, extension 7102.

**CARF Canada**  
501-10154 104 Street NW  
Edmonton, AB T5J 1A7, Canada

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group of companies*

**CARF International Headquarters**  
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Tucson, AZ 85756-9407, USA

[www.carf.org](http://www.carf.org)

November 13, 2025

Enclosures



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## About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

**Organization**

Fairmount Home - Frontenac County  
2069 Battersea Road  
Glenburnie ON K0H 1S0  
CANADA

**Organizational Leadership**

Susan Brant, CPA, CGA, Administrator

**Survey Number**

201136

**Survey Date(s)**

September 25, 2025–September 26, 2025

**Surveyor(s)**

Lisa D. Coe, Administrative  
Elizabeth R. Gossett, RN, Program

**Program(s)/Service(s) Surveyed**

Person-Centred Long-Term Care Community

**Previous Survey**

April 27, 2023–April 28, 2023  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**

**Expiration: November 30, 2028**

## Executive Summary

This report contains the findings of CARF's site survey of Fairmount Home - Frontenac County conducted September 25, 2025–September 26, 2025. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

## Accreditation Decision

On balance, Fairmount Home - Frontenac County demonstrated substantial conformance to the standards. Fairmount Home showcases that it uses the CARF standards to the benefit of the residents, families, staff members, and other stakeholders. It is committed to quality resident care and services, as reflected in its principles and values. Residents, families, and staff members expressed high levels of satisfaction and felt that Fairmount Home was truly their "home." The organization has a dedicated staff, supportive county office, and strong team of volunteers. Fairmount Home has received a Best Practice Spotlight recognition, and it was evident that the organization has a strong commitment to living and breathing best practices and process improvement. There is one area for improvement identified in implementing a written procedure for suicide and attempted suicide. Fairmount Home has truly demonstrated its commitment to ongoing process improvement, and it is dedicated to gathering, analyzing, and taking action on data collected.

Fairmount Home - Frontenac County appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Fairmount Home - Frontenac County is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

**Fairmount Home - Frontenac County has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

# Survey Details

## Survey Participants

The survey of Fairmount Home - Frontenac County was conducted by the following CARF surveyor(s):

- Lisa D. Coe, Administrative
- Elizabeth R. Gossett, RN, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

## Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Fairmount Home - Frontenac County and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Person-Centred Long-Term Care Community

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that Fairmount Home - Frontenac County demonstrated the following strengths:

- Residents, family members, and staff members all praised how the organization feels like home. There is an atmosphere of respect and dignity. The staff members care for the residents and strive to provide person-centred care in all program planning, charting, and activities. The All About Me program is another example of how Fairmount Home strives to get to know the unique individual needs and desires of each resident.
- Leadership is recognized for holding meetings with other local homes to share best practices and provide support to one another.
- The organization, in collaboration with the county, has a robust succession plan. The organization is actively engaged with evaluating potential needs and proactively supports and trains individuals to step into these future openings.
- Fairmount Home actively ensures that residents, families, staff members, and management are all involved in the strategic planning process. It is evident that the organization strives to include all stakeholders in its decision-making processes.
- The organization is forward-thinking and understands that its population is aging and requires new adaptive equipment. This commitment to meeting the needs of residents was evident through the new adaptive tables in the dining room and lift rails in the residents' rooms.
- The longevity of the staff is a testament to the organization's engagement. Some team members shared that they left the organization to gain additional training and returned to Fairmount Home because it is so different than other senior living facilities.

- A digital display is available for residents to view important daily event information. This information board also greets viewers with touching photos of residents and staff interacting. Showcasing these interactions is a wonderful way to reinforce the positive relationships that are clearly part of the culture at Fairmount Home.
- The culture of Fairmount Home is one of ongoing process improvement. Individuals at all levels of the organization look for ways to enhance programming and identify person-centred care opportunities. The voices of staff members, residents, and family members are all woven into program planning and initiatives.
- Fairmount Home has been honoured as a Best Practice Spotlight Organization. The organization is very proud of the work put into each of the best practice pathways. The organization is also recognized for training over 20 percent of the team to be Best Practice Champions, which exceeds the 6 percent requirement.
- Visitors enter Fairmount Home through a freshly remodelled lobby where there are spaces for activities and socializing. Residents appreciated being involved in selecting some of the paint colours and materials during the renovation. The Creative Home Committee is a vibrant group of residents, families, and staff members whose goal is to ensure that the home reflects the needs, preferences, and interests of the residents.
- Each of the four home areas is unique in its design and decoration. Outside the residents' rooms are display cabinets that are available for residents to place items of importance, creating ways to celebrate their individuality as well as assist in identifying their rooms. The residents' rooms are spacious enough to allow them to bring many items that add to their personalization.
- Outdoor spaces are well maintained and are designed to allow residents with mobility challenges access to raised planting beds. Each of the home areas has a weekly barbecue during warmer weather. Each of the dining rooms has an attached covered patio, providing additional space for the enjoyment of the outdoors by residents, families, and staff members.
- Lilac Terrace provides a secure environment for residents with behavioural challenges. This colourful location has areas for both stimulation and quiet. Staff members model the practice of Gentle Persuasion with residents. The Behavioural Supports Ontario (BSO) team works with all disciplines on a regular basis to address difficult situations.
- The organization has an active team of volunteers. The fact that many volunteers continue to provide support even after their loved ones have passed is a testament to how connected families feel to this special organization. Volunteers even commented that they hope to move to Fairmount Home in the future and that it is the only facility where they want to live.
- Fairmount Home is committed to ensuring intergenerational programming. There is a Grand Friends Program where residents are matched with a local third grader. This program is rewarding to both the resident and the student. Additionally, the home participates in the Early ON program, which is another intergenerational programming opportunity for residents to interact with children.
- Communication with families and residents is extremely effective. The organization uses an email platform to keep families informed about events at the home, and residents are kept up to date with multiple postings around the facility and through resident council meetings.
- The activity department uses resident input to plan events, both at the home and in the surrounding community. The creative wheelchair art is an example of both creativity and inclusion. Very popular activities include bingo, puzzles, the beauty bar, and the Diner's Club (a weekly opportunity for residents to order food from various local restaurants). Also popular is a weekly activity where residents participate in making their own lunches.
- Dining services incorporates resident and family suggestions to create meals and snacks that are appreciated throughout the year. In process is a new menu that expands the offerings for meals and snacks. There is an informal café area where residents, families, and staff members can purchase casual food items. The organization is working to expand the hours and offerings of this space.

- The environmental services department displayed a clear strength in identifying opportunities for improvements and taking action to make modifications. One example includes the addition of ozone, which reduced chemical usage and associated costs. Additionally, the team switched to a microfiber mopping system to reduce cross-contamination.
- Fairmount Home takes a proactive approach to palliative care by speaking with residents early on to learn about end-of-life wishes. By gathering this data early on and documenting this important information, the staff is able to provide an end-of-life experience that meets or exceeds the residents' expectations. This is just another example of the organization's ongoing commitment to person-centred care.
- The home is recognized for its commitment to remembering those who have passed. Every June, butterflies are released in honour of these residents. A speaker is chosen for this special event, and the speaker's name is commemorated on a butterfly plaque.
- Education is a dynamic process that involves staff members, residents, and families. In addition to online learning, there are both formal and informal opportunities provided. Residents are welcome in the Education Committee, and there is a resident and family education day held annually with educational teams providing information on a variety of subjects. Staff members have been responsive to feedback from families and are planning to hold this event in the early evening in the future.
- The family council provides a vital link between residents, families, and staff members. New residents' families are contacted on admission to ensure that there are no unmet needs for information or support during this transition phase.
- Wound care is provided by a motivated and dynamic team that is a part of the Best Practice Champions network. Monthly meetings address existing wounds, prevention strategies, and education needs for both staff and residents. Staff members are pursuing additional education opportunities as they become available.
- Medical care is provided by two on-site nurse practitioners who are supported by a medical director who expressed a genuine passion for long-term care. There is participation by the nurse practitioner and medical director in quality assurance, risk management, and educational activities for staff and residents at the home.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

## **Section 1. ASPIRE to Excellence®**

### **1.A. Leadership**

#### **Description**

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

#### **Key Areas Addressed**

- Leadership structure and responsibilities
- Person-centred philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency, diversity, and inclusion
- Corporate responsibility
- Organizational fundraising, if applicable

#### **Recommendations**

There are no recommendations in this area.

### **1.C. Strategic Planning**

#### **Description**

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

#### **Key Areas Addressed**

- Environmental considerations
- Strategic plan development, implementation, and periodic review

#### **Recommendations**

There are no recommendations in this area.

### **1.D. Input from Persons Served and Other Stakeholders**

#### **Description**

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

There are no recommendations in this area.

### Description

CARF-accredited organizations comply with all legal and regulatory requirements.

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

There are no recommendations in this area.

### Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

There are no recommendations in this area.

### Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

### **Key Areas Addressed**

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

### **Recommendations**

There are no recommendations in this area.

## **1.H. Health and Safety**

### **Description**

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

### **Key Areas Addressed**

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

### **Recommendations**

#### **1.H.10.a.(16)**

Although the organization has comprehensive written procedures for most critical incidents, it is recommended that the organization also implement written procedures regarding critical incidents that specify suicide and attempted suicide.

### **Consultation**

- It is suggested that the organization reference where to find emergency phone numbers in the health and safety written procedures. Phone numbers are readily available and updated frequently, and it may be helpful to indicate where to find this important information during a time of emergency.

## **1.I. Workforce Development and Management**

### **Description**

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

### **Key Areas Addressed**

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

### **Recommendations**

There are no recommendations in this area.

## **1.J. Technology**

### **Description**

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

### **Key Areas Addressed**

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Currently, agency workers do not have access to email, which means they do not have access to changes that have occurred as easily as Fairmount Home staff. The organization might consider creating a central email for the agency workforce to support communication of items that have been communicated via email to other staff members.

## **1.K. Rights of Persons Served**

### **Description**

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### **Key Areas Addressed**

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

## Recommendations

There are no recommendations in this area.

## 1.L. Accessibility

### Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

### Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization has a well-written emotional abuse policy that addresses attitudes. It is suggested that the accessibility plan reference this emotional abuse policy.
- Fairmount Home does a good job of identifying areas of opportunity through the Quality Assurance and Accountability Committee as well as several other methods. Although needs, changes, timelines, etc., are captured in a variety of ways, it is suggested that the organization use a tracking tool to provide an easy way to monitor actions to be taken and associated timelines.

## 1.M. Performance Measurement and Management

### Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

### Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan

- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

#### **Recommendations**

There are no recommendations in this area.

## **1.N. Performance Improvement**

### **Description**

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

### **Key Areas Addressed**

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

### **Recommendations**

There are no recommendations in this area.

## **Section 2. Care Process for the Persons Served**

### **Description**

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. Persons served are treated with dignity and respect, have access to needed services that achieve optimum outcomes, and are empowered to exercise informed choice.

## **2.A. Program/Service Structure**

### **Description**

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

### **Key Areas Addressed**

- Scope of the program
- Entry, transition, exit criteria of the program
- Composition of the service delivery team

- Service delivery team communication
- Person-centred planning
- Provision of services to persons served
- Partnering with families/support systems

#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- While family members expressed a high level of satisfaction with communication from the organization, it is suggested that the care plan meeting summary notes be shared with the resident and/or family, as appropriate.

## **2.B. Residential Communities**

#### **Key Areas Addressed**

- Service delivery planning in a congregate residential program
- Medication management/assistance
- Contracting for outside services
- Safety and security of the living environment
- Procedures for medications and controlled substances

#### **Recommendations**

There are no recommendations in this area.

## **2.C. Care Process for Specific Diagnostic Categories**

#### **Key Areas Addressed**

- Adequately addressing the complex needs of individuals with dementia
- Person-centred approach to service delivery
- Positive, therapeutic approach to behaviour
- Primary areas of education and support needed for personnel, families and support systems, and all stakeholders to meet the needs of individuals with dementia

#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- Lilac Terrace provides a secure area for residents with specific behavioural challenges. There is no formal mechanism to review a resident's appropriateness for this area on a regular basis. It is suggested that Fairmount Home establish a written tool and use it to evaluate appropriateness for a secure environment on a regular basis.

## 2.D. Skin Integrity and Wound Care Standards

### Key Areas Addressed

- Written procedures to address skin integrity and wound care
- Written protocols for wound care needs that are within the scope of the program
- Referrals to appropriate healthcare professionals to address wound care needs that are outside the scope of the program
- Initial and ongoing assessments of persons served
- Documented competency-based training for personnel related to skin integrity and wound management
- Data collection and analysis

### Recommendations

There are no recommendations in this area.

## Section 3. Program Specific Standards

### 3.C. Person-Centred Long-Term Care Community

#### Description

Person-centred long-term care communities, such as nursing homes or long-term care homes, may include freestanding homes, homes that are part of continuums of care, or homes that are part of health systems. Person-centred long-term care communities are residential programs that provide nursing and other services 24 hours a day, 7 days a week. Programs may offer long-term services, short-term services, or both to address a variety of needs.

Person-centred long-term care communities foster a holistic culture that focuses on:

- Autonomy, dignity, and individual choice of the persons served.
- Relationships among persons served, families/support systems, and personnel.
- Understanding what services persons served want, how the services should be delivered, and how the persons served can be engaged in the community.
- Persons served making decisions about the rhythm of their day, the services provided to them, and the issues that are important to them.
- Cultural competence, flexibility, and safety and security of the community.

Persons served are the experts regarding life in their home. Their voices are heard and their life stories, wishes, and needs drive service delivery. Persons served and personnel celebrate the cycles of life and connect to the local community to continue relationships that nurture the quality of everyday life.

Leadership commits to continuous learning and growth, teamwork, empowerment, responsiveness, and spontaneity. A person-centred long-term care community is a place where persons served want to live, people want to work, and both choose to stay.

### Key Areas Addressed

- Person-centred philosophy
- Arrangements for specific services
- Reducing risks for persons served
- Promoting choices of persons served
- Responding to individual needs of persons served

- Nursing services
- Medical management and physician involvement
- Performance measurement regarding long-term care topics
- Palliative care
- End-of-life care

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The All About Me document that is derived from the My Personhood admission assessment provides valuable information to caregivers to enhance person-centred care. It is suggested that Fairmount Home adopt an annual review of this document to ensure that the information is up to date.

## Program(s)/Service(s) by Location

### **Fairmount Home - Frontenac County**

2069 Battersea Road  
Glenburnie ON K0H 1S0  
CANADA

Person-Centred Long-Term Care Community

# **CARF Benchmarking Data for Fairmount Home - Frontenac County**



**Organization**

Fairmount Home - Frontenac County  
2069 Battersea Road  
Glenburnie, ON K0H 1S0  
CANADA

**Survey Dates**

September 25, 2025–September 26, 2025

**Program(s)/Service(s) Surveyed**

Person-Centred Long-Term Care Community

**Accreditation Decision**

**Three-Year Accreditation**

# Benchmarking

This document benchmarks your organization’s conformance to standards. By comparing strengths and areas for improvement with various comparator groups, benchmarking encourages your organization to improve effectiveness, efficiency, satisfaction, and access. This information should also stimulate discussions among stakeholders focused on better meeting the needs and preferences of the persons served. In addition, benchmarking:

- Encourages a culture of continuous evaluation and improvement.
- Accelerates understanding of and agreement on areas for improvement.
- Helps prioritize improvement opportunities.
- Shifts internal thinking toward a focus on outcomes.
- Provides a reference to increase performance expectations.
- Motivates your team to work collaboratively to surpass benchmarks.

This report provides benchmarks (mean % of conformance) for each section of the ASPIRE to Excellence® quality framework.\*

When available, benchmark comparison groups include:

- All surveyed organizations.
- All surveyed organizations in the same primary CARF customer service unit.
- Surveyed organizations with the same ownership type.
- Surveyed organizations in the same geographic region.
- Surveyed organizations with similar number of persons served annually.
- Surveyed organizations with similar staff size.

In addition, standards conformance for each organization undergoing resurvey is benchmarked against its previous survey in all standards areas.

When multiple locations are included on one survey, the benchmarks reflect the combined conformance to standards of all the locations that were surveyed.

### Benchmark Comparison Groups

Primary Area of Accreditation: Aging Services

Ownership Type: Government Entity

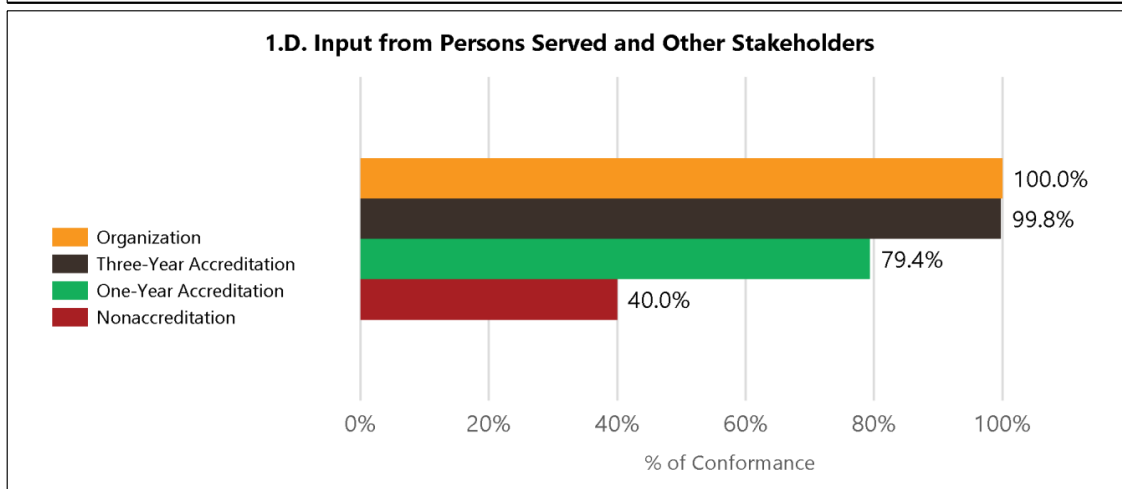
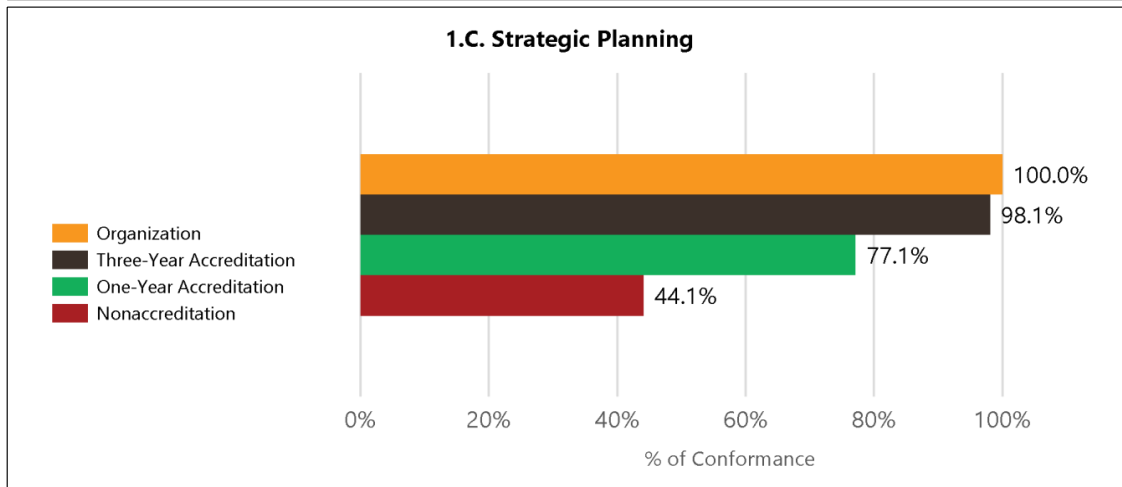
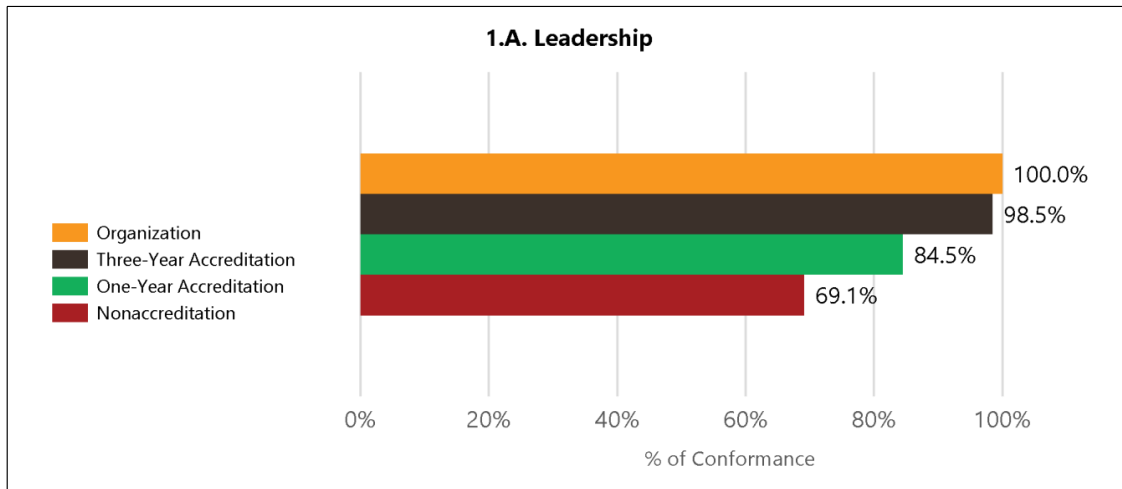
Geographic Region: Ontario

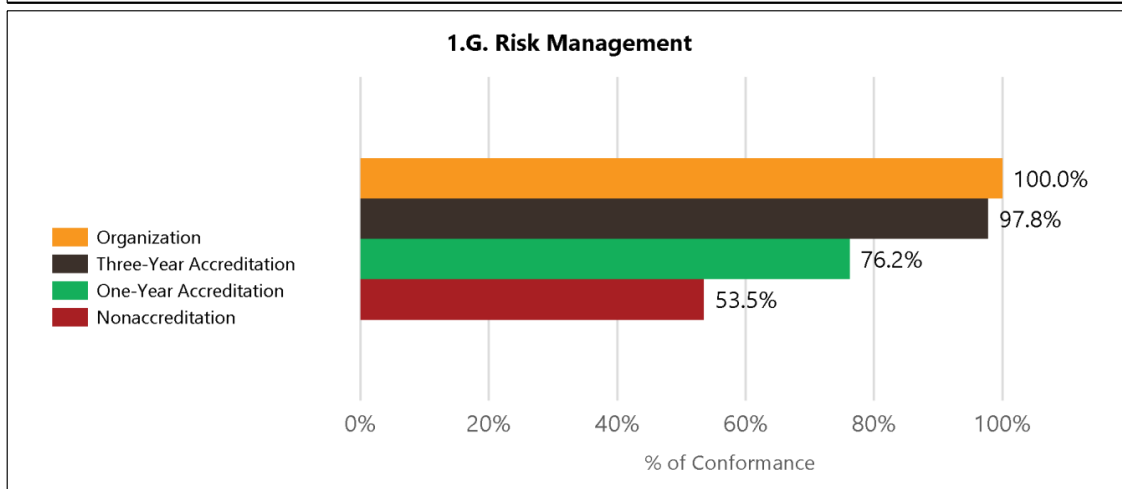
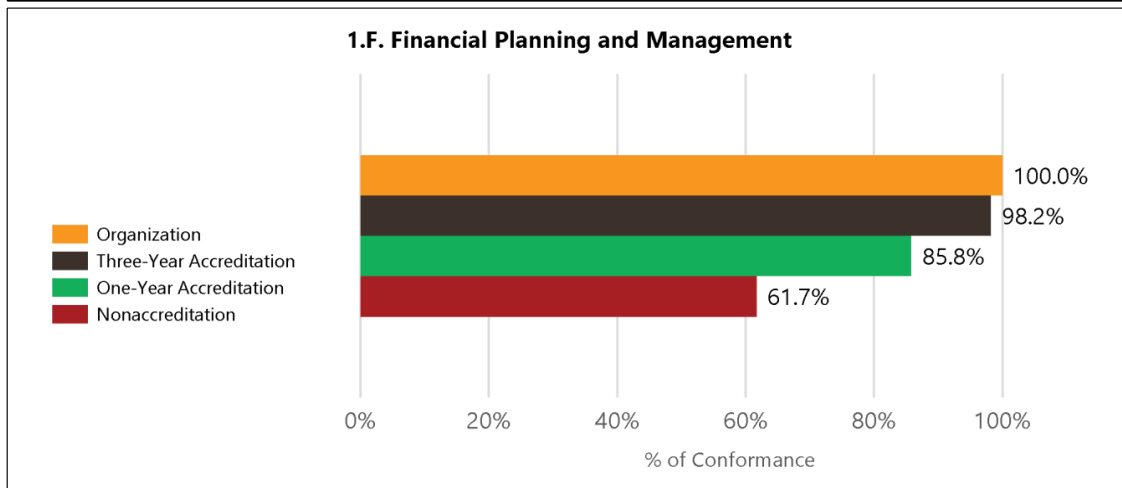
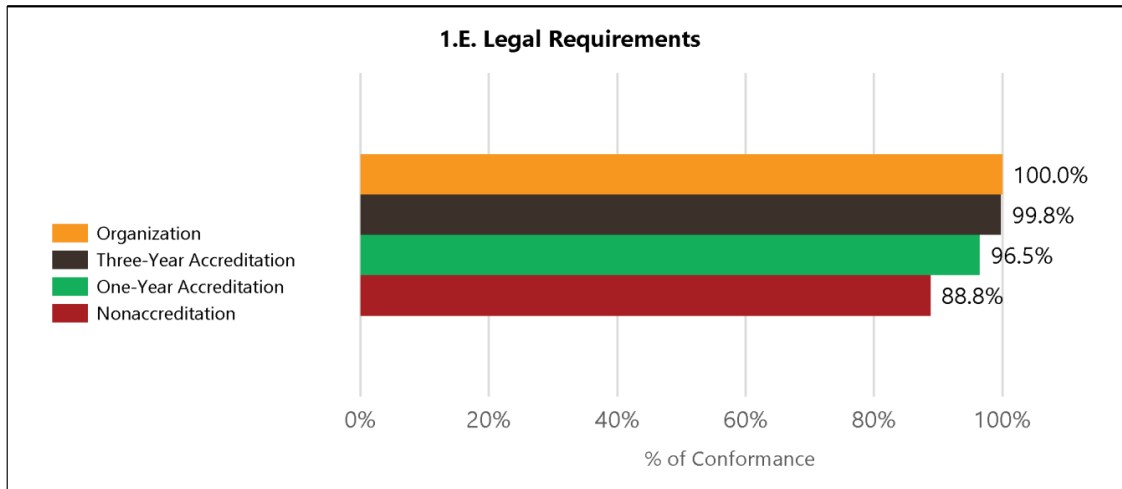
Staff Size (FTEs): 100 to 499 FTEs

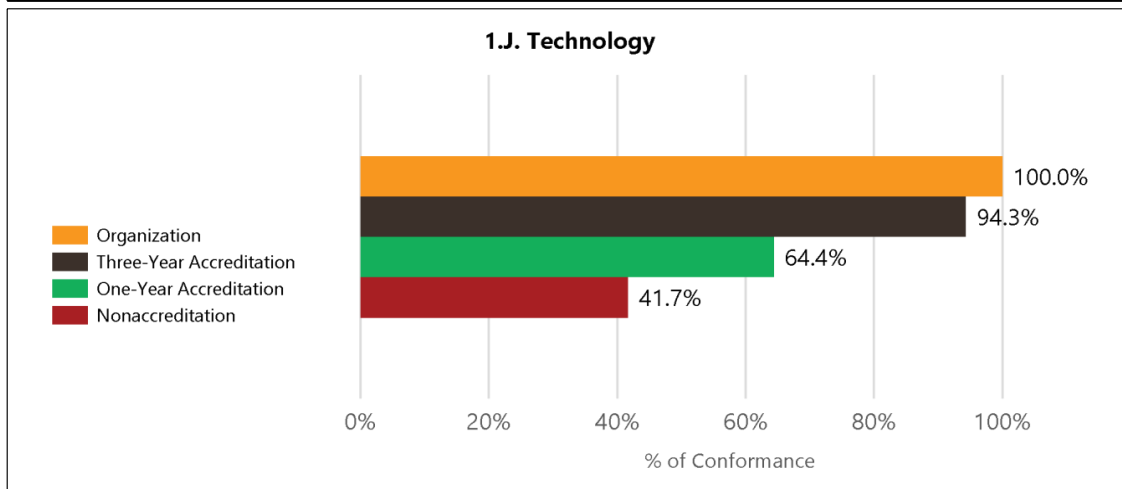
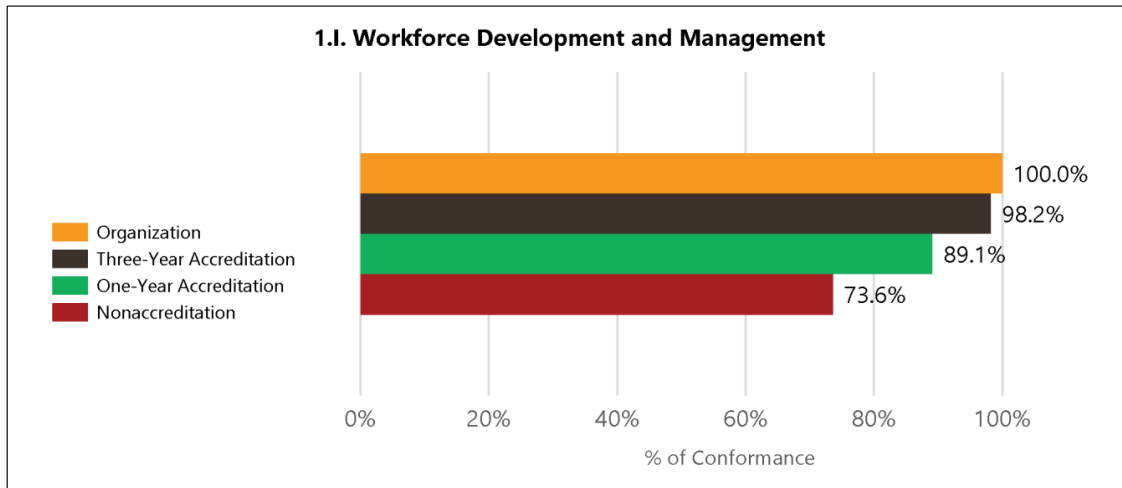
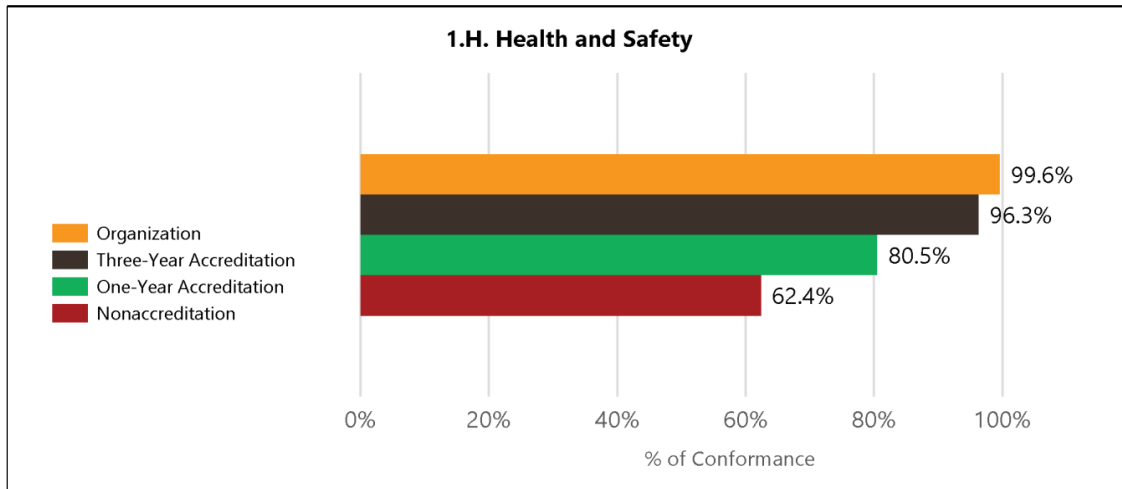
Persons Served Annually: 100 to 499 Persons Served

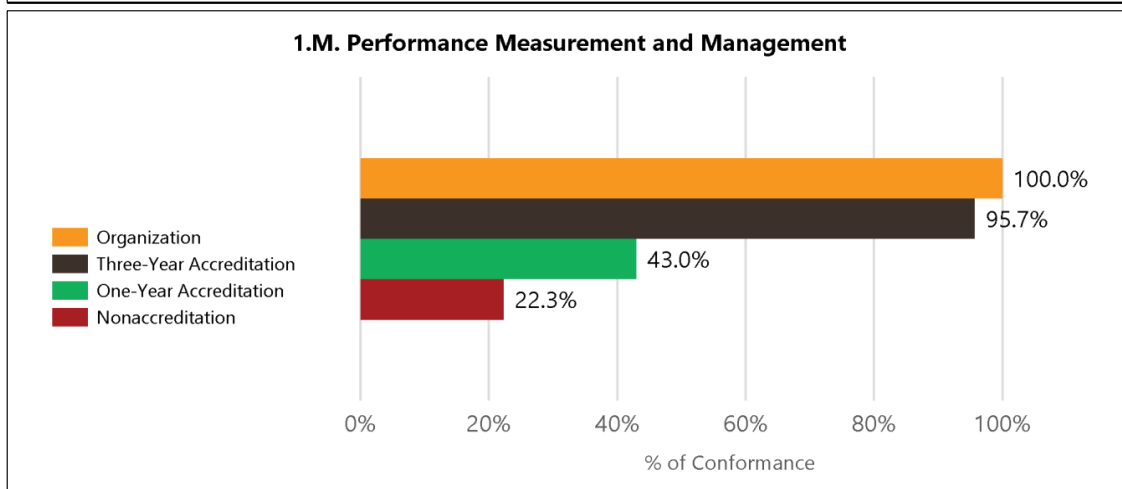
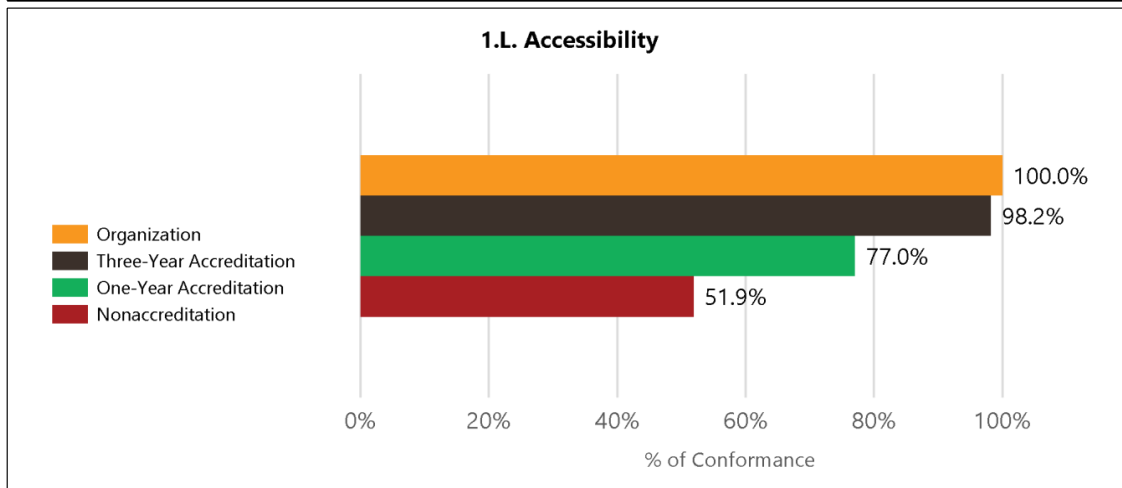
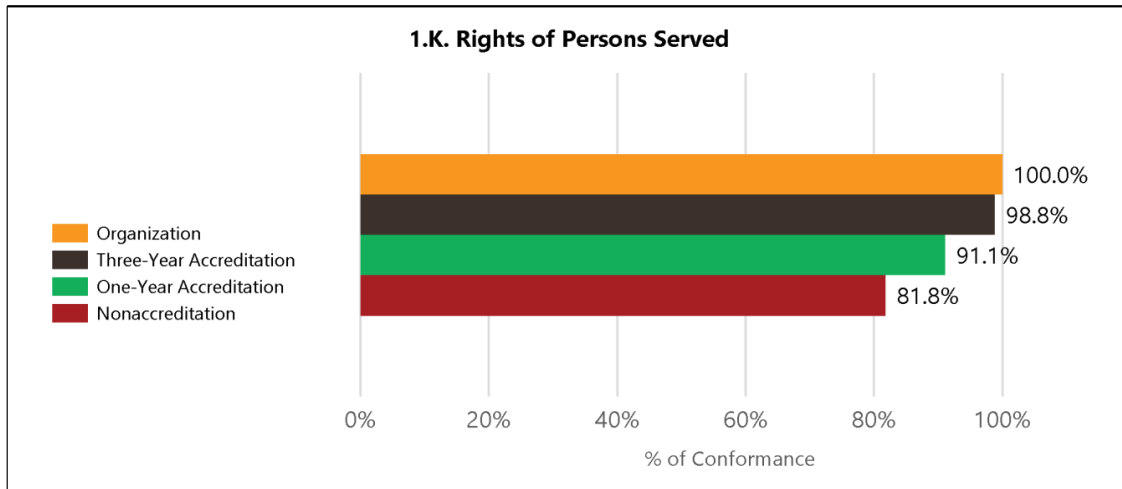
\* Excluding Governance

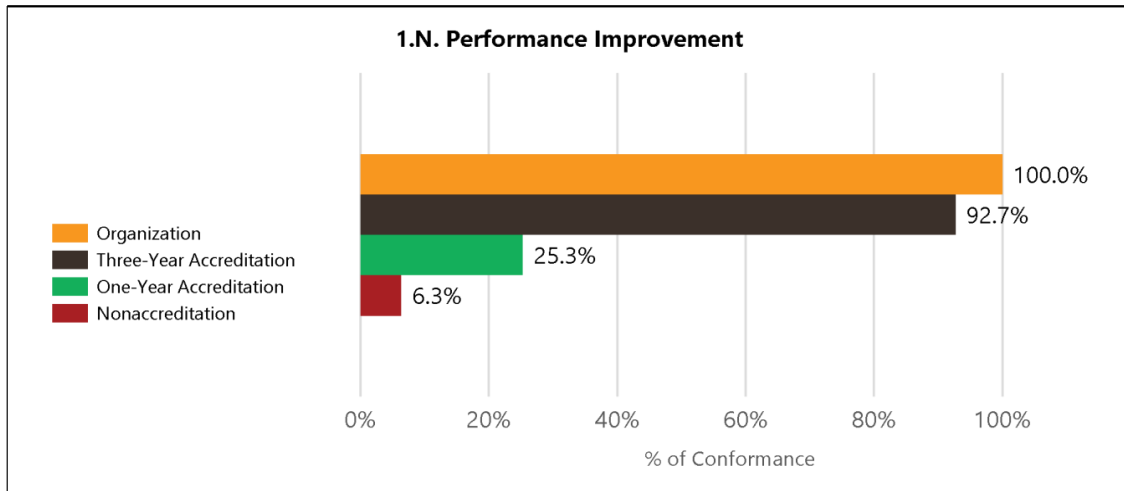
## All Surveyed Organizations



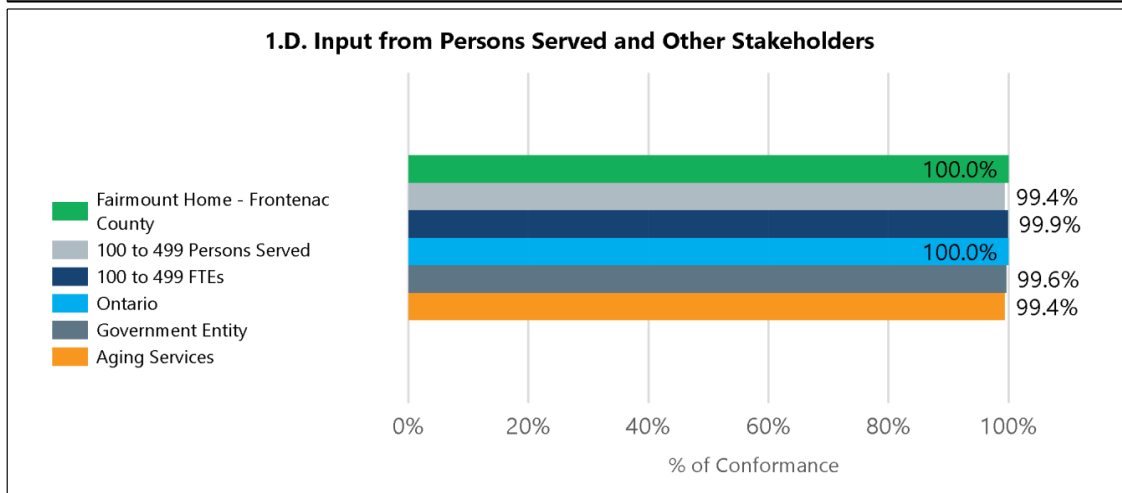
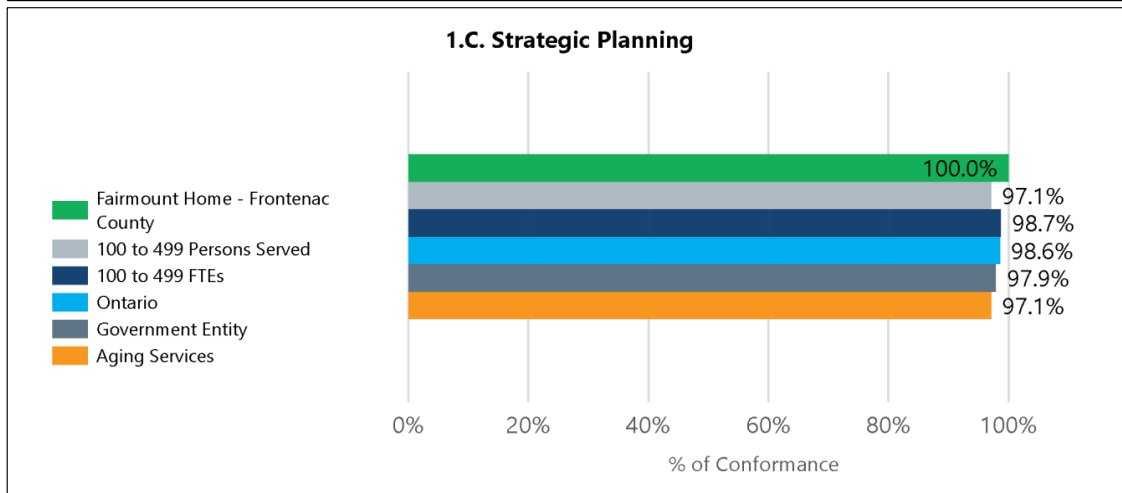
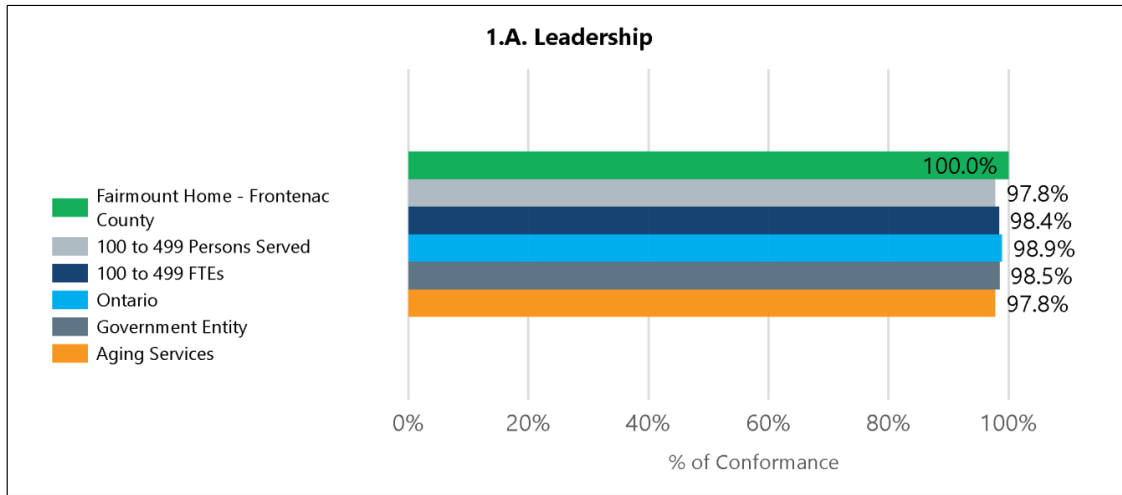


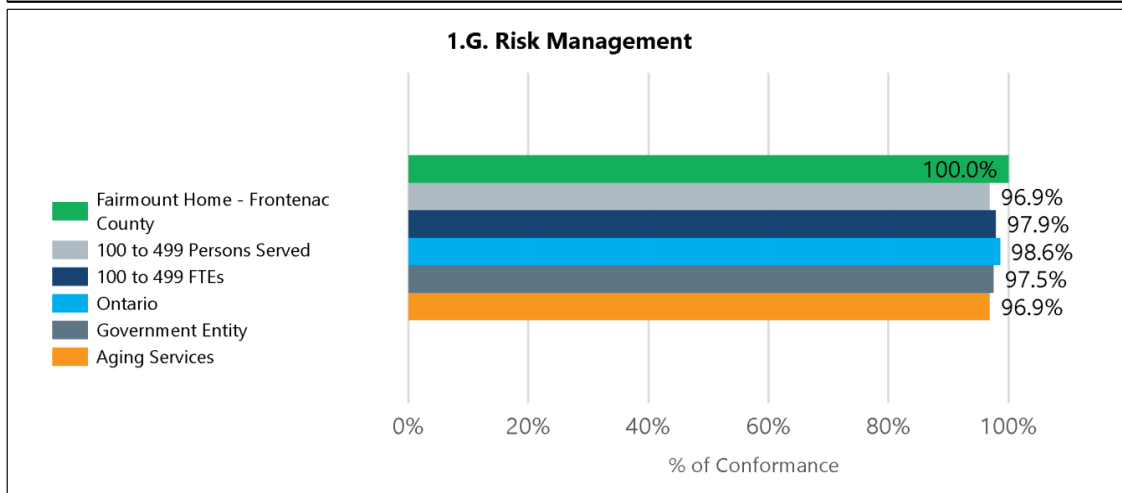
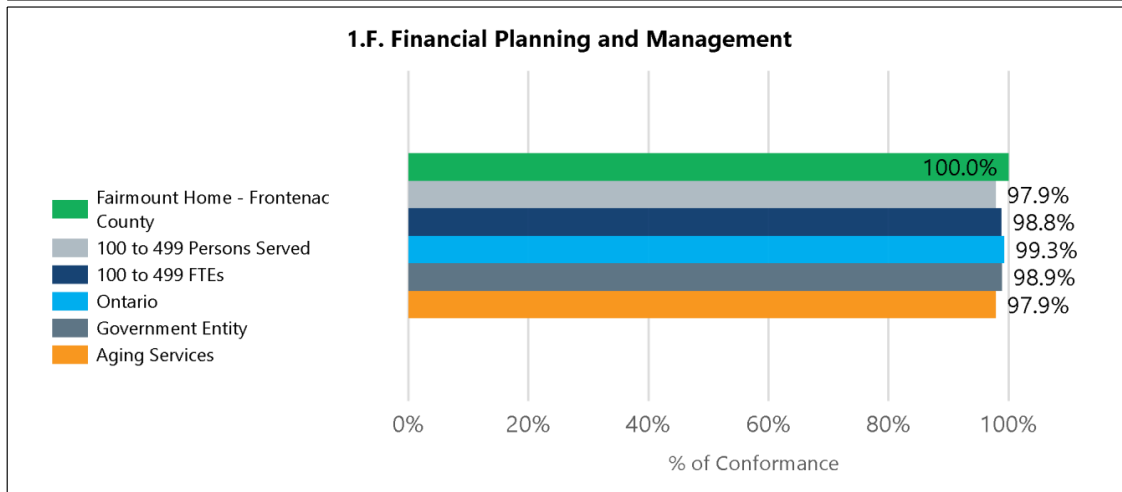
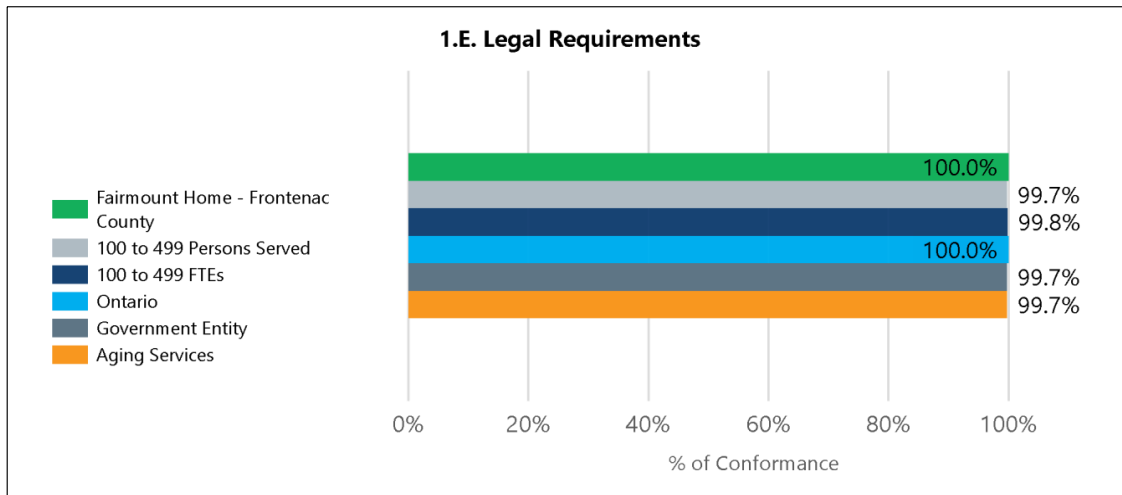


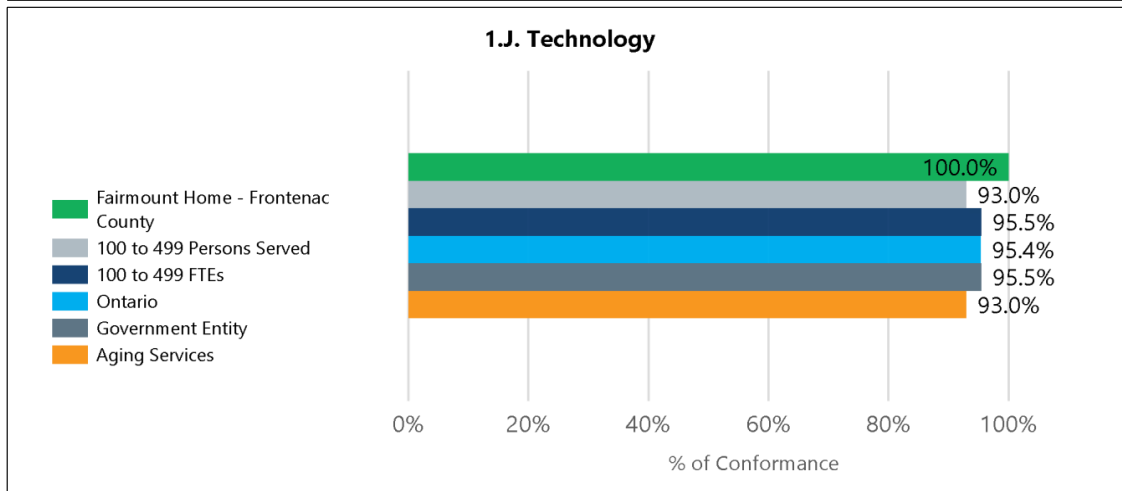
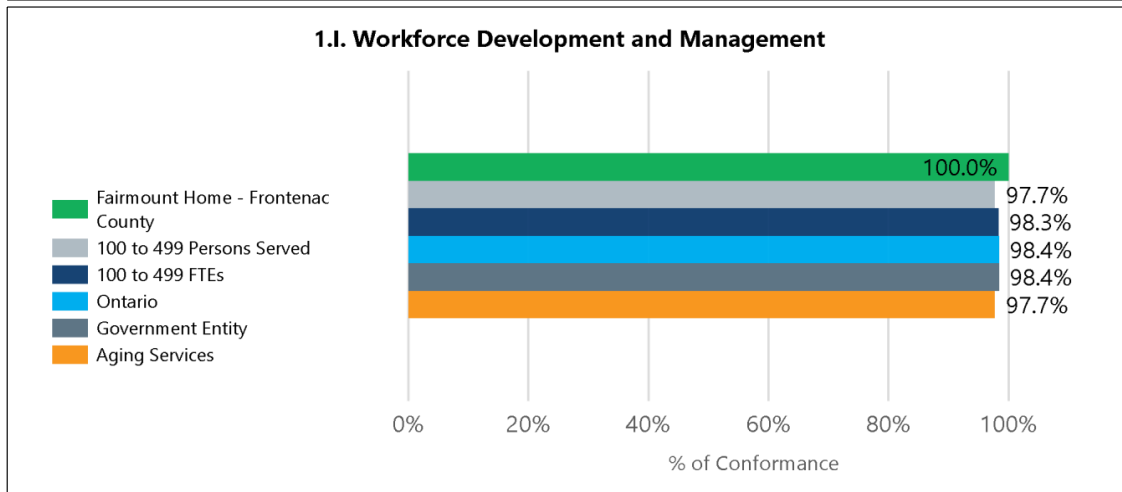
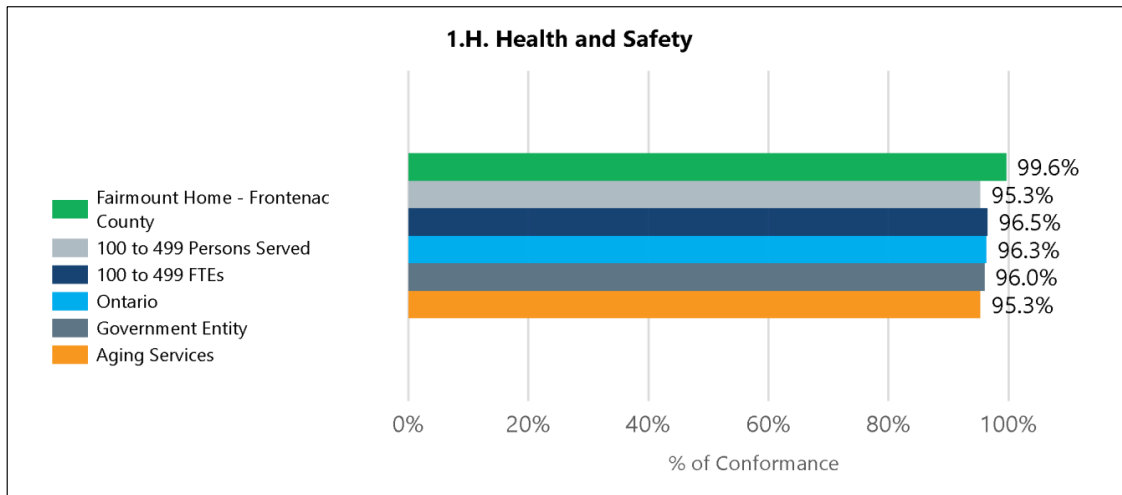


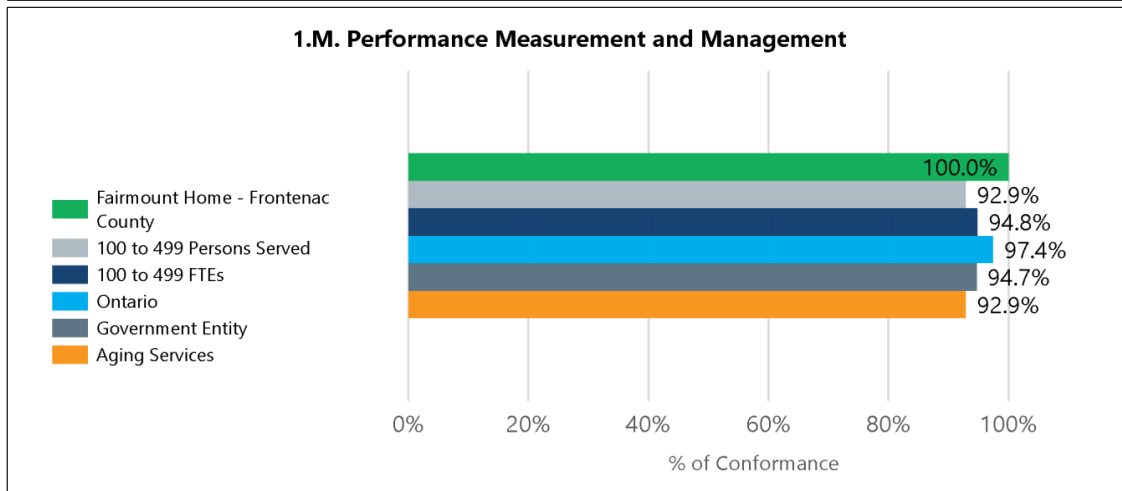
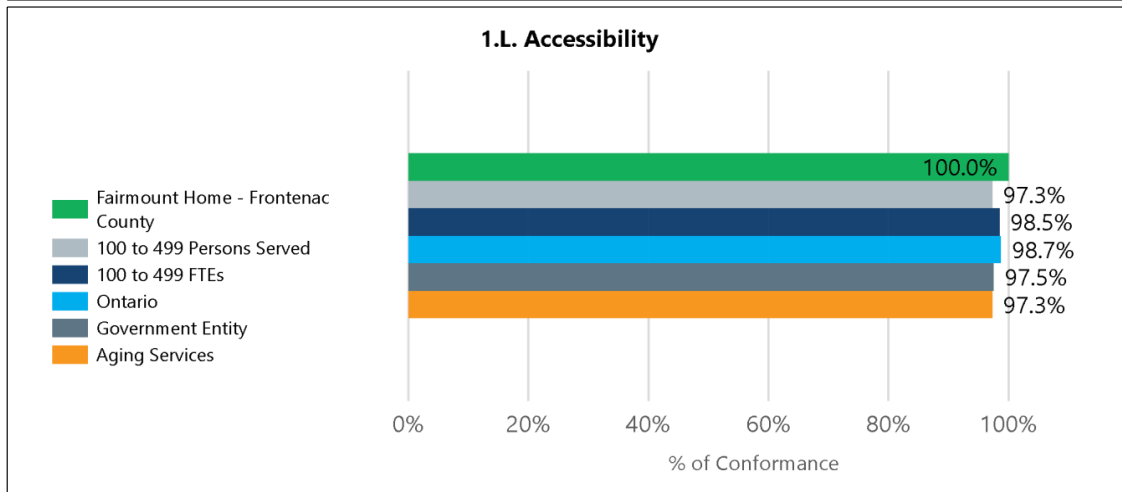
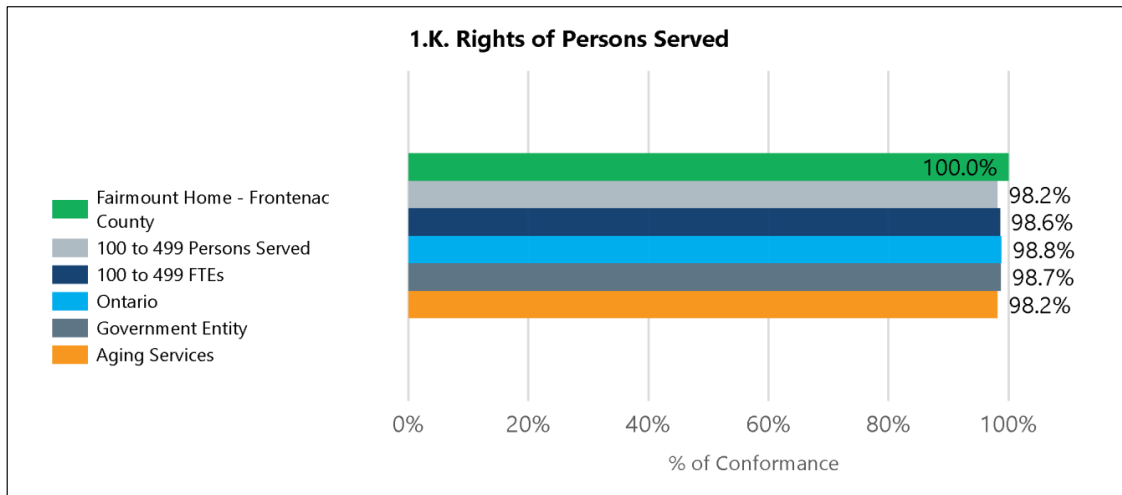


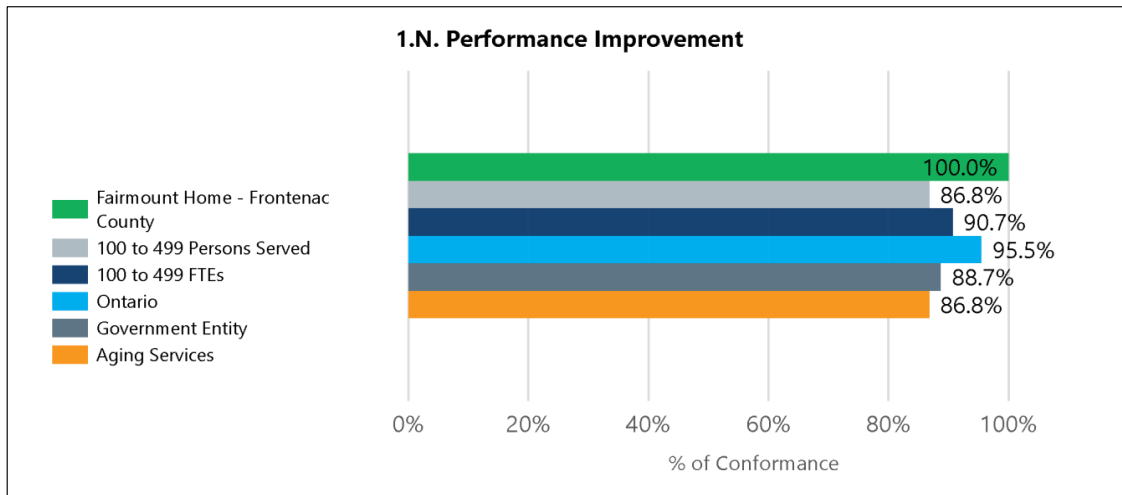
## Other Benchmarks



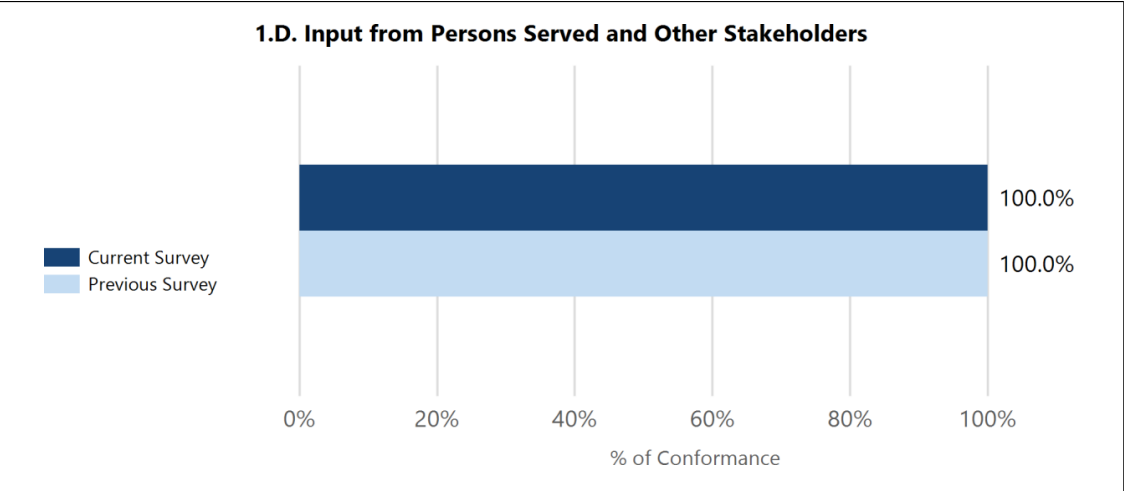
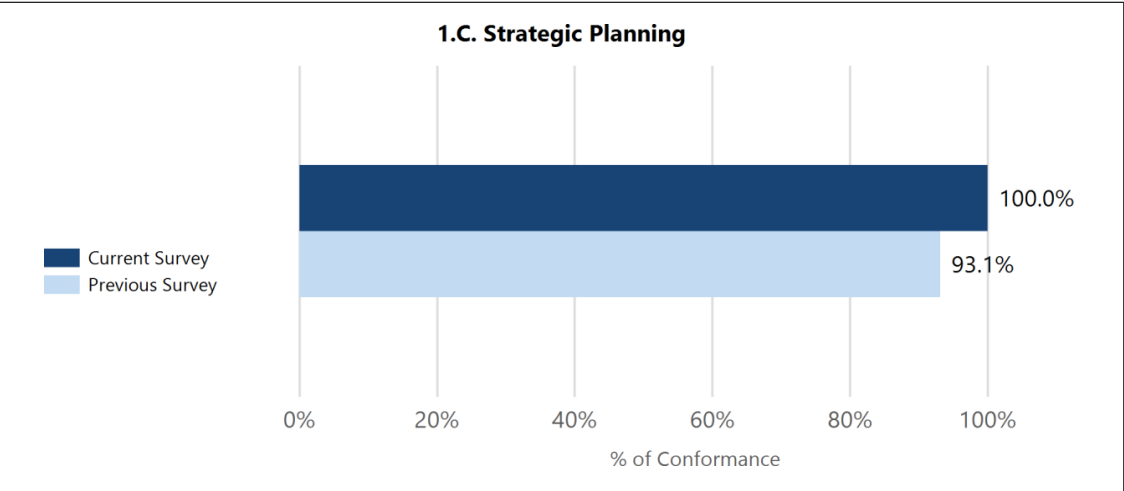
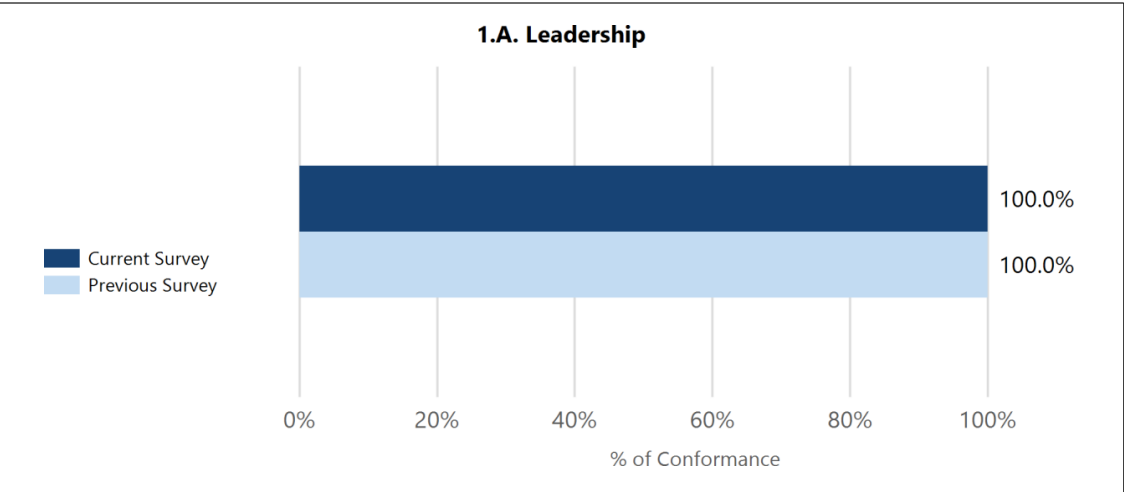


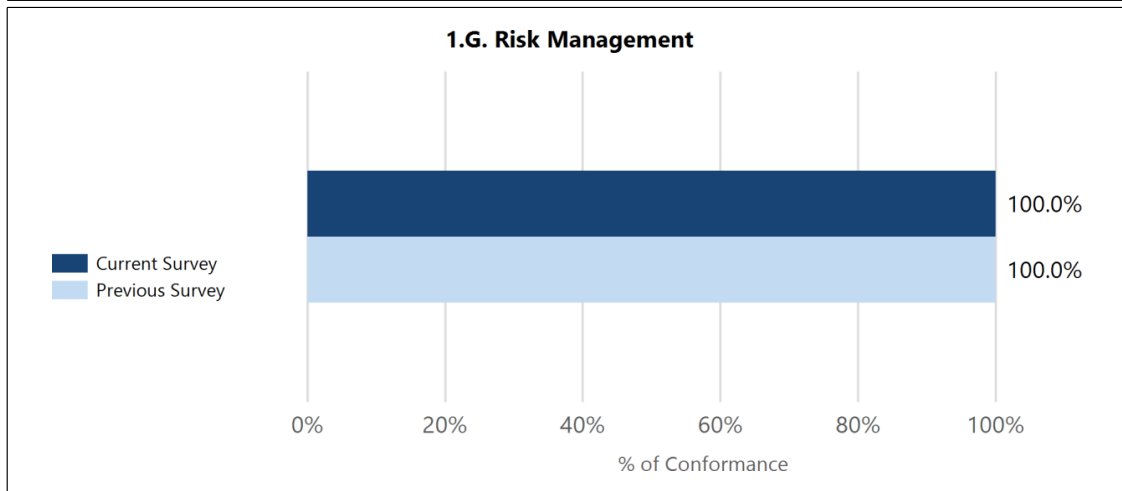
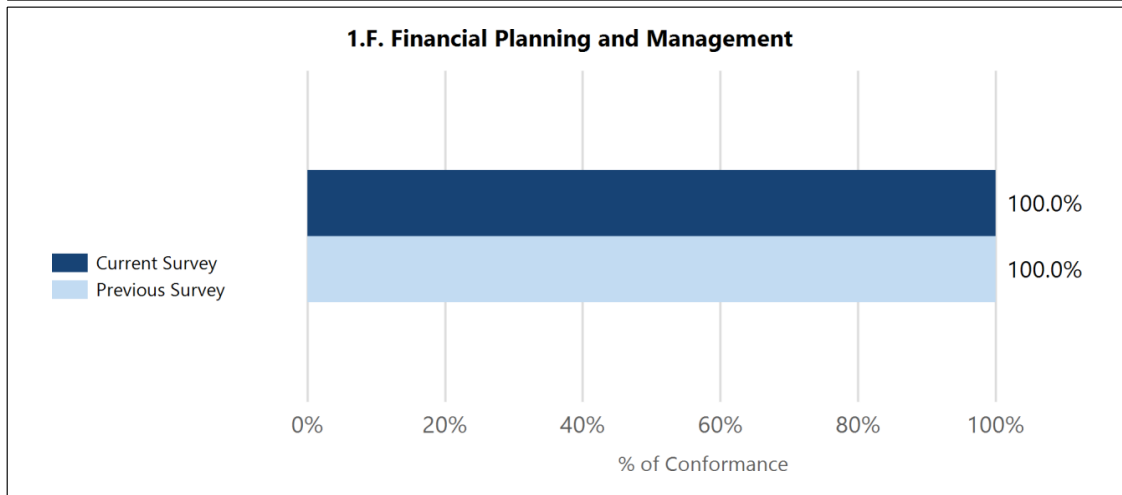
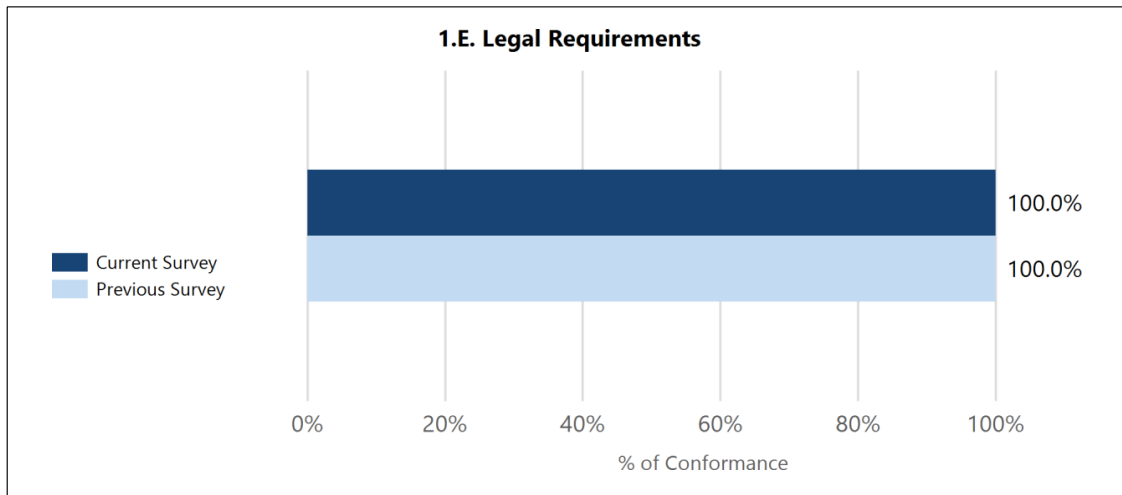


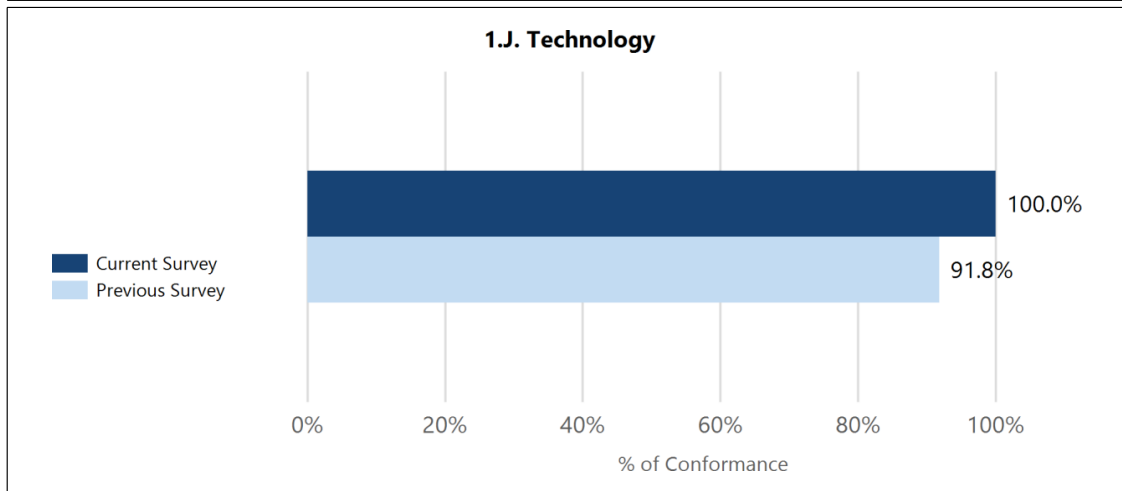
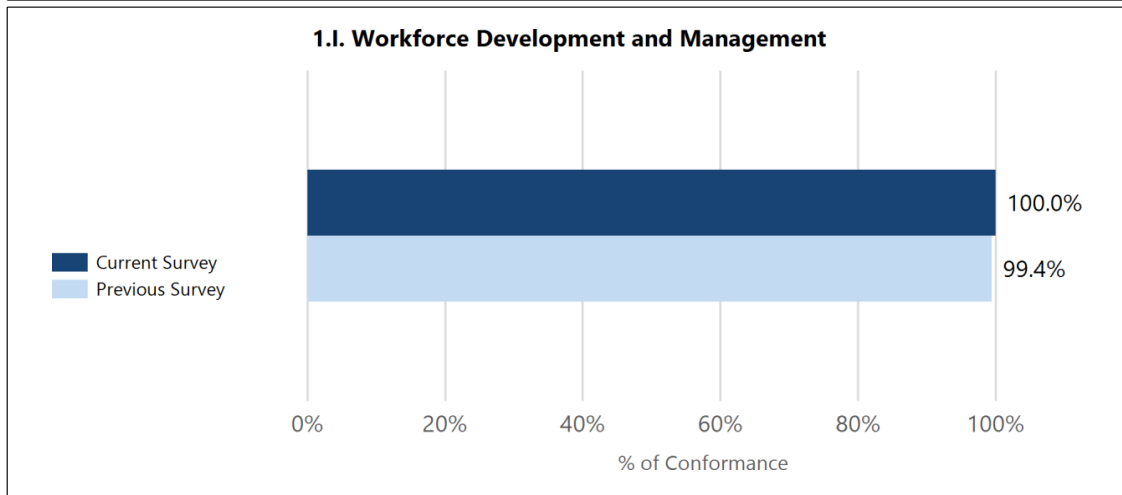
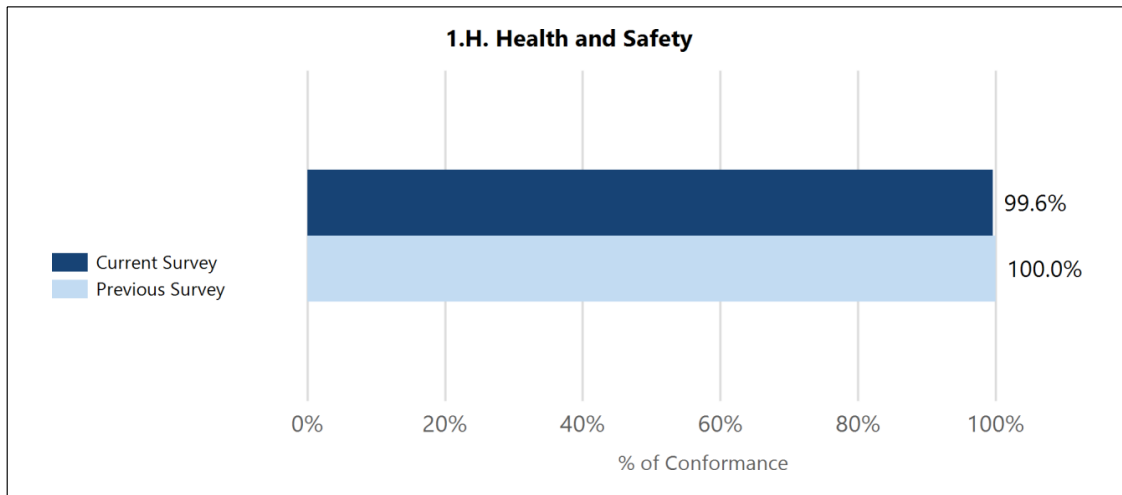


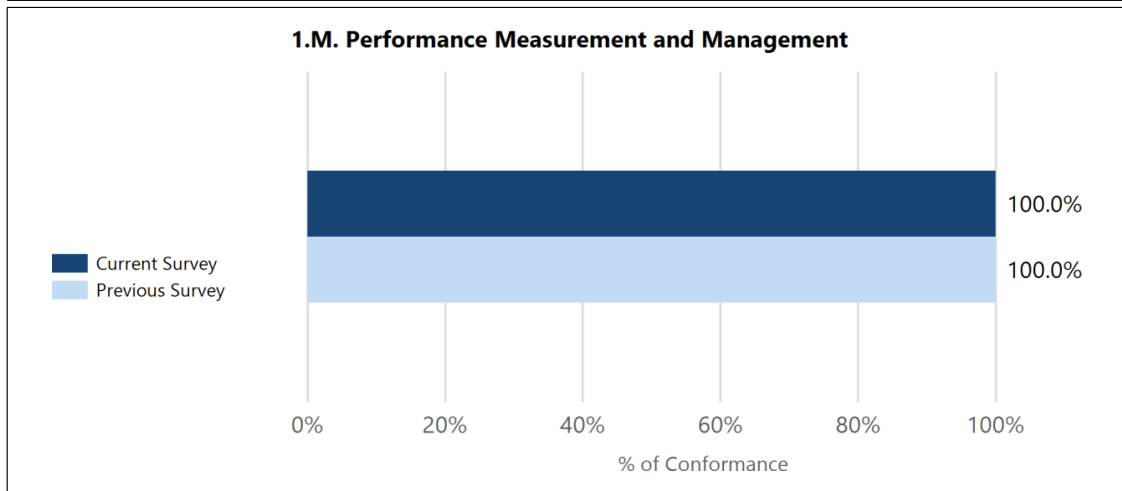
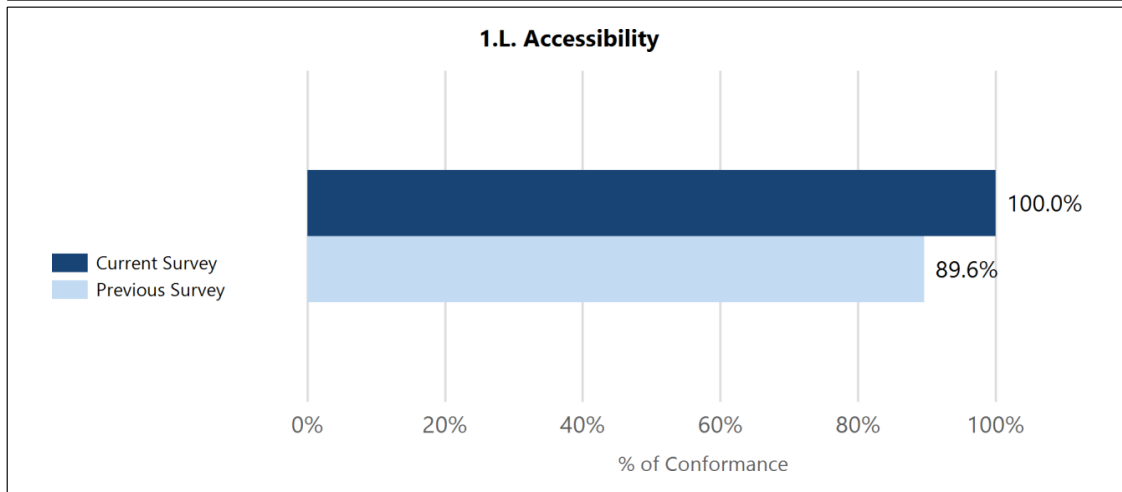
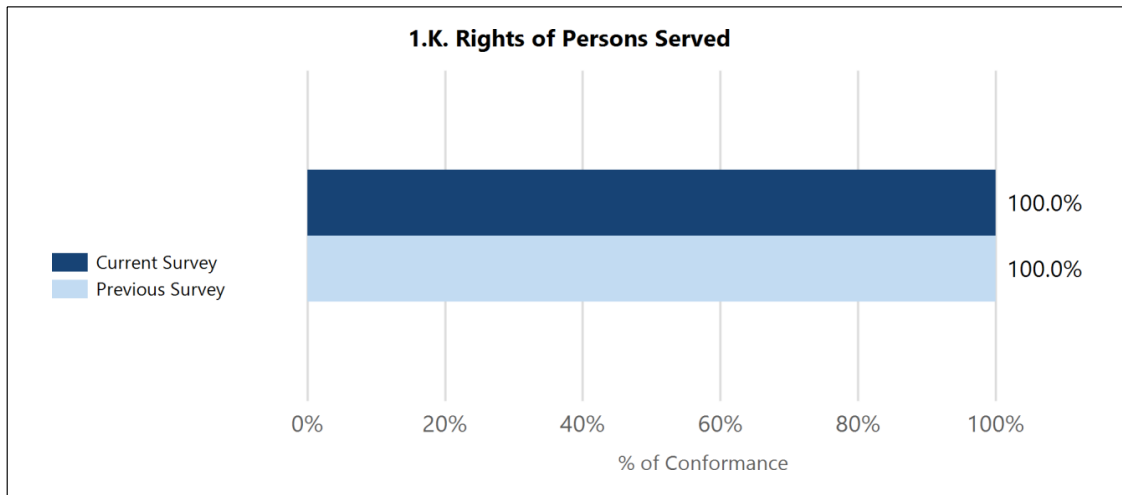


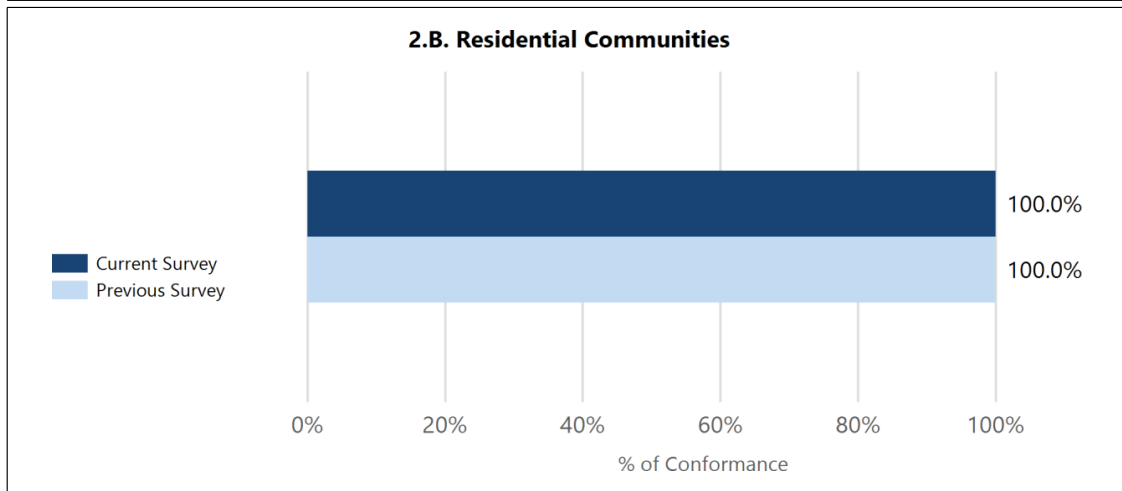
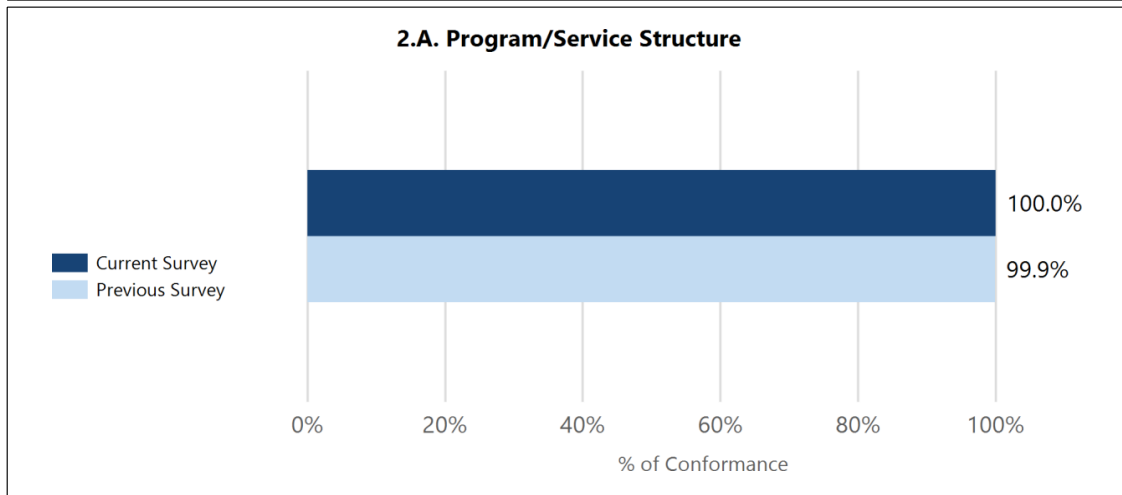
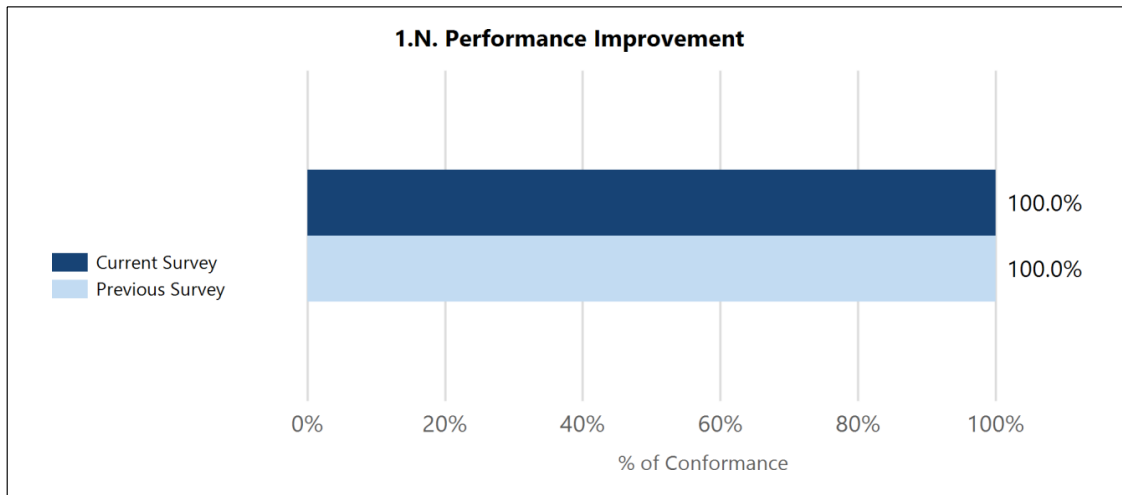
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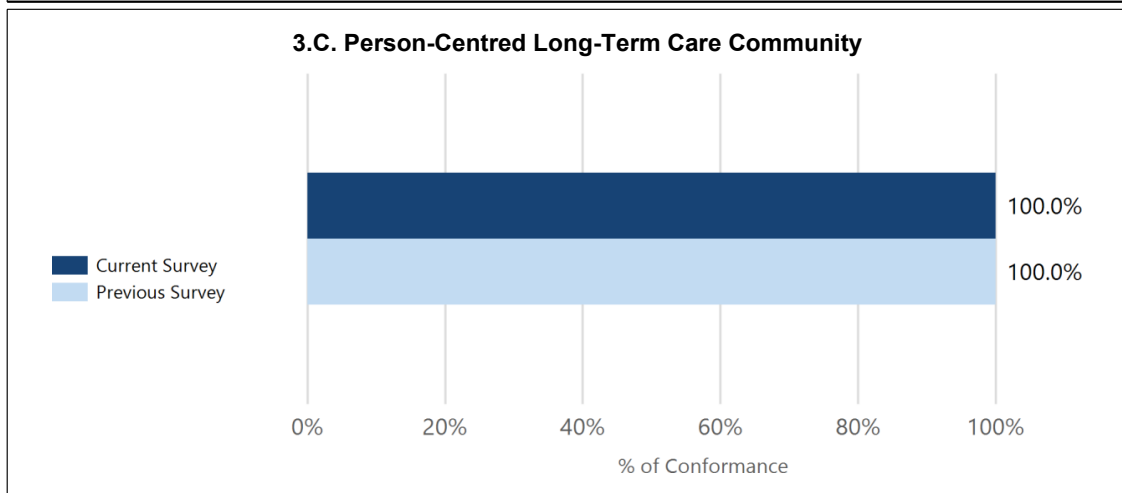
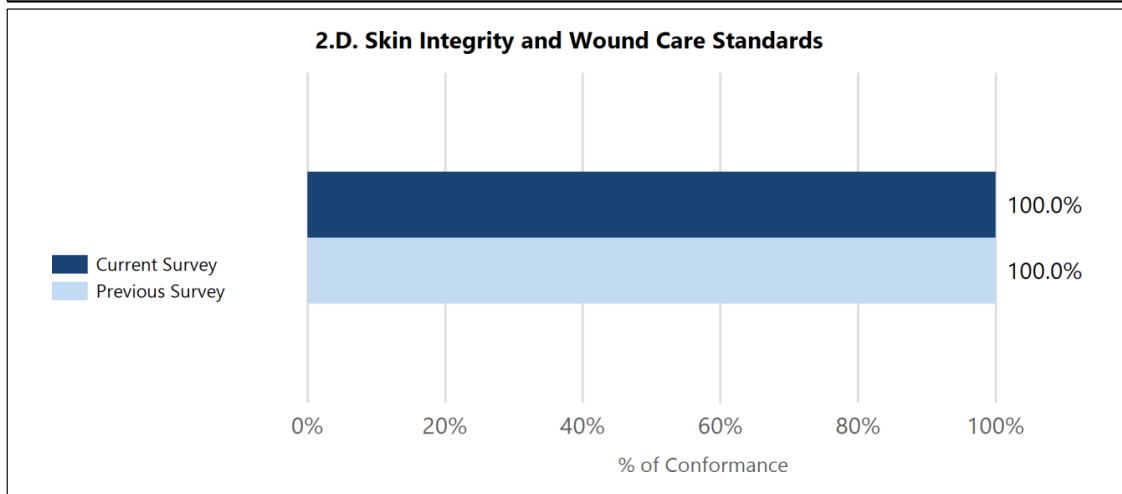
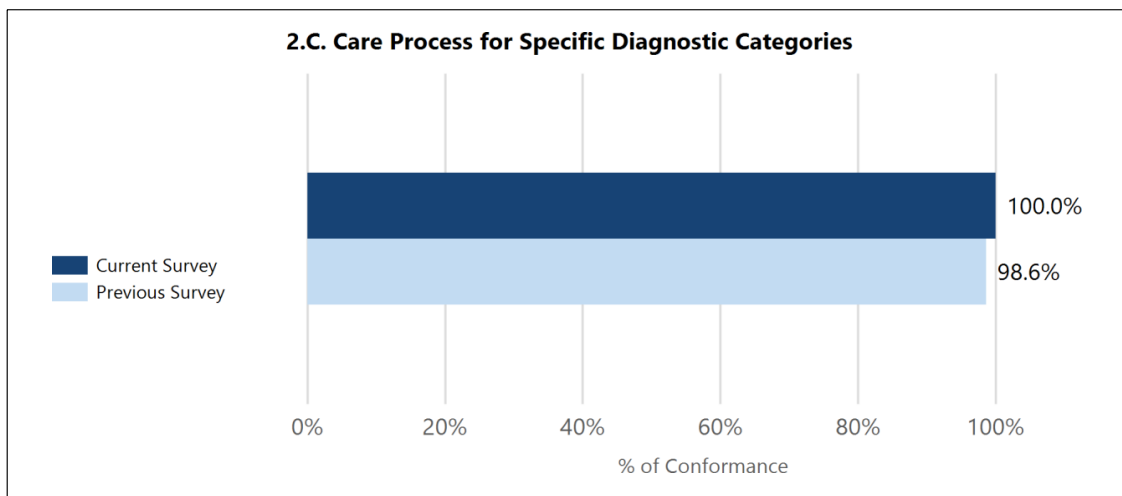














**FRONTENAC**



**Report 2025-103**

## **Council Information Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Susan Brant, Administrator Fairmount Home  
**Date of meeting:** December 17, 2025  
**Re:** **2025-103 - Fairmount Home - Q3 Quarterly Update Report**

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### **Recommendation**

This report is for information purposes only.

### **Background**

The following information is an update regarding the activities at Fairmount Home ("Fairmount") from July 1, 2025, to September 30, 2025, as well as significant updates in October 2025.

### **Comment**

#### **Ministry of Long-Term Care – Incidents**

During this period, there were fourteen critical incidents logged with the Ministry of Long-Term Care (MLTC), that were unrelated to a disease outbreak. Five critical incidents were related to alleged resident to resident abuse, five critical incidents were related to alleged staff to resident abuse, one critical incident was related to alleged visitor to resident abuse, and three critical incidents were related to resident falls with an injury.

Thank you to management and staff who were diligent in managing the incidents. The legislated reporting for these incidents were completed as required to MLTC and Kingston Police.

## Ministry of Long-Term Care – Inspections

During the third quarter, an in-person Proactive Compliance Inspection occurred from August 26 – September 9 and the following Inspection Protocols were completed:

- Skin and Wound Prevention and Management
- Resident Care and Support Services
- Medication Management
- Residents' and Family Councils
- Food, Nutrition and Hydration
- Infection Prevention and Control
- Safe and Secure Home
- Prevention of Abuse and Neglect
- Quality Improvement
- Staffing, Training and Care Standards
- Resident Rights' and Choices
- Pain Management

During the course of this inspection, the inspectors made relevant observations, reviewed records, and conducted interviews as applicable. There were two written notifications issued for safe storage of drugs. The first written notification was in relation to medicated creams that were stored in the resident's room but were required to be stored in a locked area. The medicated creams are now stored in the medication carts.

The second written notification was issued for controlled substances that are to be stored in a double-locked cupboard. At the time of inspection, the controlled substances were stored in a lockbox in a cupboard in the locked Assistant Directors of Care office. The controlled substances are now stored in the lockbox within a locked cupboard in the locked Assistant Directors of Care office.

A non-compliance was remedied during the inspection because the Inspectors noted the most current version of the home's zero tolerance for abuse and neglect of residents was not posted in the home. The current version was promptly posted.

In addition, several phone inspections occurred that closed five alleged resident to resident abuse critical incidents, five alleged staff to resident abuse critical incidents, one alleged visitor to resident critical incident and one critical incident related to a fall with an injury that are mentioned in the above incident section with no findings of non-compliance.

The public versions of the reports are posted at Fairmount Home for public review. The Ministries of Health and Long-Term Care publishes the [Reports on Long-Term Care Homes](#) on its website.

Thank you to management and staff who worked professionally and cooperatively with the Ministry Inspectors.

### **Outbreak**

During the third quarter, there was one outbreak declared by Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health as follows:

- A Rhinovirus outbreak occurred on one resident home area from September 23, 2025 – October 1, 2025, that impacted three (3) residents.

Thank you to management and staff who actively managed the outbreak. The legislated reporting was completed as required to the MLTC and South East Health Unit.

### **Public Health Inspection**

South East Health Unit conducted a routine inspection on September 10, 2025 in the main kitchen and serveries. Thank you to management and staff who work professionally and cooperatively with the Public Health Inspector. The [Food Establishment and Restaurant Reports](#) are posted on its website.

### **Strategic Priority Implications**

Not applicable

### **Financial Implications**

Not applicable

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

Fairmount Home Management Team



FRONTENAC



Report 2025-093

## Council Recommend Report

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Phil Piasetzki, Acting Treasurer  
**Date of meeting:** December 17, 2025  
**Re:** **2025-093 - Corporate Services - 2025 Canada Community-Building Fund Allocation**

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### Recommendation

**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2025 Canada Community-Building Fund Distribution By-law report;

**And Further That** the Clerk be directed to bring forward a by-law to authorize the distribution of the Canada Community-Building Fund allocation to the Townships for 2025.

### Background

In 2013, County Council identified that regular Federal Gas Tax funds received in a year should be distributed to the Townships. These funds are distributed annually on the basis of weighted assessment by by-law.

Prior to 2013, funds were distributed on a per project basis. Council gave direction to allocate \$70,000 to assist with the implementation of Community Improvement Plans within the County. Transfers to the Townships are claims-based and are summarized below:

| Township | Balance to Spend, End of | 2025 Transfers | Balance to Spend, End of |
|----------|--------------------------|----------------|--------------------------|
|----------|--------------------------|----------------|--------------------------|

|                                     | 2024        |     | 2025        |
|-------------------------------------|-------------|-----|-------------|
| North Frontenac<br>(Township-wide)  | \$0         | \$0 | \$0         |
| Central Frontenac<br>(Sharbot Lake) | \$0         | \$0 | \$0         |
| South Frontenac<br>(Harrowsmith)    | \$34,263.31 | \$0 | \$34,263.31 |
| Frontenac Islands<br>(Marysville)   | \$41,080.18 | \$0 | \$41,080.18 |

As of June 29, 2021, the Federal Gas Tax fund has been renamed the Canada Community-Building Fund (CCBF). The County is bound by the terms and conditions of the Federal Gas Tax Agreement with the Association of Municipalities of Ontario (AMO).

#### Comment

The County of Frontenac received \$959,414.93 in funding as its regular allocation from the Canada Community-Building Fund in 2025. Through the 2025 budget process, the Canada Community-Building Fund received in 2025, was to be distributed to the Townships by weighted assessment as follows:

| Township          | Weighted Assessment | Allocation          |
|-------------------|---------------------|---------------------|
| Frontenac Islands | 9.34%               | \$89,598.04         |
| South Frontenac   | 58.59%              | \$562,136.59        |
| Central Frontenac | 16.47%              | \$158,010.54        |
| North Frontenac   | 15.60%              | \$149,669.76        |
| <b>Total</b>      | <b>100.00%</b>      | <b>\$959,414.93</b> |

In addition, other Canada Community-Building Fund funds are forwarded to the Townships for Community Improvement Plans, Eco-tourism projects, and Smaller Scale

sustainability projects. As the total amounts of those distributions are not known until later in the year, the by-law must include those additional transfers. No additional transfers are included for 2025.

### **Strategic Priority Implications**

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

- Ensure efficient and responsible financial management of County resources

### **Financial Implications**

A transfer from the Canada Community-Building Fund Reserve to the Townships as identified in the by-law is required.

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

Township Treasurers



**FRONTENAC**



**Report 2025-095**

## **Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Phil Piasetzki, Acting Treasurer  
**Date of meeting:** December 17, 2025  
**Re:** **2025-095 - Corporate Services - 2025 Fairmount Home  
Accounts Receivables Write-Offs**

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### **Recommendation**

**Be It Resolved That** the Council of the County authorize the Treasurer to write off accounts totalling \$36,157.47.

### **Background**

The Ministry of Long-Term Care (MLTC) provides funding to long-term care homes and sets standard rates for resident accommodations. Residents are billed monthly for their share of the accommodation and any other miscellaneous expenditures that have occurred in that month. Overdue accounts are assessed regularly, and payment notices forwarded to residents and responsible family members. When amounts are overdue for a period exceeding three months, legal action is considered to recoup funds.

### **Comment**

There are five (5) accounts for which collection is deemed unlikely, particularly one of the five accounts that relate to deceased residents.

An increasing number of residents are being admitted in a state of higher acuity, where the home is having to rely on the Public Guardian and Trustee (PG&T) for payment. While some of these cases have resulted in ongoing payments being made, there are significant delays and uncertainties as to whether arrear amounts will be collected. In addition, some resident charges such as capacity assessments are not funded by PG&T and are only partially recoverable from the MLTC.

Despite collection being deemed unlikely for these accounts, collection efforts are ongoing. If funds for these accounts are collected in a subsequent year, they will be shown as a recovery in the year they are received.

### **Financial Implications**

At this time, the Treasurer is requesting Council's approval to write off those revenues deemed to be uncollectible in the total amount of \$36,157.47. The Ministry of Long-Term Care will reimburse 50% of the unpaid basic accommodation and third-party collection fees that do not exceed the total cumulative outstanding basic accommodation fees.

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

Nancy Malette, Accounts Receivable Clerk, County of Frontenac  
Susan Brant, Administrator, Fairmount Home



**FRONTENAC**



**Report 2025-096**

## **Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Phil Piasetzki, Acting Treasurer  
**Date of meeting:** December 17, 2025  
**Re:** **2025-096 – Corporate Services – 2026 Tax Ratios and Tax Rate Reductions**

---

### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services –2026 Tax Ratios and Tax Rate Reductions report;

**And Further That** Council consider a by-law, introduced later in the meeting, to confirm the 2026 tax ratios and tax rate.

### **Background**

The *Municipal Act*, subsection 308 (2) requires the County to establish tax ratios. Tax ratios are defined in subsection 308 (3) as “the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1.”

The County is required under section 308 (5) of the *Act* to pass a by-law on or before April 30<sup>th</sup> each year to establish tax ratios for that year for the upper-tier municipality and its lower tiers.

On September 25, 2024, the Ministry of Finance filed Ontario Regulation 370/24 to amend Ontario Regulation 282/92 establishing a new property class called the Aggregate Extraction property class. Impacted property owners will receive an updated Property Assessment Notice from MPAC as part of year-end notice mailing for the 2025 tax year. Properties within the Aggregate Extraction property class previously belonged to the Industrial property class. Per O.Reg 509/24, the allowable range for municipal tax

ratios for the property class is 0.6 to 1.1. Staff are recommending keeping these properties at the ratio of 1.0, at the same rate as the Industrial property class.

Vacant commercial property is assessed at 70% of the commercial rate and vacant industrial property is taxed at 65% of the industrial as prescribed in the *Act*.

The tax ratio for the farm property class prescribed under the *Assessment Act* is 0.25 or such lower tax ratio as the upper-tier municipality or single-tier municipality may establish.

The tax ratio for the managed forests property class prescribed under the *Assessment Act* is 0.25.

### Comment

It is necessary to review the tax ratio by-law each year prior to the presentation of a new budget. It was agreed in 1998 during amalgamation that all assessment classes should be taxed equally, excluding those for which special consideration must be given according to legislation.

No changes are proposed to tax ratios and tax rate reductions for 2026. The current tax ratios and tax rate reductions can be found below:

| Assessment Class               | Tax Ratio |
|--------------------------------|-----------|
| Residential & Farm Residential | 1.0000    |
| Multi-Residential              | 1.0000    |
| New Multi-Residential          | 1.0000    |
| Commercial Occupied            | 1.0000    |
| Industrial Occupied            | 1.0000    |
| Landfills                      | 1.0000    |
| Aggregate Extraction           | 1.0000    |
| Pipeline                       | 0.7000    |
| Farmland                       | 0.2500    |
| Managed Forests                | 0.2500    |

| Subclasses                                                                               | Tax Rate Reduction |
|------------------------------------------------------------------------------------------|--------------------|
| Vacant Land, Vacant Units and Excess Land<br>In the Commercial Property Class            | 30%                |
| Vacant Land, Vacant Units and Excess Land<br>Subclasses in the Industrial Property Class | 35%                |
| First Subclass of Farmland<br>Awaiting Development for all Property Classes              | 65%                |
| Second Subclass of Farmland Awaiting<br>Development for all Property Classes             | 30%                |
| First Subclass Small-Scale On-Farm<br>Business<br>In the Commercial Property Class       | 75%                |
| First Subclass Small-Scale On-Farm<br>Business<br>In the Industrial Property Class       | 75%                |
| Second Subclass Small-Scale On-Farm<br>Business<br>In the Commercial Property Class      | 75%                |
| Second Subclass Small-Scale On-Farm<br>Business<br>In the Industrial Property Class      | 75%                |

### Strategic Priority Implications

#### Priority 4: Maximize Administrative Leadership within the County Administration

- Ensure efficient and responsible financial management of County resources.

### **Financial Implications**

There are no financial implications associated with this report.

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

Township of North Frontenac  
Township of South Frontenac  
Township of Central Frontenac  
Township of Frontenac Islands



**FRONTENAC**



**Report 2025-097**

## **Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Phil Piasetzki, Acting Treasurer  
**Date of meeting:** December 17, 2025  
**Re:** **Corporate Services - 2026 Tax Rate**

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### **Recommendation**

**Resolved That** the Council of the County of Frontenac accept the Corporate Services - 2026 Tax Rate report;

**And Further That** Council consider a by-law, introduced later in the meeting, to establish the 2026 tax rates.

### **Background**

The Budget Policy adopted in October 2022, indicates that County Council will pass the budget prior to year-end in non-election years. To assist Townships with planning for their levy and budgets, staff will make best efforts to pass budgets following an election year as soon as practicable.

The Municipal Property Assessment Corporation (MPAC) distributed the 2026 roll for the 2026 tax year in November.

### **Comment**

There continue to be postponements of the provincewide property assessment, with no commitment in place when the next assessment will occur. Property assessments continue to be based on data from the reassessments in 2016, fully phased-in as of 2020 for the 2026 tax year.

- In response to the COVID-19 pandemic, MPAC delayed their property reassessment in 2020 which was scheduled to be used for property valuations in the 2021 tax year.
- As part of the 2021 Ontario Economic Outlook and Fiscal Review: Build Ontario, the Provincial government announced the continued postponement of the province-wide assessment update for the 2022 and 2023 tax years.
- On August 16, 2023, the Ontario government filed a regulation to amend the Assessment Act, extending the postponement of a province-wide reassessment through the end of the 2021-2024 assessment cycle.
- As part of the 2024 Ontario Economic Outlook and Fiscal Review, the Provincial government reaffirmed that it continues to review the property assessment and taxations system, and that “provincewide property tax reassessments will continue to be deferred until this work is complete”.

Weighted taxable assessment in the County has increased by 1.07% for the 2026 tax year. Since no reassessment has occurred since 2020, existing properties were held at 2020 valuations and any increase in assessment for the 2026 tax year is related to growth within the County during 2025.

#### **2016 Current Value Assessment (CVA) for 2026 tax year**

| <b>Tax Class</b>               | <b>Current Value Assessment<br/>for 2026 tax year (\$)</b> | <b>% change</b> |
|--------------------------------|------------------------------------------------------------|-----------------|
| Residential & Farm Residential | 6,039,214,834                                              | 1.067%          |
| Multi-Residential              | 4,895,000                                                  | 0.000%          |
| Commercial Occupied            | 60,389,516                                                 | 2.674%          |
| Commercial Vacant              | 1,417,500                                                  | -0.491%         |
| Parking Lot                    | 43,000                                                     | 0.000%          |
| Industrial Occupied            | 18,112,900                                                 | 0.000%          |
| Industrial Vacant              | 721,700                                                    | 0.000%          |
| Aggregate Extraction           | 3,720,500                                                  | 15.268%         |
| Farmland                       | 199,039,100                                                | -1.899%         |
| Managed Forests                | 41,194,300                                                 | 4.479%          |
| Payments in Lieu (PIL)         | 20,496,463                                                 | 0.179%          |
| Exempt                         | 168,905,391                                                | 2.327%          |
| <b>TOTAL</b>                   | <b>\$6,558,150,204</b>                                     | <b>1.042%</b>   |

The County relies heavily on its residential ratepayers to fund the levy. 94.83% of current value assessment and 97.60% of weighted taxable assessment is residential.

The following table shows the shift in each Township's share of the overall weighted assessment in the County:

| Share of Taxable Assessment |        |        |
|-----------------------------|--------|--------|
|                             | 2026   | 2025   |
| Frontenac Islands           | 9.36%  | 9.34%  |
| South Frontenac             | 58.58% | 58.59% |
| Central Frontenac           | 16.48% | 16.47% |
| North Frontenac             | 15.58% | 15.60% |

### Budget Levy Increase

County Council adopted the 2026 budget at the November Council meeting with an increase of 4.86% from the 2025 levy, representing an increase of \$657,716.

As indicated above, growth accounted for a 1.07% increase in weighted assessment, which represents \$151,308 in dollars of new assessment.

The levy increase, net of growth, represents a 3.75% increase in 2026.

**County Tax Rate:** Each ratepayer in the County pays the same County rate within the same tax class. For example, a residential property holder in North Frontenac with a property valued at \$250,000 will pay the same amount as a residential property holder in South Frontenac valued at \$250,000 on their property tax bill for the County portion of the levy.

The tax rate calculations are shown in Schedules A-C. The residential tax rate is 0.00229301, which will result in an additional \$8.30 per \$100,000 of residential assessment.

- **Schedule A** provides the tax rate by classification and by Township.
- **Schedule B** provides the Payments in Lieu for 2026.
- **Schedule C** provides the weighted assessment and tax rate calculation.

### Strategic Priority Implications

#### Priority 4: Maximize Administrative Leadership within the County Administration

- Ensure efficient and responsible financial management of County resources.

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

Municipal

Property

Assessment

Corporation

(MPAC)

Schedule A  
County of Frontenac  
2026 summary of taxes raised by the County of Frontenac

| Schedule A: 2026 summary of taxes raised by County of Frontenac - Tax rates set out below |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
|                                                                                           | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
| Assessment Class                                                                          | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                            | 544,086,823       | 0.00229301 | 1,247,597      | 3,543,915,909   | 0.00229301 | 8,126,241      | 997,099,668       | 0.00229301 | 2,286,361      | 954,112,434     | 0.00229301 | 2,187,791      |
| Multi-residential                                                                         | 0                 | 0.00229301 | 0              | 4,045,000       | 0.00229301 | 9,275          | 850,000           | 0.00229301 | 1,949          | 0               | 0.00229301 | 0              |
| Commercial Occupied                                                                       | 5,492,377         | 0.00229301 | 12,594         | 38,081,673      | 0.00229301 | 87,322         | 11,236,800        | 0.00229301 | 25,766         | 5,532,466       | 0.00229301 | 12,686         |
| Commercial Vacant                                                                         | 0                 | 0.00160511 | 0              | 966,100         | 0.00160511 | 1,551          | 348,300           | 0.00160511 | 559            | 103,100         | 0.00160511 | 165            |
| Commercial New Construction                                                               | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Commercial Excess New Construction                                                        | 0                 | 0.00160511 | 0              | 0               | 0.00160511 | 0              | 0                 | 0.00160511 | 0              | 0               | 0.00160511 | 0              |
| Commercial Small Scale On Farm Business                                                   | 0                 | 0.00057325 | 0              | 11,600          | 0.00057325 | 7              | 0                 | 0.00057325 | 0              | 34,600          | 0.00057325 | 20             |
| Parking Lot                                                                               | 0                 | 0.00229301 | 0              | 43,000          | 0.00229301 | 99             | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Industrial Occupied                                                                       | 13,097,000        | 0.00229301 | 30,032         | 3,965,300       | 0.00229301 | 9,092          | 325,400           | 0.00229301 | 746            | 566,700         | 0.00229301 | 1,299          |
| Industrial Vacant                                                                         | 296,700           | 0.00149046 | 442            | 329,000         | 0.00149046 | 490            | 64,500            | 0.00149046 | 96             | 31,500          | 0.00149046 | 47             |
| Industrial New Construction                                                               | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Industrial Small Scale On Farm Business                                                   | 0                 | 0.00057325 | 0              | 100,000         | 0.00057325 | 57             | 0                 | 0.00057325 | 0              | 58,500          | 0.00057325 | 34             |
| Aggregate Extraction                                                                      | 366,000           | 0.00229301 | 839            | 1,132,400       | 0.00229301 | 2,597          | 1,603,300         | 0.00229301 | 3,676          | 618,800         | 0.00229301 | 1,419          |
| Farmland                                                                                  | 62,702,300        | 0.00057325 | 35,944         | 114,946,600     | 0.00057325 | 65,893         | 17,988,100        | 0.00057325 | 10,312         | 3,402,100       | 0.00057325 | 1,950          |
| Managed Forests                                                                           | 924,900           | 0.00057325 | 530            | 16,034,400      | 0.00057325 | 9,192          | 16,429,500        | 0.00057325 | 9,418          | 7,805,500       | 0.00057325 | 4,475          |
| Totals                                                                                    | 626,966,100       |            | 1,327,979      | 3,723,570,982   |            | 8,311,816      | 1,045,945,568     |            | 2,338,884      | 972,265,700     |            | 2,209,886      |

Summary of taxes raised for County purposes by each municipality

| Municipality                  | Amount of levy |            |          |         |
|-------------------------------|----------------|------------|----------|---------|
|                               | 2026           | 2025       | % Change | % share |
| Township of Frontenac Islands | 1,327,979      | 1,263,622  | 5.09%    | 9.36%   |
| Township of South Frontenac   | 8,311,816      | 7,927,941  | 4.84%    | 58.58%  |
| Township of Central Frontenac | 2,338,884      | 2,228,459  | 4.96%    | 16.48%  |
| Township of North Frontenac   | 2,209,886      | 2,110,827  | 4.69%    | 15.58%  |
| Total Levy                    | 14,188,565     | 13,530,849 | 4.86%    | 100.00% |

Schedule B  
County of Frontenac  
2026 summary of taxes raised by payments-in-lieu to the County of Frontenac

| 2026 summary of taxes raised by payments-in-lieu to County of Frontenac - Tax rates set out below |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|---------------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                                  | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                                   | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                                    | 478,700           | 0.00229301 | 1,098          | 2,712,163       | 0.00229301 | 6,219          | 2,700,800         | 0.00229301 | 6,193          | 3,978,000       | 0.00229301 | 9,122          |
| Multi-residential                                                                                 | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Commercial Occupied                                                                               | 597,900           | 0.00229301 | 1,371          | 4,769,800       | 0.00229301 | 10,937         | 2,541,600         | 0.00229301 | 5,828          | 2,531,100       | 0.00229301 | 5,804          |
| Commercial Vacant                                                                                 | 0                 | 0.00160511 | 0              |                 | 0.00160511 | 0              |                   | 0.00160511 | 0              | 38,300          | 0.00160511 | 61             |
| Parking Lot                                                                                       | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Landfill                                                                                          | 0                 | 0.00229301 | 0              | 117,500         | 0.00229301 | 269            | 7,400             | 0.00229301 | 17             | 23,200          | 0.00229301 | 53             |
| Industrial Occupied                                                                               | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Industrial Vacant                                                                                 | 0                 | 0.00149046 | 0              |                 | 0.00149046 | 0              |                   | 0.00149046 | 0              |                 | 0.00149046 | 0              |
| Farmland                                                                                          | 0                 | 0.00057325 | 0              |                 | 0.00057325 | 0              |                   | 0.00057325 | 0              |                 | 0.00057325 | 0              |
| Managed Forests                                                                                   | 0                 | 0.00057325 | 0              |                 | 0.00057325 | 0              |                   | 0.00057325 | 0              | 0               | 0.00057325 | 0              |
| Totals                                                                                            | 1,076,600         |            | 2,469          | 7,599,463       |            | 17,426         | 5,249,800         |            | 12,038         | 6,570,600       |            | 15,040         |

Summary of payments-in-lieu raised for County purposes by each municipality

| Municipality                  | Amount of levy |        |        |
|-------------------------------|----------------|--------|--------|
|                               | 2026           | 2025   | Change |
| Township of Frontenac Islands | 2,469          | 2,304  | 7.14%  |
| Township of South Frontenac   | 17,426         | 16,795 | 3.75%  |
| Township of Central Frontenac | 12,038         | 11,602 | 3.75%  |
| Township of North Frontenac   | 15,040         | 14,490 | 3.80%  |
| Total Levy                    | 46,972         | 45,192 | 3.94%  |

**Schedule C**  
**County of Frontenac**  
**County of Frontenac Tax Rate Calculation**

| <b>Assessment Class</b>                 | <b>Current Value Assessment</b> | <b>Tax Ratio</b> | <b>Weighted Assessment</b> |
|-----------------------------------------|---------------------------------|------------------|----------------------------|
| Residential & Farm Residential          | 6,039,214,834                   | 1.0000           | 6,039,214,834              |
| Multi-residential                       | 4,895,000                       | 1.0000           | 4,895,000                  |
| Commercial Occupied                     | 60,343,316                      | 1.0000           | 60,343,316                 |
| Commercial Vacant                       | 1,417,500                       | 0.7000           | 992,250                    |
| Commercial New Construction             | -                               | 1.0000           | 0                          |
| Commercial Excess New Construction      | -                               | 0.7000           | 0                          |
| Commercial Small Scale on Farm Business | 46,200                          | 0.2500           | 11,550                     |
| Parking Lot                             | 43,000                          | 1.0000           | 43,000                     |
| Industrial Occupied                     | 17,954,400                      | 1.0000           | 17,954,400                 |
| Industrial Vacant                       | 721,700                         | 0.6500           | 469,105                    |
| Industrial New Construction             | -                               | 1.0000           | 0                          |
| Industrial Small Scale On Farm Business | 158,500                         | 0.2500           | 39,625                     |
| Aggregate Extraction                    | 3,720,500                       | 1.0000           | 3,720,500                  |
| Farmland                                | 199,039,100                     | 0.2500           | 49,759,775                 |
| Managed Forests                         | 41,194,300                      | 0.2500           | 10,298,575                 |
| <b>Totals</b>                           | <b>6,368,748,350</b>            |                  | <b>6,187,741,930</b>       |

|                                             |                     |
|---------------------------------------------|---------------------|
| County of Frontenac Levy for 2026 is        | 13,972,071          |
| Dedicated levy for capital asset management | 216,494             |
| Total levy                                  | 14,188,565          |
| The Tax Rate Required is                    | <b>0.0022930118</b> |

**Tax Rates**

|                                         |            |
|-----------------------------------------|------------|
| Residential & Farm Residential          | 0.00229301 |
| Multi-residential                       | 0.00229301 |
| Commercial Occupied                     | 0.00229301 |
| Commercial Vacant                       | 0.00160511 |
| Commercial New Construction             | 0.00229301 |
| Commercial Excess New Construction      | 0.00160511 |
| Commercial Small Scale On Farm Business | 0.00057325 |
| Parking Lot                             | 0.00229301 |
| Industrial Occupied                     | 0.00229301 |
| Industrial Vacant                       | 0.00149046 |
| Industrial New Construction             | 0.00229301 |
| Industrial Small Scale On Farm Business | 0.00057325 |
| Aggregate Extraction                    | 0.00229301 |
| Farmland                                | 0.00057325 |
| Managed Forests                         | 0.00057325 |



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**Report 2025-099**

## **Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Marc Goudie, Chief of Paramedics  
**Date of meeting:** December 17, 2025  
**Re:** **2025-099 Emergency and Transportation Services –  
Neighbours saving Neighbours**

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### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac receive the Emergency and Transportation Services – Neighbours Saving Neighbours report further to the last update in September 2024.

**And Further That** the Council of the County of Frontenac support continuing the Neighbours Saving Neighbours program through to December 2026 in order to maintain current program delivery.

**And Further That** the Council of the County of Frontenac authorizes the estimated cost of maintaining the program of \$1,000 to be absorbed into current operating budget.

### **Background**

In April 2022, County Council authorized Frontenac Paramedics to participate in the Neighbours Saving Neighbours Feasibility Study. This program targets rural communities with longer than average response times for Paramedics. Neighbours Saving Neighbours engages citizen volunteers who are trained in CPR and equipped with automated external defibrillators (AEDs) who are then dispatched to calls for cardiac arrests in their communities. The intention is to provide early CPR and defibrillation. Both of which contribute to higher chances of survival for out of hospital cardiac arrests.

## Comment

The grant funding for this research project ended in June 2024. The program has continued in a “maintenance” phase with the ongoing support of County Council until the end of 2025. Currently the program has 82 active members with 54 in South Frontenac, 16 in Central Frontenac, 2 in North Frontenac, and 10 on Wolfe Island.

Dr. Brooks and his team continue their work on securing funding opportunities to support the Neighbours Saving Neighbours program. Below is an update on current grants and funding opportunities to support Neighbours Saving Neighbours provided by Dr. Brooks.

### Major grant applications

#### Canadian Institute of Health Research (CIHR) Project Grant

We have submitted a CIHR Project Grant application requesting **\$2.4 million over three years** to support the scientific evaluation and expansion of Neighbours Saving Neighbours across Frontenac, the local CACC and partnering regions. A funding decision is expected on **January 15, 2026**.

#### Heart and Stroke Foundation of Canada Cardiac Arrest Teams Grant

We are preparing a separate application to the Heart and Stroke Foundation of Canada for up to **\$1.66 million over five years** focused on implementation science, optimization, and scalability of the model across Canada. The application is due in **March 2026** with decisions anticipated in **June 2026**.

Importantly, these two applications are deliberately designed to be complementary rather than duplicative. CIHR focuses on whether the model works, while Heart and Stroke focuses on how to scale it, sustain it, and embed it across diverse Canadian communities. There is therefore a real possibility that both grants could be funded.

### Demonstrated community and industry support

Although we are in a maintenance period operationally, the level of external support for Neighbours Saving Neighbours continues to grow:

#### Trumbull Defibrillator Fund

The Gary and Carol Trumbull Fund has provided **\$200,000** through an estate gift to support purchase and sustainment of AEDs in Frontenac. This funding is currently supporting AED supplies, battery and pad replacement, and future device replacement for volunteer responders.

#### YGK Champions

We were successful in securing **approximately \$55,000** through YGK Champions (a KHSC hospital foundation initiative) to support continued licensing of the GoodSAM responder dispatch platform used by the Kingston Central Ambulance Communication Centre. A local donor has committed funds to be released in **April 2026** to support ongoing operation of the system.

### **ZOLL Medical**

We have received conditional confirmation from ZOLL Medical to provide approximately **\$1.2 million of in kind AED equipment** for Neighbours Saving Neighbours should the CIHR funding be successful.

### **Team strength and provincial engagement**

These funding applications represent work by a national collaboration of more than **40 researchers, clinicians, paramedic leaders, dispatch experts, policy partners, and community members**. This includes participation and support from regional paramedic services, academic institutions, emergency medicine leaders, and provincial health system stakeholders.

We also have engagement from the Ontario Ministry of Health, including **Susan Picarello, Assistant Deputy Minister**, Emergency Health Services Division, who is supporting broader policy alignment with provincial priorities.

In addition to academic and system partners, current community responders and individuals with lived experience are named contributors on our grants and are actively participating in shaping the future direction of the program.

### **Rationale for sustaining the program through the funding gap**

While we await funding outcomes, continued support from the County to maintain Neighbours Saving Neighbours is strategically important. Frontenac remains one of the flagship sites nationally for this model and serves as the proof-of-concept community for funders and partners across Canada.

Sustaining the program ensures:

- Continued protection of current volunteer responders and community investments
- Preservation of a mature operational platform for research and scale up
- Continued goodwill and trust among volunteers and community donors
- A stable foundation for rapid expansion if funding is awarded

Thanks to Dr. Brooks for providing this update.

It is recommended that Council approve supporting the Neighbours Saving Neighbours to the end of 2026. Further updates will be provided to Council.

### **Financial Implications**

Keeping the Neighbours Saving Neighbours program in a maintenance phase until the end of 2026 would be absorbed into the current operational budget and would not

exceed \$1,000. Council will be kept informed of grant funding received to support this program further.

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

Dr. Steven Brooks, Department of Emergency Medicine, Queen's University  
Jason Kervin, Community Paramedicine/Education Coordinator, Frontenac Paramedics

# **Healthcare, Implementation Plan Update EOPRA Update**

**December 2025**



**FRONTENAC**



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# **Healthcare, Implementation Plan Update**

## **Clinic Structure**

## **Frontenac Islands**

## **Recruitment and Retention**

## **Community Working Group**

## **Support Services**

## **Productivity**

## **Communications**



# FRONTENAC

# Eastern Ontario Physician Recruitment Alliance [EOPRA]

## National and International Recruitment

## Share costs, generate leads

# Recruiting events in 2025

# Customer Relationship Management (CRM)



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## **Eastern Ontario Physician Recruitment Alliance [EOPRA] cont.**

### **14 members in 2025**

- 10 municipalities
- 8 serve a population less than 50,000
- 9 members have full time recruiters
- 4 members have part time recruiters
- 5 members have a community incentive program/5 have a community and provincial incentive



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**Report 2025-101**

### **Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Debbi Miller, Community Development Officer  
**Date of meeting:** December 17, 2025  
**Re:** **2025-101 – Planning and Economic Development - Eastern Ontario Physician Recruitment Alliance (EOPRA) Update**

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#### **Recommendation**

**Be It Resolved That** the Council of the County of Frontenac authorize staff to enter into partnership agreements with the Eastern Ontario Physician Recruitment Alliance (EOPRA) for 2026 and 2027

**And Further That** \$3,500 be authorized from the Strategic Project Reserve in 2026 and in 2027 to participate in the Eastern Ontario Physician Recruitment Alliance.

#### **Background**

In September 2024, Council approved the Eastern Ontario Physician Recruitment Alliance (EOPRA) membership for the remainder of 2024 and for all of 2025. [Report 2024-083](#)

#### **Comment**

[Eastern Ontario Physician Recruitment Alliance \(EOPRA\)](#) is a membership driven organization with the primary objective being to create awareness of practice opportunities in Eastern Ontario and to create a lead platform to share resources and marketing collaboration and enhance data for planning purposes.

The intention of the alliance is meant to share costs, support a rotation of recruiters attending events, and to generate leads that would not have been possible otherwise. The Alliance is not meant to replace the County of Frontenac's recruitment efforts.

The goal of EOPRA is to increase lead generation outside of Ontario and to improve the candidate experience of aligning with practice opportunities in Eastern Ontario.

The role of the EOPRA is to provide a collective strategy for international recruitment of qualified physicians in the absence of a clear provincial strategy that works for Eastern Ontario. It is governed and managed by physician recruitment members of the Eastern Ontario Physician Recruitment Alliance (EOPRA). It is a membership led organization that has a chair, vice chair, treasurer, secretary and the members will have a vote on decisions that are made.

Debbi Miller, Community Development Officer with Planning and Economic Development serves as the lead project manager and contact regarding the healthcare work and has been an active member of EOPRA.

Below is some information about the makeup of the EOPRA members in 2025 and a summary of the outcomes of the first full year.

- 14 members of EOPRA.
- 10 of the members are municipalities.
- 8 of the members serve a population of less than 50,000.
- 12 of the members have a rural designation.
- 1 member has a remote designation.
- 9 of the members have full time recruiters.
- 4 of the members have part time recruiters.
- 9 of the members recruit for family medicine and 5 for both family medicine and specialty medicine.
- 5 members offer community incentive programs, with 5 offering both community and provincial incentive programs.

### **Recruiting Events**

As part of the EOPRA membership, organizations are asked to attend recruitment events. Participation in recruitment events with EOPRA could include national or international events. Regional and provincial recruiting events are the responsibility of each member individually.

In 2025, EOPRA members attended a total of 8 International and National events and supported representatives from Ontario Physician Recruitment Alliance (OPRA) to attend one additional event in Anaheim. The recruiting events were a combination of in-person and virtual. The event locations were Birmingham (England), Kansas City (United States) (x2), Allentown (United States), Montreal (Canada), Dublin (Ireland), and London (England).

In May and September, staff participated with EOPRA by attending an in person recruiting event in Montreal with the Federation of Medical Residents of Quebec (FMRQ) and attended a virtual recruiting event with Practice Match, a physician staffing organization. Staff were supported by a recruiter from another organization at both events to learn from them and be guided through the process.

While attending these events members track information to contribute to the EOPRA database.

In addition to these events, staff participate in monthly meetings and have made connections for resources through this group. Details about the County's involvement with the EOPRA partnership are available in [Report 2024-083](#).

### **Customer Relationship Management (CRM)**

- EOPRA uses the same platform to support filling primary health care jobs as the other physician recruitment alliances in Ontario.
- The [job board](#) is on the EOPRA website.
- Staff have received initial training of the online portal. Systems and training documents for the CRM continue to be developed.

### **Website and Social Media**

EOPRA has a presence on Facebook, Instagram, and LinkedIn. Access to these accounts was not available for part of the year, but since mid-2025 there has been an increased social media presence. Partners are encouraged to share content for posting and to share content across members channels. Website analytics are an area that has been identified as being supportive for 2026 reporting.

### **Membership**

In total in 2025, there are 14 members organizations with EOPRA. Some of the municipalities that have a membership in EOPRA are Peterborough County, County of Haliburton, City of Belleville, Prince Edward County, Kawartha Lakes, City of Kingston, and Quinte West Docs by the Bays.

EOPRA is in the process of merging the following services with Ontario Physician Recruitment Alliance (OPRA) in support of efficiency and savings: financial pieces to streamline payments, invoicing, insurance, and tax reporting.

The EOPRA membership for 2026 will be \$3,500. The decreased membership fee was made possible with an increase of partners, a sponsorship with MD Financial and the initial startup costs that are now not recurring.

The membership again requires staff to attend two (2) recruiting events with EOPRA in support of national and international recruiting in addition to attending regular meetings. EOPRA has started to identify the recruiting events that they will attend in 2026.

The collaboration with EOPRA has been valuable for staff as they are making connections, exploring opportunities and resources while working on the recruitment and retention efforts in Frontenac County.

## **Strategic Priority Implications**

County Council approved [Frontenac County Strategic Plan \(2023-2026\)](#). This project is aligned with the intent of the priority listed below, with specific items.

### **Priority 2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County.**

- Provide business support and resources to existing and prospective businesses.

## **Financial Implications**

The \$5,000 budget for the 2025 EOPRA membership was from the Capital Project Reserve.

The 2026 and 2027 EOPRA membership fee of \$3,500 would come from the Strategic Project Reserve.

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

Frontenac County clinics physicians, clinic managers, board of directors  
Sydenham Medical Clinic, Rural Kingston Family Health Organization (RKFHO)  
Verona Medical Clinic, Rural Kingston Family Health Organization (RKFHO)  
Sharbot Lake Family Health Team  
Wolfe Island Community Medical Clinic Board Members  
Frontenac CAO's – Corey Klatt, Cathy MacMunn, Louise Fragnito, Vanessa Latimer  
Joe Gallivan, Director of Planning and Economic Development  
Richard Allen, Manager of Economic Development  
Phil Piazetski, Acting Treasurer



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**Report 2025-094**

## **Council Information Report**

**To:** Warden and Members of County Council

**From:** Kevin Farrell, Chief Administrative Officer

**Prepared by:** Debbi Miller, Community Development Officer

**Date of meeting:** December 17, 2025

**Re:** **2025-094 – Planning and Economic Development – Healthcare in our Community – Implementation Plan Update**

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### **Recommendation**

This report is for information purposes.

### **Background**

Frontenac County Council adopted and implemented support for healthcare recruitment and retention as part of the approval of the County 2024-2028 Budget and Business Plan process. County Council noted that there should be a plan for the use of funds and that use should not be limited to bonuses for physician recruitment. County Council approved contributions of \$22,000 per year beginning in 2023 to support the recruitment of primary care professionals to clinics located within Frontenac County.

In April 2024, the Planning and Economic Development Committee approved [Report 2024-034](#), outlining a recommendation for an Operational Review with the Frontenac clinics.

Debbi Miller, Community Development Officer with Planning and Economic Development serves as the lead project manager and contact regarding this work. Rob Wood of 8020Info Inc was contracted to support this work.

In March 2025, the Operational Review and Findings [Report 2025-034](#) to County Council. The purpose of the Operational Review was to determine actions that could be taken to support local healthcare clinics with recruitment and retention of healthcare professionals in our region.

This report was completed with input from the four Frontenac County clinics: Sydenham Medical Clinic and Verona Medical Clinic, who are both part of the Rural Kingston Family Health Organization (RKFHO), Sharbot Lake Family Health Team, and the Wolfe Island Community Medical Clinic.

In May 2025, [Report 2025-049](#) Implementation Plan – Healthcare in our Community was presented and approved at County Council. The report indicated that staff would report back with a progress update at the end of December 2025.

### **Comment**

Following the approval of the Implementation Plan in May 2025, staff has been working with partners including the Frontenac clinics, the Townships, Frontenac Lennox and Addington Ontario Health Team (FLA OHT), and Eastern Ontario Physician Recruitment Alliance (EOPRA) on the healthcare portfolio to advance work across all areas. The work has been supported by consultant Rob Wood of 8020Info Inc. Over the last six months various aspects of the Implementation Plan have progressed. The Implementation Plan update by project and specific tasks are outlined in the second half of the report, with the first half outlining some key highlights through the six-month path.

There are various connections with the FLA OHT that exist across Frontenac County. The County Warden is part of the Transitional Leadership Collaboration table, Dr, Jeanette Dietrich from the Rural Kingston Family Health Organization is part of the Primary Care Physician's Council, Elizabeth Bigelow from the Sharbot Lake Family Health Team is part of the Primary Care Allied Health Team Council, Debbi Miller is the Lead for the Recruitment and Retention Subgroup of the Health Home Working Group.

This portfolio has tracked 456 hours since the Community Development Officer began to work on this portfolio in 2024, which reflects the County's commitment. The time on this portfolio represents a quarter of their work, unless otherwise noted, the activities undertaken in this report have been the actions of Ms. Miller.

Discussions around models and clinic structure were facilitated with the clinics in Frontenac County. The clinics shared research on models and a summary of the process for changing a clinic model was outlined to allow an understanding of the steps and process involved in making a change. There have been no changes to the existing models of the clinics.

The Family Health Organization Plus (FHO+) model, a new compensation model is scheduled to launch in April 2026 as an update to the existing FHO model for family medicine in Ontario.

As discussions took place around the clinic model type, planning began for the Community Working Group sessions. The sessions were intended to bring the community together to hear their ideas around supporting recruitment and retention for healthcare clinics in Frontenac. The background work in advance of the sessions included research on existing groups and the development of a draft Terms of Reference for the Community Working Group to consider once the group was formed.

Work with the clinics, and Rob Wood to develop the two sessions took place in late September, and early October. The sessions were promoted across the region seeking input from the community and were facilitated by Rob Wood to ensure individuals were able to share their ideas and allow the group to move through the discussion points.

The second session generated clear input with a desire to be involved in healthcare outside of the draft Terms of Reference. This encouraged staff to look at opportunities for community members to be involved in ways outside of the Community Working Group to support the recruitment and retention in Frontenac County. Discussions have taken place with FLA OHT and opportunities will be shared with the participants.

The reporting back from the engagement sessions was posted on [Engage Frontenac](#) and shared with participants. Coordination with clinics and FLA OHT are underway for group membership and broader community involvement opportunities.

Alongside the Community Working Group sessions, meetings took place with Frontenac Islands to understand the Rurality Index of Ontario (RIO) Score and ask for consideration on a review or an exception. There were two meetings held with the second one including the Ontario Medical Association (OMA), MPP Ted Hsu, Township of Frontenac Islands CAO, Wolfe Island Community Medical Clinic and Frontenac County. There continues to be work done on this.

In May and September, staff participated with EOPRA by attending an in person recruiting event in Montreal with the Federation of Medical Residents of Quebec (FMRQ) and attended a virtual recruiting event with Practice Match, a physician staffing organization. In addition to these events, staff participate in monthly meetings and have made connections for resources through this group. Details about the County's involvement with the EOPRA partnership are available in [Report 2024-083](#).

Since June 2024, staff have been a member of the FLA OHT Health Home Working Group. In the spring of 2025, the FLA OHT began the process of reviewing the governance of the working group and two subgroups were formed late fall as part of the Health Home working group. Ms. Miller is now the lead for the Recruitment and Retention subgroup, driving coordinated regional action and emphasizing the importance of a rural focus. This subgroup has recently had their second meeting where they outlined the priorities across the region for this group.

Recruitment is an area with specific expertise being required that is outside of the Planning and Economic Development Department's expertise and was identified in the Implementation Plan. Information is being compiled, and structures being explored to offer options for recruitment support. Some of the considerations being explored include: A contract recruiter on staff, a coordinated approach to regional recruitment with the FLA OHT and partners, staff are exploring all options internally and externally to bring forward. Staff are planning to bring a recommendation report back to County Council early in 2026.

Throughout the last six months there have been a variety of connections made in the community with updates at meetings, business networking and other opportunities to make the community aware of the work taking place. Additional meetings to learn about

existing opportunities to collaborate with programs and resources in our region have also been part of the work. Staff will continue to build and nurture relationships with the clinics and partner organizations across the region in support of rural healthcare.

## **Implementation Plan, Project Updates**

Project updates for each of the seven areas in the Implementation Plan that was approved at County Council in May 2025 [Report 2025-049](#) are outlined below.

### **1. Clinic Structure**

#### **1.1 Investigate employment-based/blended salary models and adapt them to needs of the clinics.**

The Rural Kingston Family Health Organization (RKFHO) and Sharbot Lake Family Health Team (FHT) clinics have individually had discussions around model types. Support and connections were facilitated with various partners and other organizations to help raise awareness around specific areas of model structure. The clinics have shared information they have gathered with each other to support knowledge sharing and inform decision making.

There have been no changes in the clinic models.

#### **1.2 Explore potential collaborations that would deepen partnerships with other clinics in the region**

Discussions took place in support of collaboration between the RKFHO and Sharbot Lake FHT Clinics. As opportunities arise, collaborative efforts will continue to be shared.

#### **1.3 If desired, help clinics negotiate building blocks for transition to an employment-based model.**

The process and steps involved to move to a different model has been outlined and shared with the clinics. There have been some discussions around a different model.

There have been no changes in the clinic models.

#### **1.4 Explore options and develop a vision for an integrated health home/hub in South Frontenac.**

There have been high-level discussions to understand structures and need for clinics around an integrated health home/hub in South Frontenac.

**1.5 Support development of a business plan to pursue the best option for sustainability (e.g. for an employment-based model, tapping into the \$1.8-billion primary care initiative, or other options).**

The FLA OHT has submitted two different applications to Ontario Health for the Primary Care Action Team's funding in relation to the \$1.8 billion primary care initiative. The plan remains the same, with the commitment of attaching patients with primary care by 2029. The initial FLA OHT application was successful in receiving funding from the April 2025 application. [Visit the FLA OHT Website to learn more about the application.](#)

A second FLA OHT application was submitted in November 2025. This application included a focus on rural attachment. A Letter of Support from Frontenac County Warden was provided. It is anticipated the FLA OHT will hear back in Spring 2026.

A connection with Queen's School of Nursing has included connections being made to open pathways with the Frontenac clinics for Nurse Practitioner placement and awareness around new graduate recruitment work. Discussions will continue with this group around collaborative efforts and a connection with the students to raise awareness around opportunities in Frontenac County.

**1.6 Investigate opportunities to connect with clinics in Lennox & Addington (RKFHO physicians).**

Conversations with neighbouring municipalities continue to take place.

**2. Frontenac Islands**

The Wolfe Island Community Medical Clinic Board and Township of Frontenac Islands CAO have been engaged in various aspects of the work specific to Frontenac Islands.

**2.1 Investigate opportunities to deploy mobile clinics (like PORCH – a mobile RV that offers health care and community services as a Portable Outreach Care Hub).**

Mobile Clinics are continuing to be explored as a possible opportunity to deliver services, more specifically in rural areas. The existing PORCH mobile RV is available as an unstaffed unit. There have been discussions about this type of delivery model across the region with the FLA OHT.

**2.2 Support efforts of the Wolfe Island Community Medical Clinic to achieve rural/remote designation.**

A meeting in August was held with Township of Frontenac Islands CAO Vanessa Latimer, representatives of the Wolfe Island Community Medical Centre Board, MPP of Leeds and The Thousand Islands, Steve Clarke, and Debbi Miller, Community Development Officer to discuss the RIO Score for Frontenac Islands. The purpose of the

meeting was to discover if MPP Steve Clarke was aware of a process to have the RIO score reviewed or reevaluated.

The current score for Frontenac Islands is 33, with Rural, Remote Status requiring a RIO Score of 40 to qualify for funding.

A second meeting was held in September with Ted Hsu, MPP for Kingston and the Islands, the Ontario Medical Association (OMA), Township of Frontenac Islands CAO Vanessa Latimer, Representatives of the Wolfe Island Community Medical Centre Board, and Debbi Miller, Community Development Officer. The meeting was about the RIO Score and the potential for revaluation or an exception. Both MPP Ted Hsu and the OMA took action items away from the meeting and are continuing to work on the request.

### **2.3 Connect with primary care providers**

Initial conversations have taken place. There are no updates.

## **3. Recruitment and Retention**

Recruitment and retention remain a priority for the clinics across Frontenac County. There are a variety of initiatives that Frontenac County has been involved in. The following initiatives are the result of the County's participation in the Eastern Ontario Physician Recruitment Alliance (EOPRA).

- Participated at an in-person recruitment event in Montreal.
- Participated in a virtual recruiting event hosted by Practice Match.
- Regular attendance and participation in monthly meetings with the EOPRA group for updates, presentations, and support from recruiters.

EOPRA continues to be a good source of knowledge, information, and connections.

### **3.1 Develop a more coordinated system to promote openings in Frontenac health care (for physicians, NPs, allied professionals, and admin staff) and reach out to prospect pools via the Eastern Ontario Physician Recruitment Alliance (EOPRA), the FLA OHT, and websites.**

Job postings for physicians in Frontenac County continue to be added to the EOPRA/OPRA job board as they are received from the clinics. The clinics in Frontenac County also post on the FLA OHT job board, their own websites, and external locations. Various resources and connections continue to be explored.

### **3.2 Explore ways to promote practice in rural clinics and highlight community lifestyles as part of the effort to recruit physicians, nurse practitioners, locums, allied health and other clinic resources.**

Frontenac County signed a 1-year agreement with KEYS Employment Services to have access to the NEST\* program on an as needed basis. The NEST\* Program provides wrap around support to physicians and their families that are relocating to the region.

A tour took place with KEYS lead staff member for this program around Frontenac County to raise awareness for the locations of the clinics, villages, hamlets, and other amenities across the region to support an understanding of the community. KEYS employees have joined Frontenac County business events to network and connect with community members.

### **3.3 Look for opportunities to collaborate and harmonize recruitment efforts across the County / KFLA.**

FLA OHT Health Home Working Group and Subgroup for recruitment and retention

- Participation in the Health Home Working Group and recently the subgroup for recruitment and retention. The subgroup was formed in late fall with an initial meeting in mid-November and a second meeting early December. As the lead for the subgroup keeping rural healthcare recruitment and retention top of mind is important.
- The December meeting was a priority setting meeting for the subgroup to outline the priorities and identify action plans. The subgroup has a focus on a collaborative regional approach to recruitment and retention.

Staff have had initial discussions with the FLA OHT about including allied health professionals and administration on the job board.

## **4. Community Working Group**

### **4.1 Convene an advisory group of community volunteers representing the various regions of the County.**

Two engagement sessions for the community to share their ideas about the forming of a Community Working Group, with a focus on recruitment and retention, for Frontenac clinics were held in the fall. There was a virtual session on September 29, and an in-person session held the following week on October 7. Staff worked closely with Rob Wood of 8020Info Inc. and the clinics to coordinate, develop, promote and facilitate two sessions for the community to share their ideas around forming a Community Working Group.

The draft Terms of Reference were developed for consideration by the Community Working Group, once the group is formed. The draft Terms of Reference are posted

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on [Engage Frontenac](#). A discussion guide, and draft Terms of Reference were distributed to participants in advance of the sessions.

Both community sessions were facilitated by Rob Wood of 8020Info Inc., using a variety of engagement techniques to allow participants to share their ideas. Approximately 40 community members participated in the two sessions. A follow up survey and thank you email were distributed following both sessions with an opportunity for participants to provide additional feedback. All of the input was synthesized into a reporting back document and was shared with participants and posted on [Engage Frontenac](#).

**4.2 The group would focus primarily on serving as a supportive bridge between community and clinics, assisting with recruitment efforts (familiarization tours of the community), and advising municipalities and health sector bodies (like FLA OHT and its Community Council) on local clinic and health needs.**

There was a lot of interest in supporting many aspects of healthcare during the Community Working Group engagement sessions. Given concerns from participants about broader healthcare beyond the scope of the recruitment and retention focus on the draft Terms of Reference for the Community Working Group, staff have had discussions with FLA OHT and are currently working with them to explore opportunities to provide community input to their planning. This would also allow community members with interest outside of the scope of the Community Working Group to participate in a way that works for them.

## **5. Support Services**

**5.1 Continue discussions with clinics and municipalities to identify ways in which municipal infrastructure and services may be accessed to reduce administrative (non-clinical) demands and enhance supports (e.g. exploring options to enrol in benefits plan, collaborative digital communications, and working together to increase efficiencies through scale).**

There are no updates.

## **6. Productivity**

**6.1 Develop ways for clinics to access tech-related expertise to reduce time spent on “keeping up” and to assist with implementation of new systems, software updates, EMR support and so on.**

There is work being done by partners and other organizations.

## **6.2 Support awareness and adoption of productivity software like charting apps, online appointment bookings and Artificial Intelligence (AI).**

Opportunities that are relevant for the clinics are shared with the clinics.

## **7. Communications**

### **7.1 Support communication using existing channels in Frontenac County and the Townships (including but not limited to digital and social media) to advance awareness of healthcare, clinics and opportunities for healthcare human resources in Frontenac County.**

The Townships have included healthcare information on each of their websites. The Townships are all supportive of amplifying healthcare messaging and exploring additional opportunities across their existing channels to communicate with residents related to healthcare.

### **7.2 Help connect clinics to municipalities, other community partners and service providers.**

There are no updates.

### **7.3 Communication for FLA OHT programs, projects and initiatives.**

The Frontenac County Communications Officer is a member of the FLA OHT Communications and Engagement Working Group.

The FLA OHT has been developing a Communications Plan.

## **Strategic Priority Implications**

County Council approved [Frontenac County Strategic Plan \(2023-2026\)](#). This project is aligned with the intent of the priority listed below, with specific items.

**Priority 2.** Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County.

- Provide business support and resources to existing and prospective businesses.

## **Financial Implications**

Annually since 2023, \$22,000 has been put into the Strategic Project Reserve for Healthcare. As of the writing of this report, there is \$51,689.18 remaining in the Reserve, with an additional \$22,000 allocated for 2026.

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

Frontenac County clinics physicians, clinic managers, board of directors  
Sydenham Medical Clinic, Rural Kingston Family Health Organization (RKFHO)  
Verona Medical Clinic, Rural Kingston Family Health Organization (RKFHO)  
Sharbot Lake Family Health Team  
Wolfe Island Community Medical Clinic Board Members  
Frontenac CAO's – Corey Klatt, Cathy MacMunn, Louise Fragnito, Vanessa Latimer  
Frontenac Lennox and Addington Ontario Health Team (FLA OHT)  
Joe Gallivan, Director of Planning and Economic Development  
Richard Allen, Manager of Economic Development  
Phil Piassetzki, Acting Treasurer



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**Report 2025-098**

## **Council Information Report**

**To:** Warden and Members of County Council

**From:** Kevin Farrell, Chief Administrative Officer

**Prepared by:** Marc Goudie, Chief of Paramedics

**Date of meeting:** December 17, 2025

**Re:** **2025-098 Emergency and Transportation Services - Mental Health Supports for Public Safety Personnel Grant Program 2025-2026**

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### **Recommendation**

This report is for information purposes only.

## **Background**

The Ministry of the Solicitor General received an application from Frontenac Paramedics to receive one time funding for up to \$25,000 from the Mental Health Supports for Public Safety Personnel grant. The aim of this grant is to help Public Safety Personnel (P.S.P) and Public Safety Organizations (P.S.O) access programs and courses that focus on mental health promotion, resilience-building, and early intervention supports specifically tailored to P.S.P/P.S.O through the newly established Warrior Health Consortium.

The Warrior Health Consortium brings together experts to deliver mental health services to P.S.P and their families. Warrior Health consists of the following partners: Wounded Warriors Canada; Homewood Health; Centre for Addiction and Mental Health (C.A.M.H); Trillium Health Partners; and Boots on the Ground. All of these organizations have extensive experience and expertise in the delivery of mental health programing and supports that provide unique and culturally specific needs to P.S.P.

The range of evidence-based programs offered by Warrior Health include: General Wellness Programs; Peer Support Training; Leadership Training; Mindfulness Programs; Supports to reduce mental health stigma; and pre-employment mental health screening and recruitment tools.

## **Comment**

We are pleased to advise Council that Frontenac Paramedics were successful in our grant application and have received the full \$25,000 available through this grant. This will help provide access to the 'Before Operational Stress' program for Frontenac Paramedics.

The Before Operational Stress (BOS) program "has been carefully designed to provide public safety personnel with theoretical, practical, and experiential learning to enhance their resilience and mental health. BOS is a unique program that brings together cutting-edge clinical approaches with recognized scientific expertise to support psychological health and wellness of public safety personnel over the course of their operational careers. BOS empowers public safety employees to take charge of their mental health. We know that there is information these employees need in order to protect themselves from the effects of operational stress. Further, we know they require practice and support to incorporate this knowledge and these experiences into their operational roles. BOS delivers on these objectives" (Mental Health Supports for Public Safety Personnel Grant Program Application, 2025).

Training has started and will be completed before the end of March 2026.

## **Financial Implications**

Funding will be received with our Land Ambulance Grant Funding. No further financial implication arising out of receiving this grant.

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

Phil Piasetzki, Acting Treasurer, Corporate Services, County of Frontenac



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**Report 2025-100**

## **Council Information Report**

**To:** Warden and Members of County Council  
**From:** Kevin Farrell, Chief Administrative Officer  
**Prepared by:** Phil Piasetzki, Acting Treasurer  
**Date of meeting:** December 17, 2025  
**Re:** **2025-100 - Corporate Services – 2025 Third Quarter Financial Summary and Outlook**

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### **Recommendation**

This report is for information purposes only.

### **Background**

The County of Frontenac financial summary for the third quarter of 2025 is attached.

### **Comment**

Most of the commentary below will relate to when a trend has been identified that may impact the remainder of the year's financial performance relative to budget. Some timing differences are still present through nine months, as some expenses are either back-loaded or front-loaded for the year. Further discussion on the variances to budget can be found below:

### **Revenue**

The Year-to-Date operating revenue for the third quarter is \$194,165 below budgeted totals.

- User Charges: revenue for Howe Island ticket and pass revenue is \$43,662 less than budget. This is primarily due to residents choosing to purchase through the township office, where there are more flexible payment options, instead of the County office.

- In 2024, Fairmount was successful with a grant application from the Local Priorities Fund for which final payment of \$44,155 was received in 2025. Additionally, Fairmount Home received \$35,511 for Comprehensive Minor Capital Program from the Ministry, which was unbudgeted. Furthermore, we have received \$80,615 of unbudgeted IPAC funding. Finally, there has been increased four hours of care funding, which has exceeded budgeted expectations by \$642,803 through September.
- Frontenac Paramedics revenue for the Land Ambulance Service Grant for the province is \$559,764 underbudget through September. Ministry funding runs from January to December, and the funding announcements typically occur midway through the year. Ministry revenue should be in line with what was budgeted.
- Frontenac Paramedics have also received \$200,762 in 2025 due to cost recoveries for the Street Health Clinic. Frontenac Paramedics have contracts to provide staffing for this facility and the revenue received covers the expenses incurred to run this program.
- Investment Income recorded is \$47,963 below what was budgeted year-to-date through September. Most of the revenue from the bond portfolio will be received later in the year since the budgeted investment income for 2025 was based on conservative estimates using the best available information at the time the budget was prepared, we believe that we will exceed the amount budgeted.

### **Expenses**

County expenses for 2025 are \$758,498 over budget through the first nine months of the year. We have seen increased costs for Salaries & Benefits, Materials & Contracted Services. Decreased external transfers (primarily Canada Community Building Fund distributed to area municipalities), which are recorded at year end partially offset these over expenditures. Further context is provided below:

### **Salaries and Benefits**

- Regular Earnings, which measures the wages worked & paid at regular time, are under budget by \$1,735,213 for the County. However, several other expense lines, that are primarily absence driven, are overbudget such as Overtime (+\$972,028), Modified work (+\$370,334), sick leave (+\$281,383), W.S.I.B Fees (+\$864,575) and Maternity Top Up (+\$87,107).
- Fairmount wage costs are under budget by \$1,033,043, as staffing shortages continue to push a portion of budgeted hours from Salaries and Benefits to Contracted Services. Agency staffing costs of \$686,092 through September are included within the Contracted Services category.
- Frontenac Paramedics have seen W.S.I.B-related salary costs of \$880,399 through the first three quarters of the year. These costs will be offset through a reserve transfer at year end.

## **Materials**

- Materials are largely tracking on budget from a unit and cost perspective. Differences in relation to the budget can mostly be attributed to timing differences.
- Fuel costs are under budget by \$46,323 through the first nine months of the year due to the reduction in gas prices. Given that fuel prices remain low, we are optimistic that we'll stay within budgeted totals by year end.
- Frontenac Paramedics are over budget by \$49,504 for Medical supplies, \$24,632 for New Small equipment and \$45,965 for Minor Equipment Replacement. These overages are driven by a new supplier of our cardiac monitors/defibrillators and the need to restock inventory levels with compatible supplies. These items will remain over budget this year as a result.

## **Contracted Services**

- As noted above, Fairmount Home incurred \$686,092 in agency labour costs through the first nine months of the year. The ongoing agency costs are needed to cover staffing shortages and to provide increased care as the County maintains staffing levels at its targeted four hours of care.
- Frontenac Paramedics are monitoring the vehicle maintenance expenses, as they are over budget by \$88,212 through September.
- Insurance costs for the County have exceeded budget by \$121,892 through September.
- The remainder of the variance is attributable to timing differences.

## **Net Capital Expense**

- County capital purchases are incurring at the rate anticipated through the nine months of 2025.

## **Strategic Priority Implications**

The mission of Frontenac County is to ensure “the effective, efficient and sustainable delivery of services to citizens”. By publishing the quarterly financial report, the County ensures that Council and the public are aware of the costs incurred by the County in relation 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  
Kathie Shaw, Senior Financial Analyst

|                                                                                                                                                                                                           |                   |                   |                   |                  |                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|------------------|-----------------|
| <div>  <div> <b>County of Frontenac</b><br/> County of Frontenac<br/> For period ending September 30, 2025 </div> </div> |                   |                   |                   |                  |                 |
|                                                                                                                                                                                                           | 2025              | 2025              | September         | YTD              | Total Annual    |
|                                                                                                                                                                                                           | Budget            | YTD Budget        | YTD Actual        | Variance         | Spent           |
|                                                                                                                                                                                                           | \$                | \$                | \$                | \$               | %               |
| <b>Operating Revenue</b>                                                                                                                                                                                  |                   |                   |                   |                  |                 |
| Taxation from Other Governments                                                                                                                                                                           | 66,000            | 49,500            | 54,623            | 5,123            | 82.76%          |
| User Charges                                                                                                                                                                                              | 3,969,286         | 2,976,965         | 2,926,030         | (50,935)         | 73.72%          |
| Payments in Lieu of Taxes                                                                                                                                                                                 | 44,500            | 33,375            | 32,280            | (1,095)          | 72.54%          |
| Federal and Provincial                                                                                                                                                                                    | 25,659,806        | 19,244,855        | 19,475,307        | 230,453          | 75.90%          |
| Provincial Offences Net Revenue                                                                                                                                                                           | 69,292            | 51,969            | 49,047            | (2,922)          | 70.78%          |
| Investment Income                                                                                                                                                                                         | 600,000           | 450,000           | 402,037           | (47,963)         | 67.01%          |
| Other                                                                                                                                                                                                     | 1,485,929         | 1,114,447         | 787,621           | (326,826)        | 53.01%          |
| Transfers from Obligatory Reserve                                                                                                                                                                         | 969,415           |                   |                   | 0                |                 |
| Transfers from Reserve                                                                                                                                                                                    | 827,234           |                   |                   | 0                |                 |
| <b>Total Operating Revenue</b>                                                                                                                                                                            | <b>33,691,462</b> | <b>23,921,110</b> | <b>23,726,945</b> | <b>(194,165)</b> | <b>(70.42%)</b> |
| <b>Operating Expense</b>                                                                                                                                                                                  |                   |                   |                   |                  |                 |
| Salaries & Benefits                                                                                                                                                                                       | 46,374,366        | 34,780,775        | 35,519,676        | 738,902          | 76.59%          |
| Materials                                                                                                                                                                                                 | 3,655,940         | 2,741,955         | 2,795,439         | 53,484           | 76.46%          |
| Contracted Services                                                                                                                                                                                       | 9,640,462         | 7,230,347         | 7,979,951         | 749,605          | 82.78%          |
| Rents & Financing                                                                                                                                                                                         | 237,198           | 177,899           | 131,668           | -46,231          | 55.51%          |
| External Transfers                                                                                                                                                                                        | 1,113,276         | 115,396           | 127,061           | 11,665           | 11.41%          |
| Other                                                                                                                                                                                                     |                   |                   | 300               | 300              | #DIV/0!         |
| Depreciation                                                                                                                                                                                              | 2,458,436         | 1,843,827         | 1,787,327         | -56,500          | 72.70%          |
| Reserve Transfers                                                                                                                                                                                         | 3,731,318         |                   | 26,834            | 26,834           | 0.72%           |
| Unapproved Projects                                                                                                                                                                                       |                   |                   |                   |                  |                 |
| <b>Total Operating Expense</b>                                                                                                                                                                            | <b>67,210,996</b> | <b>46,890,197</b> | <b>48,368,256</b> | <b>1,478,059</b> | <b>71.96%</b>   |
| Net Municipal Contribution                                                                                                                                                                                | 33,519,534        | 22,969,088        | 24,641,311        | 1,672,224        | 73.51%          |
| LESS: Depreciation                                                                                                                                                                                        | (2,458,436)       | (1,843,827)       | (1,787,327)       | 56,500           | (72.70%)        |
| Net Municipal Contribution LESS Depreciation                                                                                                                                                              | 31,061,098        | 21,125,261        | 22,853,984        | 1,728,724        | 73.58%          |
| City of Kingston                                                                                                                                                                                          | -17,756,644       | -13,317,483       | -13,333,763       | -16,280          | 75.09%          |
| <b>County Contribution - Operating</b>                                                                                                                                                                    | <b>13,304,454</b> | <b>7,807,778</b>  | <b>9,520,221</b>  | <b>1,712,444</b> | <b>71.56%</b>   |
| <b>Capital Revenue</b>                                                                                                                                                                                    |                   |                   |                   |                  |                 |
| Capital Revenue                                                                                                                                                                                           | 2,110,994         | 0                 | 105,627           | 105,627          | (5.00%)         |
| Capital Expense                                                                                                                                                                                           | 2,306,359         | 1,729,769         | 2,172,910         | 443,141          | 94.21%          |
| Net Capital Expense                                                                                                                                                                                       | 195,365           | 1,729,769         | 2,067,283         | 337,514          | 1,058.16%       |
| City of Kingston - Capital                                                                                                                                                                                | -195,365          | -146,524          | -130,243          | 16,281           | (66.67%)        |
| County Contribution - Debenture                                                                                                                                                                           | 226,395           | 145,907           | 90,621            | -55,286          | 40.03%          |
| <b>Total Requisition</b>                                                                                                                                                                                  | <b>13,530,849</b> | <b>9,536,930</b>  | <b>11,547,882</b> | <b>2,010,952</b> | <b>85.34%</b>   |

|                                                                                                                                                                                                                                       |                   |                   |                   |                   |                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------|
| <div>  <div> <b>County of Frontenac</b><br/>           Fairmount - Summary<br/>           For period ending September 30, 2025         </div> </div> |                   |                   |                   |                   |                 |
|                                                                                                                                                                                                                                       | 2025              | 2025              | September         | YTD               | Total Annual    |
|                                                                                                                                                                                                                                       | Budget            | YTD Budget        | YTD Actual        | Variance          | Spent           |
|                                                                                                                                                                                                                                       | \$                | \$                | \$                | \$                | %               |
| <b>Operating Revenue</b>                                                                                                                                                                                                              |                   |                   |                   |                   |                 |
| User Charges                                                                                                                                                                                                                          | 3,464,100         | 2,598,075         | 2,603,665         | 5,590             | 75.16%          |
| Federal and Provincial                                                                                                                                                                                                                | 10,031,451        | 7,523,588         | 8,574,573         | 1,050,985         | 85.48%          |
| Other                                                                                                                                                                                                                                 | 126,747           | 95,060            | 71,154            | (23,906)          | 56.14%          |
| Transfers from Reserve                                                                                                                                                                                                                | 25,000            | 18,750            |                   | (18,750)          |                 |
| <b>Total Operating Revenue</b>                                                                                                                                                                                                        | <b>13,647,298</b> | <b>10,235,474</b> | <b>11,249,392</b> | <b>1,013,919</b>  | <b>(82.43%)</b> |
| <b>Operating Expense</b>                                                                                                                                                                                                              |                   |                   |                   |                   |                 |
| Salaries & Benefits                                                                                                                                                                                                                   | 16,428,908        | 12,321,681        | 11,288,638        | -1,033,043        | 68.71%          |
| Materials                                                                                                                                                                                                                             | 1,575,374         | 1,181,531         | 1,184,041         | 2,511             | 75.16%          |
| Contracted Services                                                                                                                                                                                                                   | 1,653,918         | 1,240,439         | 2,008,075         | 767,637           | 121.41%         |
| Rents & Financing                                                                                                                                                                                                                     | 3,000             | 2,250             | 2,048             | -202              | 68.27%          |
| Depreciation                                                                                                                                                                                                                          | 745,391           | 559,043           | 536,969           | -22,074           | 72.04%          |
| Reserve Transfers                                                                                                                                                                                                                     | 991,851           | 743,888           |                   | -743,888          |                 |
| Unapproved Projects                                                                                                                                                                                                                   |                   |                   |                   |                   |                 |
| <b>Total Operating Expense</b>                                                                                                                                                                                                        | <b>21,398,442</b> | <b>16,048,832</b> | <b>15,019,771</b> | <b>-1,029,061</b> | <b>70.19%</b>   |
| <b>Net Municipal Contribution</b>                                                                                                                                                                                                     | <b>7,751,144</b>  | <b>5,813,358</b>  | <b>3,770,379</b>  | <b>-2,042,979</b> | <b>48.64%</b>   |
| LESS: Depreciation                                                                                                                                                                                                                    | (745,391)         | (559,043)         | (536,969)         | 22,074            | (72.04%)        |
| <b>Net Municipal Contribution LESS Depreciation</b>                                                                                                                                                                                   | <b>7,005,753</b>  | <b>5,254,315</b>  | <b>3,233,410</b>  | <b>-2,020,905</b> | <b>46.15%</b>   |
| City of Kingston                                                                                                                                                                                                                      | -4,763,912        | -3,572,934        | -3,572,934        | 0                 | 75.00%          |
| <b>County Contribution - Operating</b>                                                                                                                                                                                                | <b>2,241,841</b>  | <b>1,681,381</b>  | <b>-339,524</b>   | <b>-2,020,905</b> | <b>15.14%</b>   |
| <b>Capital Revenue</b>                                                                                                                                                                                                                | <b>1,062,036</b>  | <b>796,527</b>    | <b>105,627</b>    | <b>(690,900)</b>  | <b>(9.95%)</b>  |
| <b>Capital Expense</b>                                                                                                                                                                                                                | <b>1,062,036</b>  | <b>796,527</b>    | <b>1,151,503</b>  | <b>354,976</b>    | <b>108.42%</b>  |
| <b>Net Capital Expense</b>                                                                                                                                                                                                            |                   |                   | <b>1,045,876</b>  | <b>1,045,876</b>  |                 |
| <b>County Contribution - Debenture</b>                                                                                                                                                                                                |                   |                   |                   |                   |                 |
| <b>Total Requisition</b>                                                                                                                                                                                                              | <b>2,241,841</b>  | <b>1,681,381</b>  | <b>706,352</b>    | <b>-975,029</b>   | <b>31.51%</b>   |

|                                                                                                    |                                                                                   |                   |                   |                    |                            |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------|-------------------|--------------------|----------------------------|
|  <b>FRONTENAC</b> | <b>County of Frontenac</b><br>FPS Summary<br>For period ending September 30, 2025 |                   |                   |                    |                            |
|                                                                                                    |                                                                                   | 2025              | 2025              | September          | YTD                        |
|                                                                                                    |                                                                                   | Budget            | YTD Budget        | YTD Actual         | Variance                   |
|                                                                                                    |                                                                                   | \$                | \$                | \$                 | \$                         |
|                                                                                                    |                                                                                   |                   |                   |                    | Total Annual<br>Spent<br>% |
| Operating Revenue                                                                                  |                                                                                   |                   |                   |                    |                            |
| User Charges                                                                                       |                                                                                   |                   |                   | 35,302             | 35,302 #DIV/0!             |
| Federal and Provincial                                                                             | 12,862,423                                                                        | 9,646,817         | 8,605,712         | (1,041,105)        | 66.91%                     |
| Other                                                                                              |                                                                                   |                   | 2,692             | 2,692              | #DIV/0!                    |
| Transfers from Reserve                                                                             | 152,453                                                                           |                   |                   | 0                  |                            |
| <b>Total Operating Revenue</b>                                                                     | <b>13,014,876</b>                                                                 | <b>9,646,817</b>  | <b>8,643,706</b>  | <b>(1,003,111)</b> | <b>(66.41%)</b>            |
| Operating Expense                                                                                  |                                                                                   |                   |                   |                    |                            |
| Salaries & Benefits                                                                                | 23,884,143                                                                        | 17,913,107        | 19,330,264        | 1,417,157          | 80.93%                     |
| Materials                                                                                          | 1,506,599                                                                         | 1,129,949         | 1,189,698         | 59,749             | 78.97%                     |
| Contracted Services                                                                                | 2,456,724                                                                         | 1,842,543         | 1,891,557         | 49,014             | 77.00%                     |
| Rents & Financing                                                                                  | 217,477                                                                           | 163,108           | 156,768           | -6,340             | 72.08%                     |
| Depreciation                                                                                       | 944,909                                                                           | 708,682           | 640,816           | -67,866            | 67.82%                     |
| Reserve Transfers                                                                                  | 1,250,345                                                                         |                   |                   | 0                  |                            |
| Unapproved Projects                                                                                |                                                                                   |                   |                   |                    |                            |
| <b>Total Operating Expense</b>                                                                     | <b>30,260,197</b>                                                                 | <b>21,757,389</b> | <b>23,209,103</b> | <b>1,451,714</b>   | <b>76.70%</b>              |
| Net Municipal Contribution                                                                         | 17,245,321                                                                        | 12,110,572        | 14,565,397        | 2,454,825          | 84.46%                     |
| LESS: Depreciation                                                                                 | (944,909)                                                                         | (708,682)         | (640,816)         | 67,866             | (67.82%)                   |
| Net Municipal Contribution LESS Depreciation                                                       | 16,300,412                                                                        | 11,401,890        | 13,924,581        | 2,522,691          | 85.42%                     |
| City of Kingston                                                                                   | -12,992,732                                                                       | -9,744,549        | -9,760,829        | -16,280            | 75.13%                     |
| <b>County Contribution - Operating</b>                                                             | <b>3,307,680</b>                                                                  | <b>1,657,341</b>  | <b>4,163,752</b>  | <b>2,506,411</b>   | <b>125.88%</b>             |
| Capital Revenue                                                                                    | 933,883                                                                           | 700,412           |                   | (700,412)          |                            |
| Capital Expense                                                                                    | 1,179,323                                                                         | 884,492           | 978,418           | 93,926             | 82.96%                     |
| Net Capital Expense                                                                                | 245,440                                                                           | 184,080           | 978,418           | 794,338            | 398.64%                    |
| City of Kingston - Capital                                                                         | -195,365                                                                          | -146,524          | -130,243          | 16,281             | (66.67%)                   |
| <b>County Contribution - Capital</b>                                                               | <b>50,075</b>                                                                     | <b>37,556</b>     | <b>848,175</b>    | <b>810,619</b>     | <b>1,693.81%</b>           |
| County Contribution - Debenture                                                                    |                                                                                   |                   |                   |                    |                            |
| <b>Total Requisition</b>                                                                           | <b>3,357,755</b>                                                                  | <b>1,694,897</b>  | <b>5,011,927</b>  | <b>3,317,030</b>   | <b>149.26%</b>             |



# FRONTENAC

## **Minutes of the Planning and Economic Development Advisory Committee Meeting**

**November 27, 2025**

**[Note:** Minutes are not Verbatim, please refer to full video at  
<https://youtube.com/live/mECimn-1GZE?feature=share>**]**

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A meeting of the Planning and Economic Development Advisory Committee was held in the Council Chamber at the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, November 27, 2025, and was called to order at 10:00 AM

### **Present:**

Councillor Judy Greenwood-Speers, Chair  
Councillor Ron Vandewal, Vice Chair  
Councillor Fred Fowler  
Mike Hage  
Phil Leonard  
Jim McIntosh

### **Present Electronically:**

Leona Fleischmann  
Councillor Fran Smith

### **Staff Present:**

Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Sonya Bolton, Manager of Community Planning  
Kevin Farrell, Chief Administrative Officer  
Joe Gallivan, Director of Planning and Economic Development  
Debbi Miller, Community Development Officer

## **1. 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.

## **2. Adoption of the Agenda**

Moved By: Mr. McIntosh

Seconded By: Mr. Hage

**That** the agenda for the November 27, 2025, 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 October 23, 2025**

Moved By: Mr. Leonard

Seconded By: Councillor Fowler

**That** the minutes of the Planning and Economic Development Advisory Committee meeting held 27 Nov 2025 be adopted.

**Carried**

## **5. Deputations and/or Presentations**

- a) Jim Knapp**, Director, District 1 West, Ontario Federation of All Terrain Vehicles and President of the Frontenac ATV Club provided the Planning and Economic Development Advisory Committee with a year-end report on how the Frontenac ATV Club performed this past riding season, being its first year with required Permits.

To questions raised about enforcement, Mr. Knapp noted that there have been tickets issued by the OPP based on this system and permits can be purchased on the spot via cell phones. There are also places along the trail where day permits may be purchased.

## **6. Briefings**

- a) Mr. Joe Gallivan**, Director of Planning and Economic Development provided the Planning Advisory Committee with the planning briefing

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

### **a) 2025-089**

#### **Planning and Economic Development**

#### **K&P Trail – Requirement for all motorized off-road trail users to hold a membership with an authorized partner organization**

Moved By: Councillor Smith

Seconded By: Deputy Warden Vandewal

**Be It Resolved That** staff be authorized to enter into a three-year memorandum of understanding with the Frontenac ATV Club (OFATV Affiliate) and the Eastern Ontario Trails Alliance for non-exclusive use of the K&P Trail under the existing terms and conditions.

**Carried**

Mr. Allen highlighted that this has been a very successful implementation with few to no complaints and residents were pleased to see how permits can be obtained for different periods of time.

We continue to see financial benefits from the Frontenac ATV Club, and we are seeing local businesses benefiting from events taking place on the trail.

Mr. Allen also noted that MPP John Jordan has been very supportive of the one permit system.

Agreements with each organization are based on time of year while snowmobile clubs are limited to between December and March. These discussions will take into account fluctuations in seasons, as most of the issues stem from insurance. The season for ATVs is longer and generally the snowmobile clubs are not concerned about ATVs on the trail when there is no snow on the ground. In terms of the Frontenac ATV Club, they take direction from the County regarding when they are permitted to use the trail.

### **b) 2025-090**

#### **Planning and Economic Development**

#### **Open Farms 2025 and Support for Food and Agriculture**

Moved By: Mr. McIntosh

Seconded By: Councillor Fowler

**Be It Resolved That** the Planning and Economic Development Committee recommend to County Council that the Open Farms event be suspended for the foreseeable future;

**And Further That** the Planning and Economic Development Committee recommend to County Council staff and financial resources used for coordinating and hosting the Open Farms event be redeployed for supporting the food and agriculture sector through a variety of initiatives, including:

1. Strategic Partnerships
2. Increased Support for Farmers Markets

3. Continued Support for Plowing Matches
4. Improved Farm, Food & Beverage Information on County Websites
5. Farm to Fork Connection Building

**Carried**

To questions regarding the lack of success for Open Farms, Ms. Miller noted that the event has shifted and changed. This event has been taking place for the past 8 years and is now going through a new phase. For the \$5,000 budget and the 300+ hours of staff time, Ms. Miller noted that portions of the weekend that were very successful, such as the kick off event, the Sunday in the Country, and the Octoberfest event. There were not a lot of other events offered so we are looking at how these man hours can be adjusted to support the events that were successful but also broaden the other scope.

Additional Farmers Markets are great but can pull away from other events. When Open Farms began, it was not this complicated, but some farmers became overwhelmed so a ticketing system was put in place; however, this may have lost something and changed the culture of the event. Mr. Allen noted that one conversation staff had with a local farm was a lot of the participating farms were able to build their customer list. Now that this list has been built, these farms are not able to expand their operations so visitors to the farms is no longer needed to grow operations. We built this because farms wanted it. This is no longer the case.

**c) 2025-091  
Planning and Economic Development Advisory Committee  
Update to the Frontenac Business Directory**

This report was provided to the committee for information purposes only and staff were happy to answer questions.

**8. Communications**

**9. Other Business**

Chair Greenwood-Speers noted the proposed changes being considered to the Conservation Authorities and advised that she will be bringing forward a motion to Council. Deputy Warden Vandewal noted that on December 5<sup>th</sup> there is a session being held in Ottawa at the Conference and Event Centre from 1-3:30 to make comments on this matter.

Mr. Farrell noted that he will be meeting with the General Manager of the CRCA next week regarding this matter.

Mr. Hage noted that FIFA will be coming to Toronto in 2026 and questioned if we can benefit from this, to which Mr. Allend noted that he is in regular discussions with the City of Kingston and they will have a strategy in place for this. Staff will report back to the Committee when more concrete information is available.

## **10. Next Meeting**

- a) The next meeting of the Planning and Economic Development Advisory Committee is scheduled for Thursday, January 29, 2026, at 10:00 a.m. in the Council Chamber of the County Administration Building.

## **11. Adjournment**

Moved By: Councillor Fowler

Seconded By: Mr. McIntosh

**That** the meeting hereby adjourns at 11:07 a.m.

**Carried**

**By-Law No. 2025-044**

**Of**

**The Corporation of the County of Frontenac**

being a by-law to authorize the Corporation of the County of Frontenac to distribute the Canada Community Building Fund amongst its four lower-tier municipalities

---

**Whereas** the Corporation of the County of Frontenac (the Recipient) adopted By-law 2024-0023 to execute an amended agreement with AMO regarding the Canada Community-Building Fund;

**And Whereas** Section 5.3 of the Agreement permits the Recipient to allocate funds to another Eligible Municipality;

**And Whereas** Council wishes to authorize the distribution of Canada Community Building Fund allocation amongst the County's four lower tier municipalities for 2025;

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

1. **That** the County of Frontenac distribute the Canada Community Building Fund allocation as per the 2025 Schedule attached to this by-law;
2. **That** this By-law shall come into force and have effect upon the final passing thereof.

Read a First and Second Time this 17<sup>th</sup> day of December, 2025.

Read a Third Time and Finally Passed, Signed and Sealed this 17<sup>th</sup> day of December, 2025.

**The Corporation of the County of Frontenac**

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Bill Saunders, Warden

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Jannette Amini, Clerk

County Of Frontenac Distribution of Canada Community Building Fund to Eligible Municipalities  
For 2025

| Municipality                  | Weighted Assessment % | Allocation   |
|-------------------------------|-----------------------|--------------|
| Township of Frontenac Islands | 9.34%                 | \$89,598.04  |
| Township of South Frontenac   | 58.59%                | \$562,136.59 |
| Township of Central Frontenac | 16.47%                | \$158,010.54 |
| Township of North Frontenac   | 15.60%                | \$149,669.76 |
| Total                         | 100.00%               | \$959,414.93 |

**By-Law No. 2025-045**

**of**

**The Corporation of the County of Frontenac**

Being a by-law to set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2026.

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**Whereas** the County of Frontenac deems it expedient for the County, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended, ("Municipal Act")* to establish the tax ratios for 2023 for the County of Frontenac and the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac; and,

**Whereas** the tax ratios establish the relative amount of taxation to be borne by each property class; and,

**Whereas** the property classes have been prescribed by the Minister of Finance pursuant to Section 7 of the *Assessment Act, R.S.O. 1990, Chapter A.31* and amendments thereto (*"Assessment Act"*); and,

**Whereas** the County of Frontenac after consultation with the elected representatives of the four Townships, in order to achieve real property tax reform, deems it expedient to establish tax ratios that are within the *"range of fairness"* prescribed by the Minister of Finance under Ontario Regulation 386/98 as amended by Ontario Regulation 212/05 for purposes of subsection (8) of Section 308 of the *Municipal Act*; and,

**Whereas** it is necessary for the County of Frontenac, pursuant to Section 362 of the *Municipal Act*, to establish tax reductions for prescribed subclasses for 2026 for County of Frontenac and Local Municipal purposes; and

**Whereas** the property subclasses for which tax reductions are to be established are in accordance with Section 8 of the *Assessment Act*; and,

**Whereas** the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

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

1. **That** for the taxation year 2026, tax ratios for indicated property classes shall be as follows:

| Assessment Class               | Tax Ratio |
|--------------------------------|-----------|
| Residential & Farm Residential | 1.0000    |
| Multi-Residential              | 1.0000    |
| New Multi-Residential          | 1.0000    |
| Commercial Occupied            | 1.0000    |
| Industrial Occupied            | 1.0000    |
| Landfills                      | 1.0000    |
| Aggregate Extraction           | 1.0000    |
| Pipeline                       | 0.7000    |
| Farmland                       | 0.2500    |
| Managed Forests                | 0.2500    |

2. **That** for the taxation year 2026, the tax reduction for indicated property classes shall be as follows:

| Subclasses                                                                               | Tax Rate Reduction |
|------------------------------------------------------------------------------------------|--------------------|
| Vacant Land, Vacant Units and Excess Land<br>In the Commercial Property Class            | 30%                |
| Vacant Land, Vacant Units and Excess Land<br>Subclasses in the Industrial Property Class | 35%                |
| First Subclass of Farmland<br>Awaiting Development for all Property Classes              | 65%                |

|                                                                                  |     |
|----------------------------------------------------------------------------------|-----|
| Second Subclass of Farmland Awaiting Development for all Property Classes        | 30% |
| First Subclass Small-Scale On-Farm Business<br>In the Commercial Property Class  | 75% |
| First Subclass Small-Scale On-Farm Business<br>In the Industrial Property Class  | 75% |
| Second Subclass Small-Scale On-Farm Business<br>In the Commercial Property Class | 75% |
| Second Subclass Small-Scale On-Farm Business<br>In the Industrial Property Class | 75% |

3. **That** this by-law shall come into force and take effect on the 1<sup>st</sup> day of January, 2026.

Read a first and second time this 17<sup>th</sup> day of December, 2025.

Read a third time and finally passed, signed and sealed this 17<sup>th</sup> day of December, 2025.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Bill Saunders, Warden

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Jannette Amini, Clerk

**By-Law No. 2024-046**

**of**

**The Corporation of the County of Frontenac**

being a by-law to establish Tax Rates for the year 2026 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac

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**Whereas** all property assessment rolls on which the 2026 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act, R.S.O. 1990, Chapter A.31 and amendments thereto*, subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

**And Whereas** the “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Aggregate Extraction Assessment”, “Pipe Line Assessment”, “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses pursuant to Section 7 of the *Assessment Act* have been determined on the basis of the aforementioned property assessment rolls;

**And Whereas** pursuant to Section 311(2) of the *Municipal Act*, for purposes of raising the general upper-tier levy, the sums required by taxation in the year 2026 are to be levied by separate rates by the Townships for the estimated current annual expenditures for County of Frontenac purposes after deduction of other revenue as directed by County of Frontenac by-law;

**And Whereas** the tax ratios and tax rate reductions for prescribed property subclasses on the aforementioned property for the 2026 taxation year have been set out in County of Frontenac By-law Number 2025-045 passed by Council on the 17<sup>th</sup> day of December 27, 2025;

**And Whereas** the tax rates on the aforementioned “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment” (where applicable), “Aggregate Extraction Assessment”, “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses have been calculated pursuant to the provisions of the *Municipal Act*, in the manner set out herein;

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

1. **That** having duly adopted the gross estimates set out in By-law 2025-042 the County of Frontenac hereby adopts the sum of \$14,188,565 as its estimate of the Property Tax Levy required during the year 2026 for the purposes of the County of Frontenac.
2. **That** for the year 2026 in the area coming under the jurisdiction of the County of Frontenac, the Townships of Frontenac Islands, South Frontenac, Central

Frontenac and North Frontenac shall levy upon the Residential/Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Landfill Assessment, Pipe Line Assessment (if applicable), Aggregate Extraction Assessment, Farmlands Assessment and Managed Forests Assessment and applicable subclasses, the tax rates for County of Frontenac purposes as determined in accordance with Schedule A to this by-law.

3. **That** the County of Frontenac hereby directs the County's portion of Payments in Lieu of Taxation be paid to the Treasurer of the County of Frontenac as set out in Schedule B to this by-law.
4. **That** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 17<sup>th</sup> day of December, 2025.

Read a Third Time and Finally Passed, Signed and Sealed this 17<sup>th</sup> day of December, 2025.

**The Corporation of the County Of Frontenac**

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Bill Saunders, Warden

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Jannette Amini, Clerk

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By-law No. 2024-046 – to establish Tax Rates for the year 2026 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac  
December 17, 2025

Schedule A  
County of Frontenac  
2026 summary of taxes raised by the County of Frontenac

| Schedule A: 2026 summary of taxes raised by County of Frontenac - Tax rates set out below |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|-------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
|                                                                                           | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
| Assessment Class                                                                          | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                            | 544,086,823       | 0.00229301 | 1,247,597      | 3,543,915,909   | 0.00229301 | 8,126,241      | 997,099,668       | 0.00229301 | 2,286,361      | 954,112,434     | 0.00229301 | 2,187,791      |
| Multi-residential                                                                         | 0                 | 0.00229301 | 0              | 4,045,000       | 0.00229301 | 9,275          | 850,000           | 0.00229301 | 1,949          | 0               | 0.00229301 | 0              |
| Commercial Occupied                                                                       | 5,492,377         | 0.00229301 | 12,594         | 38,081,673      | 0.00229301 | 87,322         | 11,236,800        | 0.00229301 | 25,766         | 5,532,466       | 0.00229301 | 12,686         |
| Commercial Vacant                                                                         | 0                 | 0.00160511 | 0              | 966,100         | 0.00160511 | 1,551          | 348,300           | 0.00160511 | 559            | 103,100         | 0.00160511 | 165            |
| Commerical New Construction                                                               | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Commercial Excess New Construction                                                        | 0                 | 0.00160511 | 0              | 0               | 0.00160511 | 0              | 0                 | 0.00160511 | 0              | 0               | 0.00160511 | 0              |
| Commercial Small Scale On Farm Business                                                   | 0                 | 0.00057325 | 0              | 11,600          | 0.00057325 | 7              | 0                 | 0.00057325 | 0              | 34,600          | 0.00057325 | 20             |
| Parking Lot                                                                               | 0                 | 0.00229301 | 0              | 43,000          | 0.00229301 | 99             | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Industrial Occupied                                                                       | 13,097,000        | 0.00229301 | 30,032         | 3,965,300       | 0.00229301 | 9,092          | 325,400           | 0.00229301 | 746            | 566,700         | 0.00229301 | 1,299          |
| Industrial Vacant                                                                         | 296,700           | 0.00149046 | 442            | 329,000         | 0.00149046 | 490            | 64,500            | 0.00149046 | 96             | 31,500          | 0.00149046 | 47             |
| Industrial New Construction                                                               | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              | 0                 | 0.00229301 | 0              | 0               | 0.00229301 | 0              |
| Industrial Small Scale On Farm Business                                                   | 0                 | 0.00057325 | 0              | 100,000         | 0.00057325 | 57             | 0                 | 0.00057325 | 0              | 58,500          | 0.00057325 | 34             |
| Aggregate Extraction                                                                      | 366,000           | 0.00229301 | 839            | 1,132,400       | 0.00229301 | 2,597          | 1,603,300         | 0.00229301 | 3,676          | 618,800         | 0.00229301 | 1,419          |
| Farmland                                                                                  | 62,702,300        | 0.00057325 | 35,944         | 114,946,600     | 0.00057325 | 65,893         | 17,988,100        | 0.00057325 | 10,312         | 3,402,100       | 0.00057325 | 1,950          |
| Managed Forests                                                                           | 924,900           | 0.00057325 | 530            | 16,034,400      | 0.00057325 | 9,192          | 16,429,500        | 0.00057325 | 9,418          | 7,805,500       | 0.00057325 | 4,475          |
| Totals                                                                                    | 626,966,100       |            | 1,327,979      | 3,723,570,982   |            | 8,311,816      | 1,045,945,568     |            | 2,338,884      | 972,265,700     |            | 2,209,886      |

Summary of taxes raised for County purposes by each municipality

| Municipality                  | Amount of levy |            |          |         |
|-------------------------------|----------------|------------|----------|---------|
|                               | 2026           | 2025       | % Change | % share |
| Township of Frontenac Islands | 1,327,979      | 1,263,622  | 5.09%    | 9.36%   |
| Township of South Frontenac   | 8,311,816      | 7,927,941  | 4.84%    | 58.58%  |
| Township of Central Frontenac | 2,338,884      | 2,228,459  | 4.96%    | 16.48%  |
| Township of North Frontenac   | 2,209,886      | 2,110,827  | 4.69%    | 15.58%  |
| Total Levy                    | 14,188,565     | 13,530,849 | 4.86%    | 100.00% |

Schedule B  
County of Frontenac  
2026 summary of taxes raised by payments-in-lieu to the County of Frontenac

| 2026 summary of taxes raised by payments-in-lieu to County of Frontenac - Tax rates set out below |                   |            |                |                 |            |                |                   |            |                |                 |            |                |
|---------------------------------------------------------------------------------------------------|-------------------|------------|----------------|-----------------|------------|----------------|-------------------|------------|----------------|-----------------|------------|----------------|
| Assessment Class                                                                                  | Frontenac Islands |            |                | South Frontenac |            |                | Central Frontenac |            |                | North Frontenac |            |                |
|                                                                                                   | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised | CVA               | Tax Rate   | Dollars Raised | CVA             | Tax Rate   | Dollars Raised |
| Residential & Farm Residential                                                                    | 478,700           | 0.00229301 | 1,098          | 2,712,163       | 0.00229301 | 6,219          | 2,700,800         | 0.00229301 | 6,193          | 3,978,000       | 0.00229301 | 9,122          |
| Multi-residential                                                                                 | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Commercial Occupied                                                                               | 597,900           | 0.00229301 | 1,371          | 4,769,800       | 0.00229301 | 10,937         | 2,541,600         | 0.00229301 | 5,828          | 2,531,100       | 0.00229301 | 5,804          |
| Commercial Vacant                                                                                 | 0                 | 0.00160511 | 0              |                 | 0.00160511 | 0              |                   | 0.00160511 | 0              | 38,300          | 0.00160511 | 61             |
| Parking Lot                                                                                       | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Landfill                                                                                          | 0                 | 0.00229301 | 0              | 117,500         | 0.00229301 | 269            | 7,400             | 0.00229301 | 17             | 23,200          | 0.00229301 | 53             |
| Industrial Occupied                                                                               | 0                 | 0.00229301 | 0              |                 | 0.00229301 | 0              |                   | 0.00229301 | 0              |                 | 0.00229301 | 0              |
| Industrial Vacant                                                                                 | 0                 | 0.00149046 | 0              |                 | 0.00149046 | 0              |                   | 0.00149046 | 0              |                 | 0.00149046 | 0              |
| Farmland                                                                                          | 0                 | 0.00057325 | 0              |                 | 0.00057325 | 0              |                   | 0.00057325 | 0              |                 | 0.00057325 | 0              |
| Managed Forests                                                                                   | 0                 | 0.00057325 | 0              |                 | 0.00057325 | 0              |                   | 0.00057325 | 0              | 0               | 0.00057325 | 0              |
| Totals                                                                                            | 1,076,600         |            | 2,469          | 7,599,463       |            | 17,426         | 5,249,800         |            | 12,038         | 6,570,600       |            | 15,040         |

Summary of payments-in-lieu raised for County purposes by each municipality

| Municipality                  | Amount of levy |        |        |
|-------------------------------|----------------|--------|--------|
|                               | 2026           | 2025   | Change |
| Township of Frontenac Islands | 2,469          | 2,304  | 7.14%  |
| Township of South Frontenac   | 17,426         | 16,795 | 3.75%  |
| Township of Central Frontenac | 12,038         | 11,602 | 3.75%  |
| Township of North Frontenac   | 15,040         | 14,490 | 3.80%  |
| Total Levy                    | 46,972         | 45,192 | 3.94%  |

**By-Law No. 2025-047**

**Of**

**The Corporation of the County of Frontenac**

being a by-law to amend Procedural By-law No. 2022-0026 (appoint to the Planning and Economic Development Advisory Committee)

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**Whereas** Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

**And Whereas** By-law No. 2022-0026, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings, 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, The Council of the Corporation of the County of Frontenac** hereby enacts as follows:

1. **That** Schedule B-2, Planning and Economic Development Advisory Committee be amended to delete Ron Vandewal Councillor from South Frontenac and add Ray Leonard as the Councillor from South Frontenac, whose term shall expire November 14, 2026;
2. **That** this by-law shall take effect on the date of its final passing.

Read a first and second time this 17<sup>th</sup> day of December, 2025.

Read a third time and finally passed this 17<sup>th</sup> day of December, 2025.

**The Corporation of the County of Frontenac**

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Bill Saunders, Warden

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Jannette Amini, Clerk

**By-Law No. 2025-048**

**of**

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
December 17, 2025

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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 December 17, 2025, 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 December 17, 2025, 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 December 17, 2025, except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

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

Read a First and Second Time this 17<sup>th</sup> day of December 2025

Read a Third Time and Finally Passed, Signed and Sealed this 17<sup>th</sup> day of December 2025.

**The Corporation of the County of Frontenac**

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Bill Saunders, Warden

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Jannette Amini, Clerk