



Frontenac County Council Meeting
Wednesday, June 18, 2025 – 9:30 a.m.
County of Frontenac Administration Building,
2069 Battersea Road, Glenburnie, On
<https://youtube.com/live/W9j46wMXFLY?feature=share>

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 May 21, 2025

Resolved That the minutes of the regular Council meeting held May 21, 2025 be adopted.

[Minutes of Meeting held May 21, 2025](#)

Delegations and/or Presentations

Proclamations

- a) **National Indigenous Peoples Day
June 21, 2025**

Whereas, the Constitution of Canada recognizes the existing rights of the Indigenous peoples of Canada; and,

Whereas in the Constitution of Canada includes the **indigenous peoples of Canada**; and,

Whereas the Indigenous peoples of Canada have made and continue to make valuable contributions to Canadian society and it is considered appropriate that there be, in each year, a day to mark and celebrate these contributions and to recognize the different cultures of the Indigenous peoples of Canada; and,

Whereas many Indigenous peoples celebrate the summer solstice, which has an important symbolism within their cultures;

Therefore Be It Resolved That the Council of the County of Frontenac hereby proclaims June 21, 2025 as “National Indigenous Peoples Day” in Frontenac County.

Move into Committee of the Whole

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

Briefings

- a) **Mr. Kevin Farrell**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.
[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.

- b) **2025-051**
Fairmount Home
Replacement of a Diesel Fuel Tank for the 250KW Diesel Generator
Recommendation:

Be It Resolved That County Council authorize Fairmount Home to complete the replacement of a diesel fuel tank for the 250KW diesel

generator with funds from the Joint Fairmount Home Capital Replacement Reserve.

[Replacement of a Diesel Fuel Tank for the 250KW Diesel Generator](#)

c) **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

a) **2025-053**

Frontenac Paramedics

Joint Fire and Paramedic Station at Taylor Kidd Boulevard and Demers Avenue

Recommendation:

Be it Resolved That Council authorize the Warden and Clerk to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard,

And Further That staff be directed to provide a subsequent report to Council outlining detailed plans and financial implications as more information is obtained.

[Joint Fire and Paramedic Station at Taylor Kidd Boulevard and Demers Avenue](#)

b) **2025-054**

Corporate Services

Approval of Expense Reimbursement for Ongoing Transition of the South East Health Unit

Recommendation:

Be It Resolved That staff be directed to continue discussions with the South East Public Health Unit (SEHU) to cover the mileage and per diem costs incurred through attendance at both the Finance and Governance Committees of the SEHU.

And Further That should the SEHU not cover these costs, Council authorize that these costs be covered by the County.

[Approval of Expense Reimbursement for Ongoing Transition of the South East Health Unit](#)

c) **2025-056**

**Office of the Chief Administrative Officer
Frontenac Municipal Services Corporation Shareholder Agreement
Recommendation:**

Be It Resolved That the Council of the County of Frontenac receive the report regarding the Frontenac Municipal Services Corporation Shareholder Agreement attached to this report as Appendix A;

And Further That the Warden and Clerk be authorized to sign the Shareholder Agreement on behalf of the County.
[Frontenac Municipal Services Corporation Shareholder Agreement](#)
[Appendix A - FMSC Shareholder Agreement](#)

Information Reports from the Chief Administrative Officer

- 48 - 53

a) **2025-052**
Corporate Services
2025 First Quarter Financial Summary and Outlook
[2025 First Quarter Financial Summary and Outlook](#)
- 54 - 61

b) **2025-055**
Office of the CAO
2024 Key Performance Indicators (KPIs) and Balanced Scorecard Update
[2024 Key Performance Indicators \(KPIs\) and Balanced Scorecard Update](#)

Reports from Advisory Committees of County Council

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

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

Report of the Planning and Economic Development Advisory Committee

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

1.

2025-036
Municipal Accommodation Tax Feasibility

Be It Resolved That County Council direct staff to explore the feasibility of a municipal accommodation tax in Frontenac County;

And Further That up to \$6,000 be allocated from the Community Development Reserve to assist with facilitation and engagement costs for the feasibility review.

[Planning and Economic Development Advisory Committee Report to Council](#)

[25-06-05 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

Giving Notice of Motion

Communications

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

- a) From Kevin Farrell, CAO providing Council with follow up information regarding Investment Report
[Distributed to Members of County Council May 23, 2025]
- b) From the EOWC regarding correspondence on Strengthening Eastern Ontario Through Sustainable Investment in Higher Education
[Distributed to Members of County Council May 23, 2025]
- c) From the Municipality of Assiginack regarding a Resolution opposing the Strong Mayor Powers
[Distributed to Members of County Council May 23, 2025]
- d) From the South East Health Unit providing Council with information regarding its budget
[Distributed to Members of County Council May 23, 2025]
- e) From the Town of LaSalle regarding a Resolution concerning Ontario

Works Rates

[Distributed to Members of County Council May 23, 2025]

- f) From the Town of LaSalle regarding a Resolution concerning Ontario Works Rates
[Distributed to Members of County Council May 23, 2025]
- g) Presentation by Dr. Morrison to County Council FLA OHT - Frontenac County May 2025
[Distributed to Members of County Council May 23, 2025]
- h) Presentation to County Council by Dr. Morrison Executive Summary_FLA PCAT Proposal, May 2 2025[75]
[Distributed to Members of County Council May 23, 2025]
- i) From Bruce County regarding a Resolution on a Municipal Response to Tariffs
[Distributed to Members of County Council May 30, 2025]
- j) From the Municipality of Grey Highlands regarding a Resolution on a Municipal Response to Tariffs
[Distributed to Members of County Council May 30, 2025]
- k) From the Township of Archipelago regarding a Resolution to Protect Ontario by Unleashing our Economy Act, 2025
[Distributed to Members of County Council May 30, 2025]
- l) From the City of Woodstock regarding a Resolution on Bill 5 Protecting Ontario by Unleashing Our Economy Act 2025
[Distributed to Members of County Council June 6, 2025]
- m) From the County of Norfolk regarding a Resolution opposing Strong Mayor Powers
[Distributed to Members of County Council June 6, 2025]
- n) From the EOWC providing its June 2025 Newsletter
[Distributed to Members of County Council June 6, 2025]
- o) From the Township of Whitewater Region regarding a Resolution opposing the Strong Mayor Powers
[Distributed to Members of County Council June 6, 2025]
- p) From the Town of LaSalle regarding a Resolution on Bill 5 Protect Ontario by Unleashing our Economy Act
[Distributed to Members of County Council June 13, 2025]
- q) From the Township of Georgian Bay regarding a Resolution on the Floating Accommodations Position Paper
[Distributed to Members of County Council June 13, 2025]
- r) From the Township of McGarry regarding a Resolution on Canadian Sovereignty and United States
[Distributed to Members of County Council June 13, 2025]

Other Business

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

- a) First and Second Reading

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

- b) Third Reading

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

By-Laws

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- a) To adopt an Accountability and Transparency Policy for the County of Frontenac

[Proposed By-law No. 2025-022]

[To adopt an Accountability and Transparency Policy for the County of Frontenac](#)

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- b) To authorize the Warden and Clerk to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard.

[Proposed By-law No. 2025-023]

[To authorize the Warden and Clerk to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard](#)

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- c) To authorize the Warden and Clerk to enter into a shareholder agreement with the Townships of North, Central, and South Frontenac and Frontenac Islands for the management and operation of the Frontenac Municipal Services Corporation

[Proposed By-law No. 2025-024]

[To authorize the Warden and Clerk to enter into a shareholder agreement with the Townships of North, Central, and South Frontenac and Frontenac Islands for the management and operation of the Frontenac Municipal Services Corporation](#)

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- d) To confirm all actions and proceedings of County Council on June 18, 2025

[Proposed By-law No. 2025-025]

[To confirm all actions and proceedings of County Council on June 18, 2025](#)

Adjournment



FRONTENAC



Minutes of the Regular Meeting of Council May 21, 2025

A regular meeting of the Council of the County of Frontenac was held in the Council Chamber of the County Administration Building, 2069 Battersea Road, Glenburnie on Wednesday, May 21, 2025 at 9:00 am.

There was a "Closed Meeting" of the Committee of the Whole from 9:00 am to 9:15 a.m. with regular business commencing at 9:30 am.

Roll Call

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
Kevin Farrell, Chief Administrative Officer/Deputy Clerk
Amy Freeburn, Executive Assistant to the CAO
Joe Gallivan, Director of Planning and Economic Development
Marc Goudie, Chief/Director of Emergency & Transportation
Services
Barb McCulloch, Director of Human Resources
Debbi Miller, Community Development Officer

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 #: 110-25 Moved By: Councillor Smith
Seconded By: Councillor Vandewal

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 January 15, 2025
2. Labour relations or employee negotiations - as it relates to Attendance Management

Carried

b) Return to Council

Motion #: 111-25 Moved By: Councillor Fowler
Seconded By: Councillor Leonard

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

Carried

Approval of Addendum

Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Adoption of Minutes

a) Minutes of Meeting held April 16, 2025

Motion #: 112-25 Moved By: Deputy Warden Saunders
Seconded By: Councillor Gowdy

Resolved That the minutes of the regular Council meeting held April 16, 2025 be adopted.

Carried

b) Minutes of Special Meeting held May 14, 2025

Motion #: 113-25 Moved By: Councillor Greenwood-Speers
Seconded By: Councillor Smith

Resolved That the minutes of the regular Council meeting held May 14, 2025 be adopted as amended.

Carried

c) Return to Committee of the Whole Council

Motion #: 116-25 Moved By: Councillor Greenwood-Speers
Seconded By: Warden Lichty

That the Committee of Management of Fairmount Home adjourn and revert back to Committee of the Whole Council.

Carried

Recommend Reports from the Chief Administrative Officer

The below briefings (clauses a and b)) and Report (clause c)) were considered after Motion #: 114-25, to move into Committee of the Whole Council

- a) **Consultant Briefing:** Debbi Miller, Community Development Officer, introduced Dr. Kim Morrison, who briefed County Council with an update from the FLA OHT, including updates regarding the \$1.8 Billion healthcare funding announcement and any possible Frontenac impacts.
- b) **Staff Briefing:** Debbi Miller, Community Development Officer, provided Council with a briefing on the Implementation Plan - Healthcare in our Community.

[See Recommend Reports from the Chief Administrative Officer, clause c)]

- c) 2025-049
Planning and Economic Development
Implementation Plan - Healthcare in our Community**

Note: Appendix A - Healthcare Implementation Plan is not in an accessible format but can be provided upon request

Motion #: 117-25 Moved By: Councillor Smith
Seconded By: Councillor Vandewal

Be It Resolved That the Healthcare in Our Community Implementation Plan appendix be approved,

And Further That staff be authorized to lead, coordinate, and participate in the activities outlined in the Healthcare in Our Community Implementation Plan,

And Further That the CAO be authorized to enter into an agreement with KEYS for the purpose of participating in the NEST* program,

And Further That up to \$30,000 from the Strategic Project Reserve funds be available for staff to use for consulting, recruitment events, and communications in Frontenac County as outlined in the report.

Carried

Information Reports from the Chief Administrative Officer

- a) 2025-046
Corporate Services
Queen's University Archives Annual Report to the County of Frontenac for 2024
- b) 2025-047
Corporate Services
2024 County of Frontenac Investment Report

Reports from Advisory Committees of County Council

- a) Report of the Governance Review Committee**

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

Motion #: 118-25 Moved By: Councillor Fowler
Seconded By: Councillor Leonard

Report of the Governance Review Committee

That the Report received from the Governance Review Committee be received and adopted.

Report of the Governance Review Committee

The Governance Review Committee reports and recommends as follows:

- 1. 2025-043**
Corporate Services
Adoption of an updated County of Frontenac Accountability and Transparency Policy

Resolved That the Council of the County of Frontenac adopt an Accountability and Transparency Policy for the County of Frontenac attached to this report as Appendix A

And further That By-law 2007-0038 being a by-law to adopt an Accountability and Transparency Policy be hereby repealed.

Carried

Return to Council

Motion #: 119-25 Moved By: Councillor Gowdy
Seconded By: Councillor Greenwood-Speers

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

Carried

Adoption of the Report of the Committee of the Whole Council

Motion #: 120-25 Moved By: Deputy Warden Saunders
Seconded By: Councillor Smith

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

Carried

Motions, Notice of Which has Been Given

Giving Notice of Motion

Communications

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

- a) From the City of Cambridge regarding a Resolution for the Redistribution of the Provincial Land Transfer Tax and GST to Municipalities
[Distributed to Members of County Council April 25, 2025]
- b) From the Municipality of North Middlesex regarding a Resolution Opposing the Strong Mayors Powers
[Distributed to Members of County Council April 25, 2025]
- c) From the Town of Aylmer regarding a Resolution to Oppose Expansion of Strong Mayor Powers
[Distributed to Members of County Council April 25, 2025]
- d) From the Town of Greater Napanee regarding a Resolution in Opposition to Strong Mayor Powers
[Distributed to Members of County Council April 25, 2025]
- e) From the Town of Parry Sound providing a letter sent to MMAH regarding consultation on Strong Mayors Powers
[Distributed to Members of County Council April 25, 2025]
- f) From the Town of Parry Sound regarding a Resolution for inclusive research to reflect diversity of Canadian communities
[Distributed to Members of County Council April 25, 2025]
- g) From the City of Stratford regarding a Resolution in opposition to the Strong Mayors Powers

- h) [Distributed to Members of County Council May 2, 2025]
From the Food Policy Council of KFL&A providing its Spring 2025 Newsletter
[Distributed to Members of County Council May 2, 2025]
- i) From the Municipality of Bluewater regarding a Resolution in Opposition to Strong Mayor Powers Expansion
[Distributed to Members of County Council May 2, 2025]
- j) From the Municipality of South Huron regarding a Resolution in opposition to the Strong Mayor Powers
[Distributed to Members of County Council May 2, 2025]
- k) From the Municipality of St. Charles regarding a Resolution concerning the Carbon Tax
[Distributed to Members of County Council May 2, 2025]
- l) From the Town of Caledon regarding correspondence to Premiere Ford on Tile Drainage
[Distributed to Members of County Council May 2, 2025]
- m) From the Town of Essex regarding a Resolution opposing the Strong Mayors Powers
[Distributed to Members of County Council May 2, 2025]
- n) From the Town of Richmond Hill regarding a Resolution for regulations on exotic animals
[Distributed to Members of County Council May 2, 2025]
- o) From the Town of Tecumseh regarding a Resolution in opposition of Strong Mayor Powers
[Distributed to Members of County Council May 2, 2025]
- p) From the Town of Cobourg regarding a Resolution on Ontario Works Financial Assistance Rates
[Distributed to Members of County Council May 9, 2025]
- q) From the Township of Larder Lake regarding a Resolution concerning the Sovereignty of Canada
[Distributed to Members of County Council May 2, 2025]
- r) From the Township of Spring Water regarding a Resolution Opposing Strong Mayor Powers
[Distributed to Members of County Council May 9, 2025]
- s) From the Township of Springwater regarding a Resolution on the Redistribution of the Land Transfer Tax
[Distributed to Members of County Council May 9, 2025]
- t) From MMAH regarding the introduction of Bill 17 Protect Ontario by Building Faster and Smarter Act
[Distributed to Members of County Council May 16, 2025]
- u) From the Municipality of Quinte West regarding a Resolution on Strong Mayor Powers
[Distributed to Members of County Council May 16, 2025]

Other Business

a) First and Second Reading

Carried**Carried****Carried**

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Administrative Report

June 18, 2025

Report 2025-06



CAO Schedule Highlights – June 2025

- Queen's Park - Minister McCarthy / Minister Flack – June 3rd
- Senior Leadership Team Meeting – June 4th
- PEDAC Meeting – June 5th
- EOLC Meeting – June 5th
- County of Frontenac New Hire Orientation – June 9th
- Frontenac Islands Council Meeting – June 9th
- Employee EDI Committee Meeting – June 9th
- MTO Partnership Meeting – June 11th
- Frontenac Business Services – AGM – June 17th
- Frontenac County Council – June 18th
- Old House Staff Meeting – June 19th
- FLA OHT Annual Partnership Town Hall – June 19th
- StoneShare End User Training – June 20th
- Business Plans and Project Proposals – First Pass, Day 1 – June 23rd
- FLA OHT Health Home Meeting – June 25th
- Business Plans and Project Proposals – First Pass, Day 2 – June 26th
- Succession Planning Update Meeting – June 26th



Human Resources Update – Key Activity

Recruitment

- 204 postings as of June 9th
- Ongoing recruitment in all areas for Fairmount

Labour Relations

- CUPE 2290 – interest arbitration evening date – November 19th
- OPSEU 462 – bargaining will commence in July; two (2) investigations coordinated
- CUPE 109 – 3rd date of bargaining June 12th

Miscellaneous

- Equity, Diversity & Inclusion committee 2nd meeting – June 12
 - Q&A developed; Survey; Terms of Reference
 - several policies reviewed and updated with an EDI lens; Core and Leadership Competency model updated
- Wellness Fair well attended on May 27th
- Leadership development – A Practical Guide for Identifying and Addressing Workplace Discrimination – 28 attendees



Fairmount Home Annual Butterfly Release



Frontenac Paramedics



- Paramedic Services Week BBQ.
- Our 15 new hires continue their orientation and are moving to on road orientation.
- A posting for more Paramedics is currently active for a Fall hire.

Communications update



Website Pageviews	
FrontenacCounty.ca	19,677
VisitFrontenac.ca	17,821
FrontenacMaps.ca	8,890
EngageFrontenac.ca	5,002
CivicWebPortal	1,710
Social Media Engagement	
County Facebook & Instagram	25,024
County X Twitter	902
County Youtube	616
County LinkedIn	1,114
FPS X Twitter	785
Visit Frontenac Facebook & Instagram	224
Fairmount Facebook	3,625
K&P Trail Facebook Group	747
H.I. Ferry X Twitter	15
Total engagements in May	86,152
Change from April 2025	45%
Change from May 2024	29%



Planning Services Update

Communal Services – Township Official Plan Policies

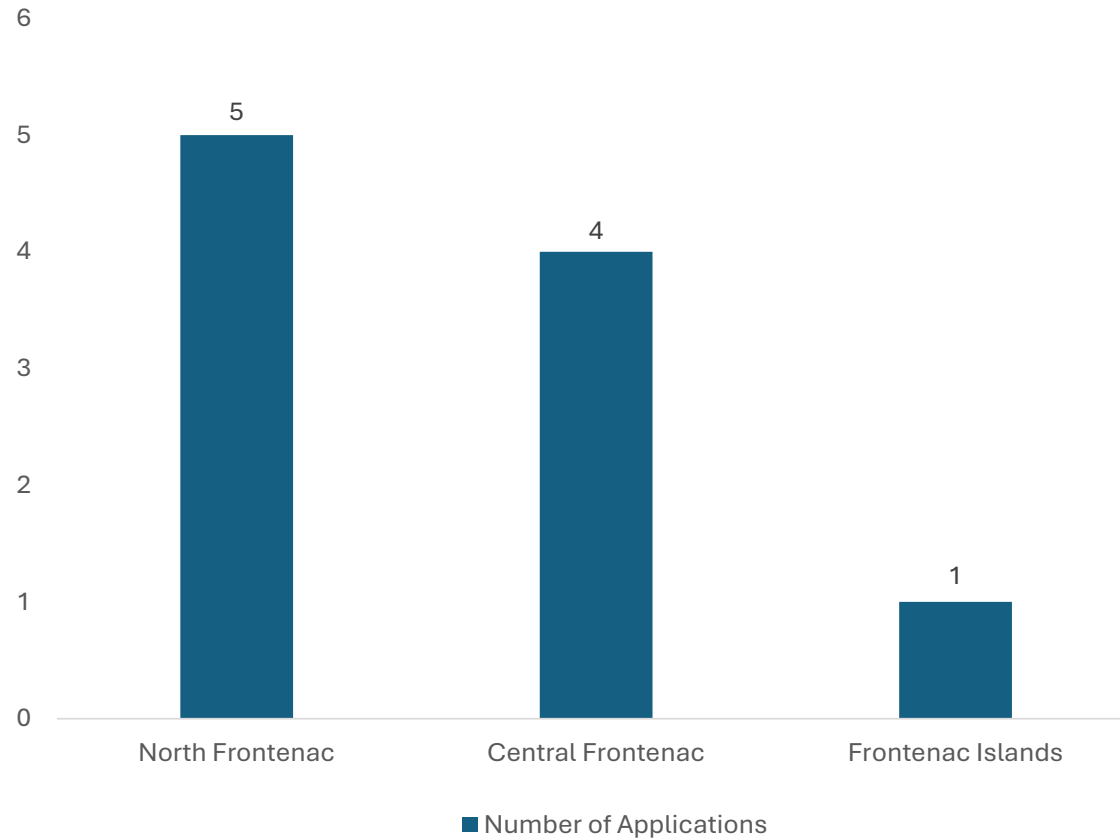
- Public information sessions held recently in both North and Central
- Draft policies to follow at future public meetings

Community Planning Permit System – Waterfront Development

- Working with staff from the townships to schedule public engagement sessions over the summer.
- “State of the Waterfront” survey still available on Engage Frontenac:
engagefrontenac.ca/community-planning-permit-system



Planning Applications – Townships (May)



- Applications were at a normal level for May.
- Staff have seen an increase in applications and inquiries since the beginning of May, with more application approvals anticipated for June and July.

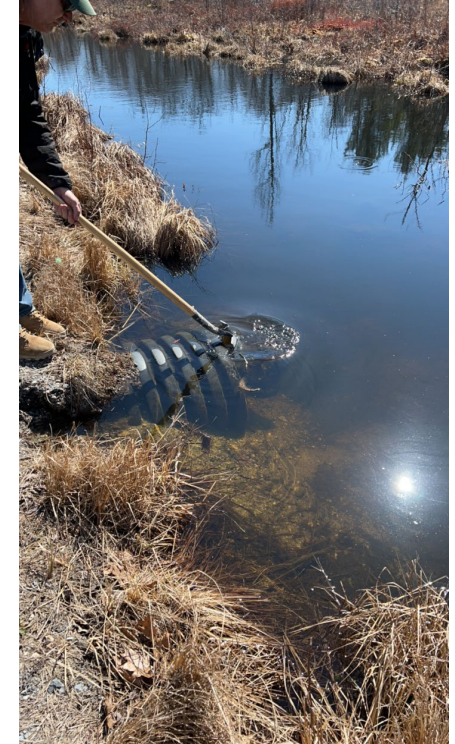
Economic Development

Wolfe Island Familiarization Tour June 3, 2025



K&P Trail

- Wet season so far:
rain + beavers = flooding
- Grading between Godfrey & Sharbot Lake completed June 13
- Dust Suppression applied June 16 -19
- Brush & Mow scheduled for end of June





Report 2025-050

Council Recommend Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Sara Saunders, Manager of Environmental Services
Susan Brant, Administrator

Date of meeting: June 18, 2025

Re: **Fairmount Home – Replacement of a Diesel Fuel Tank for the 250KW Diesel Generator**

Recommendation

Be It Resolved That County Council authorize Fairmount Home to complete the replacement of a diesel fuel tank for the 250KW diesel generator with funds from the Joint Fairmount Home Capital Replacement Reserve.

Background

All long-term care homes in the Province of Ontario are mandated to ensure the home is served by a generator that is available at all times with the capacity to maintain power for specific services as outlined in section 22 of [Regulation 246/22](#):

Generators

- 22.** (1) Subject to subsections (2) and (3), every licensee of a long-term care home shall ensure that the home is served by a generator that is available at all times and that has the capacity to maintain, in the event of a power outage,
- (a) the heating system;
 - (b) emergency lighting in hallways, corridors, stairways and exits; and
 - (c) essential services, including dietary services equipment required to store food at safe temperatures and prepare and deliver meals and snacks, equipment required to store drugs at safe temperatures and to prepare and deliver drugs, the resident-staff communication and response system, elevators and life

support, safety and emergency equipment. O. Reg. 246/22, s. 22 (1); O. Reg. 66/23, s. 2.

(2) The licensee of a home is not required to comply with subsection (1) until December 31, 2024 if there are beds in the home, other than class A beds or beds under a temporary emergency licence, that are not subject to a design manual applicable under a development agreement to which the home was subject. O. Reg. 246/22, s. 22 (2).

(3) The licensee of a home to which subsection (2) applies shall ensure that the home has guaranteed access to a generator that will be operational within three hours of a power outage and that can maintain everything required under clauses (1) (a), (b) and (c). O. Reg. 246/22, s. 22 (3).

Fairmount Home's diesel fuel tank and generator were installed in 2003 and are therefore 23 years old. Generator tests are conducted weekly, in which the generator operates for an hour during each test. The life cycle of a diesel fuel tank is estimated to be a 10-year cycle. In the case of a power outage, the current fuel capacity will only supply approximately 11 hours of back up power before the tank must be refueled. Refueling can be a challenge during inclement weather, especially if snow removal vehicles have been taken off of the road.

Comments

During the most recent storm in March 2025, the home experienced a power outage on a Friday evening during heavy rainfall with fallen trees blocking the home's parking lot. Due to the extended, multiple power outages, the Manager of Environmental Services arranged delivery of diesel fuel to ensure the generator was maintained over the entire weekend.

In May, Fairmount commissioned an inspection of the generator and fuel tank with the findings indicating the generator would remain functional for another 2-3 years. The findings also strongly recommended immediate replacement of the diesel fuel tank because the tank is not certified by the Underwriters Laboratories of Canada (ULC) as required in Canada. Failure to replace the tank could result in the diesel fuel tank being red tagged and taken out of service, thus leaving the home without a fuel source for the generator.

To maintain resident-centred quality care and ensure compliance with Regulation 246/22, it is strongly recommended the diesel fuel tank is replaced.

Strategic Priorities Implications

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

- 2.1 To meet the needs of future capital projects, explore new sources of funding support (current and future programs), cost-sharing options and other potential economies.

- 2.4 Finalize plans and financing to replace/construct/renovate aging County buildings now used for administration services (through a shared administrative facility if possible).

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

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

Financial Implications

The recommendation is seeking authorization from County Council to use the Joint Fairmount Home Capital Replacement Reserve to replace Fairmount Home's diesel fuel tank with a certified tank that has increased capacity in the range of 48 – 72 hours with an upset limit of \$120,000.

In 2023, Tandet Industrial provided a quote of approximately \$55,000 for a replacement tank and advised to increase this quote by 35% to incorporate the United States' 25% steel tariff. As of June 4, 2025, the steel tariff has increased to 50% which could increase costs further. This capital expense would be subject to the cost sharing agreement with the City of Kingston, whereby the City of Kingston would assume 68% of the cost and the County of Frontenac would assume 32%.

Organizations, Departments and Individuals Consulted and/or Affected

Phil Piasetzki, Acting Director of Corporate Services/Treasurer



Report 2025-053

Council Recommend Report

To: Warden and Members of County Council
From: Kevin Farrell, Chief Administrative Officer
Prepared by: Marc Goudie, Paramedic Chief / Director Emergency and Transportation Services
Date of meeting: June 18, 2025
Re: **Frontenac Paramedics – Joint Fire and Paramedic Station at Taylor Kidd Boulevard and Demers Avenue**

Recommendation

Be it Resolved That Council authorize the Warden and Clerk to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard,

And Further That staff be directed to provide a subsequent report to Council outlining detailed plans and financial implications as more information is obtained.

Background

Frontenac Paramedics engaged Operational Research in Health (ORH) to complete a ten-year Paramedic and Human Resources Master Plan in 2019. An Updated Review in 2024 was completed as Frontenac Paramedics experienced higher than expected demands for service emerging from COVID. The updated report from ORH predicts a 3.6% to 3.9% increase in service demands year over year to 2034.

To meet the increased demands for Paramedic services, ORH has recommended the addition of Paramedic resources through to 2034, with an additional 12 hour/7 days a week Paramedic resource recommended in 2026, 2027, and 2028. Frontenac Paramedics need to increase our Paramedic resources as well as increase the bases needed for Paramedics to operate out of.

The City of Kingston is moving forward with a joint Fire and Paramedic Station location at 495 Taylor Kidd Boulevard. This joint location will provide Frontenac Paramedics with an additional 2 bays to house up to 4 ambulances indoors. Frontenac Paramedics will lease this space from the City of Kingston, which is more advantageous for both the City

of Kingston and the County of Frontenac as the cost of the lease is covered by the Land Ambulance Service Grant Funding.

Kingston Fire Recure (KFR) and Frontenac Paramedics will operate separately and independently at the new station but will share land, utilities and building systems, saving costs for both.

Construction is scheduled to begin in Fall 2025 with the expectation that the station will open in late 2026 or early 2027, depending upon the successful contractor's schedule.

The station will be energy efficient and have reduced greenhouse gas (GHG) emissions compared to a standard building constructed to Ontario Building Code, using heat pumps, energy recovery ventilators, and a highly insulated building envelope. The roof and electrical infrastructure are designed to support future solar on site. The station will feature bifold doors rather than traditional roll-up doors on the exits of the vehicle garages. The bifold doors open in half the time and will help KFR and Frontenac Paramedics meet their response time targets.

Comment

Currently Frontenac Paramedics do not have the needed space to store all ambulances inside, in a climate controlled and protected environment, as required by the Ministry of Health. Frontenac Paramedics recently underwent a Ministry of Health, Land Ambulance Service Review. As part of the preliminary findings, the Review Team did note this during their exit interview. The Ministry of Health will provide a draft report in the coming months. Frontenac Paramedics require ongoing investments in staffing and facilities to meet the growing demands for service.

Financial Implications

The City of Kingston's 2025 Capital Budget includes a Strategic Capital Project Investment of \$20.5 million for the new Taylor Kidd Fire and Paramedic Station. The City is leading the project and will be responsible for construction costs with the County then paying an ongoing lease for the Paramedic portion of the facility to maximize provincial ambulance funding. It should be noted that this will have implications for the 2026 budget and staff will bring back more information to Council as the project advances and details are finalized. While these leasing costs will need to be budgeted for, the anticipated timeline for completion of the project is currently projected to be late 2026 or early 2027.

Organizations, Departments and Individuals Consulted and/or Affected

Phil Piasetzki, Acting Director of Corporate Services/Treasurer

Kathie Shaw, Senior Financial Analyst

Dean Popov, Deputy Chief, Frontenac Paramedics



Report 2025-054

Information Report to Council

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: June 18, 2025

Re: Corporate Services – Provisional Approval of Expense Reimbursement for Ongoing Transition of the South East Health Unit

Recommendation

Be It Resolved That staff be directed to continue discussions with the South East Public Health Unit (SEHU) to cover the mileage and per diem costs incurred through attendance at both the Finance and Governance Committees of the SEHU.

And Further That should the SEHU not cover these costs, Council authorize that these costs be covered by the County.

Background

On March 28, 2024, the Kingston, Frontenac, Lennox & Addington board of health voted in favour of the intent to merge with Hastings Prince Edward Public Health (HPEPH) and Leeds, Grenville and Lanark District Health Unit (LGLDHU) to create the South East Health Unit.

At that time, County staff received correspondence addressed to County Council from KFL&A Public Health on November 29, 2024, advising that at its meeting of November 27, 2024, the KFL&A Board of Health unanimously agreed to pursue provisional appointments to the new South East Board of Health.

The new South East Board of Health continues to include one Frontenac County Council member and to ensure a smooth transition and successful integration of the three legacy Boards, and the KFL&A Board of Health recommended the continued appointment of

Councillor Greenwood-Speers, who was currently appointed, through By-law 2023-001, as the Member from County Council to the KFL&A Public Health Board, whose term expires November 15, 2026.

As a result, County Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause c)

**c) 2024-127
Corporate Services
Provisional Appointment to the South East Board of Health**

Be It Resolved 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 be amended to add the South East Board of Health;

And Further That Council appoint Councillor Greenwood-Speers to the South East Board of Health whose term expires November 15, 2026.

Carried

Comment

By-law 2015-0042 authorizes the payment of remuneration to County of Frontenac Council Members and Non-Council Appointees to Statutory Boards and Committees. Schedule A, Section 1 to this by-law sets out the payment and remuneration of Members of County Council, specifically:

- d) Members of Council shall receive, for attendance at the following external Boards to which they have been appointed by the County of Frontenac, or a special Council Meeting required to address time sensitive issues, a per diem of \$150 per meeting day:
1. KFL&A Public Health Board
 2. Kingston Frontenac Public Library Board
 3. Frontenac County Youth Justice Advisory Committee
 4. Housing and Homelessness Advisory Committee
 5. Rideau Corridor Landscape Strategy Steering Committee
 6. Rural Urban Liaison Advisory Committee (RULAC)

In addition, By-law 2015-0048 authorizes the reimbursement of expenses for County of Frontenac Council Members, Employees, Non-Council Appointees to Local Boards, Commissions or Committees and Other Members of the Public who have been requested to represent the County. This By-law authorizes the expense accounts for County of Frontenac Council Members, as well as payment of mileage expense claims for meetings.

As noted in both by-laws, expense claims are only paid where the member is appointed by County Council and in terms of per diems, they are only paid when attending Board of Health meetings.

In addition to her appointment by County Council to the Board of Health, Councillor Greenwood-Speers also sits on the Board of Health's Finance Committee and Governance Committee.

The appointments on these committees were by the full SEHU Board.

The Finance Committee membership is as follows:

- Membership consists of up to six (6) Board members;
 - At least three (3) municipal appointees; and
 - At least one (1) provincial appointee.
 - The Board Chair will be an ex-officio member of the Committee;
- The Medical Officer of Health/CEO or designate and the Corporate Service Director or designate will be an ex-officio, non-voting members of the Committee.

The Governance Committee is as follows:

- Membership consists of up to six (6) Board members:
 - o At least three (3) municipal appointees; and
 - o At least one (1) provincial appointee.
 - o The Board Chair will be an ex-officio member of the Committee
- The Medical Officer of Health/CEO or designate will be an ex-officio, non-voting member of the Committee.

Since Councillor Greenwood-Speers' appointments to these Committees was by the Board of Health and not the County, staff have no authorization to reimburse these expenses.

Staff are currently in discussions with the Board of Health to reimburse these expenses. The Board of Health's reimbursement policy indicates that the remuneration of Board members shall be in accordance with the Health Protection and Promotion Act (HPPA) and that Board members shall receive remuneration for time and reimbursement for reasonable and actual expenses related to meetings and functions of the Board; however, the Procedure for reimbursement only covers eligible Board members which include the Chair and provincial representatives:

Procedure:

The meeting stipend rate will be paid to eligible Board members (the Chair and provincial representatives) for attendances at:

- Regular or special meetings of the Board,
- Committee meetings, and
- Business meetings on behalf of the Board.

Board members shall receive only one fee per day regardless of whether the member attends more than one official function in a day.

The meeting stipend rate for the Board Chair and provincial representatives will be \$150 effective January 1, 2025.

The meeting stipend rate will be adjusted annually, effective January 1 and will be reviewed annually by the Board of Health. The rate of remuneration paid by a Board of Health to a member of the Board of Health shall not exceed the highest rate of remuneration of a member of a standing committee of a municipality within the health unit served by the Board of Health.

Staff's view is that it would be unfair that of the 10 municipally appointed members to the Board of Health, only 3 of those municipalities are being asked to cover the cost of the additional committee work that benefits the full Board.

Given that Councillor Greenwood-Speers has exhausted her annual expense account, staff are looking to Council for authorization to cover the costs already incurred through attendance at these Committee meetings, as well as authorization to cover costs of future meetings should negotiations with the Board of Health fail.

Strategic Priorities Implications

Priority 4 Maximize Administrative Leadership within the County Administration.

- 4.1 Ensure efficient and responsible financial management of County resources.
- 4.3 Ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness/involvement in County of Frontenac activities and to promote collaboration with member municipalities.

Financial Implications

There is currently 1 meeting per month of both the Finance and the Governance Committee, with meetings rotated between Brockville, Kingston and Belleville equating to increased mileage costs. Current reimbursement is being sought for a total of 7 meetings from February 18 to May 13 totaling \$1,620.24. At this time staff are unaware of how long these committees will continue; however, given the current expense claim, on average this would equate to an additional \$463/month or \$5,555 per year for this Committee work. Budgeted costs are currently based on 12 meetings a year with \$150 per diem and mileage to the City of Kingston.

Organizations, Departments and Individuals Consulted and/or Affected

Phil Piasetzki, Acting Director of Corporate Services/Treasurer
Councillor Greenwood-Speers
Dr. Piotr Oglaza, Medical Officer of Health, SEHU



Report 2025-056

Council Recommend Report

To: Warden and Members of County Council
From: Kevin Farrell, Chief Administrative Officer
Prepared by: Kevin Farrell, Chief Administrative Officer
Date of meeting: June 18, 2025
Re: **Office of the CAO – Frontenac Municipal Services Corporation Shareholder Agreement**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the report regarding the Frontenac Municipal Services Corporation Shareholder Agreement attached to this report as Appendix A;

And Further That the Warden and Clerk be authorized to sign the Shareholder Agreement on behalf of the County.

Background

The Frontenac Municipal Services Corporation (FMSC) was established to oversee and regulate the installation and operation of communal water and wastewater services in Frontenac County. The governance structure includes a Board of Directors with representatives from each member municipality. The shareholders are the Townships of North Frontenac, Central Frontenac, South Frontenac, Frontenac Islands, and the County of Frontenac. The Shareholder Agreement outlines the governance, financial policies, and operational procedures for the Corporation, ensuring that it serves the needs of the member municipalities effectively. Each shareholder has a proportional vote based on their holdings of Class A Common Shares.

Comment

The Shareholder Agreement provides a comprehensive framework for the management and operation of the FMSC. It emphasizes the reinvestment of earnings into the member municipalities, ensuring sustainable growth and prosperity. The agreement also includes

provisions for emergency financing, confidentiality, and restrictions on share dealings, which are crucial for maintaining the integrity and stability of the Corporation.

The development of the Shareholder Agreement involved multiple reviews and iterations by the Board. Initially presented on March 25, 2024, it was recommended that staff collaborate with Templeman LLP to draft the agreement. Subsequent updates and feedback sessions were held on May 16, 2024, July 23, 2024, and February 6, 2025, where the Board provided valuable input on various clauses. Following the February 6th meeting it was advised that the County Chief Administrative Officer and the four Township Chief Administrative Officers meet to refine the clauses further. The Frontenac CAOs met on April 24 to review the agreement in detail to ensure there was consensus. The Board officially approved the finalized Shareholder Agreement on May 20, 2025.

Strategic Priority Implications

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 financial policy outlined in the Shareholder Agreement emphasizes external sources for funding, minimizing the financial burden on the member municipalities. Emergency borrowing provisions ensure that the Corporation can respond effectively to unforeseen circumstances.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac CAOs – Corey Klatt, Cathy MacMunn, Louise Fragnito, Vanessa Latimer
FMSC Board – Fran Smith, Gerry Lichty, Ron Vandewal, Mike Jablonicky
Justin Bromberg, Chief Executive Officer, FMSC
Tyler Lalonde, Administrative Coordinator, FMSC

SHAREHOLDERS AGREEMENT

THIS AGREEMENT made as of the 20th day of May, 2025

AMONG:

THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC
(hereinafter called "North Frontenac")

of the FIRST PART

- and -

THE CORPORATION OF THE TOWNSHIP OF CENTRAL FRONTENAC
(hereinafter called "Central Frontenac")

of the SECOND PART

- and -

THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC
(hereinafter called "South Frontenac")

of the THIRD PART

- and -

THE CORPORATION OF THE TOWNSHIP OF FRONTENAC ISLANDS
(hereinafter called "Frontenac Islands")

of the FOURTH PART

- and -

THE CORPORATION OF THE COUNTY OF FRONTENAC
(hereinafter called the "County")

Of the FIFTH PART

- and -

FRONTENAC MUNICIPAL SERVICES CORPORATION
(hereinafter called the "Corporation")

Of the SIXTH PART

WHEREAS the parties hereto have agreed that the Corporation shall be owned, managed, financed and operated in accordance with the provisions set forth in this Agreement;

AND WHEREAS the Shareholder parties wish to provide for how they will deal with each other and the Corporation in relation to the shares of the capital stock of the Corporation held by them;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises herein and the mutual covenants and agreements herein contained, the parties hereto agree as follows:

ARTICLE I. DEFINITIONS

1.1 For the purposes of this Agreement, the following terms shall have the following meanings:

- (a) "Act" means the Business Corporations Act, R.S.O. 1990, B.16 and all amendments and regulations thereto;
- (b) "Business Day" means a day on which the banking institution for the Corporation is open for business.
- (c) "Completion Date" means the date pursuant to any Article hereof for the completion of the transaction contemplated by that Article, and if no date shall be so set, the date that is thirty (30) days after the agreement of purchase and sale be made or deemed made in accordance with the terms hereof;
- (d) "Participating Share" or "Common Share" means any share which entitles the holder thereof to participate pro rata with the holders of other participating shares in the distribution of the assets of the Corporation upon the liquidation, dissolution, winding-up or other termination of its activities and a "non- participating share" or "Preference share" means a share the holder of which is not so entitled;
- (e) "Shareholders" means all parties to this Agreement other than the Corporation (a Shareholder being any one such party) and includes where relevant the estate of a deceased Shareholder or his representatives in the event of incapacity, or any transferee of shares who has agreed to be bound by the terms hereof. "Shareholder" or "Shareholders" does not include persons who become Shareholders by court order;
- (f) "Shares" means all shares in the capital stock of the Corporation, options to acquire same, warrants in respect of same or any other obligation or right of any party hereto to acquire shares in the capital stock of the Corporation and shall include common shares, preference shares, special shares or shares under any other designation;

ARTICLE II. INCORPORATION AND ORGANIZATION OF CORPORATION

- 2.1** The Shareholders shall each so vote all shares in the capital of the Corporation from time to time held by each of them and otherwise exercise their rights as Shareholders of the Corporation and, to the extent permitted by law, cause their respective nominees on the Board of Directors of the Corporation to act so that at all times the conditions, restrictions, limitations and prohibitions of the business and corporate affairs of the Corporation set forth below shall apply. In the event of conflict between the provisions of this Agreement and the provisions of the articles of incorporation, bylaws or resolutions of the Directors or Shareholders of the Corporation, each party shall so vote his shares in the Corporation and take such steps as are necessary so as to cause the articles, bylaws and/or resolutions to be amended to resolve any such conflict in favour of the provisions of this Agreement and until actually so amended, shall amongst the parties hereto be deemed to be so amended.

- (a) The business and affairs of the Corporation shall be managed and supervised by a board of four (4) Directors of whom three (3) shall constitute a quorum, provided that if no such quorum is present within one half hour following the time at which a meeting is scheduled to take place, the meeting shall stand adjourned to a date and time set by the President acting as Chair, and if no such quorum is present within one half hour following the time at which the adjourned meeting is scheduled to take place, subject to the Act, the Directors present thereat shall constitute a quorum for the transaction of business for which the meeting was called. Any quorum must include a director appointed by South Frontenac. On any occasion on which the Directors of the Corporation are appointed (whether to full terms or to partial terms filling vacancies on the Corporation's Board of Directors), each Shareholder shall vote all his shares (or any other voting security issued by the Corporation and held by such Shareholder) for the appointment of one candidate designated by North Frontenac, one candidate designated by Central Frontenac, one candidate designated by South Frontenac, and one candidate designated by Frontenac Islands. To implement the designation of candidates by the Shareholders with respect to future appointment of Directors, the Corporation shall notify all Shareholders on each occasion on which action is proposed to be taken on the appointment of Directors. Each such notice shall state the date on which such action is proposed to be taken, and shall be given by the Corporation not later than forty-five (45) days prior to the date so chosen. Each Shareholder shall notify the Corporation within thirty (30) days of receipt of the Corporation's notice, of the names of the candidate or candidates it wishes to propose for appointment at the meeting. Should any party entitled to designate candidates fail on any such occasion to designate a candidate, the Director at the time serving as a result of the nomination of such party or so serving as a result of mutual agreement of all persons entitled to designate a Director shall be deemed designated as a nominee for the election to succeed himself.
- (b) No person, including the President acting as Chair, at any meeting of the Shareholders or Directors shall be entitled to exercise any casting or deciding vote.
- (c) At any meeting of the directors or Shareholders, the appointed directors and/or Shareholders representatives shall have a proportional vote based on holdings of Class A Common Shares. Notwithstanding this if any single director or Shareholder's representation holds more than 50% of such votes, then, any approvals shall require the approval of another director or Shareholder as the case may be.
- (d) No meeting of the Shareholders or Directors shall be held unless and until notice of such meeting shall have been sent by email, electronic transmission or prepaid post to all persons entitled thereto, at least ten (10) days but not more than fifty (50) days in the case of Shareholder meetings, prior to the date fixed for the holding of the meeting providing that, subject to the Act, such notice may be waived by the persons entitled thereto in writing before or after the meeting.

2.2 With the unanimous consent of the Shareholders hereto, any provision in Section 2.1 (b) to (d) may be altered or varied.

2.3 Until changed in accordance with this Agreement, the issued shares in the capital stock of the Corporation shall be held as follows:

Name	Number	Type
North Frontenac	1574	Class A Common Shares
Central Frontenac	1639	Class A Common Shares
South Frontenac	5862	Class A Common Shares
Frontenac Islands	926	Class A Common Shares
County	2,500	Class B Common Shares

2.4 The Shareholders shall:

- (a)** Cause the Corporation to carry on the business of communal services to the Shareholders and their residents (the "Business");
- (b)** Cooperate fully to ensure the successful operation of the Business.

2.5 Each of the Shareholders agrees that without the written consent of all Shareholders no action, other than action contemplated elsewhere in this Agreement, shall be taken with respect to the following:

- (a)** the amalgamating or merging of the Corporation with any other corporation or company;
- (b)** the selling or otherwise disposing of all or substantially all of the assets of the Corporation;
- (c)** the issuing of or agreeing to issue any additional shares or the creation, issue or exercise of any option, warrant or right for the purpose thereof or securities convertible into shares of the Corporation;
- (d)** any division, alteration, reorganization, reclassification, consolidation, subdivision or any other change in the authorized or issued share capital of the Corporation;

- (e) the redemption, purchase for cancellation or other retirement of any shares in the capital of the Corporation.
- (f) the taking or instituting proceedings for the winding up, liquidation, or dissolution of the Corporation.

2.6 Dissolution: in the event that the Corporation has been authorized to be dissolved, liquidated or wound up by resolution in accordance with section 2.5(f) hereof then the following shall apply:

- (a) Each Shareholder shall be entitled to receive, by transfer from the Corporation at nominal value, any Communal Services physical assets located within their municipal boundaries.
- (b) Any other physical assets not related to the direct operation of Communal Services, such as rolling stock, office furniture, and maintenance operations, will be then sold and the proceeds divided based upon the Shareholder's proportionate share of the shares of the Corporation issued and outstanding, irrespective of whether they are voting or non-voting.
- (c) A Shareholder may elect to purchase such assets from the Corporation for their appraised value. Where more than one Shareholder expresses an interest in purchasing the assets, the successful Shareholder purchaser will be selected by a random draw.
- (d) All costs with respect to the wind down shall be paid by the Corporation out of the net cash and liquid assets remaining, including after sale of the physical assets described above.
- (e) The parties may, upon agreement of all of the parties who are Shareholders, appoint an independent third party to handle the disposition of the assets. Such independent party shall have the authority to set the price and terms of any sale and conduct any sale on behalf of the Corporation. The cost of the independent party will be deducted from the proceeds of sale. If such costs exceed the value of the assets sold, then they shall be divided among the Shareholders based on the proportionate number of shares held by each Shareholder issued and outstanding in the Corporation, irrespective of whether they are voting or non-voting. Any costs to the individual Shareholders other than the costs of the Corporation shall be the responsibility of the individual Shareholders with respect to any such dissolution, sale or transfer.
- (f) All remaining net cash after the transactions set out above shall be divided among the Shareholders, proportionate to the number of shares they hold in the Corporation issued and outstanding, irrespective of whether they are voting or non-voting.

2.7 Withdrawal: Any Shareholder may, at any time commencing on or after September 1st, 2028, give written notice to withdraw by September 1st in any year, effective December

31st of the following year. In the event no specific withdrawal is given, the following shall apply:

(a) the withdrawing Shareholder may purchase back from the Corporation any municipal systems or other operating assets that the Corporation wishes to be transferred back to such municipal Shareholder at the cost thereof to the Corporation, payable on or before the effective date of the withdrawal;

(b) the withdrawing municipal Shareholder shall acknowledge and agree that it has no interest in any other assets of the Corporation, and shall transfer back its shares in the Corporation at the value paid for such shares (\$1.00);

(c) such municipal Shareholder shall also forgive any amounts owing to it by the Corporation;

(d) the municipality's representatives shall resign as directors and officers of the Corporation;

(e) the municipal Shareholder shall pay any costs incurred by the Corporation as a consequence of such withdrawal or the transfer of assets, including any land transfer tax on such transfer, the cost of lawyers and accountants, and any income taxes payable as a result of such transfer, all of which shall be due and payable on the effective date of the withdrawal; and

(f) the other Shareholders shall also have the option of dissolving the Corporation on the effective date of such withdrawal under the provisions of section 2.6 hereof.

ARTICLE III. COMMUNITY BENEFITS

3.1 It is the intention that any monies earned be re-invested in the member municipalities or communities severed by the Corporation, hence no community benefits shall be distributed or provided without the unanimous written consent of the Shareholders. Community benefits shall mean any returns including money, or other benefits for which no market compensation has been given.

3.2 The fiscal year of the Corporation shall terminate on such date of each year as determined by the Board of Directors.

3.3 Without limiting the generality of anything contained in this Agreement, the provision of such community benefits shall not cause the Corporation to be unable to pay its liabilities as they become due or cause the realizable value of the Corporation's assets to be less than the aggregate of its liabilities and stated capital of all classes.

ARTICLE IV. FINANCING

4.1 The financial policy of the Corporation shall be in accordance with the following criteria:

- a) Any funds, including capital and/or working capital requirements, shall to the fullest extent possible, be obtained by the Corporation from sources other than the Shareholders including the Corporation's own resources, bank loans, government grants or other external sources.
- b) In the event of an emergency where the funds cannot be obtained in accordance with section 4.1(a), the Corporation upon approval by the Board, can borrow such funds as required for such emergency by way of loan by Shareholder(s). The terms of such loan shall be agreed upon between the Shareholder(s) and the Corporation.

ARTICLE V. DEALING IN SHARES OF THE CORPORATION

5.1 Except as provided in this Agreement, no Shareholder shall transfer, mortgage, pledge, charge or otherwise dispose of or alienate any of his shares in the capital stock of the Corporation by way of sale, gift, beneficial bequest, declaration of trust or otherwise, or do any act to encumber the beneficial title to any shares or affect the rights in any way of another Shareholder with respect thereto under this Agreement. For the purpose of this Agreement, if any Shareholder is a corporation, any transfer, mortgage, pledge or charge of shares of its capital stock resulting in a change of voting control of such Shareholder corporation shall be deemed to be a transfer of shares of that Shareholder in the capital stock of the Corporation.

ARTICLE VI. ENDORSEMENT OF SHARE CERTIFICATE

6.1 All share certificates of the Corporation shall have a notation thereon as follows:

"The ownership and transfer of these shares are restricted and are subject to the terms of a Shareholder Agreement made as of the 20th day of May, 2025 to which reference is hereby expressly made and by which the transferee or other holder of the shares agrees to be bound by accepting same. A copy of this Agreement may be obtained from the Secretary of the Corporation on request in writing."

ARTICLE VII. CONFIDENTIALITY

7.1 Each Shareholder covenants and agrees that upon and from any sale by it of its shares in the Corporation it shall not at any time disclose the private affairs of the Corporation, any trade or business secrets of the Corporation, any information or knowledge it may have acquired with respect to the business of the Corporation to any person, firm or corporation whatsoever and any Shareholder shall treat any such information with the strictest of confidence and recognizes such trade and business secrets and confidential information as the property of the Corporation.

ARTICLE VIII. UNANIMOUS SHAREHOLDER AGREEMENT

- 8.1** This Agreement shall be deemed to be a unanimous Shareholder agreement within the meaning of Section 1(44) and Section 108 of the Act, and the power of the Directors to manage or supervise the management of the business and affairs of the Corporation shall be restricted in accordance with this Agreement.
- 8.2** Where provided for in this Agreement, a Shareholder has all the rights, powers, duties and liabilities of a Director of the Corporation, whether arising under the Act or otherwise, to which this Agreement relates and to the extent that this Agreement restricts the discretion or powers of the Directors to manage or supervise the management of the business and affairs of the Corporation the Directors are thereby relieved of their duties and liabilities, including any liabilities under Section 131 of the Act, to the same extent.
- 8.3** This Agreement may be amended by written agreement by all the Shareholders herein; provided that if any change shall affect the duties and liabilities of any of the Directors or officers referred to herein, the Directors or officers of the Corporation shall be given written notice of the proposed amendment, and such Director or officer shall be at liberty to resign and such amendment shall not be effective until another Director or officer is appointed in his place and stead.

ARTICLE IX. GENERAL

- 9.1** All rights, advantages, privileges, immunities, powers and things hereby secured to the parties and each of them shall be equally secured and exercisable by his heirs, executors, administrators, successors and assigns, as the case may be, and all covenants contained herein shall be binding not only upon the parties hereto but their respective heirs, executors, administrators, successors and assigns, as the case may be.
- 9.2** Except as otherwise may be expressly provided herein, the parties hereto hereby waive the application of Section 185 of the Act.
- 9.3** This Agreement shall terminate upon the earlier of:
- (a)** the dissolution or bankruptcy of the Corporation; or
 - (b)** the date upon which there is only one Shareholder of the Corporation.
- 9.4** This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.
- 9.5** Any notice, request, demand or other communication required to be given under this Agreement shall be in writing and shall be effectively given if (i) delivered personally, (ii) sent by prepaid courier service or mail, or (iii) sent prepaid by telecopier, telex, email or other similar means of electronic communication or email, to the Shareholders at their last address or email address or website shown on the books of the Corporations or to

the Corporations at their registered offices unless another address is selected by any party hereto. Any notice so given shall be deemed conclusively to have been given and received when so personally delivered or sent by telex, telecopier, email or other electronic communication or on the third day following the sending thereof by private courier or mail.

- 9.6** Time shall be of the essence of this Agreement.
- 9.7** The Shareholders acknowledge that there are no written agreements, contracts, covenants, promises, representations, warranties, inducements or understandings between them, except as set forth or referred to herein with respect to the management and financing of the Corporation and the disposition of their shares.
- 9.8** This Agreement shall not be changed orally and shall not be changed, modified or discharged in whole or in part otherwise than by an instrument in writing, signed by all parties hereto.
- 9.9** The Corporation acknowledges the terms and conditions hereof and agrees to be bound by the terms hereof.
- 9.10** Wherever in this Agreement the context requires, words importing the singular number shall include the plural and vice versa, and words importing the masculine gender shall include the feminine and neuter genders and vice versa.
- 9.11** This Agreement may be simultaneously executed in several counterparts, each of which so executed shall be deemed to be an original, and such counterparts together shall constitute one and the same instrument.
- 9.12** Every provision of this Agreement is intended to be several, and if any term or provision hereof is adjudged to be illegal or invalid for any reason whatsoever, then any such illegal or invalid provision shall not be deemed to affect the validity of the remainder of this Agreement, and this Agreement shall accordingly be read and construed as if such invalid or illegal provision was omitted.

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IN WITNESS WHEREOF the parties hereunto have duly executed this Agreement as of the date first written above.

SIGNED & DELIVERED In the presence of:

THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC

Per: Gerald Lichty, Mayor

Per: Tara Mieske, Clerk

We have authority to bind the Corporation

THE CORPORATION OF THE TOWNSHIP OF CENTRAL FRONTENAC

Per: Frances Smith, Mayor

Per: Cathy MacMunn, CAO / Clerk

We have authority to bind the Corporation

THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC

Per: Ronald Vandewal, Mayor

Per: James Thompson, Clerk

We have authority to bind the Corporation

THE CORPORATION OF THE TOWNSHIP OF FRONTENAC ISLANDS

Per: Judy Greenwood-Speers, Mayor

Per: Vanessa Latimer, CAO / Clerk

We have authority to bind the Corporation

THE CORPORATION OF THE COUNTY OF FRONTENAC

Per: Gerry Lichty, Warden

Per: Jannette Amini, Clerk

FRONTENAC MUNICIPL SERVICES CORPORATION

Per: Frances Smith, Chair/President

Per: Cathy MacMunn, Secretary

We have authority to bind the Corporation



Report 2025-052

Council Information Report

To: Warden and Members of County Council
From: Kevin Farrell, Chief Administrative Officer
Prepared by: Phil Piasetzki, Acting Director of Corporate Services/Treasurer
Date of meeting: June 18, 2025

Re: Corporate Services – 2025 First Quarter Financial Summary and Outlook

Recommendation

This report is for information purposes only.

Background

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

Comment

Most variances to budget are primarily related to timing differences through the first three months. 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. Further discussion on the variances to budget can be found below:

Revenue

The Year-to-Date operating revenue for the first quarter is \$55,953 below budgeted totals.

- **User Charges:** Revenue from Fairmount residents is \$20,735 below what was budgeted through the first quarter of the year. Through programs that were initiated in response to COVID-19, some residents have private accommodations while paying basic rates, which will be topped-up by the Ministry at a later date. However, based on projections, it is likely that resident revenue will be less than what was budgeted for in 2025 based on the mix of rooms allocated and rate reductions in excess of what was expected.

- Fairmount Home has received additional funding from a number of new funding envelopes from the Ministry. This includes \$44,155 for the Local Priorities Fund and \$21,593 has been committed from the Equipment and Training Fund. The revenue received is unlikely to have any impact on the operating surplus of the County, as the revenue will either offset 2025 projects that were anticipated to be drawn from reserves or may assist in bringing a project forward a year.
- Frontenac Paramedics revenue for the Land Ambulance Service Grant for the province is \$112,931 underbudget through March. Ministry funding runs from January to December, and the funding announcements typically occur midway through the year. Assuming the Province does not deviate from funding 50% of the eligible operating costs from the previous year's budget, Ministry revenue should be in line with what was budgeted.
- Frontenac Paramedics have also received \$44,757 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 is \$70,297 below what was budgeted year-to-date through March. The revenue for 2025 was front-loaded for the year in the budget based on interest rate projections, and most of the revenue from the bond portfolio will be received later in the year. While it is difficult to predict where interest rates and returns will go for the remainder of the year, based on projections, it is very likely that by year end, investment income will meet or exceed the amount budgeted.
- Community Paramedicine continues to run the LTC program using excess funding that was received in prior years. The revenue is recognized quarterly to offset the ongoing expenses incurred to run the program.

Expenses

County expenses for 2025 are \$39,710 under budget through the first three months of the year. Most of the amount under budget relates to contracted services and can be attributed to timing differences. Further context is provided below:

Salaries and Benefits

- Regular Earnings, which measures the wages worked & paid at regular time, are under budget by \$749,422. The difference is primarily absence driven and offset by other expense lines that are overbudget such as Overtime (+\$136,357), Modified work (+\$118,860) and sick leave (+\$138,995).
- Fairmount wage costs are under budget, as staffing shortages are pushing budgeted hours from Salaries and Benefits to Contracted Services. Costs for agency staffing do not show up in Salaries and Benefits, as they are included within the Contracted Services category and are \$170,150 through March.
- Frontenac Paramedics have seen WSIB-related salary costs of \$313,757 through the first quarter 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 budget can be mostly attributed to timing differences.

- Fuel costs are under budget by \$11,273 through the first three months of the year due to the reduction in gas prices. Given that fuel prices remain low, we are hopeful that we'll remain within budgeted totals by year end; however, significant variance is always possible given the volatile nature of fuel prices.
- Frontenac Paramedics are over budget by \$61,415 for Medical supplies in this quarter. This is driven by a new supplier of our cardiac monitors/defibrillators and the need to restock inventory levels with compatible supplies.

Contracted Services

- Fairmount Home incurred \$170,150 in agency labour costs through the first three months of the year. The ongoing agency costs are needed to cover staffing shortages and to provide increased care as the County continues toward its targeted four hours of care.
- The remainder of the variance is attributable to timing differences. Pricing and usage of contracted services are largely tracking towards budget.

Net Capital Expense

County capital expense spending of \$721,288 remains in line with projected costs and fluctuations are mainly due to the timing of the transactions.

Strategic Plan 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



County of Frontenac

County of Frontenac

For period ending March 31, 2025

	2025	2025	March	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
Taxation from Other Governments	66,000	16,500		(16,500)	
User Charges	3,969,286	992,322	937,983	(54,339)	23.63%
Payments in Lieu of Taxes	44,500	11,125		(11,125)	
Federal and Provincial	25,659,806	6,414,952	6,611,888	196,937	25.77%
Provincial Offences Net Revenue	69,292	17,323	10,763	(6,560)	15.53%
Investment Income	600,000	150,000	79,703	(70,297)	13.28%
Other	1,485,929	371,482	277,413	(94,069)	18.67%
Transfers from Obligatory Reserve	969,415			0	
Transfers from Reserve	827,234			0	
Total Operating Revenue	33,691,462	7,973,703	7,917,750	(55,953)	(23.50%)
Operating Expense					
Salaries & Benefits	46,374,366	11,593,592	11,758,831	165,240	25.36%
Materials	3,655,940	913,985	988,186	74,201	27.03%
Contracted Services	9,640,462	2,410,116	2,130,879	-279,237	22.10%
Rents & Financing	237,198	59,300	56,670	-2,630	23.89%
External Transfers	1,113,276	278,319		-278,319	
Depreciation	2,458,436	614,609	603,908	-10,701	24.56%
Reserve Transfers	3,731,318	932,830	13,417	-919,413	0.36%
Unapproved Projects					#DIV/0!
Total Operating Expense	67,210,996	16,802,749	15,551,891	-1,250,858	23.14%
Net Municipal Contribution	33,519,534	8,829,046	7,634,141	-1,194,905	22.78%
LESS: Depreciation	(2,458,436)	(614,609)	(603,908)	10,701	(24.56%)
Net Municipal Contribution LESS Depreciation	31,061,098	8,214,437	7,030,233	-1,184,204	22.63%
City of Kingston	-17,756,644	-4,439,161	-1,479,721	2,959,440	8.33%
Total City of Kingston	-17,756,644	-4,439,161	-1,479,721	2,959,440	8.33%
County Contribution - Operating	13,304,454	3,775,276	5,550,512	1,775,236	41.72%
Capital Revenue	-2,110,994	-527,749		527,749	
Capital Expense	2,306,359	576,590	721,288	144,698	31.27%
Net Capital Expense	195,365	48,841	696,494	647,653	356.51%
City of Kingston - Capital	-195,365	-48,841	-16,280	32,561	8.33%
County Contribution - Capital			680,214	680,214	#DIV/0!
County Contribution - Debenture	226,395	56,599	8,084	-48,515	3.57%
Total Requisition	13,530,849	3,831,875	6,238,810	2,406,936	46.11%



County of Frontenac

Fairmount - Summary

For period ending March 31, 2025

	2025	2025	March	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
User Charges	3,464,100	866,025	845,376	(20,649)	24.40%
Federal and Provincial	10,031,451	2,507,863	2,964,590	456,727	29.55%
Other	126,747	31,687	30,174	(1,513)	23.81%
Transfers from Reserve	25,000			0	
Total Operating Revenue	13,647,298	3,405,575	3,840,140	434,566	(28.14%)
Operating Expense					
Salaries & Benefits	16,428,908	4,107,227	3,896,957	-210,270	23.72%
Materials	1,575,374	393,844	393,155	-689	24.96%
Contracted Services	1,653,918	413,480	528,583	115,104	31.96%
Rents & Financing	3,000	750	214	-536	7.13%
Depreciation	745,391	186,348	179,528	-6,820	24.09%
Reserve Transfers	991,851	247,963		-247,963	
Unapproved Projects					#DIV/0!
Total Operating Expense	21,398,442	5,349,611	4,998,437	-351,174	23.36%
Net Municipal Contribution	7,751,144	1,944,036	1,158,297	-785,739	14.94%
LESS: Depreciation	(745,391)	(186,348)	(179,528)	6,820	(24.09%)
City of Kingston	-4,763,912	-1,190,978	-396,993	793,985	8.33%
County Contribution - Operating	2,241,841	566,710	581,776	15,066	25.95%
Capital Revenue	1,062,036	265,509	24,794	(240,715)	(2.33%)
Capital Expense	1,062,036	265,509	375,734	110,225	35.38%
City of Kingston - Capital					#DIV/0!
County Contribution - Capital			350,940	350,940	#DIV/0!
County Contribution - Debenture					#DIV/0!
Total Requisition	2,241,841	566,710	932,716	366,006	41.60%

 County of Frontenac FPS Summary For period ending March 31, 2025					
	2025	2025	March	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
User Charges					#DIV/0!
Federal and Provincial	12,862,423	3,215,606	3,102,675	(112,931)	24.12%
Other			1,764	1,764	#DIV/0!
Transfers from Reserve	152,453			0	
Total Operating Revenue	13,014,876	3,215,606	3,104,439	(111,167)	(23.85%)
Operating Expense					
Salaries & Benefits	23,884,143	5,971,036	5,890,135	-80,901	24.66%
Materials	1,506,599	376,650	460,940	84,290	30.59%
Contracted Services	2,456,724	614,181	153,473	-460,708	6.25%
Rents & Financing	217,477	54,369	56,454	2,085	25.96%
Depreciation	944,909	236,227	220,859	-15,368	23.37%
Reserve Transfers	1,250,345	312,586		-312,586	
Unapproved Projects					#DIV/0!
Total Operating Expense	30,260,197	7,565,049	6,781,861	-783,188	22.41%
Net Municipal Contribution	17,245,321	4,349,444	3,677,422	-672,022	21.32%
LESS: Depreciation	(944,909)	(236,227)	(220,859)	15,368	(23.37%)
City of Kingston	-12,992,732	-3,248,183	-1,082,728	2,165,455	8.33%
County Contribution - Operating	3,307,680	865,033	2,373,835	1,508,802	71.77%
Capital Revenue	933,883	233,471	0	(233,471)	0.00%
Capital Expense	1,179,323	294,831	331,034	36,203	28.07%
Net Capital Expense	245,440	61,360	331,034	269,674	134.87%
City of Kingston - Capital	-195,365	-48,841	-16,280	32,561	8.33%
County Contribution - Capital	50,075	12,519	314,754	302,235	628.57%
County Contribution - Debenture					#DIV/0!
Total Requisition	3,357,755	877,552	2,688,589	1,811,037	80.07%



Report 2025-055

Information Report to Council

To: Warden and Members of County Council
From: Kevin Farrell, Chief Administrative Officer
Prepared by: Kristy Elderhorst, Supervisor of GIS
Date of meeting: June 18, 2025
Re: **Office of the CAO – 2024 Key Performance Indicators (KPIs) and Balanced Scorecard Update**

Recommendation

This report is for information purposes only.

Background

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

Operational Performance – KPIs and Balanced Scorecard

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

Customer Focus: Providing efficient and effective services is a top priority across the organization and the County strives to continually improve customer focus and engagement. In 2024, we achieved our targets in 14 out of the 23 KPIs.

The completion of the K&P Trail extension between Clarendon Station and Mississippi River in 2024 was an important milestone for economic development and has enhanced the trail experience for users.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
K&P Trail Completion	% Completion increases annually until 100%	Annual	0.61	0.78	0.78	0.78	0.78	0.87

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

- In 2024 Frontenac Paramedics failed to meet the Response Time targets established for CTAS-1 through CTAS-5. The established target for Sudden Cardiac Arrest (SCA) was met for the first time since 2020. While response time standard performance remains below established targets due to challenges such as call volumes and off load delays, there have been incremental improvements to all categories. The addition of Paramedic resources has contributed to these improvements and continuing to follow recommendations presented in the 2024 Operational Research in Health (ORH) report should help to improve response times in the coming years. In October 2024, Council approved a new Response Time Performance Plan that aligns with the new Medical Priority Dispatch System (MPDS). It is still early but improvements are being recognized.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024	Diff.
SCA	6 Min or Less 48%	48%	53.1%	58.7%	47.2%	38.0%	35.9%	49.8%	+13.9%
CTAS 1	8 Min or Less 70%	70%	73.8%	69.1%	70.2%	66.0%	51.7%	63.9%	+12.2%
CTAS 2	10 Min or Less 75%	75%	81.3%	79.0%	78.2%	69.0%	68.2%	71.7%	+3.5%
CTAS 3	10 Min or Less 75%	75%	78.5%	77.0%	75.4%	65.0%	67.0%	69.0%	+2.0%
CTAS 4	10 Min or Less 75%	75%	76.6%	75.4%	74.0%	61.0%	63.3%	68.6%	+5.3%
CTAS 5	10 Min or Less 75%	75%	75.3%	71.9%	70.3%	57.0%	64.5%	66.3%	+1.8%

Financial Performance: Since 2016, the KPIs related to financial performance have seen an overall positive trend. This speaks to the long-term financial stability of the organization. In 2024, we achieved our targets in 7 out of 13 KPIs.

Along with continued success in securing grant funding, return on investment continues to exceed target as we've been strategic in our investments and capitalizing on the increased interest rates in the market. Reserve solvency, which compares our reserve contributions to annual depreciation, remains high due to contributions that were previously used to pay down a 20-year debenture from Fairmount Home.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
Grant Funds	50,000 / year	100%	255.0 %	557.0 %	246.0 %	192.0 %	292.0%	470.0%
Projects Funded	Grants / Expenses	40%	68.0%	67.0%	67.0%	79.0%	33.0%	29.0%
Audit Opinion	Unqualified	Y	Y	Y	Y	Y	Y	Y
Investment Yield	Above Target	0.95%	1.86%	1.84%	2.06%	2.41%	4.06%	5.83%
Sustainability	Reserve Solvency	100%	84.05 %	86.10 %	89.07 %	96.73 %	166.60 %	149.00%

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

- Attendance management continues to be a financial challenge and a focus for improvement. Chronic and temporary disability, illnesses/injuries and recruitment challenges have a significant impact on front line operations, impacting staff fatigue and morale. Non-culpable absenteeism continues to be managed through the Employee Attendance Awareness Program and culpable absenteeism is addressed appropriately. The organization established a Wellness Committee in late 2024 to support health and wellness initiatives for staff, including access to additional resources and events. Attendance management will continue to be a focus for monitoring and improvement, and we hope efforts such as those of the Wellness Committee will help this trend towards the set target in coming years.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
Attendance	Nursing < 10 Days Absent	80%	57.3%	47.9%	50.0%	36.9%	48.2%	48.3%
Attendance	Non-Nursing < 7 Days Absent	80%	62.5%	64.9%	63.9%	37.1%	61.1%	55.0%
Attendance	Non-Union < 7 Days Absent	80%	83.3%	75.0%	83.3%	85.7%	100.0%	87.5%
Attendance	Union <= 12 Days Absent	80%	53.0%	56.8%	48.8%	35.8%	64.9%	63.0%
Attendance	Non-Union Admin <= 7 Days / Non-Union Superintendent <= 12 Days Absent	80%	64.7%	62.5%	76.2%	56.5%	75.0%	82.6%
Attendance	Union < 7 Days Absent (Corp / PL & ED)	80%	83.3%	83.3%	93.8%	76.9%	78.6%	76.9%
Attendance	Non-Union < 7 Days Absent (Corp / PL & ED)	80%	75.0%	90.0%	90.5%	91.3%	100.0%	100.0%
Attendance	Union & Non Union < 7 Days Absent	80%	53.3%	72.7%	44.4%	40.0%	55.6%	42.9%

Process Improvement: Process improvement remains an important function of our efforts to engage staff as we work towards changing the narrative from “we’ve always

Information Report to Council

Office of the CAO – 2024 Key Performance Indicators (KPIs) and Balanced Scorecard Update
June 18, 2025

Page 3 of 8

done it that way” to “how can we do it better?” In 2024, we achieved our targets in 15 out of the 25 KPIs and the overall trend remains stable.

Planning staff at the County exceeded their target for time spent on long-term strategic and policy work in 2024. This is a significant achievement as day-to-day development planning operations demanded much of their focus through the years during and following the COVID-19 pandemic. Delegated authority by-laws passed in three of the member Townships served by the planning team were influential in the time savings needed for the achievement of this KPI. Capacity for strategic planning allows the planning team to affect positive, long-term changes to the landscape and promote community building across the entire region.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
Planning Staff Capacity	> 50% strategic	0.5	0.27	0.08	0.10	0.12	0.13	0.59

In 2024, Information Professionals were retained to conduct a current state assessment of the County’s electronic records and facilitate the transition towards an Electronic Document Records Management System (EDRMS). The multi-year deployment of an organizational EDRMS beginning in 2025 will result in incremental and measurable process improvements, especially related to proper filing and destruction of electronic records.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
Integrity of Corporate Records	All staff complete mandatory training	Y	Y	Y	Y	Y	Y	Y
Integrity of Corporate Records	Paper Records (Filing, Protection, and Destruction)	100%	100%	100%	100%	100%	100%	100%
Integrity of Corporate Records	Electronic Records (Filing)	100%	75%	75%	70%	70%	65%	65%
Integrity of Corporate Records	Electronic Records (Protection)	100%	100%	100%	100%	100%	100%	100%
Integrity of Corporate Records	Electronic Records (Destruction)	100%	0%	0%	0%	0%	0%	0%

Unit Hour Utilization (UHU) remains above target, showing little improvement from 2023. An increase in time to fill vacancies and missed new hire retention target can be attributed to challenges related to the ongoing health human resources crisis, onboarding delays and longer typical recruitment cycles for certain positions. While the ferry service uptime target was not achieved, there was a noticeable improvement compared to 2023. With an ambitious 98% target the resultant 97% uptime is commendable and raises the question if the target should be revisited.

KPI	Descriptor	Target	2019	2020	2021	2022	2023	2024
Unit Hour Utilization (UHU)	<= target	0.35	0.38	0.42	0.47	0.56	0.47	0.46

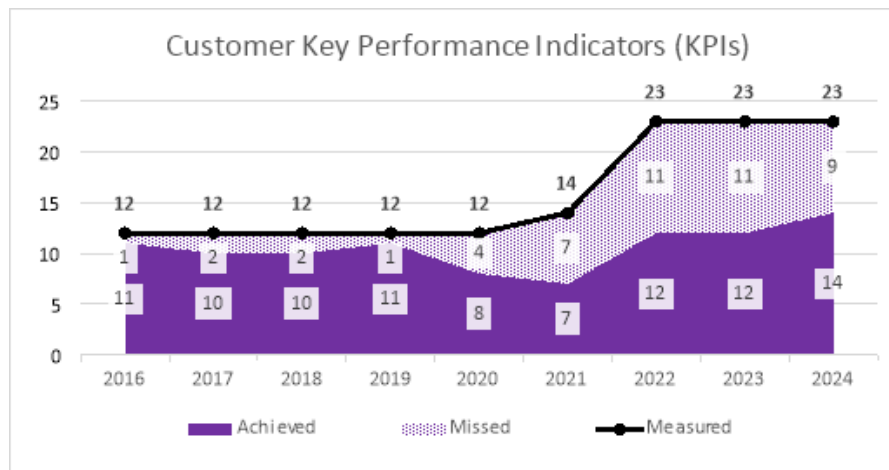
Filling Vacancies	<= 35 Days	35	22	29	26	42	26	63
New Hire Retention Rate	% staff retained within 90 days of hire	90%	90.1%	75.6%	72.0%	95.0%	83.3%	85.1%
Ferry Service Uptime	% uptime	0.98	0.99	0.99	0.97	0.96	0.94	0.97

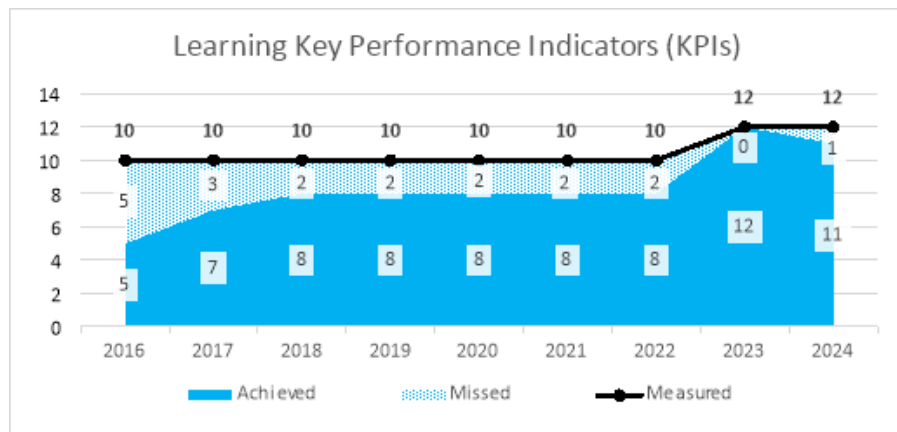
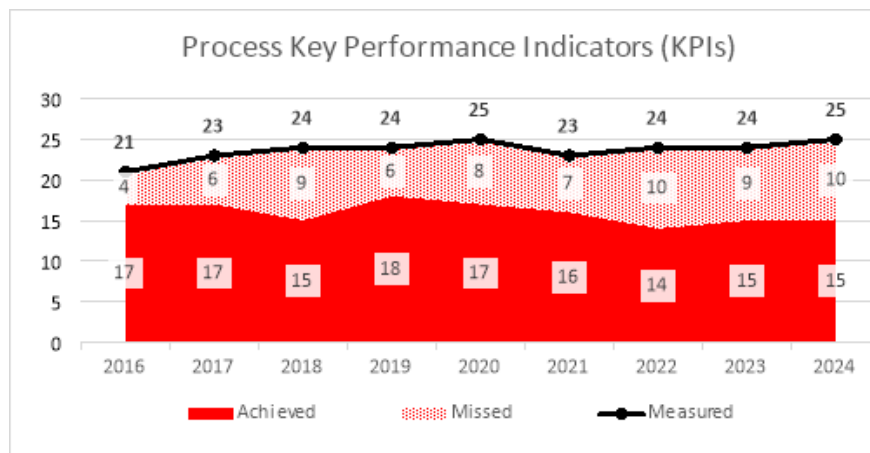
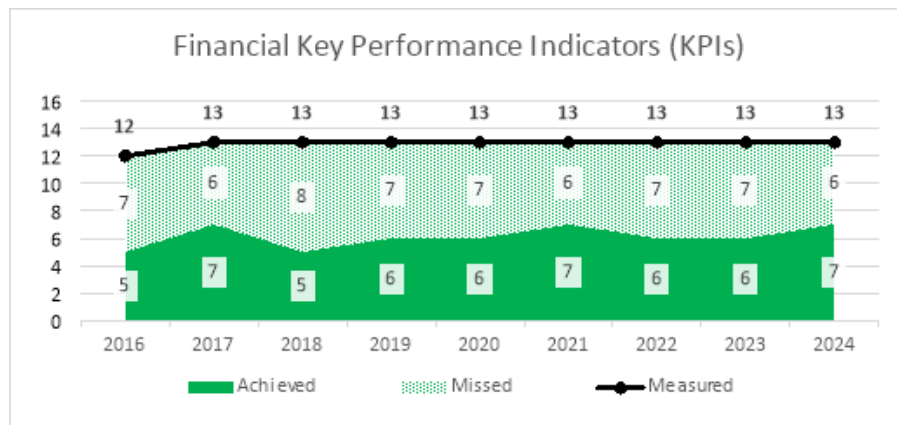
Learning and Growth: We continue to grow as an organization and invest in staff training and opportunities. This has helped us to attract top talent and develop both technical and leadership skills. As a result, our Learning and Growth KPIs have remained strong. In 2024, we achieved our targets in 11 out of the 12 KPIs.

In 2023, we began measuring internal succession and successor retention rates as key indicators of the organization's development and leadership pipeline. Effective succession planning has facilitated smooth and sustainable leadership transitions in recent years, which has a positive impact on organizational resilience and employee engagement.

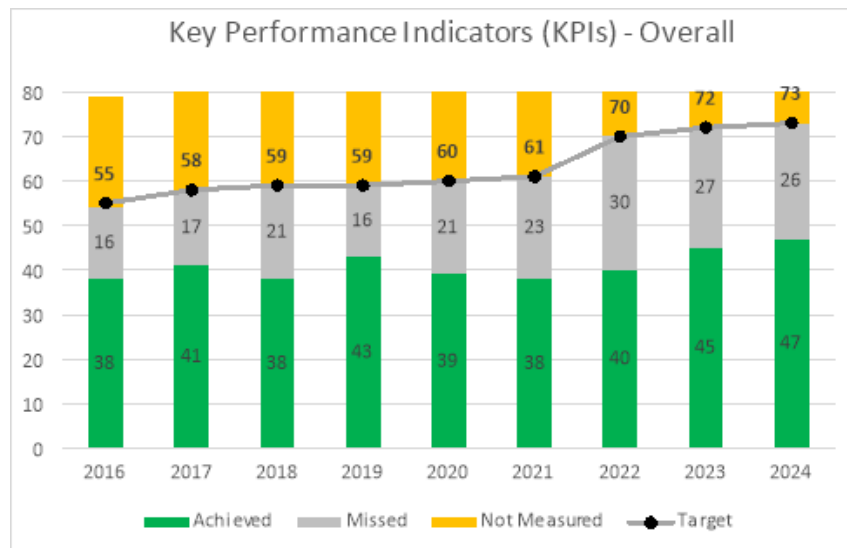
KPI	Descriptor	Target	2023	2024
Internal Succession	# of critical positions vacant vs # filled internally	80%	100.0%	100.0%
Retention Rate of Successors	# of successors retained at the end of the period/100	80%	100.0%	100.0%

The graphs below show the overall trends by category from 2016 to 2024:





Overall, in 2024, we achieved 47 out of 73 measurable KPI targets:



Sustainability Implications

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

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments, and Individuals Consulted and/or Affected

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

Appendix A: Balanced Scorecard (2024)

County of Frontenac
Balanced Scorecard Report (2024)

11-Jun-25

Customer Focus AIM: Improve the Customer Focus in all operational areas. Provide effective and efficient services to meet the expectations of the customers we serve. <table><tr><th>Total #</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th colspan="2">Year-over-Year Growth (2023 - 2024)</th></tr><tr><td>23</td><td>91.7%</td><td>83.3%</td><td>83.3%</td><td>91.7%</td><td>66.7%</td><td>50.0%</td><td>52.2%</td><td>52.2%</td><td>60.9%</td><td>📈</td><td>16.7%</td></tr></table> NOTES: Achieved 14/23 measured targets. Customer focus remains a top priority across the organization. Challenges associated with meeting the established Paramedic Response Times continued in 2024, though increases in paramedic resourcing have resulted in incremental improvements. It will remain important to review the targets and address these challenges going forward.												Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)		23	91.7%	83.3%	83.3%	91.7%	66.7%	50.0%	52.2%	52.2%	60.9%	📈	16.7%
Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)																									
23	91.7%	83.3%	83.3%	91.7%	66.7%	50.0%	52.2%	52.2%	60.9%	📈	16.7%																								
Financial Performance AIM: Improve Financial Performance in all operational areas and promote financial stability across the organization. <table><tr><th>Total #</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th colspan="2">Year-over-Year Growth (2023 - 2024)</th></tr><tr><td>13</td><td>41.7%</td><td>53.8%</td><td>38.5%</td><td>46.2%</td><td>46.2%</td><td>53.8%</td><td>46.2%</td><td>46.2%</td><td>53.8%</td><td>📈</td><td>16.7%</td></tr></table> NOTES: Achieved 7/13 measured targets. Return on investment and grant funding continue to grow. Long term sustainability dipped slightly compared to the previous year but remains high. Attendance management continues to be a financial challenge and a focus for improvement.												Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)		13	41.7%	53.8%	38.5%	46.2%	46.2%	53.8%	46.2%	46.2%	53.8%	📈	16.7%
Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)																									
13	41.7%	53.8%	38.5%	46.2%	46.2%	53.8%	46.2%	46.2%	53.8%	📈	16.7%																								
Process Improvement AIM: Instill a culture of Continuous Improvement throughout the organization. Use Lean Six Sigma to eliminate waste, find efficiencies and improve processes. <table><tr><th>Total #</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th colspan="2">Year-over-Year Growth (2023 - 2024)</th></tr><tr><td>25</td><td>81.0%</td><td>73.9%</td><td>62.5%</td><td>75.0%</td><td>68.0%</td><td>69.6%</td><td>58.3%</td><td>62.5%</td><td>60.0%</td><td>📉</td><td>-4.0%</td></tr></table> NOTES: Achieved 15/25 measured targets. While several core process measures continue to be missed, others showed significant improvement. The planning team's capacity to exceed their strategic planning target was a success in 2024, and the groundwork is being laid for significant process improvement in the coming years by way of an EDRMS.												Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)		25	81.0%	73.9%	62.5%	75.0%	68.0%	69.6%	58.3%	62.5%	60.0%	📉	-4.0%
Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)																									
25	81.0%	73.9%	62.5%	75.0%	68.0%	69.6%	58.3%	62.5%	60.0%	📉	-4.0%																								
Learning and Growth AIM: Grow organizational leaders and instill core competencies: professionalism, respect, client service, accountability, communication, innovation and teamwork. <table><tr><th>Total #</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th colspan="2">Year-over-Year Growth (2023 - 2024)</th></tr><tr><td>12</td><td>50.0%</td><td>70.0%</td><td>80.0%</td><td>80.0%</td><td>80.0%</td><td>80.0%</td><td>80.0%</td><td>100.0%</td><td>91.7%</td><td>📉</td><td>-8.3%</td></tr></table> NOTES: Achieved 11/12 measured targets. We continue to grow as an organization and invest in staff training and opportunities. Effective succession planning has facilitated smooth and sustainable transitions in leadership, which has a positive impact on organizational resilience and employee engagement.												Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)		12	50.0%	70.0%	80.0%	80.0%	80.0%	80.0%	80.0%	100.0%	91.7%	📉	-8.3%
Total #	2016	2017	2018	2019	2020	2021	2022	2023	2024	Year-over-Year Growth (2023 - 2024)																									
12	50.0%	70.0%	80.0%	80.0%	80.0%	80.0%	80.0%	100.0%	91.7%	📉	-8.3%																								

📈 Greater than 10% increase
📊 Increase between 5% and 10%
📉 Increase or decrease within 5%
📉 Decrease between 5% and 10%
📉 Greater than 10% decrease




Kevin Farrell
Chief Administrative Officer



FRONTENAC



Committee Report

To: Warden and Council Members of the County of Frontenac
From: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: June 18, 2025

Re: Planning and Economic Development Advisory Committee – Report to Council

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.

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

**1. 2025-051
Municipal Accommodation Tax Feasibility**

Be It Resolved That County Council direct staff to explore the feasibility of a municipal accommodation tax in Frontenac County;

And Further That up to \$6,000 be allocated from the Community Development Reserve to assist with facilitation and engagement costs for the feasibility review



FRONTENAC

Minutes of the Planning and Economic Development Advisory Committee Meeting June 5, 2025

[Note: Minutes are not Verbatim, please refer to full video at
https://youtube.com/live/_3CV3whcaME?feature=share**]**

A meeting of the Planning and Economic Development Committee was held in the Council Chamber at the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, June 5, 2025 and was called to order at 10:00 AM

Present:

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

Present Virtually:

Leona Fleischmann

Staff Present:

Jannette Amini, Manager of Legislative Services/Clerk
Sonya Bolton, Manager of Community Planning
Joe Gallivan, Director of Planning and Economic Development
Richard Allen, Manager of Economic Development
Debbi Miller, Community Development Officer
Jenna Norman, Economic Development Student
Alex Petracca, Planning Student

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: Councillor Smith

Seconded By: Mr. Hage

That the agenda for the June 5, 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 March 27, 2025

Moved By: Councillor Fowler

Seconded By: Councillor Vandewal

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

Carried

5. Deputations and/or Presentations

6. Briefings

- a) Mr. Joe Gallivan**, Director of Planning and Economic Development provided the Planning Advisory Committee with the planning briefing. A copy of the presentation is attached to the record in the Clerk's Office.

To the question asked, Mr. Gallivan advised that Bill 17 will only affect new construction and not construction currently underway.

To questions regarding the survey on waterfront, Mr. Gallivan confirmed that the survey itself is open to anyone but specifically asks the participant if they own waterfront property. He also confirmed that the survey will be up over the summer as staff are looking to get as many comments as possible.

In terms of communal services, it was asked why an open house is not planned for Frontenac Islands, to which Mr. Gallivan noted that Frontenac Islands already has policies for Marysville built into its Official Plan so the rules are clear regarding

communal service. However, there needs to be broader conversations with the community which should take place when the Township updates its Official Plan.

7. Reports to the Planning Advisory Committee

- a) **Consultant Briefing:** Mr. Richard Allen introduced Bonnie Ruddock of Regional Tourism Organization 9 (Southeastern Ontario) and Nicole Whiting of Regional Tourism Organization 11 (Ontario's Highlands) who provided the Committee with a briefing and presentation on Investing in Community Through Tourism and why the Municipal Accommodation Tax Matters in Rural Municipalities.

To questions on how this is enforced, Ms. Ruddock noted that the City of Kingston for example has licensing in place to enforce this so it would be the same as collecting any other type of tax or revenue from a business.

To questions on if there is any evidence that this would lower tourism as well as the amount of municipal staff time required, Ms. Ruddock noted that it is a 50/50 split after any administrative costs are deducted, whether this is done by municipal staff or contracted out. Ms. Whiting noted that the 50/50 split is the minimum and some municipalities give 100% back to tourism. From a by-law perspective it varies where some are very basic, and some are very specific so it depends on the community. Mr. Allen noted that staff did an initial analysis and estimate approximately \$560,000 per year but this would be the base amount. This is why staff are looking to do the feasibility work. This estimate does not include B&B's or fishing camps so these are things staff will investigate as we will need to speak to each of the municipal partners.

To questions around marketing and whether that will be Township specific or across the County, Mr. Allen noted that this will be part of the conversation. During the 2017 review, staff identified over 350 short term rentals and approximately 100 others such as B&B's, campgrounds, cabin rental resorts, etc. Staff will look at what other municipalities do in determining what is out there and how to enforce this on non-business rentals.

- b) **2025-051
Planning and Economic Development
Municipal Accommodation Tax Feasibility**

Moved By: Councillor Smith
Seconded By: Ms. Fleishman

Be It Resolved That the Planning and Economic Development Committee receives for information Report 2025-051 Planning and Economic Development Advisory Committee – Municipal Accommodation Tax Feasibility

And Further That County Council direct staff to explore the feasibility of a municipal accommodation tax in Frontenac County

And Further That up to \$6,000 be allocated from the Community Development Reserve to assist with facilitation and engagement costs for the feasibility review.

Carried

8. Communications

9. Other Business

10. Next Meeting

- a) The next meeting of the Planning and Economic Development Advisory Committee is scheduled for Thursday, July 24, 2025 at 10:00 a.m. at the County Administration Building.

11. Adjournment

Moved By: Mr. Leonard
Seconded By: Councillor Smith

That the meeting hereby adjourn at 11:09 a.m.

Carried

By-Law No. 2025-022

OF

The Corporation of the County of Frontenac

being a by-law to adopt an Accountability and Transparency Policy for the County of Frontenac

Whereas Section 270(1) of the Municipal Act, 2001 as amended requires municipalities to adopt a policy regarding the manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public;

And Whereas the Council of the Corporation of the County of Frontenac deems it expedient to enact a by-law to update the County's current Accountability and Transparency Policy;

Now Therefore Be It Resolved That the Council of The Corporation of the County of Frontenac does hereby adopt the "Accountability and Transparency" Policy attached hereto as Schedule "A" to this By-law;

And That By-law No. 2007-0038 is hereby repealed in its entirety;

And That all resolutions, by-laws or parts of by-laws, which are contrary to or inconsistent with this by-law are hereby repealed:

Read a First and Second Time this 18th day of June, 2025.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of June, 2025.

The Corporation of the County of Frontenac

Gerry Lichty, Warden	Jannette Amini, Clerk

SCHEDULE "A" TO BY-LAW NO. 2025-022

Accountability and Transparency Policy

1 Purpose/ Application

The *Municipal Act, 2001* (the *Act*) requires that all municipalities adopt and maintain a policy with respect to the manner in which the County will try to ensure that it is accountable to the public for its actions, and the manner in which the County will try to ensure that its actions are transparent to the public. The Accountability and Transparency Policy identifies the legislation, policies, procedures and practices that the County complies with in order to promote accountability and transparency. This policy provides guidance on how the County of Frontenac ensures municipal matters are approached in an accountable and transparent manner, with emphasis on openness, ethics, performance outcomes and fiscal responsibility.

2 Definition(s):

- a. **Accountability** – The principle that the municipality is obligated to demonstrate and take responsibility for its actions, decisions and policies and that it is answerable to the public at large.
- b. **Transparency** – The principle that the County actively encourages and fosters stakeholder participation and openness in its decision-making processes. Additionally, transparency means that the County's decision-making process is open and clear to the public.

3 Policy Statement

The County of Frontenac will promote accountable and transparent municipal governance guided by the following principles:

1. Decision-making will be open and transparent.
2. Municipal operations will be conducted in an ethical and accountable manner.
3. Financial resources and physical infrastructure will be managed in an efficient and effective manner.
4. Municipal information will be accessible so that it is consistent with legislative requirements.
5. Inquiries, concerns and complaints will be responded to in a timely manner.
6. Financial oversight, service standards and performance reporting and all other accountability documents will be made available and accessible, in language that the public can understand, to increase the opportunity for public scrutiny and involvement in municipal operations.
7. Every new delegation of power of authority will have corresponding accountability mechanism.

4 Policy Requirements

The County of Frontenac's commitment to accountability and transparency ensures sound governance and sustainability by way of various policies, procedures and practices that have been divided into the following categories:

1. Legislated requirements
2. Financial accountability, oversight and reporting
3. Performance measurement and reporting
4. Open government
5. Internal accountability and ethical standards
6. County Council's Accountability Framework

4.1 Legislated requirements

The County of Frontenac is accountable and transparent to taxpayers by fulfilling various legislated responsibilities and disclosure of information. The following are provincial statutes that govern how the County conducts its business in a public, accountable and transparent manner:

1. Municipal Act, 2001
2. Municipal of Conflict of Interest Act
3. Provincial Offences Act
4. Municipal Freedom of Information and Protection of Privacy Act
5. Personal Health Information Protection Act, 2004
6. The Accessibility for Ontarians with Disabilities Act (AODA)
7. Public Sector Salary Disclosure Act, 1996
8. Planning Act
9. Employment Standards Act
10. Occupational Health and Safety Amendment Act
11. Ombudsman Act

4.2 Financial accountability, oversight and reporting

The County of Frontenac is accountable and transparent to taxpayers by identifying the source of County funds and how those funds are used to deliver services. The following policies, procedures and practices demonstrate the County of Frontenac's best-practice financial accountability and oversight and reporting mechanisms, including:

1. Annual Operating Budget and Five-Year Departmental Business Plans
2. Annual Capital Budget and Asset Management Plans
3. Annual Audited Financial Statements
4. Quarterly Financial Variance Reports
5. Long Range Financial Plan
6. Council Expense Policy

7. Remuneration and Reimbursement of Expenses to Council Members and Non-Council Appointees Report
8. Reimbursement of Expense Policy for Conferences and Travel
9. Delegation of Authority By-law and annual report to Council
10. Procurement Policy
11. Sale, Disposition and Use of Land Policy
12. Use of Corporate and Communication Resources in an Election Year Policy
13. Public Sector Salary Disclosure compliance

4.3 Performance measurement and reporting

The County of Frontenac is accountable to taxpayers by using various results-oriented tools to measure progress on performance and the achievement of corporate service standards and goals. The County of Frontenac is committed to producing performance information that measures how the County is doing in all areas over which it has responsibility, from financial reporting to human resource management to service delivery.

4.4 Open Government and Public Participation

The County of Frontenac is accountable and transparent to taxpayers by providing governance in an open manner through communication, consultation, and collaboration. The following are policies, procedures and practices that ensure the County is transparent in its operations and residents are aware of how decisions are made and carried out:

1. Council Procedure By-law
2. Council Code of Conduct
3. Appointment of an Integrity Commissioner
4. Appointment of an Open Meeting Investigator
5. Public posting and distribution of Council and Committee Agenda Meeting Documentation
6. Citizen Appointment to Advisory Committees Policy (Recruitment and Selection of members of Advisory Committees, and Boards)
7. Accessibility Policy and Procedures
8. Application to Appear as a Delegation Form
9. Live-streaming of Council and Committee of the Whole Meetings
10. County of Frontenac Strategic Plan
11. Public Conduct and Complaints Policy
12. Public Notice By-law
13. Delegation of Powers Policy/Delegation of Authority By-law
14. Accessible Formats and Communication Supports Procedure

15. Enhancements to open meeting procedures including holding closed session meetings at the beginning of Council and a process of rising and reporting following closed sessions, to ensure reporting out is done when the public is in attendance.

16. Adherence to the principles of Open Government as per the Municipal Act, 2001, including an Open-Data page on the Frontenac Maps hub

4.5 Internal accountability and ethical standards

The County of Frontenac has established policies, procedures and practices that govern internal accountability and ethical standards for the County of Frontenac, including:

1. Code of Conduct Policy for County employees
2. Hiring and Employment of Family Members, and Recruitment Policy
3. Employee Confidentiality Statement
4. Respect in the Workplace Policy and Procedure
5. Acceptable Use of Information Technology Resources Policy
6. Health and Safety Policy
7. Delegation of Powers and Duties Policy.

By-Law Number 2025-023

of

The Corporation of the County of Frontenac

being a by-law authorize the Warden and Clerk to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard.

Whereas Sections 5 of the Municipal Act, 2001, as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

Whereas the County of Frontenac wishes to enter into an agreement with the City of Kingston for a Joint Paramedic and Fire Station on Taylor Kidd Boulevard;

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

1. **That** the Warden and the Clerk be authorized to enter into agreements with the City of Kingston as it relates to the construction of a joint Paramedic and Fire Station to be located at 495 Taylor Kidd Boulevard.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 18th day of June, 2025.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of June, 2025.

The Corporation of the County of Frontenac

Gerry Lichty, Warden

Jannette Amini, Clerk

By-Law Number 2025-024

of

The Corporation of the County of Frontenac

being a by-law to authorize the Warden and Clerk to enter into a shareholder agreement with the Townships of North, Central, and South Frontenac and Frontenac Islands for the management and operation of the Frontenac Municipal Services Corporation.

Whereas Sections 5 of the Municipal Act, 2001, as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

Whereas the County of Frontenac wishes to enter into a shareholder agreement with the Frontenac Member Municipalities for the operation of the Frontenac Municipal Services Corporation;

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

1. **That** the Warden and the Clerk be authorized to enter into a shareholder agreement with the Townships of North, Central, and South Frontenac and Frontenac Islands for the management and operation of the Frontenac Municipal Services Corporation.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 18th day of June, 2025.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of June, 2025.

The Corporation of the County of Frontenac

Gerry Lichty, Warden

Jannette Amini, Clerk

By-Law No. 2025-025

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
June 18, 2025

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 June 18, 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 June 18, 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 June 18, 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 18th day of June 2025

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of June 2025.

The Corporation of the County of Frontenac

Gerry Lichty, Warden

Jannette Amini, Clerk