



**TOWNSHIP OF SOUTH FRONTENAC
COMMITTEE OF THE WHOLE MEETING
AGENDA**

TIME: 6:00 PM,
DATE: Tuesday, December 11, 2018
PLACE: Council Chambers.

1. Call to Order
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
4. **Scheduled Closed Session**
 - (a) Litigation
 - (b) Matters concerning an Identifiable Individual
 - (c) Matters subject to Client Solicitor
 - (d) Matters concerning an Identifiable Individual
5. ***Recess - reconvene at 7:00 p.m. for Open Session
6. Public Meeting - n/a
7. Delegations - n/a
8. Reports Requiring Direction
 - (a) Splash Pad/Spray Park Feasibility 3 - 9
 - (b) Skate Park Feasibility Study 10 - 11
 - (c) 2019 Budget Direction 12 - 17
 - (d) Fire Services - Operational Review and Recommendations 18 - 70
9. Reports for Information
 - (a) Draft Code of Conduct/Council and Staff Relations Policy 71 - 100
 - (b) Training Opportunities offered by AMO 101 - 102
10. Rise & Report from Committees of Council
 - (a) County Council
 - (b) Arena Board
 - (c) Police Services Board

- (d) Cataraqui Region Conservation Authority
- (e) Quinte Conservation Authority
- (f) Rideau Valley Conservation Authority
- (g) Portland Heritage
- 11. Information Items
- (a) Honourable Steven Clark, Minister of Municipal Affairs and Housing,
re: support for local government 103
- (b) Frontenac Federation of Agriculture - Support for Bale Wrapper
initiative 104
- 12. Notice of Motions
- 13. Announcements/Statements by Councillors
- 14. Question of Clarity (from the public on outcome of agenda items)
- 15. Closed Session (if requested)
- 16. Adjournment



STAFF REPORT RECREATION DEPARTMENT



AGENDA DATE: December 11, 2018

SUBJECT: Splash Pad/Spray Park Feasibility

The following information report was prepared to provide information on the feasibility of the installation and operation of a Splash Pad/Spray Park in South Frontenac.

BACKGROUND

The results of the 2016 Recreation Survey indicated that a Splash Pad is one of the top recreation and leisure amenities that many residents would like to have in the Township of South Frontenac.

There is also growing community momentum for a Splash Pad to be located at the Point Memorial Park. A group spearheaded by a resident of South Frontenac through a local Facebook page has over 1000 members and has been gathering information and support for a splash pad. Interest has also been expressed in the Harrowsmith area.

Both the Supervisor of Recreation and Manager of Public Works met with the community member leading the community group to discuss the challenges/ opportunities that a Splash Pad presents and the process for bringing this forward.

As part of the 2018 and 2019 Capital Budget process, a splash pad feasibility study was requested by both the Loughborough District Recreation Committee and the Portland District Recreation Committee. As a result, staff were directed to gather information and report back to Council.

The information contained below includes key considerations when exploring the feasibility of a Splash pad. This information was gathered through research, article review, discussions with other Municipalities and based on regulations that govern recreation water use.

Community need/interest:

- The results of the 2016 Recreation Survey indicated that a Splash Pad is one of the top recreation and leisure amenities that many residents would like to have in the Township
- Both the Portland and Loughborough Districts requested a splash pad feasibility study during the 2018 and 2019 Capital Budget process
- There is growing local community momentum towards construction of a Splash Pad/Spray Park
- Municipalities across Ontario continue to invest in Splash Pad/Spray Parks and have seen a great deal of usage once constructed.

Benefits:

- Provides a fun outdoor aquatic activity for all ages
- No standing water eliminates the need for lifeguards or other supervision
- Splash parks are a good way to cool off without risk of drowning
- Splash parks can provide opportunity for those that don't have easy access to lakes or pools
- An amenity that supports and encourage social interaction amongst the Community and encourages parents to play with kids.
- Accessible for individuals with mobility challenges
- Financially accessible if no user fee system is in place
- Considered an amenity that could attract new homeowners to the area
- Considered a 'destination amenity' that involves a longer length of stay compared to a playground structure and may support an increase local tourism resulting in an economic benefit.



STAFF REPORT RECREATION DEPARTMENT



Barriers/Risk:

Splash Pads/Spray parks are regulated by Ministry of Health and Long-Term Care (MOHLTC) through the 'Recreational Water Protocol, 2016'.

It is recommended that Municipalities with Splash Pads/Spray Parks develop comprehensive 'Best Practices' for the operating and maintenance of the system based on regulations of the MOHLTC and through support of the local Public Health Unit.

It is also recommended that this highly regulated amenity be connected to a municipally treated water system and not a standalone recirculation system.

The following are some potential risks to consider:

- There may be risks to waterbodies that may be adjacent to a splash pad if the drainage systems fails or backs up.
- The recreational and public health communities have an obligation to protect against health risks.
- Due to high usage in an open air environment there is great potential exposure to waterborne diseases resulting from:
 - Fecal matter from diapers, pets or wildlife
 - Chemicals from clothing, Sunscreen, etc
 - Debris from surrounding environment (windswept)
- There is some risk of injury due to falling as a result of slipping on the saturated pad/surface

CONSIDERATIONS

Location Rationale:

Feedback received from the Community and the Recreation Districts indicate an interest for a Splash Pad to be located at the Point Memorial Park and Centennial Park. Additional locations such as Inverary and, Perth Road Village have also been raised.

- It is important to note that location will impact size of amenity and type of water system
- A Splash Park is typically situated in an area that offers other recreation and leisure amenities
- Located in an accessible area with high street visibility
- A Splash Park typically requires additional amenities/structures (parking, shade, seating, toilets / change facilities)
- It is important that any surfaces adjacent to the Splash Park pad (walkways, etc) are materials that do not retain heat or are shaded.

Type & Size:

- Consideration must be given to the size of the amenity, type of features (# of sprayers, etc) along with automation and timing options.
- It is recommended that the Splash Park design be a 'zero depth' construction
- Consider a design that has the ability to add on additional features in the future
- Consider a perimeter fence to increase security and decrease potential vandalism or damage



STAFF REPORT RECREATION DEPARTMENT



Water source: Municipal water system or on a standalone recycled system

- Typically the source of water is either freshwater connected via the Municipal water system, or recycled and treated water.

Municipal water systems tend to be less costly to operate and provide fresh cold water from Municipal source and discharges into Municipal sanitary sewer system.

- Reduction in the risk of contamination and preferred source by Public Health Units
- Splash Pads operated on Municipal water systems do however draw a potentially significant amount of water (depending on structure size, features) from the Municipal water tower and water rate implications need to be considered.

Standalone recycled systems tend to be much more costly to install and maintain and provide recirculated warmer water.

- Recycled systems also require more monitoring and testing for water borne illnesses.
- Standalone systems draw from newly installed holding tanks that recirculate the water and are treated via a bacteria killing ultraviolet filter system.

Additional Considerations and Community Concerns:

The following are some potential considerations and concerns identified through resource review and commentary by community members:

Community concerns/comments

- Would taxpayer water rates be increases if the amenity was connected to the Municipal Water System?
- Some community members have suggested a pay per use system for Splash Park
- Would the Splash Park be closed during droughts such as experienced in 2016?
- Differences in opinion on what area of South Frontenac it should be located at
- Some community members feel that the costs associated with the construction and maintenance of a Splash Park could be better spent on other recreational amenities (an indoor pool seemed to be the most common suggested)

Other Considerations

- Season and Hours of operation (timed water supply) should be considered
- What additional impacts with the size and type of system have on the environment?
 - Are there environmental impacts from drainage if the amenity was located close to a water source or water intake zone?
- Splash parks are considered a 'high maintenance' amenity due to health implications, vandalism and equipment servicing
- It is recommended that Splash Parks are turned 'off' during high wind events. High winds introduce debris that can impact water system.
- Long term budgeting and consideration must be made to the replacement of all or parts of the structure and features.



STAFF REPORT RECREATION DEPARTMENT



FINANCIAL IMPLICATIONS:

There is a wide-range for initial capital costs for a splash pad/spray park depending on size of amenity, features, supporting facilities and water system required to support. Ongoing maintenance, monitoring and repair costs tend to be impacted generally by type of water system required. Information on potential expected costs are outlined below and in the attachment.

Possible Capital costs

Based on the information gathered from other Municipalities and further research, the average initial Capital Cost ranges from \$120K-\$500K depending on size and features.

Possible Annual Operating costs

Based on the information gathered from other Municipalities and further research, the average cost of operating a Splash Park ranges from \$20K-\$50K annually. Cost of water and water system greatly impacts operating costs.

Financial Support:

Due to the high initial Capital and annual Operating costs, Municipalities tend to require financial support through naming sponsors, grants and fundraising.

ATTACHMENTS

- Information from Municipalities with Splash Pad/Spray Parks

Submitted/approved by:

Mark Segsworth
Director of Public Services

Prepared by:

Tim Laprade, Arena/Recreation Supervisor

Information from Municipalities with Splash Pad/Spray Parks

As part of developing an information report, the Recreation Supervisor has completed some initial resource review and contacted the following smaller Municipalities to gather information:

Township	Type of System	Size/Amenities	Capital Cost	Maintenance/Monitoring costs	Notes
Perth	Municipal Water w/dechlorinating Pucks	70'x30' Multiple elements Push button operation between 9am-9pm	Quoted at \$150K. \$200K completed	\$20k/annual in water usage \$1000/annual in additional maintenance (pucks, etc)	This has become a heavily used destination driven by the construction of a splash pad. Other amenities built afterwards to support. Advised against costly standalone systems. Higher a reputable company that also has experience in design and installation.
Petawawa	Municipal Water	50'x50' At least 10 spray features	\$250,000 budget	Uses approx. 10,000 – 13,000 gallons per day. (no value placed on water usage) \$7,000 (approx.) operating budget for spring start-up and fall shutdown by irrigation contractor.	Built in 2013 by Vortex system (ABC Recreation Ltd.) Community donations totaling \$100,000 – Petawawa Civic Centre Fundraising Committee (\$80,000) and Petawawa Rotary Club (\$50,000) Trillium grant for \$45,000 Town of Petawawa \$75,000 We don't have any recent head counts – but on every warm sunny day it is packed. Gets heavy use in June by local schools. It is also located in a very busy and accessible, centrally located play park.
Smith Falls	Municipal Water Chlorination system that streams water back into our waste water collection.	72' by 55'	\$121,516	The cost to us for municipal water is about \$23,000 per year. Repair costs have been about \$2 to 3 K per year, mostly plumbing with some electrical.	Built it in 2011 by ABC Water products in St. Laurent Quebec. We do not directly supervise the space but our parks crews do inspections and repairs as needed. The use is excellent and we estimate over 50,000 uses per year. We have it open (generally, weather dependent) from Mid-June to Mid-September.

Penetanguishene	Municipal Water	80'x40'	\$304,000	<p>Approximately \$35,000-40,000 annually in water.</p> <p>Open Space is the company who supplied the unit and are contracted in the spring and fall to do a seasonal start-up and winterizing of the equipment.</p> <p>The maintenance required is approximately 3 hours of parks staff time a week. They blow the area of debris, ensure there are no issues, fill up the pucks and clean off geese droppings which is an ongoing concern.</p>	<p>The splash pad has been a huge success with our community as well as the surrounding areas, who come over to Town to utilize it, as before our splash pad opened, the closest one was a minimum 30 minute drive.</p> <p>We have Day Camps that take bus trips to spend the day at our park and splash pad, and every day it is used from open to close</p> <p>The Town went with a Municipal water system for cost reasons opposed to the re-circulating system option. The re-circulating system would have cost more in capital and the anticipated operational cost for the pucks to dechlorinate the water would have been \$1,500 annually plus there would be additional staff training and maintenance requirements with this system.</p> <p>There are no real challenges experienced other than the PR and managing inquiries. Lots of calls about when it is open, when it will be closed for the season etc</p>
Napanee	Municipal Water	We have 7 above ground fixtures along with 8 fountain type fixtures	\$470,000	<p>Water bill is largest operating expense. The 2016 actual value was just under \$15,000. We do expect an increase for 2017 as the area was a lot busier with the installation of our new Rotary Park, and the Town ran day camp being held there this past summer.</p> <p>The only staff wages were for cleaning of the concrete pad every morning and taking care of the garbage's. Hydro was minimal, coming in at \$970.00 for 2016 for the season. The only other expense was cleaning supplies for the washrooms.</p>	<p>The pad has been of great benefit to our municipality. Schools will do trips there just before end of year. We have people coming in from quite long distances away from other municipalities. Even municipalities that already have splash pads, especially since the opening of Rotary Park in 2017. The usage is massive. Opened the first week of May until end of September.</p>

				<p>Our total operating budget for 2016 was \$ 23,000.00. We have had to change out a couple of the control valves that are located down in the control area located below ground level in a vault.</p> <p>We also contract Shelin Pools to open & close for the seasons. That runs about \$ \$2200.00 total</p>	
<p>Quinte West</p> <p>Website research</p>	municipal water				<p>Quinte West has a splash pad located at Centennial Park. Others are planned for the area. It uses fresh municipal water that is then discharged into the sanitary sewer system.</p>
<p><i>Still waiting on details from</i></p> <ul style="list-style-type: none"> • Lanark • Picton • KOA/Ivy Lea • Centre Wellington • Kawartha Lakes • Madoc • North Bay 					



STAFF REPORT RECREATION DEPARTMENT



AGENDA DATE: December 11, 2018

SUBJECT: Skate Park Feasibility Study

The following information report was prepared to provide an update and recommendation on the Skate Park Feasibility Study.

As part of the 2018 Budget process, Council approved up to \$5000 to researching the feasibility of building a Skate park in South Frontenac.

The Township received proposals from three Skate Park companies to initiate a skate park feasibility study based on the study scope outlined below.

The proposals varied in complexity and had a cost ranging from \$13,500-\$50,000

RECOMMENDATION

The following recommendation was approved by the South Frontenac

Resolution No. SFRC-2018-09/17-02

Moved by Kevin Fox

Seconded by Linda Bates

THAT the South Frontenac Recreation Committee recommend an increased budget for a Skate Board Feasibility study as part of the 2019 Budget - not to exceed \$15,000 in order to gain further insight into the feasibility of building a Skate Park in South Frontenac Township.

BACKGROUND

Skateboarding continues to be an increasingly popular recreational activity for a children, youth and adults. A need for skate parks in both rural and urban settings continues to be recognized. In South Frontenac, we have had a great deal of interest from the Community for a skate park demonstrated through delegations to committees, results of the recreation survey and a petition to support with numerous signatures. Currently residents have to travel outside our Township to access a skate park or resort to using local streets and parking lots.

The skate park feasibility study is intended to provide more detailed information and recommended implementation options that will assist South Frontenac Council to make an informed decision on a future of a skate park in South Frontenac.



STAFF REPORT RECREATION DEPARTMENT



The feasibility study will include three main components: a concept plan, a draft implementation plan and a location rationale that contains but not be limited to the following detail:

Concept plan:

- Data Gathering
 - Meet with the skate park advisory group (Township staff, Recreation Committee, local residents/stakeholders) to gain understanding on the needs, desires, strengths, challenges, and opportunities of a skate park.
- Draft Design and park elements

Draft Implementation plan:

- Risk analysis
- Capital and Operating costs
- Potential Funding Opportunities

Location Rationale:

- Review possible location for skate park
- Recommend size of plot required for concept plan

Submitted/approved by:

Mark Segsworth
Director of Public Services

Prepared by:

Tim Laprade, Arena/Recreation Supervisor



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: December 11th, 2018

SUBJECT: 2019 Budget Direction

RECOMMENDATION:

THAT Council direct staff to prepare the preliminary 2019 capital and operating budgets with a target increase of ___% based on the average phased-in taxpayer impact and maintain an average reserve balance of \$ _____ over 2019-2027.

BACKGROUND:

The township has been using long range financial planning since 2015.

For the 2013 to 2018 budget years, Council approved a budget with a 2.0% taxpayer impact based on average phase-in. Per Council’s feedback, the 2018 long range financial plan provided for a 2.0% taxpayer impact based on average phased in and had an average reserve balance of 15.5 million with an ending balance of 15.5 million in 2028.

A summary of the 2018 Long Range Financial Plan assumptions is attached to this report as Attachment A. These assumptions remain the same except where itemized in Table 1 below (and highlighted in attachment A).

The table below is a summary of updated or revised assumptions based on existing or anticipated service pressures or demands. The identified demands stem from meeting the expectations/requirements of Council, the public, committees, community growth, community partners and staff recommendations. Figures within the long range financial plan represent placeholders and not commitments to proceed.

The operating budget costs included in the long range forecast, apart from the inclusion of additional staffing throughout the plan, only include inflationary increases. Capacity new or expanded services are not included nor are legislated changes. Examples of items not included in the long range forecast include: the need for additional brushing, plowing new roads, increased recreational programming or vacation pay for firefighters. The cumulative cost of all these services demands, once determined will be presented as part of the 2019 Operating Budget

Table 1

	Change/Rationale	Dollar change over 10 year forecast 2019-2028
<i>Operating</i>		
Winter Control	Changed from 5 year average to 3 year average + 2%	+1,628,211
<i>Fire and PW Vehicle/ Equipment reserve transfer</i>	Increase based on updated replacement costs and Fire now incorporate bunker gear and hoses/adapters	+810,000



REPORT TO COUNCIL TREASURY DEPARTMENT



Capital		
Roads Construction	Road 38 moved to 2023 and 2025. Arterial reserve funds from yearly capacity reduced from 2.25 to \$1.1 million and funded from yearly budget	-3,500,000
PW – additional tandem cost	Updated to \$300,000 from \$250,000	+150,000
Base investment on facilities	Increased from \$500,000 to \$750,000	+2,500,000
Base investment on various equipment	Increased from \$75,000 to \$150,000	+750,000
Fire Hall every 4 years	Increased from 1.5 million to 2.0 million	+1,000,000
Keeley Road Improvements	1.5 million originally in 2019 now over 2019-2021	0
Communications Infrastructure	2.25 million from 2019 to 2021 removed	-2,250,000
Parkland Reserve	Is being depleted yearly with remainder of funding coming from facilities reserve	

With the all the assumptions summarized in Attachment A, two scenarios have been calculated that maintain a portion of the direction given by the previous Council in 2017.

A) 2.0% taxpayer impact and 14.5 million average reserve balance, with an ending balance in 2028 of 11.9 million – Chart 1

With the revised long range financial plan incorporating a 2.0% taxpayer impact based on average phase-in, an average reserve balance of 14.5 million would be maintained with an ending balance of 11.9 million. The chart below summarizes reserve balances per year along with the average over the 10 year period.

B) 2.1% taxpayer impact and 15.5 million average reserve balance, with an ending balance in 2028 of 14.0 million – Chart 2

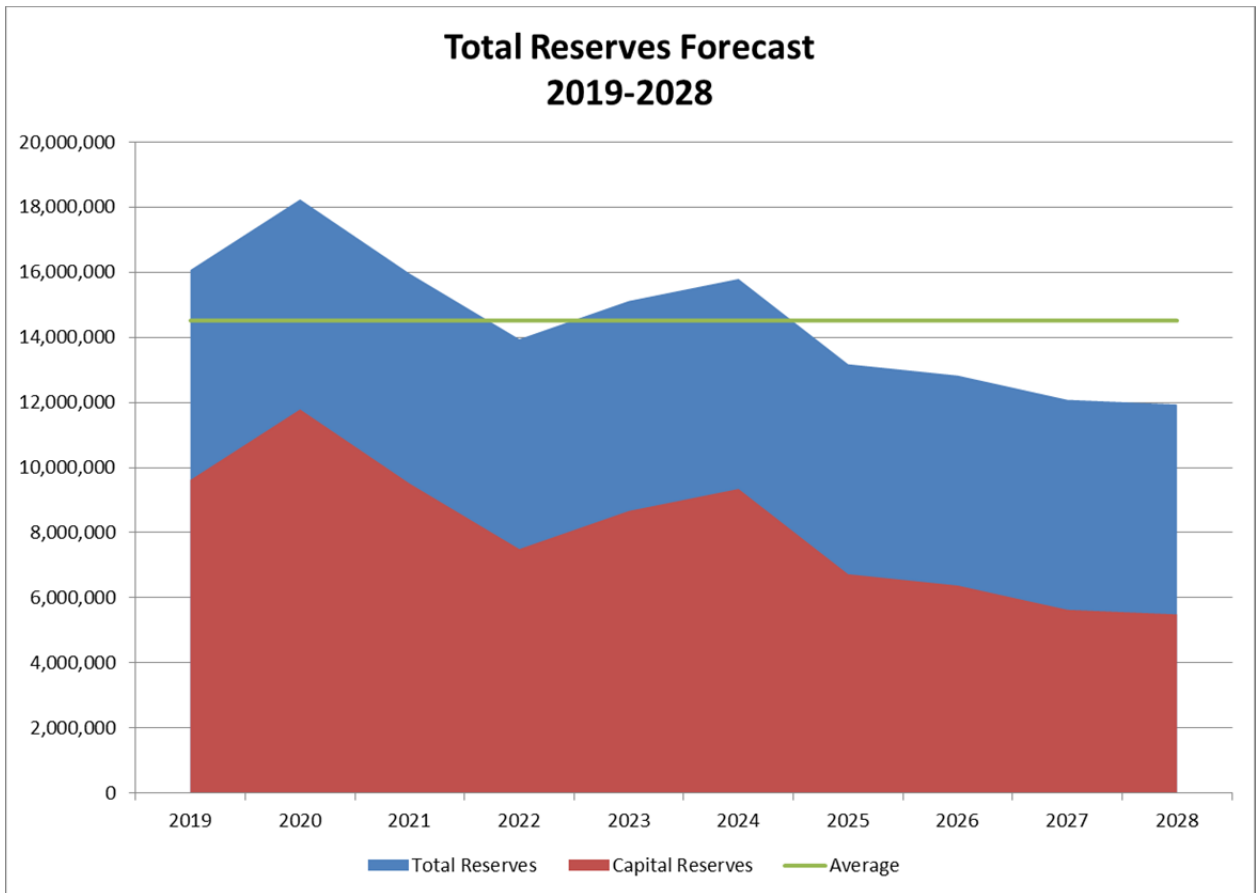
Alternatively, to maintain a 15.5 million average in reserves with an ending balance of 14.0 million in 2028, an average taxpayer impact of 2.1% would be required. The chart below shows the revised reserve forecast.



REPORT TO COUNCIL TREASURY DEPARTMENT

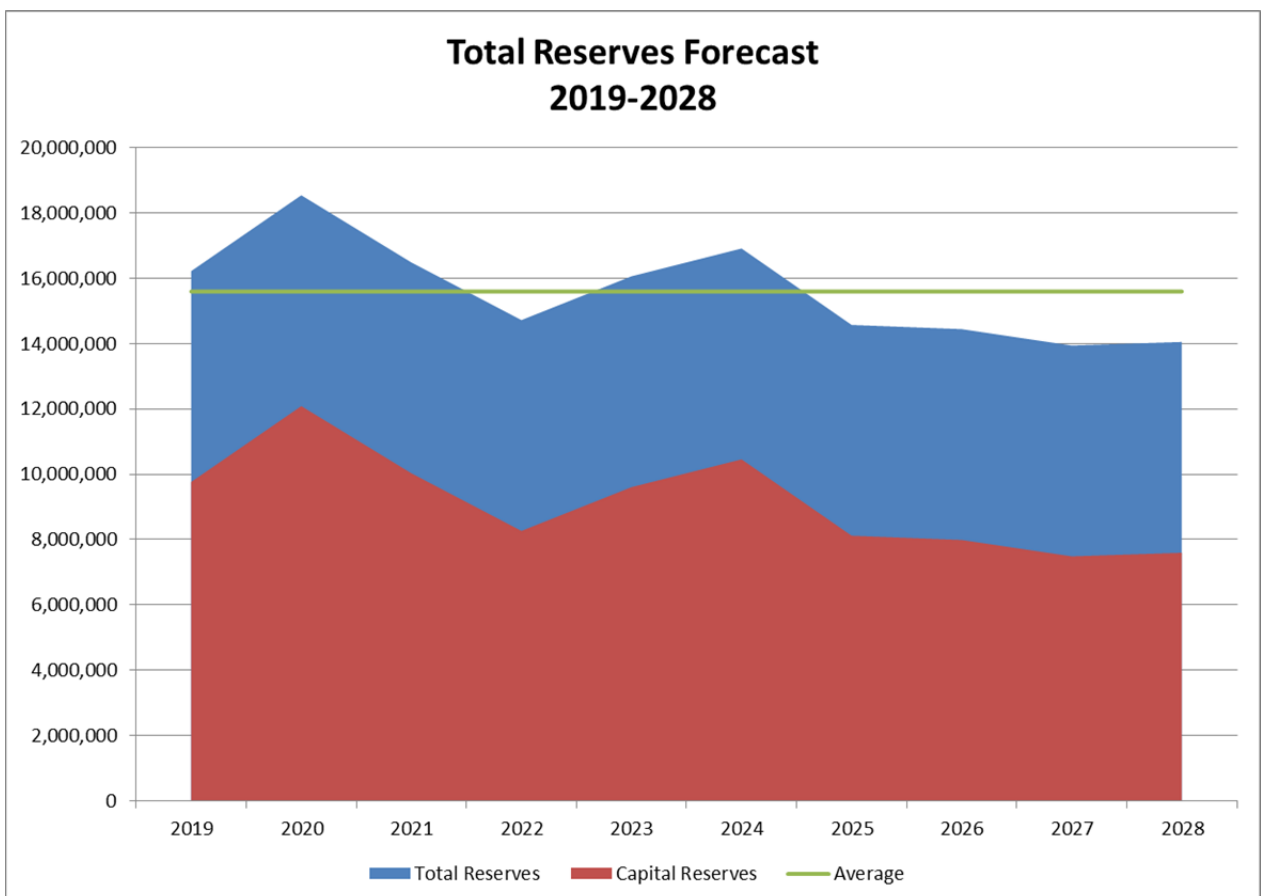


Chart 1



For details on what is included under the Capital and Operating reserves, please refer to Attachment B.

Chart 2



Our strength is our community.



REPORT TO COUNCIL TREASURY DEPARTMENT



In both scenarios trust reserves are not included in this total. The majority of our trust reserves are endowments or legislated trusts where only the interest on the funds can be spent. The exceptions would be: fire donations which is designated to be used for fire purposes or for the purpose designated under a fundraising event, if applicable. OHRP is an old loan program from the province which is in the process of being finalized and the Portland historical funds are owned by this committee of council.

ATTACHMENTS

Attachment A - 2019 Long Range Financial Plan assumptions
Attachment B – Reserve Listing

Submitted/approved by:

Louise Fragnito

Prepared by:

Louise Fragnito

Attachment A

Summary of assumptions used in 2018 Long Range Financial Plan and updated for 2019

Assessment forecast: Phase-in 1.5% Growth: 1.75%

Taxpayer Impact based on phased-in assessment: 2.0%

Operating

- 2% inflation applied except: Insurance 5%, utilities/communications 4% and fuel 3%
- One non-union and one unionized position from 2019 to 2021 and one unionized position from 2022 to 2026, specific roles are unknown
- Winter Control using 3 year average + 2%

Capital

(These represent placeholders in the long range financial plan and not commitments to proceed)

- 2% inflation applied to all future years
- OCIF funding to 2024 with 2% inflation
- Federal Gas Tax (County and Township) to 2027
- Fire, Public Works and Building vehicle/equipment costs are projected in a 25 year plan. For Fire, the equipment now also incorporates breathing apparatus
- Public Works - additional tandem every 3 years at \$300,000
- Roads construction costs based on revised Road 38 timing and adjusted Arterial Reserve. The schedule incorporates a 5% increase per year including inflation
- Base investment on facilities of \$750,000 per year and \$150,000 for parks.
- Base investment on various equipment of \$150,000 per year.
- OPP station upgrades over 2 years totalling \$500,000
- New fire halls every 4 years beginning in 2021 valued at 2.0 million
- Keeley Road improvements in 2019-2021 with a value of \$1.5 million
- Administrative offices in 2022 with a value of \$2.75 million
- Landfill closure costs for Loughborough in 2022, Salem and Bradshaw in 2027
- Communications infrastructure funds of \$300,000 were allocated in the 2016 budget and continue to be carried over in the budget. Funds in the amount of \$2.25 million from 2019 to 2021 removed.
- Upgrading intersections with an amount of \$100,000 every 2 years
- Various studies including development charges study every 5 years (2019 and 2024), transportation master plan, recreation master plan, fire master plan, official plan
- Base investment in streetlights of \$30,000 per year
- Parkland reserve being depleted yearly and additional funding coming from facilities reserve

Attachment B

Reserve Account Listing

Capital	
<i>Equipment and Infrastructure</i>	
General	Asset Investment Reserve Infrastructure
Vertical	Facilities/Property Recreation
Rolling	Building Dept Fire Dept Public Works Dept
Linear	Cemetery Lot Addition Roads Construction
<i>Reserve Funds</i>	
	Highway 38 Landfill Closure
<i>Obligatory</i>	Federal Gas Tax Development Charges Parkland

Operating	
<i>Fiscal</i>	Working Funds
<i>Stabilization</i>	Planning Policing Recycling Planning - Severance revenues Winter Control Fire - Wages Building Department Water
<i>Reserve Fund</i>	Elections

Trust	
	Fire Donations Portland Historical Grant Memorial OHRP Cemetery - Perpetual Care Cemetery - Burns Trust Cemetery - Monument Perpetual Care



REPORT TO COUNCIL FIRE SERVICES



AGENDA DATE: December 11, 2018

SUBJECT: Operational Review and Recommendations

RECOMMENDATION:

That Council receive the Fire Service Operational Review and consider the recommendations during upcoming budget discussions.

BACKGROUND:

NOTE: Chief Knott will present highlights of the Fire Service Operational Review to members of Council at the Committee of the Whole meeting.

On May 1st, 2018, Darcy Knott was hired as the new Fire Chief for the Township of South Frontenac Fire and Rescue Service. Part of the initial requirements for the new Fire Chief was to complete a comprehensive Operational Review, with recommendations to move the department forward into the future.

This Operational Review has been completed and includes recommendations to be considered by Council to set the direction of the fire service. Some of the recommendations have a short term impact and need to be addressed while planning for the upcoming year. Other recommendations fit into the medium range planning for the fire service.

Council is asked to consider the immediate concerns as they will impact the upcoming budgeting process for 2019.

FINANCIAL/STAFFING IMPLICATIONS:

See Operational Review attached.

ATTACHMENTS:

Operational Review

Submitted/approved by:

Darcy Knott, Fire Chief

Prepared by:

Darcy Knott, Fire Chief

2018

Fire Chief Darcy Knott



FIRE SERVICE OPERATIONAL REVIEW

A comprehensive review of the operation of the Fire Department for the Township of South Frontenac with summary recommendations and short and long term strategic planning

TABLE OF CONTENTS

- 1. Executive Summary / Recommendations**
- 2. Introduction**
 - 2.1 Background
 - 2.2 Legislative Requirements
 - 2.3 NFPA Standards
 - 2.4 Recommendations
- 3. Administration**
 - 3.1 Fire Chief
 - 3.2 By-Laws and Agreements
 - 3.3 Cost Recovery and Permitting
 - 3.4 Recommendations
- 4. Organizational Structure / Staffing / Recruitment**
 - 4.1 Assistant Deputy Chief of Fire Prevention
 - 4.2 Assistant Deputy Chief of Training and Operational Development
 - 4.3 Administrative Assistant
 - 4.4 Table 3.4 – Approved Organizational Structure
 - 4.5 VFF Recruitment
 - 4.6 Table: Volunteer Suppression Staff
 - 4.7 Recommendations
- 5. Firehalls**
 - 5.1 Locations
 - 5.1.1 Bradshaw
 - 5.1.2 Burr ridge
 - 5.1.3 Verona
 - 5.1.4 Hartington
 - 5.1.5 Sydenham
 - 5.1.6 Perth Road
 - 5.1.6.1 Old Perth Road
 - 5.1.7 Latimer
 - 5.1.8 Sunbury
 - 5.1.9 Burnt Hills
 - 5.2 Firehall Summary
 - 5.3 Recommendations
- 6. Equipment / Apparatus**
 - 6.1 Table 6.1 Apparatus
 - 6.2 Table 6.2 Equipment and Maintenance
 - 6.3 Equipment and Apparatus Summary
 - 6.4 Recommendations
- 7. Public Education / Prevention / Code Enforcement / Investigation**
 - 7.1 Public Education
 - 7.2 Inspection and Code Enforcement
 - 7.3 Smoke Alarm and Carbon Monoxide Alarm Program
 - 7.4 Fire Investigation

- 7.5 Recommendations
- 8. Training and Certification**
 - 8.1 Mandatory Certification
 - 8.1.1 Grandfathering
 - 8.2 Training Programs and Curriculum
 - 8.2.1 In Service Maintenance Training
 - 8.2.2 Officer Development
 - 8.2.3 Specialized Ops Training
 - 8.2.4 Driver Certification Training
 - 8.3 Recommendations
- 9. Operations / Responses**
 - 9.1 Operational Response Summary
 - 9.2 Dispatch Protocol
 - 9.3 Table: Primary Station Calls
 - 9.4 Table: Response Type 2016 – 2018
 - 9.5 Table: Response Type Percentages
 - 9.6 Recommendations
- 10. Communication / Dispatch**
 - 10.1 Dispatch Services
 - 10.2 Pagers
 - 10.3 Recommendations
- 11. Conclusion**

EXECUTIVE SUMMARY / RECOMMENDATIONS

The Township of South Frontenac Fire & Rescue Service, under the leadership of a full-time Fire Chief and Volunteer Deputy Chiefs, provide a very diverse level of service to the residents of the Municipality. Overall, Council should be very proud of the Officers and Firefighters for their dedication to provide the best level of service they can to the residents of the Municipality. Furthermore, Council has shown over the years that it is supportive in providing both funding for equipment and some of the necessary tools for the Fire Chief to complete his responsibilities. Unfortunately, over time and due to greater accountability, legislation and more onus being put on Fire Departments, change is needed to see the department into the future.

The current state of the department is good and has potential to be great. The Municipality is at the point where there has to be an increase in the level of service provided to the residents, more accountability for the department and steps to mitigate liability. Although total liability reduction cannot be fully achieved, a new direction must be developed to move towards this goal. The Township of South Frontenac has hired a new Fire Chief to lead the fire service and provide a new direction and commitment to making things more stable and fiscally sustainable for the future.

It is also important that Council understands that some of the issues with the Fire Service are not unique. In fact, many amalgamated or growing municipalities have had to go through similar processes. Because of this, there is a tremendous opportunity to learn what has worked for other Municipalities; which will assist South Frontenac Fire & Rescue going forward.

Currently, the direction of the department is being driven more from the firefighters up, as opposed to management down. There are a number of factors that have caused this to happen over the years, including a failure to fully amalgamate and a lack of commitment to make one South Frontenac Fire and Rescue Service.

As far as the legislative requirements of the Municipality and the Fire Chief, there are a number of issues that must be addressed immediately to mitigate, reduce, or remove the exposure of liability for the Municipality.

In order to provide a better level of cost effective service and reduce liability, there has to be a strong fiscally responsible plan that sets short, medium and long term goals for the department and the Municipality.

This comprehensive Operational Review is the first step in achieving one solidified fire service that meets the needs and expectations of the community. This document includes recommendations to be considered by Council. A summary of the recommendations is below and supporting details can be referenced to the sections of this review. Each section and recommendation is supported by factual data and input from the Fire Chief and has an associated timeline and implementation date. There are 25 recommendations being presented by the Fire Chief in this report.

1. SUMMARY OF RECOMMENDATIONS

- 2.1 *That SOP's, Policies, and standards be developed and supported by Council to meet legislative requirements and ensure the safe operations and deployment of SFFR.*
- 3.1 *Fire Chief to continue to explore beneficial opportunities related to Mutual Aid and Automatic Aid Agreements with other fire departments.*
- 3.2 *Fire Chief to report back to Council with a comprehensive cost recovery By-Law for consideration.*
- 3.3 *Fire Chief to review and update the current Open Air Burning By-Law to clarify and align with other FD's in the area for similar messaging.*
- 3.4 *That the Fire Chief provide quarterly reports to Council regarding the progress of SFFR.*
- 4.1 *Move forward with hiring a Full Time Position identified in the approved Organizational Structure. Staff recommends the position of Assistant Deputy Chief of Fire Prevention hired in 2019.*
- 4.2 *Recruit 25 Volunteer Firefighters in 2019 to bring SFFR closer to the minimum staffing levels required for our Fire Suppression Operations.*
- 4.3 *Begin financial planning for hiring the Assistant Deputy Chief of Training and Operational Development in 2021.*
- 4.4 *Continue to assess the need for the Full Time Administrative Assistant and determine if the current resources are being exceeded.*
- 5.1 *Close and surplus the current Station 9 Firehall. This building is not providing any service to the community. This would eliminate the need to replace the Pumper from Station 9 in 2024 at an expected cost of \$425K.*
- 5.2 *Explore re-purposing of Station 8 (Sunbury) to the Public Works Department and building a new Firehall with the same template as the new Station 6 (Perth Road) at a location between Sunbury and Battersea. This would repurpose Station 8 and meet the needs of Public Works by transferring the Sunbury Station for their use and reducing the total number of Firehalls to 8. Planning for this process should begin in 2019.*
- 5.3 *Complete a comprehensive Station Location Study for the remainder of the Township. This could either be completed by Staff or third party and needs to be started in 2019. If direction is given to have the study completed by Staff, it would require a great deal of time of the Fire Chief, which is already at a*

maximum with the additional requirements of the position. It is believed that a 7 Station model would adequately protect and serve the expectations of the community.

- 5.4 *Add internet service to all Firehalls to assist with records management and data input, as well as, allow functional communication and ability to have training sessions at every station.*
- 5.5 *Surplus the Old Station 6 in Perth Road Village.*
- 6.1 *Staff begins the process of evaluating the current stock of apparatus and equipment and re deploy those resources to better align with the needs of the Township of South Frontenac Fire Service.*
- 6.2 *Explore opportunities to acquire a Demo Mobile Air Trailer Unit. If an opportunity presents itself, Staff would report to Council for direction.*
- 6.3 *Explore the possibility of moving apparatus replacement forward if similar type and style apparatus are due to be replaced 1 year apart, tender the vehicles together to reduce the overall cost.*
- 7.1 *That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our current Smoke Alarm and Carbon Monoxide Alarm Program.*
- 7.2 *That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR greatly increase the frequency of Code Enforcement and Inspections.*
- 7.3 *That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our overall Public Education Program*
- 7.4 *That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our capability to provide fire investigation services.*
- 8.1 *That Council support moving forward with certifying firefighters in preparation of the Mandatory Certification regulation under the FPPA coming into effect in the near future.*
- 8.2 *That Council support the hiring of the vacant Full Time Position of Assistant Deputy Chief of Training and Operational Development in 2021 to support, develop, implement, and manage the training programs identified in this report.*
- 9.1 *That the Fire Chief Explore the current model for dispatching stations and identify if a more efficient and effective means exists.*

- 9.2 *That the Fire Chief continue to monitor the frequency of Medical calls to ensure that the SFFR resources are being adequately utilized and providing a beneficial service to the needs and circumstances of the community.*
- 10.1 *That the Fire Chief budget for a reserve of pagers to support the overall function of dispatching firefighters to emergencies.*

2. INTRODUCTION

Definitions:

South Frontenac Fire and Rescue	“SFFR” or “Department”
Township of South Frontenac	“Township”
Volunteer Firefighters	“VFF” or “Firefighters”
The Office of the Fire Marshall and Emergency Management	“OFMEM”
Ontario Association of Fire Chiefs	“O AFC”
National Fire Protection Association	“NFPA”
Fire Protection and Prevention Act	“FPPA”
Occupational Health and Safety Act	“OHSA”
Ministry of Labour	“MOL”

2.1 Background

In May 2018 a new Fire Chief, Darcy Knott, was hired by the Township of South Frontenac to be the head of South Frontenac Fire and Rescue. As part of the hiring process, the new Fire Chief was tasked with completing a comprehensive Operational Review of the Fire Services provided by the municipality. This document will provide a snap shot of the current services provided by SFFR. It will also identify gaps and deficiencies within the department and make recommendations to Council to overcome those gaps and provide a cost effective and efficient option to service delivery. These recommendations will be based on the needs and circumstances of the community and Township to ensure that the fire service is remaining current with industry standards and meeting our legislative requirements.

This Operational Review has been prepared with reference to the following documents for legislative requirements and regulatory responsibilities of the Township of South Frontenac:

- The Fire Protection and Prevention Act, R.S.O (1997) FPPA
- The Occupational Health and Safety Act, R.S.O (1990) OHSA
- OHSA Section 21 Fire Service Guidance Notes
- The Municipal Act, 2001

- OFMEM, Fire Marshal Technical Standards and Guidelines
- NFPA Standards

2.2 Legislative Requirements

The Municipalities responsibilities under the FPPA are:

1. Every Municipality shall,
 - a) Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
 - b) Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances

The Office of the Fire Marshal has determined that this requirement includes the following components:

- A simplified risk assessment
- A Smoke Alarm and Carbon Monoxide Alarm Program
- Distribution of fire safety education materials, and,
- Participating in inspections upon complaint or when requested to assist with fire code compliance
- Determine Cause and Origin of Fires

In addition, in 2013 there were two new regulations made under the FPPA that mandate specific fire prevention activities:

- O.Reg.365/13: Mandatory Assessment of Complaints and Requests for Approval
- O.Reg.364/13: Mandatory Inspection – Fire Drill in Vulnerable Occupancy

In addition, in 2018 there were three new regulations made under the FPPA that mandate further specific fire service activities:

- O. Reg. 377/18: Public Reporting (Jan. 1, 2020)
- O. Reg. 378/18: Community Risk Assessment (July 1, 2019)
- O. Reg. 379/18: Mandatory Certification – Revoked – Expected to be tabled again in Mid 2019

A review of the department records has found that the department is meeting its minimal requirements under the FPPA in regards to both inspections upon complaint and request and the distribution of Fire Safety Material. However it is not fully meeting the obligations of having an adequate Smoke/Co Alarm Program or having a current Simplified Risk Assessment completed. It is imperative that both of these mandatory

legislative requirements be developed and completed in the short-term by the Fire Chief.

The Municipality's responsibilities which specifically and directly impact the function of the fire service under the OHSA are:

Duties of employers

- 25** (1) An employer shall ensure that,
- (a) the equipment, materials and protective devices as prescribed are provided;
 - (b) the equipment, materials and protective devices provided by the employer are maintained in good condition;
 - (c) the measures and procedures prescribed are carried out in the workplace;
 - (d) the equipment, materials and protective devices provided by the employer are used as prescribed; and

Idem

- (2) Without limiting the strict duty imposed by subsection (1), an employer shall,
- (a) provide information, instruction and supervision to a worker to protect the health or safety of the worker;
 - (c) when appointing a supervisor, appoint a competent person;
 - (h) take every precaution reasonable in the circumstances for the protection of a worker;

Under the Occupational Health & Safety Act (OHSA) and the Ministry of Labor's Section 21 Fire Service Guidance Notes. These notes are developed by a provincial committee and considered "Best Practice" for the fire service in Ontario. These are often referenced by MOL Inspectors when enforcing the OHSA. The department, with the assistance of the Township's HR/Legislative Compliance Officer, has made great strides towards meeting its requirements for workplace inspections and the Joint Health and Safety Committee. Regular meetings have been established that include representatives from all stations within the department.

Areas of improvement that are required to meet the Health & Safety legislation and Guidance Notes include; the development of policies and procedures regarding personal protective clothing, an air management program, fire ground safety, training for officers on being a competent supervisor and the Incident Management System. The Fire Chief should complete a review of the Section 21 Guidance Notes and other

applicable firefighter safety regulations and create, update and enforce policies and procedures and develop training programs regarding firefighter safety. Furthermore, a better record keeping process must be developed that documents any training the firefighters receives to help reduce the potential liability for the Municipality.

2.3 National Fire Protection Association Standards (NFPA)

The NFPA is a non-profit standards setting body which establishes minimum requirements for everything related to the fire service internationally. These standards are the benchmark to achieve compliance with safety involving fires. The following is a list of applicable standards that directly affect SFFR and our procedures, policies, equipment purchases, and operations are all based on these standards:

- NFPA 1001 – Firefighter
- NFPA 1002 – Apparatus Driver/Operator
- NFPA 1005 – Marine Firefighting for Land Based Firefighters
- NFPA 1006 – Technical Rescue
- NFPA 1021 – Fire Officer
- NFPA 1033 – Fire Investigator
- NFPA 1035 – Fire and Life Safety Educator
- NFPA 1041 – Fire Instructor
- NFPA 1051 – Wildland Firefighter
- NFPA 1403 – Live Fire Training
- NFPA 1407 – Rapid Intervention Crews
- NFPA 1500 – Occupational Safety and Health and Wellness
- NFPA 1521 – Incident Safety Officer
- NFPA 1561 – Incident Management System
- NFPA 1720 – Organization/Deployment of Volunteer Fire Departments
- NFPA 1851 – Structural Firefighting Protective Ensembles
- NFPA 1852 – Self Contained Breathing Apparatus (SCBA)
- NFPA 1901 – Automotive Fire Apparatus
- NFPA 1911 – Testing, Maintenance, and Inspection of Emergency Vehicles
- NFPA 1925 – Firefighting Marine Vessels
- NFPA 1932 – Testing of Ground Ladders
- NFPA 1962 – Testing of Fire Hose
- NFPA 1982 – Personal Alert Safety System

2.4 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
2.1 <i>That the Fire Chief develop SOP's, Policies, and standards to meet legislative requirements and ensure the safe operations and deployment of SFFR.</i>	None	2019 - Ongoing

3. ADMINISTRATION

3.1 Fire Chief

The Fire Chief is ultimately responsible to Council for the management of the fire services in the Township. The responsibilities and authority of the Fire Chief is prescribed under the legislative authority of the FPPA and are as follows:

Fire chief, municipalities

6. (1) If a fire department is established for the whole or a part of a municipality or for more than one municipality, the council of the municipality or the councils of the municipalities, as the case may be, shall appoint a fire chief for the fire department.

Responsibility to council

- (3) A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.

Powers of fire chief

- (5) The fire chief may exercise all the powers assigned to him or her under this Act within the territorial limits of the municipality and within any other area in which the municipality has agreed to provide fire protection services, subject to any conditions specified in the agreement.

Delegation

- (6) A fire chief may delegate his or her powers or duties under sections 14, 19 and 20 and such other powers and duties as may be prescribed to any firefighter

or class of firefighters, subject to such limitations, restrictions or conditions as may be prescribed or set out in the delegation. 1997, c. 4, s. 6.

The Fire Chief of South Frontenac Fire and Rescue is currently the only Full Time employee of the department and is responsible for the day to day management of the entire department. The Fire Chief is also designated as the Community Emergency Management Coordinator under the Emergency Management and Civil Protection Act (EMCPA). The Fire Chief is also responsible for the financial management of the department, human resource management of the department, and acts in the role of Incident Commander at all major operational incidents.

Other duties of the Fire Chief are as follows:

- Standard Incident Reporting to the OFMEM
- Legislative Compliance regarding equipment, operations, fire prevention, and safety
- Cost recovery from MVC's, Fires (Insurance), and Requested Reports
- Requested Inspections and code enforcement
- Fire Investigations
- Fire Safety Plans Review
- Plans Review for Director of Development Services
- Liaise with the Chief Building Official regarding non-compliance with Fire Code and Building Code
- Public Inquiries
- Open Air Burn Requests
- SOP and policy development
- Attending area and provincial Fire Chief's meetings (O AFC) (KFLA)
- Apparatus/Equipment Procurement
- Oversight of Fire Prevention Committee and Activities
- Management Representative of the Joint Health and Safety Committee
- Develop, implement, manage training programs for Fire Suppression Staff

3.2 By-Laws and Agreements

By-Law 2018-56 – Establish and Regulate a Fire Department

In September 2018, the Fire Chief recommended and the By-Law was adopted by Council to establish and regulate the Fire Department for the Township of South Frontenac By-Law 2018-56. This By-Law includes the functional activities of the department, core services, organizational structure, and overall governance of SFFR. It serves as the Council approved benchmark for fire services in the Township.

By-Law 2014-53 – Charging for Services with Regard to Motor Vehicle Collisions

This By-Law assists with recovering costs associated with response to MVC's. The rates are based on MTO established rates for fire services vehicles.

By-Law 2012-68 – Regulate Open Air Burning

This By-Law establishes the requirements for open air burning within the Township. It describes the conditions for burning, size of burn piles, contents approved to be burned, and levels of burning restrictions.

By-Law 2015-41 – Noise within the Township

This By-Law regulates acceptable levels of noise within the Township. With regards to the fire service, it places restrictions on fireworks displays and the accepted times and practices related to fireworks.

Tiered Medical Response Agreement

This agreement is with the Frontenac County Paramedic Service and SFFR. It was resigned in August 2018 and will continue in place until changes are required. It establishes expectation and criteria for SFFR to respond to medical emergencies.

KFLA Public Health – Naloxone Ordering and Reporting Agreement

This agreement was established and signed in July 2018. It establishes the procedure for SFFR to acquire and deploy the use of Naloxone related to Opioid emergencies. There is a reporting requirement by the Fire Chief to provide information related to the deployment of Naloxone kits.

MNRF and SFFR Response Agreement

This agreement is between the MNRF and SFFR to provide fire protection services to the area of the Township in the Provincial Park. It establishes resources and deployment strategies related to fire response in the park. This agreement is set to expire in April 2019. The Fire Chief and MNRF have planned meetings in December 2018 to re-negotiate the agreement with no major expected changes.

Physio Control – External Defibrillator Agreement

This agreement covers the maintenance of SFFR External Defibrillator Equipment. It was established in September 2016 and expires in 2020. This agreement is a requirement for the fire services to maintain our equipment and is referenced in the Tiered Medical Agreement.

Kingston Fire and Rescue Dispatch Agreement

Kingston Fire and Rescue Communications Centre dispatches SFFR to all of our emergency calls. This agreement is in place with no expectations to change the details of the agreement. Quarterly payments are made to KFR for this service and it is a cost effective way to provide a dispatch service for SFFR. This agreement includes provisions for a mobile app called “Who’s Responding” which is utilized by our VFF’s to be notified of emergencies and identify if they are responding.

Fire Service Management Agreement

This agreement outlines the cost and procedures for Bunker Gear annual maintenance. Annual maintenance of Bunker Gear is a requirement of NFPA Standard 1851. Every set of Bunker Gear must be inspected for moisture barrier capability every year. This company also repairs minor damage to gear.

FirePro Record Management System (RMS) Agreement

FirePro serves as the RMS for SFFR. All related incidents, training activities, and additional hours by SFFR VFF’s are inputted into this software.

Mutual Aid/Automatic Aid Agreements

These agreements are designated by the FPPA and closely monitored by the OFMEM. It allows for fire response from neighboring municipalities during significant incidents or if our resources are depleted. These agreements provide additional coverage in times of need and are reciprocal in nature.

3.3 Cost Recovery and Permitting

Currently, cost recovery measures are included in the Open Air Burn By-Law and MVC Cost Recovery By-Law. Records indicate that no application of cost recovery for non-compliance of the Open Air Burn By-Law has ever been effectively undertaken. These matters can often be political in nature and are community sensitive, as the fines can be

significant. The MVC cost recovery process is completed by the Township Treasury Department and support by the Fire Chief.

SFFR also has an arrangement with a third party agency called Fire Marque, which acts on behalf of the FD to recover costs from insurance companies related to structure fires. This is often based on individual insurance policies of landholders. Fire Marque takes a percentage of the recovered costs and the remainder is paid to SFFR and goes into reserves.

A potential exists to increase the cost recovery of services provided by SFFR. Regular requests for land transaction reports are one area to explore and define. SFFR should also have a permit process in place for Open Air Burning. This would ensure compliance with the By-Law has been signed off by the Authority Having Jurisdiction (Fire Chief) and the resident planning the burn.

3.4 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
3.1 <i>Fire Chief to continue to explore beneficial opportunities related to Mutual Aid and Automatic Aid Agreements with other fire departments.</i>	None	2019 - Ongoing
3.2 <i>Fire Chief to report back to Council with a comprehensive cost recovery By-Law for consideration.</i>	None	2019 - Ongoing
3.3 <i>Fire Chief to review and update the current Open Air Burning By-Law to clarify and align with other FD's in the area for similar messaging.</i>	None	2019 - Ongoing
3.4 <i>That the Fire Chief provide quarterly reports to Council regarding the progress of SFFR.</i>	None	2019- Ongoing

4. ORGANIZATIONAL STRUCTURE / STAFFING / VFF RECRUITMENT

The Organizational Structure attached as 4.4 Table: Approved Organizational Structure was approved by Council on September 18, 2018 as part of By-Law 2018-56. This structure will meet the current and future needs of the fire department for many years. It reduces the current compliment of 4 Volunteer Deputy Chiefs to 3 given a pending retirement. That change will be fully implemented once the vacant positions have been filled. Each of them will assume a functional lead in one of: Fleet & Equipment, Training, facilities and Fire Prevention. It includes the addition of a Full Time Assistant Deputy Chief of Fire Prevention, a Full Time Assistant Deputy Chief of Training and Operational Development, and an Administrative Assistant for the Fire Service. The 3 positions are currently left vacant and will be prioritized based on need and requested over time to allow for proper budgeting and low impact to the financial status of the fire department. The need for these positions is as follows.

4.1 Assistant Deputy Chief of Fire Prevention

Public Education, Fire Prevention, Code Enforcement, and Fire Investigation are the first line of defense for reducing the frequency and impact of fire related emergencies. The fire department and the municipality are bound by the Fire Protection and Prevention Act to provide fire related Public Education, Fire Investigation to determine Cause and Origin, and Fire Prevention related to Code Enforcement. Currently, the department is only meeting the bare minimum level of these requirements.

We provide Public Education but this role is limited and can be expanded. We are currently only able to provide information at events and do not have an adequate Smoke Alarm and Carbon Monoxide Alarm Program. We do not have an Outreach Program to connect with the municipality's Cottagers or their Associations. Our school programs are not consistent throughout the municipality and need to be standardized.

Our messaging campaigns for Fire Prevention Week are not consistent and we do not have the resources to properly implement, manage, and deliver the programs to meet the needs and best interests of the community.

We do not currently have the resources to provide routine inspections of high hazard occupancies including businesses involved in commercial cooking, senior occupancies, or group homes.

We also do not have the resources to develop and maintain a permitting process for Open Air Burning or Fireworks Approvals. Messaging surrounding the status of burning restrictions is often miscommunicated throughout the community and misinterpreted.

Currently, the Fire Chief receives approx. 300 voicemail calls per year regarding open air burning and requests to burn brush piles and approved burning material. The opportunity to visit and provide an approved burning permit does not exist. There is opportunity to implement a fee structured permitting process related to open air burning. This would generate revenue and ensure proper messaging and procedures are being followed by residents wishing to burn.

Currently, we do not have the resources to provide for proper fire investigation to determine cause and origin of fires. In most cases, fires within the municipality are deemed to have a cause of “undetermined”. In many cases, the possibility of identifying the cause and origin are left unmet due to our lack of available staff to properly investigate and be trained in proper investigation procedures.

This newly created position in the Organizational structure will be able to overcome many of the challenges currently due to our lack of resources. This position will be able to have more face to face interactions with the community and be able to develop, implement, and manage these programs.

It should also be noted that a Fire Prevention staff member was included in the Corporate Structure review conducted by the Township and that position has not been filled or considered.

4.2 Assistant Deputy Chief of Training and Operational Development

In May of 2018, changes were made to the Fire Protection and Prevention Act that will make significant changes to the fire services in Ontario. These changes were outlined to Council in an Information Report from the Fire Chief on July 3, 2018. One of the major changes to the FPPA is the Mandatory requirement to certify firefighters. This includes fire suppression personnel, fire officers, fire inspectors, fire investigators, fire and life safety educators, fire department apparatus drivers, and any specialized technical rescue operations. All these mandatory certifications fall in line with the NFPA Standards which were accepted by the Province of Ontario in 2014.

In September 2018, the new Provincial Government revoked the mandatory certification requirements. This was due to concerns raised by Fire Chiefs across the province due to the implementation. Staff has been involved in stakeholder meetings held by the Deputy Minister and the Executive of the OAFC. This requirement is expected to return and will have changes to the way it is implemented. It is anticipated that a new version of the legislation will be tabled in mid-2019. Staff plans to continue to move towards certification of all SFFR firefighters to ensure that as many of the gaps are filled prior to the changes happening. This will ensure that SFFR is not caught in a situation that could have a negative impact to our services.

South Frontenac Fire and Rescue is working towards adopting these changes. Currently training programs are not consistent throughout the department and current

programs do not meet the requirements of the new standards. This will create a large gap in our ability to have a third party, Academic Standards and Evaluation, certify our personnel. Over time, if we are not able to certify the members of our department, services will need to be reduced or eliminated. A reduction in service will not meet the needs and expectations of the community.

Current staffing levels are not adequate to meet the time consuming challenges being faced by the fire department as a result of these legislative changes. Training Programs need to be developed, implemented, and managed. This task currently rests with the Fire Chief. Given the time commitment involved in these processes, the Fire Chief cannot effectively manage all these programs.

The fire department also has a serious gap in Standard Operating Procedures. The current SOP's barely touch what is required to effectively manage the department and reduce the liability of the municipality. Currently, the small numbers of SOP's has never been approved by the Fire Chief and are not reflective of the OHSA Fire Service Section 21 Guidance Notes. This fact leaves the municipality with a potential liability.

This newly created position in the Organizational Structure will assist the Fire Chief with the development of our Operational SOP's and training. The position will also manage and provide leadership regarding our training programs. If we are unable to meet the requirements of the FPPA, services will need to be reduced.

4.3 Administrative Assistant

Currently the Township has a full time payroll position supporting the fire service by providing data entry for all incidents into the FirePro Software. The Executive Assistant role has also recently been filled and will also offer some additional administrative support for the fire service. Over time the capacity of these individuals will be assessed to determine if the administrative needs of the fire service are being met.

This new position could potentially address all the administrative needs of the fire department if the workload for the payroll support person and the Executive Assistant are unable to keep up with the demands.

The changes to the FPPA in May of 2018 will require more reporting to the OFMEM regarding Community Risk Assessments and Public Reporting. These are new functions that were previously not required but are now law in Ontario. Details of these changes were provided to Council in an Information Report on July 3, 2018. They will greatly increase the time commitment of the Fire Chief to meet these requirements.

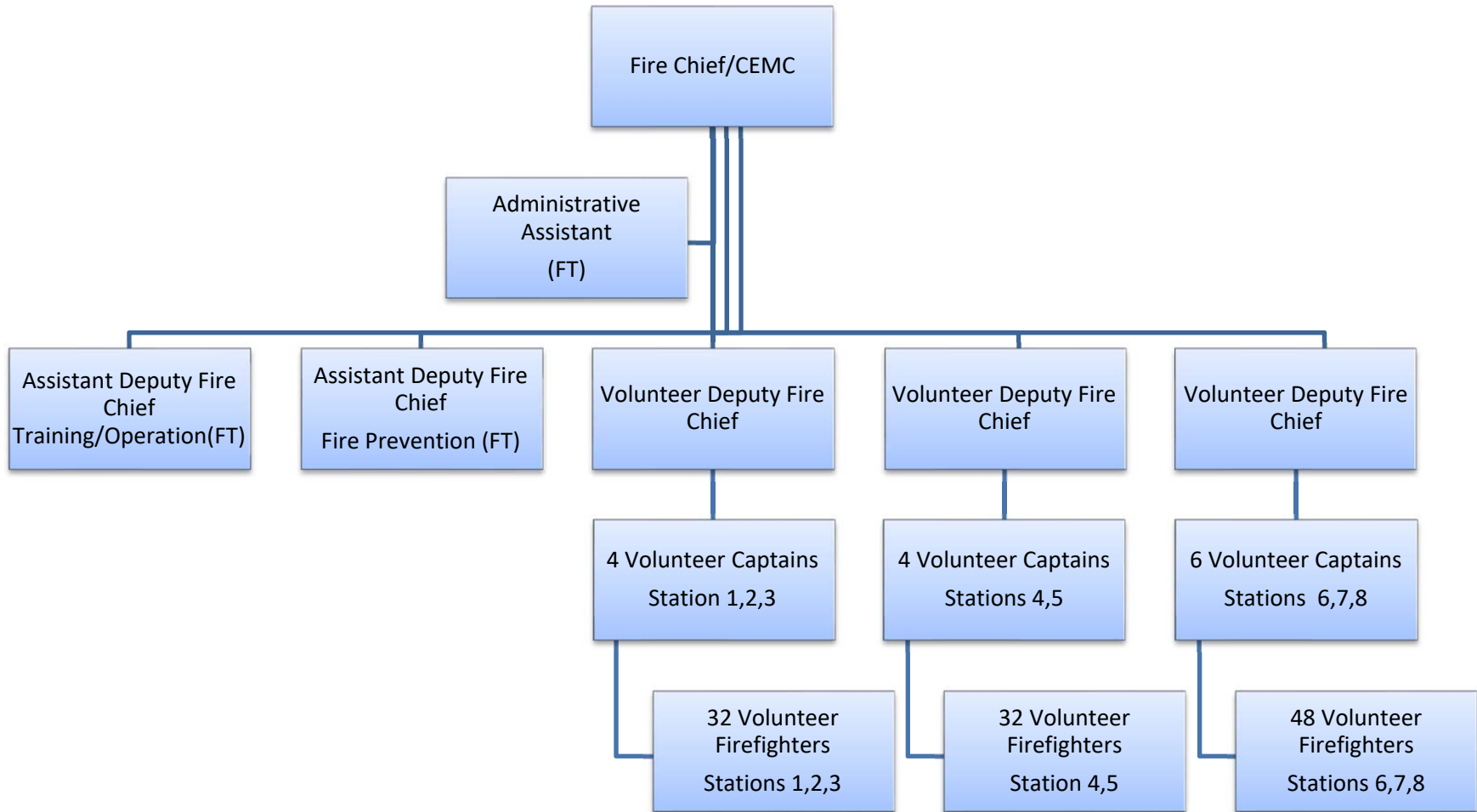
The time commitment required to properly manage all the operational data, financial data, and scheduling is beyond the current capabilities of the Fire Chief due to a lack of time and resources. It is expected that the time expectations and administrative roles

will increase as demands increase with changing legislation and requirements of the OFMEM.

This new position would manage the complete data management and record management software inputting and assist the Fire Chief with the legislative requirements changed in the FPPA. This position will also assist the Fire Chief with the role of Community Emergency Management Coordinator and the requirements and organization of that role. The function of CEMC has typically been a side of the desk function of the Fire Chief and needs more attention in the event the Township has a significant event. If South Frontenac does have a disaster situation, it needs to be properly prepared to implement our emergency plan and be able to mitigate that emergency. This can only be achieved through additional time and resources put towards the CEMC function of emergency preparedness.

4.4 – Table: Approved Organizational Structure

By-Law 2018-56 - A BY-LAW TO ESTABLISH AND REGULATE THE FIRE DEPARTMENT IN THE TOWNSHIP OF SOUTH FRONTENAC



4.5 VFF Recruitment

The Organizational Structure in Table 4.4 identifies the need for 141 Volunteer Firefighters for SFFR. This includes the Deputy Chief's, Captains, and 112 Firefighters. Our current numbers do not reflect what has been established as minimums in the organizational structure. Our current complement is 87 total personnel identified by station in Table 4.6 below.

4.6 – Table: Volunteer Fire Suppression Staff

Station	Staff Numbers	Staffed Needed
Station 1 - Bradshaw	3	5
Station 2 - Burr ridge	4	4
Station 3 - Verona	10	6
Station 4 - Hartington	9	7
Station 5 - Sydenham	18	2
Station 6 – Perth Road	9	7
Station 7 - Latimer	12	4
Station 8 - Sunbury	18	2
Station 9 – Burnt Hills	4	0
Total	87	37

Note: Station 9 personnel are currently responding to Station 8.

The table identifies the need for 37 additional personnel to meet the minimum requirements to effectively staff our firehalls. Recruitment needs to happen immediately in early 2019. A recruitment of 25 in 2019 is a manageable number to put through a training program. The remaining 12 should be considered in future recruitment campaigns. The cost to train, provide protective equipment, and a pager is \$4200 per recruit. A cost to recruit 25 personnel is \$105,000.

In previous recruitments, there has been a trend to hire a benchmark number of personnel and we often lose approx. 50% due to a lack of commitment and initial understanding of the role. A new recruitment drive and campaign will include a full media release, orientation sessions, and open houses. This will allow SFFR to reach out to the community and provide interested residents the ability to understand the

expectations and commitment required to be a member of the fire service. This style of campaign will yield better results for the number of successful persons hired to complete the recruitment training. This recruitment will meet the certification requirements of the NFPA Standards for firefighters. Successful recruits will have completed Firefighter NFPA 1001 Level 1 and 2 upon completion of the program. The full program is expected to take 7 months to complete.

4.7 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
4.1 <i>Move forward with hiring a Full Time Position identified in the approve Organizational Structure. Staff recommends the position of Assistant Deputy Chief of Fire Prevention to be hired in 2019.</i>	\$95,000 <i>Includes Benefits</i>	2019
4.2 <i>Recruit 25 Volunteer Firefighters in 2019 to bring SFFR closer to the minimum staffing levels required for our Fire Suppression Operations.</i>	\$105,000 <i>Includes Protective Equipment and Training Cost</i>	2019
4.3 <i>Begin financial planning for hiring the Assistant Deputy Chief of Training and Operational Development in 2021.</i>	\$95,000 <i>Includes Benefits</i>	2021
4.4 <i>Continue to assess the need for the Full Time Administrative Assistant and determine if the current resources are being exceeded.</i>	none	Ongoing

5. FIREHALLS

South Frontenac Fire and Rescue currently has nine (9) Firehalls throughout the Township. These firehalls were located in the previous four (4) Townships from pre amalgamation and not from the Township of South Frontenac perspective.

The exception is the new Firehall in Perth Road Village (Station 6) which opened on June 23, 2018. This new Firehall is a state of the art facility and will serve the Township of South Frontenac for the extended future. It is being used not only as a Firehall, but has already served the entire community by holding several training sessions and functions for other agencies outside of the fire service. This building will stand as an excellent template for Firehall construction moving forward throughout the community. The old Station 6 in Perth Road Village has been emptied and utilities have been scaled back to a minimum. This vacant building can now be labelled surplus by the Township and then sold or repurposed.

5.1 Current Locations

STATION #1 - # 7 & #11 Steele Road (off Bradshaw Road)

STATION #2 - 237 Burrige Road (corner of Firehall Rd and Burrige Rd)

STATION #3 - 6930 Road #38 (Verona)

STATION #4 - 4808 Holleford Road (Hartington)

STATION #5 - 4233 Stagecoach Road (Sydenham)

STATION #6 - 5855 Perth Road (Perth Road Village)

STATION #7 - 3516 Latimer Road (Inverary)

STATION #8 - 3910 Battersea Road (Sunbury)

STATION #9 - 5038 Carrying Place Road (Burnt Hills)

In 2013, a Firehall and Equipment Study was conducted and submitted by Emergency Management & Training Inc. This study identified and evaluated gaps related to locations, building conditions, legislative requirements, staffing levels, response times, and response areas. A significant number of the recommendations of this report were not implemented, with the exception of the building of the new Station 6. The following is a snapshot and current needs assessment of the 9 Firehalls if they are left in their current locations.

5.1.1 Station #1 – Bradshaw

This Station is located in the Northwest portion of the Township. It was built in 1980 and contains two bays for fire apparatus but is not a drive through station. It contains an office space and washroom facility. The station has a Mini Pumper (2018) and a Tanker (1998). It is in fair condition and lacks a shower facility. The installation of a shower facility and subsequent waste water system was recommended in the 2013 report. This station is dispatched between approx. 25-35 times per year as the Primary Station. This facility does not have an internet connection. Minor Capital Projects and regular maintenance will keep this building functional for an additional 25 years.

5.1.2 Station #2 – Burrige

This Station is located in the Northeast portion of the Township. It was built in 1970 and contains two bays for fire apparatus but is not a drive through station. It contains a small office space, small training room, storage area, washroom facility with a shower facility, and a small kitchenette. The Station has a Pumper (2005), 1 Tanker (2001), 1 Squad Unit (2002), a small rescue boat, and a $\frac{3}{4}$ Ton Pickup (2018). It can be a challenge for the VFF Staff to park these vehicles into the small bay area with only 2 Bay doors. The depth of the Bay Area does not allow for vehicles to park two deep. Therefore, vehicles must be shifted on an angle to allow them to fit in the small space. Station 2 responds approx. to 25-35 calls per year as the Primary Station. This building is in fair condition. This building does have an internet connection. Minor Capital Projects and regular maintenance will keep this building functional for an additional 25 years.

5.1.3 Station #3 – Verona

This Station is located at the North end of Verona on Road 38. It was built in 1998 and contains two bays for Fire Apparatus but is not a drive through station. It houses 1 Pumper (2003), 1 Tanker (1994 – Scheduled for replacement in 2019), and 1 $\frac{1}{2}$ Ton Pickup Truck. The Station also has a large office space, small training room, and is equipped with men's and women's washroom facilities including shower facilities. It also has a storage room located in the upstairs mezzanine which houses Township records. It can be a challenge for the VFF Staff to park these vehicles into the small bay area with only 2 Bay doors. The depth of the Bay Area does not allow for vehicles to park two deep. Therefore, vehicles must be shifted on an angle to allow them to fit in the small space. This Station needs the addition of a third bay to the North side of the building. This building does not have an internet connection. Station 3 responds to approx. 75-90 calls per year as the Primary Station. It also provides a third station response to Station 1 & 2 due to limitations of staffing and adequate responses capability. The Pumper from Station 3 is currently being dispatched to all Station 1 and 2 calls in addition to its own response area. This building is in good condition. A Major

Capital Project to add a third Bay and minor Capital Projects and regular maintenance will keep this building functional for an additional 25 years.

5.1.4 Station #4 – Hartington

This Station is located in Hartington just off Road 38. It was built in 1958 and contains four bays for fire apparatus and is not a drive through station. It houses 1 Pumper (2011), 1 Tanker (1997), 1 Squad (2004), 1 1 Ton Pickup Truck, 1 Enclosed Trailer and ATV. The Station has a large Training Room, 1 large Office Space, a kitchenette, and Mens and Womens Washroom facilities which do not include shower facilities. It does not have an internet connection. At 60 years old, this building is showing significant signs of deterioration. Major Capital Project Upgrades would be required to greatly extend the life of this facility as a functioning Firehall to meet the expectations of the community. It should be noted that its location is a replacement and reflection of the previous Township of Portland. It is within 5km of the Verona Station and 12km from the most southern area of the Township on Road 38. This Station responds to approx. 50-60 calls per year as the Primary Station.

5.1.5 Station #5 – Sydenham

This Station is located in Sydenham and was built in 1972. It contains 3 bays for apparatus and does not have a drive through capability. It houses 1 Pumper (2007), 1 Tanker (2009) and 1 Squad (2009). It has a large training room, storage room for equipment, a small kitchenette, and a washroom facility with showering area (2017). It does have an internet connection. This is the only Firehall serviced with a municipal water supply. This building is in fair condition but would need major capital project upgrades to extend its functionality as a Firehall moving forward. This Firehall responds to approx. 85-100 calls per as a Primary Station.

5.1.6 Station #6 – Perth Road Village

This Station is located in Perth Road Village and opened on June 23, 2018. It is the first Firehall built by the Township of South Frontenac. It is a state of the art facility as a Firehall and is being utilized by the fire service and other community agencies for training and events. It has three 1 ¾ length drive through bays which house 1 Pumper (2005), 1 Tanker (2003), 1 Squad (2003), and 1 ¾ Ton Pickup Truck (2015). The bay provides adequate room for the fire apparatus and area to provide practical training. It has a full sized Bunker Gear Washer and Dryer for cleaning and maintenance of FD protective equipment. The building also has a full size storage room, full sized training room, full kitchen, mens and womens locker rooms, 2 full sized offices, and is fully accessible. The Fire Chief has a permanent office at this location. This building does have an internet connection. This building is in excellent condition and will continue to

serve the Township for many years as a Firehall and community hub for events and training. This Station responds to approx. 45-60 calls as the Primary Station.

5.1.6.1 Old Station #6 – Perth Road Crescent

This Station was built in 1950 and contains 1 large bay door for two fire apparatus. It was officially taken out of service in June 2018 when the new station was opened. This building is in poor condition and may contain some designated substances and has some mold concerns. As of November 2018, all FD equipment has been removed and the building utilities have been reduced to a minimum. This building can be surplused and the future of the building will be determined by the Council.

5.1.7 Station #7 – Latimer

This Station is located in the southern part of the Township and was built in 1990. It contains 1 large bay door at the front for two apparatus and 1 bay door on the side for an additional fire apparatus. In both cases, they are not drive through bays. It houses 1 Pumper (2007), 1 Tanker (2012), and 1 Squad (2012). It also has one small office space located inside the bay area. This building has no washroom facilities. There is currently a Port-a-Potty located on the exterior of the building. It does not have an internet connection. The land this building is set on is significantly limited with no room for additional space or renovations. This building is in poor condition and would require major capital renovations to extend its functional life as a Firehall to meet the growing expectations of the community. This Firehall responds to approx. 40-65 calls as the Primary Station. It is well located within the community but would be better served if it was closer to Perth Road as the Hamlet of Inverary continues to grow.

5.1.8 Station #8 – Sunbury

This Station is located in the Eastern part of the Township in Sunbury. It was built in 1977 and is a shared structure with the community centre. The Firehall side of the building contains three bays and is not a drive through station. It also has a bay located on the back portion of the building which is utilized by the Township Public Works Dept. during the winter months. This station houses 1 Pumper (2013), 1 Tanker (2014), 1 Squad (2014), 1 ¾ Ton Pickup Truck, and 1 Marine Unit and Trailer. The building also has 2 large offices, 1 small office, a small boardroom, a small kitchenette, and washroom facilities without shower capabilities. This station does have an internet connection. This building is in good condition and can continue to serve the community with minor capital projects and regular maintenance. There have been discussions between the Public Works Department and Fire Department regarding the future of this building. It has been suggested that it could well serve the Public Works Department as a building for their use, if the fire department was ever relocated. This discussion was

brought up during a Public Services Committee Meeting of Council and considered as a possibility in the future. A new Firehall could be located midway between Sunbury and Battersea close to the school or the quarry.

5.1.9 Station #9 – Burnt Hills

This building is located in the Eastern part of the Township in the Burnt Hills area. It was built in 1983 and contains only one bay for fire apparatus and is not a drive through bay. This building is in extremely poor condition. It formerly contained 1 pumper which has been removed due to its poor condition. The vehicle does not start, has been destroyed by rodents and is completely stripped of all usable equipment. The building is full of mold and is in need of major capital repairs to make it functional as a Firehall. A report from Staff was brought forward to the Public Service Committee of Council on July 12, 2018 outlining the status of this building and apparatus. At that time, that committee suggested to not proceed with any work to repair the building or the apparatus. This building is not located well in the township for fire service response. It is dispatched 25-30 times per year as the Primary Station, mostly to serve the Battersea area. While it is dispatched 25-30 times per year, this station has not provided a response with a vehicle since 2011. The area is currently being served by the Station in Sunbury located approx. 10km from Battersea. This building does not have an internet connection.

5.2 Firehall Summary

Staff believes the current locations and number of Firehalls throughout the Township are a reflection of the previous four Townships and are not set up to best serve the expectations and service needs of the community. Staff believe a 7 Station Model could adequately cover the Township and a reduction in number of firehalls and reduce the need for apparatus throughout the system therefore reducing the Capital Replacement costs. This should be explored further and analyzed with relevant data to incident locations, staffing considerations, and response times and deployment.

5.3 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
5.1 <i>Close and surplus the current Station 9 Firehall. This building is not providing any service to the community. This would eliminate the need to replace the Pumper from Station 9 in 2024 at an</i>	None	2019

	<i>expected cost of \$425K</i>		
5.2	<i>Explore re-purposing of Station 8 (Sunbury) to the Public Works Department and building a new Firehall with the same template as the new Station 6 (Perth Road) at a location between Sunbury and Battersea. This would re-purpose Station 8 and meet the needs of Public Works by transferring the Sunbury Station for their use and reduce the total number of Firehalls to 8. Planning for this process should begin in 2019.</i>	<i>TBD</i>	<i>2019</i>
5.3	<i>Complete a comprehensive Station Location Study for the remainder of the Township. This could either be completed by Staff or third party and needs to be started in 2019. If direction is given to have the study completed by Staff, it would require a great deal of time of the Fire Chief which is already at a maximum with the additional requirements of the position. It is believed that a 7 Station model would adequately protect and serve the expectations of the community.</i>	<i>\$15,000 If Completed by Third Party</i>	<i>2019</i>
5.4	<i>Add internet service to all Firehalls to assist with records management and data input, as well as, allow functional communication and ability to have training sessions at every station.</i>	<i>TBD</i>	<i>2020</i>
5.5	<i>Surplus the Old Station 6 in Perth Road Village.</i>	<i>Revenue</i>	<i>2019</i>

6. EQUIPMENT and APPARATUS

The function of maintaining and repairing apparatus and equipment has been assigned to a Volunteer Deputy Chief. The majority of our large fleet vehicles are serviced and annually inspected by a third party agency in Kingston. Smaller repairs are handled by local third party mechanics and occasionally we obtain the expertise of the Township Public Works Mechanic. This process is working well through the dedicated work of the assigned Deputy Chief. When personnel and stations identify concerns, those concerns are managed through their respective Deputy Chief, then to the Fire Chief, for discussion and implementation of the repairs through the assigned Deputy.

In addition to maintenance and repairs; apparatus, fire department pumps, and ladders undergo annual safety inspections. These are scheduled throughout the year to ensure

only one apparatus is out of service at any given time. Our Self Contained Breathing Apparatus (SCBA's) are also required to be flow tested annually and this is completed by a third party. They are also emptied and refilled Bi Annually and that is completed by our Volunteer Firefighters. Our Multi Gas Detectors are also Bump Tested monthly.

All large Fire Department Apparatus are on a 25 year capital replacement schedule. This financial planning allows for proper financial allocations to be set aside to cover the large cost of vehicle replacement. In 2018, staff added a 10 year replacement cycle for our SCBA Equipment, an annual replacement for Bunker Gear, and an annual replacement for Fire Hose and Appliances. These additions will allow the fire department to maintain and meet the NFPA Standard requirements for the useful life cycle of equipment. SCBA and Bunker Gear have a standard life cycle of 10 years and hose and appliances are replaced as required.

Overall, the equipment and apparatus of South Frontenac Fire and Rescue is in good condition. This will continue with regular preventative maintenance and continuing to repair small deficiencies before they become large concerns.

6.1 – Table: Apparatus

The following chart outlines the In Service Fire Department Apparatus, their locations, year of manufacture, and replacement year.

Station	Vehicle	Description	Year	Replacement Year
Station 1 Bradshaw	P311	Mini Pumper – F550	2018	2043
	T311	Tanker – GMC C8500	1998	2023
Station 2 Burridge	P321	Pumper - Kenworth	2005	2030
	T321	Tanker – F750 XL	2001	2026
	S321	Squad – F550 4x4	2002	2027
	U311	Pick Up Truck - Chev	2018	2033
	M321	Rescue Boat	2005	TBD

Station 3 Verona	P331	Pumper - International	2003	2028
	T331	Tanker – F700	1994	2019
	U331	Pick Up Truck - Chev	2006	2021
Station 4 Hartington	P341	Pumper - Spartan	2011	2036
	T341	Tanker – F Series	1997	2022
	S341	Squad – F550	2000	2025
	U341	Pick Up – F350	2011	2026
	ATV341	ATV/Enclosed Trailer	2007	TBD
Station 5 Sydenham	P351	Pumper - Pierce	2007	2032
	T351	Tanker - Kenworth	2009	2034
	S351	Squad - Kenworth	2009	2034
Station 6 Perth Road	P361	Pumper - Kenworth	2005	2030
	T361	Tanker - Sterling	2003	2028
	S361	Squad - Kenworth	2003	2028
	U351	Pick Up – Ford 250	2015	2030

Station 7 Latimer Road	P371	Pumper - Pierce	2007	2032
	T371	Tanker - Kenworth	2012	2037
	S371	Squad - Kenworth	2012	2037
Station 8 Sunbury	P381	Pumper - Spartan	2013	2038
	T381	Tanker - Kenworth	2014	2039
	S381	Squad - Kenworth	2014	2039
	U381	Pick Up – Chev 2500	2011	2026
	M381	Marine Boat	2014	TBD
Station 9 Burnt Hills	P391	Pumper – Not In Service	1999	2024

6.2 – Table: Equipment and Maintenance

The following chart shows the frequency of inspections and the location and agency that provides the service. Some equipment and apparatus require annual inspections, while others are bi annual, monthly, and regular by VFF personnel.

Equipment/Apparatus	Maintenance Requirement	Completed By
Pumpers x 9	Annual Inspection	Third Party Agency
Tankers x 8	Annual Inspection	Third Party Agency

Squads x 6	Annual Inspection	Third Party Agency
Pick Up Trucks x 5	Annual Inspection	Third Party Agency
On Board Pumps x 17	Annual Testing	Third Party Agency
Ladders x 27	Annual Testing	Third Party Agency
Air Cascade System <i>On Loan from Levitt Safety</i>	Bi Annual Testing and Inspection	Third Party Agency
SCBA's x 50	Monthly Inspection	VFF Personnel
SCBA's x 50 Flow Test	Annual Testing	Third Party Agency
SCBA Bottles x 152	Bi Annual Inspection/Drain/Refill	VFF Personnel
Portable Equipment	Monthly Inspection	VFF Personnel
Generators	Monthly Inspection	VFF Personnel
Bunker Gear – Active VFF Only	Annual Inspection	Third Party Agency

As identified in the Table 6.2 above, SFFR large FD Apparatus are required to be Safety Inspected annually as per MTO requirements. Our Pumps on our Pumper and Tankers are also required to be tested annually as per NFPA Standard for Fire Apparatus Pumps. Our SCBA equipment undergoes various testing throughout the year as per NFPA Standard.

It should be noted that the Air Cascade System located at Station 8 (Sunbury) is not owned by the Township. It is owned by Levitt Safety and an agreement is in place to allow them to use it. SFFR is required to pay for the maintenance costs associated with this unit. This equipment is critical to the Health and Safety of our firefighters and is the only direct means to fill empty air bottles and complete bi annual maintenance. If, in the event this equipment fails, the Township would have to travel to another municipality to fill and maintain our SCBA equipment. It is also challenging that the unit is located in the far eastern part of the Township. This makes filling air bottles a significant challenge for our western and northern stations. In the event, the Township had a major event (i.e. Railcar Derailment, HAZMAT) where SCBA's would be required for long durations, our resources would be overcome and we would not be able to keep up with the demand requirements. Currently our personnel need approx. 6 hours per

structure fire to travel back and forth to fill bottles. We average 30 structure fires per year. We also are required to perform bi annual draining and filling of every bottle. This requires travel back and forth from each station to complete this task and typically requires 50-60 hours. Bottles are also drained regularly at training sessions and are required to be refilled to be made ready for service. There is approx. 350 – 400 hours spent refilling and transporting our air bottles around the Township. This number could be significantly reduced with the added resource of having a mobile unit.

A mobile Air Trailer Unit would be beneficial to the Township Fire Service. It could be delivered to required location for a large incident, large training exercise, or for routine inspections and testing of the equipment. To purchase a Mobile Air Unit was quoted in 2018 at \$155,000. Upon further investigation with regional dealers and sales personnel, it was determined that Demo Units were often sold at a fraction of the new price. These Demo Units are often in perfect condition and often only travelled to various trade shows. A recent Demo Unit was sold to another municipality for \$45,000. This could provide a more cost effective investment for the Township if a unit is considered moving forward.

6.3 Equipment and Apparatus Summary

Overall, the SFFR equipment and apparatus are in good condition. Regular maintenance and preventative maintenance will ensure this continues through the life cycle of this equipment. Staff believe there may be opportunity to reduce the number of apparatus throughout the system by strategically placing vehicles to represent the Township of South Frontenac and not the former Townships. This could greatly reduce the Capital purchase replacement cycle. This process would also need to align with a station location study and needs assessment. A potential to reduce the number of firehalls would also greatly reduce the number of required apparatus and equipment.

6.4 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
6.1 <i>Staff begins the process of evaluating the current stock of apparatus and equipment and re deploy those resources to better align with the needs of the Township of South Frontenac Fire Service.</i>	None	2020
6.2 <i>Explore opportunities to acquire a Demo or Refurbished Mobile Air Trailer Unit. If an</i>	\$40,000	2019

<i>opportunity presents itself, Staff would report to Council for direction.</i>	<i>Significant cost savings compared to new unit</i>	
6.3 <i>Explore possibility of apparatus replacement in greater volume. If similar type and style apparatus are due to be replaced 1 year apart, tender the vehicles together to reduce the overall cost.</i>	<i>Potential Capital Savings</i>	<i>Ongoing</i>

7. FIRE PREVENTION / PUBLIC EDUCATION / FIRE INVESTIGATION / CODE ENFORCEMENT

Within the Fire Service in the Province of Ontario, fire services are a critical component to the life safety and property safety for our residents and visitors. It has been proven that increased efforts and resources put towards public education, fire prevention and code enforcement can significantly reduce the frequency and severity of fire related events. The three lines of defense against fire hazards are identified and prioritized below:

- i) Public Education, Material Distribution, Media Campaigns
- ii) Fire Prevention and Fire Code Enforcement
- iii) Fire Suppression and Operational Response

7.1 Public Education

The Volunteer Firefighters of SFFR provide Public Education and Fire Prevention Messaging to the community throughout the year at events. This information includes hand out materials for Smoke Alarms, Carbon Monoxide Alarms, Cooking Hazards, Seasonal Hazards, Burning By-Law Information, and demographic specific campaigns (i.e. Seniors Specific Fire Considerations). We also provide Fire Prevention Week Activities including mandatory school drills and education. In 2018 we attended the following events:

- Emergency Preparedness Week Display – May – Keeley Road
- School End of Year Fun Days – June – Various Locations
- Perth Road Firehall Grand Opening – June – Approx. 400 in attendance
- Canada Day Parade and Events – July – Various Locations
- OPP S.A.L.T Event – July – Verona Lions Hall
- Various Lake Association Meetings – Throughout Summer Months

- Verona Car Show – August – Verona Lions Hall
- Plowing Match – August - Sunbury
- Fire Prevention Week Fire Hall Open Houses – October
- Fire Prevention Week School Fire Drills
- Fire Hall Station Tours – As requested throughout the year
- Pumpkin Fest – October
- Santa Claus Parade – Upcoming

Fire Prevention and Public Education Activities are coordinated by a Fire Prevention Committee chaired by a Volunteer Deputy Chief and volunteer representatives from all 9 Fire halls. This committee was created and established in 2018 under the direction of the Fire Chief. Approximately 900 total hours have been attended by the firefighters in support of these community events and an additional 200 total hours have been committed to the planning and organization of these events by the Fire Prevention Committee and Fire Chief.

Under the direction of the Fire Chief, continued and increased support for these initiatives will continue. It should be noted that during the summer months when the community was experiencing severe dry conditions, the burning restrictions were enforced and related information was delivered regularly by our staff. The result was a significant reduction in outdoor burning events and we suffered no major losses of property as a result.

7.2 Fire Inspection and Code Enforcement

As outlined in the Fire Marshal's Technical Guidelines and the FPPA, Fire Services are required to meet compliance by providing inspections for all complaints and requests. This function is currently being undertaken by the Fire Chief.

Fire Safety Plans are also required to be reviewed and approved by the Authority Having Jurisdiction (Fire Chief). These plans are to be prepared by building owners for the following types of occupancies as defined by the FPPA:

SECTION 2.8 EMERGENCY PLANNING

Subsection 2.8.1. General

Application

- 2.8.1.1. (1) This Section applies to buildings containing
- (a) an assembly occupancy,
 - (b) a care occupancy,
 - (c) a care and treatment occupancy,
 - (d) a detention occupancy,
 - (e) a residential occupancy where the occupant load exceeds 10,
 - (f) a retirement home,

- (g) a business and personal services occupancy where the occupant load exceeds 300,
 - (h) a mercantile occupancy where the occupant load exceeds 300,
 - (i) a high hazard industrial occupancy where the occupant load exceeds 25,
 - (j) a medium hazard industrial occupancy where the occupant load exceeds 100, or
 - (k) a low hazard industrial occupancy where the occupant load exceeds 300.
- (2) This Section also applies to buildings or premises
- (a) containing 4 storeys or more, counting storeys below grade

In 2018, the Fire Chief has performed the following:

- 8 Fire Safety Plan Reviews – 8 hours per with site visit and code review of document
- 6 Requests for Inspection - 8 hours per with site visit and code review of document and potential to have revisit inspections
- 3 Development Plans Review – 4 hours per
- 3 Fireworks Display Plans and Review – 4 hours per

These functions should be greatly increased throughout the Township. SFFR is only routinely inspecting approx. 5% of the Township Building Stock that should be inspected on a regular basis for Fire Code Compliance. This includes high hazard locations such as commercial cooking installations, any storage of hazardous materials, any assembly occupancies, and all schools and educational occupancies. This gap in code compliance and enforcement leaves the Township buildings and residents at significantly higher risk to fire hazards. The Township should commit to putting additional resources to overcome this gap.

In Ontario, there is also an OFMEM Technical Guideline related to Mandatory Fire Safety in Vulnerable Occupancies Care Housing.

A Vulnerable Occupancy is described by the FPPA as:

“An occupancy in which special care is provided by a facility, directly through its staff or indirectly through another provider, to residents of the facility,

- a) who require special care because of cognitive or physical limitations, and
- b) who, as a result of those limitations, would be incapable of evacuating the occupancy if necessary, without the assistance of another person.”

The legislative requirements assumed by the Department to provide protection, and inspection for these types of facilities is ongoing and specifically defined under the

FPPA.

There is a potential for one known Vulnerable Occupancies in the Township at this time.

SFFR is also included in Plans Review for the Township Development Services Department. This early and initial process allows the Fire Chief to provide input, requests, and direction related to proposed developments throughout the Township. The Development Services Committee meets once a month to review plans and feedback is provided by the stakeholders in preparation of the next meeting. This process can be very technical in nature and requires a significant amount of time to review drawings and provide reference to Code Compliance.

7.3 Smoke Alarm and Carbon Monoxide Program

The FPPA and the OFMEM requires a municipality to have a comprehensive Smoke Alarm and Carbon Monoxide Alarm Program. This can be achieved in a variety of different methods but at a minimum must include the distribution of educational materials. SFFR is currently meeting the minimum requirements for these programs by handing out material at Public Events.

Functioning Smoke Alarms play a critical role in the life safety of individuals affected by fire related emergencies. Early detection and notification during a fire is vital in ensuring occupants are able to escape safely and call 911. It has been proven that occupancies with non-functioning Smoke Alarms are at far greater risk of an occupant's serious injury or death as a result of a fire event. "Smoke Alarms Save Lives!!".

Many residents do not have functioning smoke alarms for a variety of reasons and are unaware of the significant danger that it presents. Many are lacking proper education regarding the installation and maintenance of Smoke Alarms. These challenges can be greatly reduced by a comprehensive Smoke Alarm Program to assist with the installation requirements and maintenance requirements.

Carbon Monoxide Alarms also play a significant role in the occupancy safety of our residents. Carbon Monoxide is an odourless, colourless, gas that is a product of incomplete combustion and can accumulate in a home and have serious results for the occupants. Even small levels of CO can have cumulative effects on individuals and often lead to serious health issues and even death.

Many residents are unaware of the significant hazard that CO presents. The Fire Chief often receives calls from residents the next day describing that their CO Alarm activated during the night. Residents typically disable the unit and go back to bed. There is a serious risk of disaster for the occupants. While many cases of CO alarm activations are false in nature, those activations need to be investigated by our fire crews using the

proper equipment to ensure safety. Again, this is a gap in proper education for our Township residents.

Opportunity within the Township to increase our Smoke Alarm and Carbon Monoxide Alarm Programs exists, if resources for developing, implementing, and managing those programs were increased.

7.4 Fire Investigation

The ability to properly investigate the cause and origin of fires and explosions is an important piece of overall fire safety throughout the community. The ability to identify trends can offer an opportunity to overcome those challenges and provide guidance related to education, prevention, and code enforcement.

Under clause 9.(2)(a) of the Fire Protection and Prevention Act, 1997 (FPPA), it is the duty of the Ontario Fire Marshal to investigate the cause, origin and circumstances of any fire or of any explosion or condition that in the opinion of the Fire Marshal might have caused a fire, explosion, loss of life or damage to property.

Fire departments are to report fires to the OFMEM according to the following established criteria:

- All fatal fires or critical injury incidents
- Explosions
- Suspected incendiary fires
- Large loss fires - \$500,000 and over
- Fires of unusual origin or circumstance - unusual fire/smoke spread, or involves circumstances that may result in widespread public concern, e.g., environmental hazard
- Multiunit residential occupancies - where fire spread is beyond unit of origin (08:30 hrs. - 17:00 hrs.)
- Illicit and clandestine drugs labs
- Fires in Vulnerable Occupancies

While the OFMEM Investigation Unit is a great resource to SFFR, their response is often significantly delayed. Often investigators are coming from all over the province and can take several hours to reach the location. During that gap, SFFR is required to secure the scene and preserve evidence and provide assistance once they arrive. Currently SFFR does not have the resources or technical expertise to be able to provide any significant assistance to the OFMEM Investigators.

For fire incidents that do not meet the criteria for OFMEM response, SFFR does not have the resources to investigate cause and origin within the current organizational structure of the department. This process involves a great deal of technical skill and

time commitment from the fire department. Data analysis shows that the majority of fires within the Township that do not require an OFMEM response are officially classified as “Undetermined”.

7.5 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
<i>7.1 That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our current Smoke Alarm and Carbon Monoxide Alarm Program.</i>	<i>None</i>	<i>2020 Full Implementation</i>
<i>7.2 That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR greatly increase the frequency of Code Enforcement and Inspections</i>	<i>None</i>	<i>2020 Full Implementation</i>
<i>7.3 That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our overall Public Education Program</i>	<i>None</i>	<i>2020 Full Implementation</i>
<i>7.4 That, if Recommendation 4.1 – Hiring a Full Time Assistant Deputy Chief of Fire Prevention is approved, SFFR increase our capability to provide fire investigation services</i>	<i>None</i>	<i>2020 Full Implementation</i>

8. TRAINING AND CERTIFICATION

SFFR Volunteer Firefighters attend training on Tuesday Evenings for 2 ½ hours. This was a minor change made by the Fire Chief in 2018. Previously, Station 1,2,3,4 trained on Monday Evenings. This change was brought forward to allow for more opportunity for Stations to train together and to interact to ensure the same operational procedures across the fire department. Currently each of the former townships is training to their own needs and circumstances. In 2019, the Fire Chief will be unveiling a comprehensive In Service Maintenance Training Program. This program will schedule the requirements for National Fire Protection Association Standard for Firefighters which has been adopted by the Province of Ontario since 2014. This program will allow personnel to meet the performance requirements of this standard and allow firefighters to become and maintain their certification to this standard. This will allow SFFR to continue our fire suppression operations for interior fire attack under our Establish and Regulating for Fire Department By-Law.

8.1 Mandatory Certification

In Spring of 2018, the previous Provincial Government introduced legislative changes to the FPPA. This included a requirement for fire departments to have their staff certified to the NFPA Standards and requirements based on the function of their roles within the fire service.

In September 2018, the new Provincial Government revoked this piece of legislation due to concerns of the Ontario Association of Fire Chiefs. The current government has committed to achieving firefighter certification and are gathering stakeholder input on how to best undertake this process. SFFR Fire Chief has been actively involved in those consultations and has participated in meetings with regional Fire Chiefs, representatives from the O AFC, and the Deputy Minister of Community Safety and Correctional Services. A new role out of this legislation is expected in mid-2019 and will align with the recommendations from these stakeholder meetings. The outcome of these changes will be closely monitored by the Fire Chief and reported to Council when changes have been confirmed.

It is expected that the following roles within the fire service will require mandatory certification:

All Firefighters	NFPA FF Level 1 and 2 (Exterior and Interior)
All Instructors	NFPA 1041 Fire Instructor Level 1 - Minimum
All Officers	NFPA 1021 Fire Officer Level 1 – Minimum
All Fire Prevention	NFPA 1035 Fire Life Safety Educator – Minimum
All Rescue Operations	NFPA 1006 Technical Rescue – Water/Ice Rescue
All Apparatus Drivers	NFPA 1002 – Driver/Operator – Pump Operations

Currently programs exist through the Ontario Fire College to allow firefighters to meet these requirements. The details of these training programs are as follows:

NFPA 1001 Firefighter Level I and II	240 hours
NFPA 1041 Instructor Level I	40 hours
NFPA 1021 Officer Level I	40 hours
NFPA 1035 Fire and Life Safety Educator Level I	24 hours
NFPA 1006 Water/Ice Rescue	40 hours
NFPA 1002 Apparatus Driver/Operator	40 hours

All of these courses are available at the OFC and Regional Training Centres with limited availability. Courses often fill up quickly and proper planning and preparedness has to be managed to ensure our staff are able to attend. These courses also continue to require additional commitments from our Volunteer Firefighters to attend these courses. They often have to take time away from family and work to attend these courses.

Once these requirements for Mandatory Certification come back into force under the FPPA, SFFR will have to meet these requirements in order to maintain service levels of our operation. If we are unable to meet these requirements, reduction in service may have to be considered by the Township.

Moving forward, the Fire Chief is working towards ensuring our VFF's are ahead of the expected legislation. The Fire Chief is committed to achieving certification by engaging staff and providing opportunities for them to attend these courses.

8.1.1 Grandfathering Process

In September of 2018, the Fire Chief undertook a process to "Grandfather" a majority of our fire service personnel through the Ontario Association of Fire Chiefs. This process has been completed and returned to the Fire Chief. The results have been significant to granting equivalency to a large number of our staff. 70% of our current membership has been granted equivalency to Firefighter Level 1 and 2. The remaining 30% were unable to be grandfathered due to not meeting the minimum 5 years of experience on the fire service. It is the intention that the remainder will be captured and become certified through the Regular Maintenance Training Program.

In addition to the Firefighter Levels of Grandfathering, all of our SFFR Officers (Captains and Deputies) have been granted equivalency to NFPA Fire Officer and Instructor Levels. The Instructor Levels were also granted to a number of our firefighters that deliver and assist in delivery of In-House training to our staff.

8.2 Training Programs and Curriculum

Opportunity exists to create In-House training programs with the appropriate resources. These programs would need to be developed, implemented, and managed. There is potential to train our own staff to deliver the programs that will be required for mandatory certification. Staff would need to take “Train-the-Trainer” courses in these disciplines. These courses are often an additional 40 hours to the certified level course. If the opportunity exists to have in-house trainers, SFFR could save on training costs associated with sending personnel to remote locations and would ease the burden of firefighters leaving family and work. Eventually, this function could be assigned to the vacant position of Assistant Deputy Chief of Training and Operational Development.

8.2.1 In Service Maintenance Training

In early 2019, the Fire Chief will be delivering an In Service Maintenance Training Program to be implemented across the entire department. This package will include a three year cycle based on the NFPA 1001 Level I and II Firefighter Standard. Training sessions will be scheduled and delivered by our officers and firefighter instructors, if they choose to instruct. It will capture all of the sign off requirements necessary to obtain the ability for those without certification to be tested by Academic Standards and Evaluation division of the OFMEM. Once all the modules required for certification are completed, firefighters will have the opportunity to take written exams and be evaluated by an AS&E field evaluator on their practical skills. This program will target those not captured in the Grandfathering Process to achieve certification and allow all members of SFFR the ability to become compliant with the expectation of mandatory certification.

This program includes a component of live fire training at a training facility. SFFR currently utilizes the Training Centre in Loyalist Township, as we do not have our own. There is a reasonable cost associated with renting this facility. Utilizing this resource is critical to meeting the practical components required in firefighter training. In October 2018, SFFR rented this facility for two Saturdays and offered opportunity for personnel from all 9 stations to attend. The two days were broken into 4 sessions. The Fire Chief received positive feedback from our VFF’s and many considered it the best training they had received as members of SFFR. As a continued effort to provide opportunities to our VFF’s, the facility has been booked for four days in 2019. The intention is to have every member of SFFR experience live fire training at an approved training facility.

8.2.2 Officer Development Training

The OHSA states that the employer must appoint a competent supervisor.

The duties of the Company Officer or “Supervisor” as defined in the OHSA are commonly performed by the assigned Officer on scene and at the Stations. These

duties are clearly defined under the Act,

Part III, “Duties of the Employers and Other Persons”

Section 25 (2) Without limiting the strict duty imposed by subsection (1), an employer shall; (c) When appointing a supervisor, appoint a competent person”.

The definition of a **competent person** is defined under the Act as:

1. Qualified because of knowledge, training or experience to organize the work and its performance;
2. Is familiar with the Act and the Regulations that apply to the work; and
3. Has the knowledge of any potential or actual danger to health and safety in the workplace.

This includes training supervisors to understand the hazards associated with their position and provide them with the ability to deal with those hazards. All of the Captains, Deputies, and officers of SFFR are supervisors. This means that the employer, The Township of South Frontenac, must ensure that we have provided the means to effectively operate in their roles as officers.

All SFFR officers have achieved or have been Grandfathered to the NFPA 1021 Level I Standard. As we move forward with promoting new officers, opportunity will be given to those personnel to also obtain officer certification. It will become a requirement of the position during the probationary phase of the promotion.

In addition to achieving officer certification, an on-going officer development training program should be developed to support and allow our officers to reach their maximum potential. This program should include the following:

- Incident Safety Officer - Awareness level
- Supervisor Requirements - OHSA
- Reading Smoke Program
- Report writing and Note Taking
- Strategic and tactical objectives training scenarios
- Training Delivery and Trainer Evaluation Forms
- Incident Command System – Incident Management System
- Proper Fireground Communications

These training sessions will be short and can be delivered on regular training nights. However, development, implementation, and management of this training program are currently beyond the resources of SFFR. The Fire Chief will work diligently to ensure this program becomes a reality.

8.2.3 Specialized Operations Training Program

Appendix “C” of By-Law 2018-56 By-Law to Establish and Regulate a Fire Department for the Township of South Frontenac identifies the Core Services provided by South Frontenac Fire and Rescue. Within these Core Services there are three Specialized Operations that are provided by SFFR. The By-Law states that SFFR will provide Technical Water/Ice Rescue, Marine Fire Suppression Operations and Auto Extrication. These three service deliveries require a prescribed level of expertise outside the modules of fire suppression activities. Each service requires specialized training and qualification to be able to provide the service.

Water/Ice Rescue

Our technical Water/Ice Rescue program will require personnel to become certified to the NFPA 1006 Standard for Technical Rescue. This is a high risk operation and must be completed with precision to maintain a safe operation for our staff. SFFR is fortunate to have a member that is certified to instruct this level of training and is currently delivering this training to our personnel. The training requirements are listed below:

- Initial Training – 40 hours
- Annual requirement to maintain level of training – 4 hours Theory – 8 hours of practical training

We have 18 Water/Ice Rescue Suits in the department at various locations throughout the Township. These suits are beyond their usable life expectancy and many are failing. In order to continue this highly technical operation, a cost analysis needs to be completed to replace the suits. An overall review of the program and program delivery should also be taken into consideration. Only having one VFF instructor for this program is not sustainable.

Marine Program

Our Marine Unit responds to approx. 15 incidents per year and is located out of Station 8 in Sunbury. These incidents include fire suppression throughout the various lakes in the Township and particularly on the many islands in the Township. This unit also provides access to islands related to medical emergencies. Our Marine Unit is often the only means to access the islands both for SFFR and for Frontenac Paramedics.

This program needs to be reviewed. Currently, there are no Standard Operating Procedures related to our Marine Operations and no training package for our VFF's. These need to be developed, implemented, and managed moving forward to continue our Marine Program. Without a comprehensive program that protects the life and safety of our VFF's, the municipality is not meeting its due diligence and could potentially be held liable in the event of a critical injury or fatality. A minimum requirement needs to be established to continue offering this service to the Township.

Auto Extrication

All of our stations provide a level of service related to Auto Extrication. We respond to approx. 45 Motor Vehicle Collisions annually. 33% of those MVC's require some type of Auto Extrication component where those involved are trapped in the vehicle. This operation is often time sensitive and needs to occur quickly and safely for the victims trapped and our SFFR personnel.

This function needs to be implemented in the In Service Maintenance Training Program to ensure that staff is being brought up to date and trained regularly. This requires obtaining vehicles to practice techniques and skills. Currently all 9 stations are handling this requirement on their own at various levels. A review of this program needs to be completed and standardized across all of the Township to provide consistency. Once reviewed, the program will need to be developed, implemented, and managed.

8.2.4 Driver Certification Program

Our Driver Certification Program is registered and approved by the Ministry of Transportation. We have 8 Driver Trainers that have Signing Authority and the Fire Chief is the Registered Authority that oversees the program and compliance to the requirements. Our Driver Trainers have all taken a week long course to become certified to train and issue licenses. They are also required to take a one day refresher every three years. These courses are held in Burlington, Ontario and are extremely costly. The initial commitment to become a certified instructor is approx. \$5000 and the recertification is \$1000. In 2018, we added an additional new Driver Trainer to assist with the program.

The program allows our in house trainers to grant DZ licenses to firefighters once personnel have completed a 24 hour in class session and 12 hours of driving time. Once completed, they follow an approved testing route for one hour and are evaluated by our in house trainers.

While this program is extremely time consuming, it provides a very beneficial function to SFFR. The ability for SFFR to offer the opportunity to have our VFF's obtain their DZ license enabling them to drive our apparatus is an amazing benefit to our organization.

This program needs to be continued and supported by the Township and SFFR. Opportunities exist with this program as well. Exploration into our Driver Trainers to train other Township staff (i.e. Public Works), should be explored. There may also be an opportunity to obtain certification through the Ontario Fire College. This course is being developed and expected to be implemented in 2019. This would greatly reduce the cost associated with certifying our instructors. The cost of an OFC is only \$65 because the cost to run courses is offset and supported by the Province of Ontario.

8.3 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
8.1 <i>That Council support moving forward with certifying firefighters in preparation of the Mandatory Certification regulation under the FPPA coming into effect in the near future.</i>	<i>Training Costs TBD</i>	<i>Ongoing</i>
8.2 <i>That Council support the hiring of the vacant Full Time Position of Assistant Deputy Chief of Training and Operational Development in 2021 to support, develop, implement, and manage the training programs identified in this report.</i>	<i>\$95,000 includes benefits</i>	<i>2021</i>

9. OPERATIONS / RESPONSE

9.1 Operational Response Summary

The Volunteer Firefighters of SFFR respond to approx. 500 emergency calls per year. Those emergency responses provide an extremely valuable asset to the community and play a critical role in keeping the residents and visitors to the Township of South Frontenac safe. Our firefighters protect life and property within the community. Their efforts are truly remarkable and they are dedicated to the fire service and the Township.

The Volunteer Deputy Chiefs provide leadership and guidance to their respective and assigned stations. They also act on behalf of the Fire Chief when the Chief is not available. The Deputies are assigned weeks and respond to major emergencies throughout the Township during evening and weekend hours. The Fire Chief is notified of these major incidents and responds as required to provide assistance and act as a resource to the Deputy Chiefs. Each of these Deputies is also assigned a specific role related to Fleet, Training, Equipment, and Fire Prevention.

The Volunteer Captains provide leadership and direct supervision to the firefighters. They work at a tactical level to achieve specific results regarding the overall operation. They also are assigned to deliver training on a regular basis as part of our regular training nights on Tuesday Evenings.

The Volunteer Firefighters work at a task level and provide the “Boots on the Ground” at all of incidents and activities. They are the workers of the Fire Department.

9.2 Dispatch Protocol

The initial response for all SFFR is to dispatch the closest two firehalls to an incident, regardless of the type of emergency. This allows for some systematic reliability to have an apparatus and personnel alert to an incident.

The **Primary Station** is defined as the station closest to the incident that would be the fastest travel time to the location. Data for the Primary Station is critical because it identifies the locations of incidents throughout the Township. This information will allow focus areas that could be beneficial to a future station location study.

Station 1 & 2 share a dispatch tone and are sent together to all incidents. In 2018, a contingency plan to have a Pumper sent from Station 3 was added to this dispatch. This was due to a gap of Station 1 not having a functional Pumper, now replaced by a new 2018 Mini Pumper; and due to low staffing levels at each Station 1 & 2 respectively. A strong emphasis will be placed on recruiting staff for Station 1 & 2 with the intention of scaling back the additional response Pumper from Station 3.

Station 3 & 4 share a dispatch tone. While they are alerted together, both stations are not always required for an incident. An example would be if Station 3 is being sent to assist Station 1 & 2, the tone for both Station 3 & 4 is alerted. This can cause some discord amongst the firefighters. Their pager can be alerted and they are not required to respond. This can also be identified, when Station 4 is required to assist Station 5 and Station 3 is not required.

Station 5 & 6 share a dispatch tone. While they are alerted together, both stations are not always required for an incident. An example would be if Station 5 is being sent to assist Station 4, the tone for both Station 5 & 6 is alerted. This can cause some discord amongst the firefighters. Their pager can be alerted and they are not required to respond. This can also be identified, when Station 5 is required to assist Station 7 and Station 6 is not required.

Station 7, 8 & 9 share a dispatch tone. While they are alerted together, the three stations are not always required for an incident. An example would be if Station 7 is being sent to assist Station 5, the tone for both Station 7, 8 & 9 is alerted. This can cause some discord amongst the firefighters. Their pager can be alerted and they are not required to respond. This can also be identified, when Station 7 is required to assist Station 5 and Station 8 & 9 are not required.

There is opportunity to explore a change in dispatch protocol moving forward to change to a single station tone. This would require coordination with Kingston Fire and Rescue Dispatch and would require reprogramming all the pagers used by our SFFR personnel.

This task could be completed once a comprehensive station location study has been completed and potential changes to the station location model have been implemented. It would eliminate the pages being sent to personnel who are not required to respond and could potentially have cost savings by only sending one station rather than two or three.

9.3 – Table: Primary Station Calls for 10 months of 2018

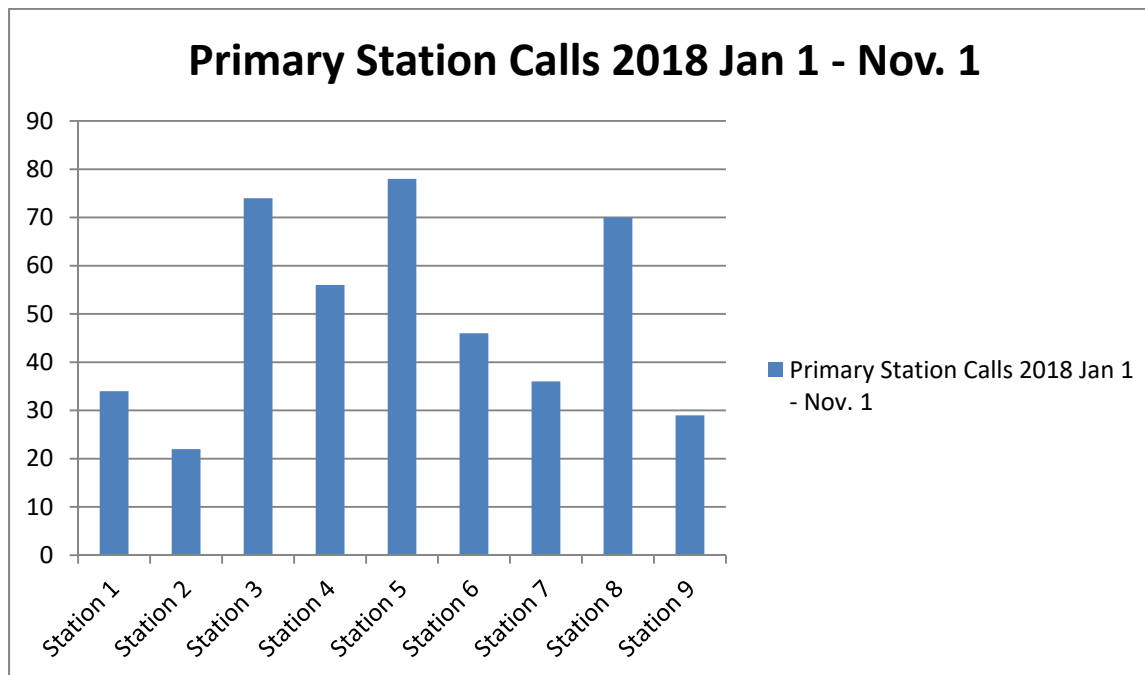
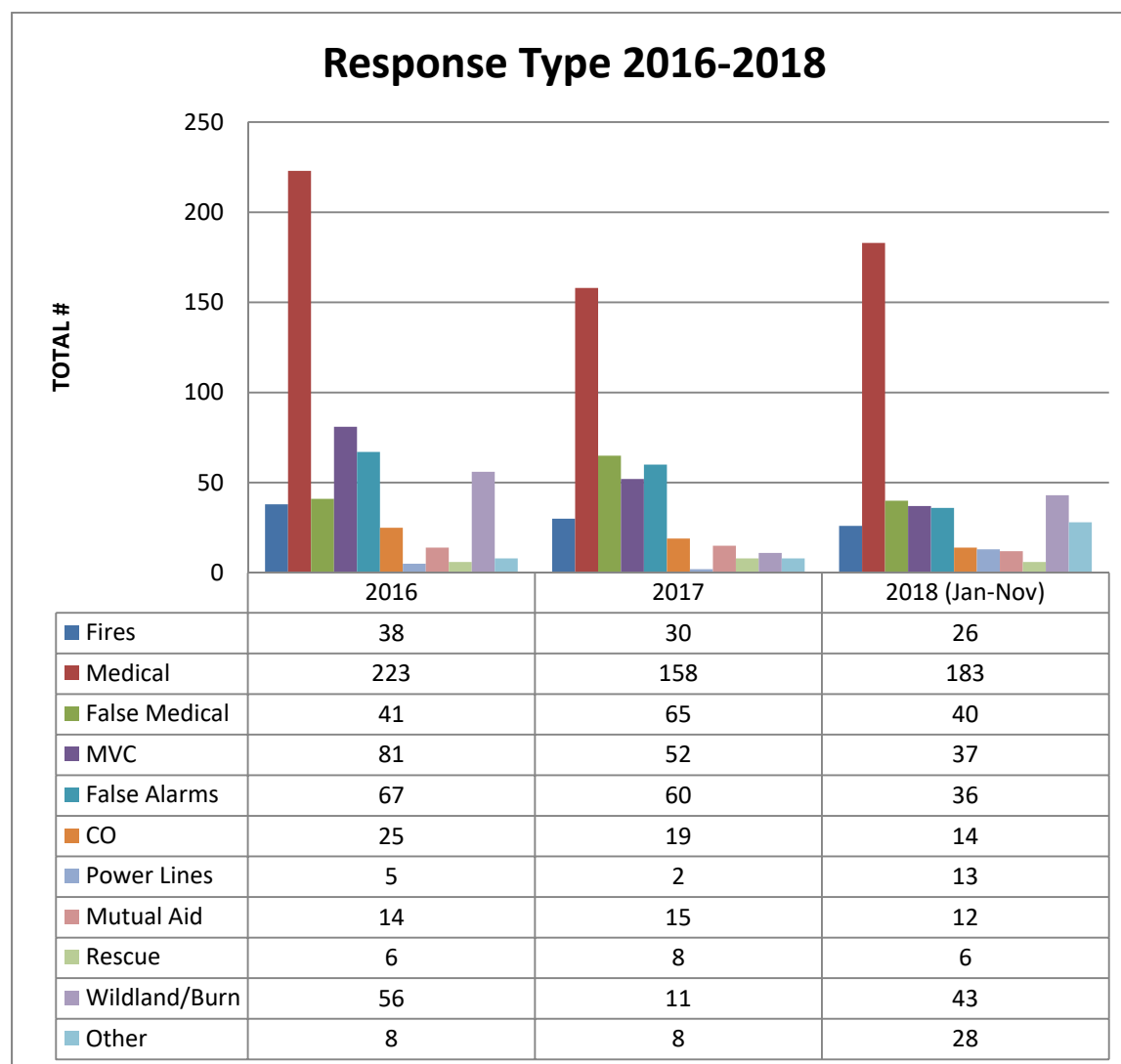


Table 9.3 identifies Station 3, 5, 8 are the busiest SFFR Stations and a majority of our calls are in these areas. This information would also be significant moving forward with a Station Location Study.

9.4 – Table: Response Type Between 2016 - 2018



Fires – Include Structure Fires

Medical – Includes Vital Signs Absent, Life Threatening Emergency, Ambulance Response time in excess of 15 minutes, Trauma, First Aid/CPR/Defib.

False Medical – Includes medical calls that have been stood down by Frontenac Ambulance Paramedics because they arrived first and fire was not required.

MVC – Includes all Motor Vehicle Collisions including Vehicle Extrication

False Alarms – Include an accidental alarm, alarm malfunction, or perceived human emergency.

CO – Includes all Carbon Monoxide related alarm activations

Power Lines – Includes all down power lines when the utility provider is not yet on scene

Mutual Aid – Includes all assistance to other Fire Departments of other Agencies such as the OPP

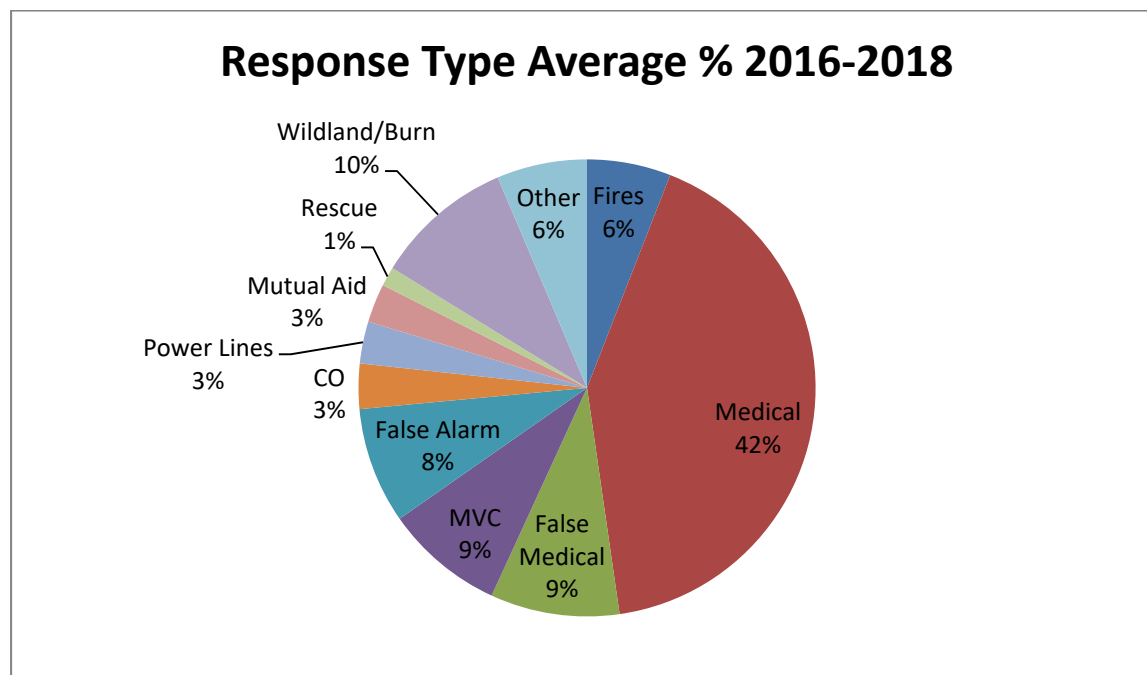
Rescue – Includes all Water/Ice Rescue Operations, Gas related emergencies, and any other technical operation

Wildland/Burn – Includes all outdoor fires approved or not approved under the Open Air Burning ByLaw

Other – Includes any else not defined in the list

Table 9.4 identifies that Medical Responses continue to be a large component of the overall response of SFFR. The three year average suggests that medical responses are approx. 42% of our overall calls frequency. It should also be noted that 9% of an additional number of calls are identified as False Medical where the Station and Apparatus was Stood Down by Ambulance prior to arriving on scene.

9.5 – Table: Response Type Average for Call Types



9.6 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
9.1 <i>That the Fire Chief Explore the current model for dispatching stations and identify if a more efficient and effective means exists.</i>	none	Ongoing
9.2 <i>That the Fire Chief continue to monitor the frequency of Medical calls to ensure that the SFFR resources are being adequate utilized and providing a beneficial service to the needs and circumstances of the community.</i>	none	Ongoing

10. COMMUNICATIONS / DISPATCH

10.1 Dispatch Services

The Department has an Agreement in place with Kingston Fire and Rescue for the provisions of emergency dispatch services (see Section 3.2). This Agreement addresses the receipt of emergency call taking (911) and the dispatching functions for response. The Agreement also provides for documentation of radio transmissions for: status, dates, times, equipment, apparatus, personnel and other pertinent information. The Communications Center sends out pages to the Volunteers, for response to the appropriate Station based on nature and location of the emergency.

Due to the geographic and topographic nature of the Township, radio communication is not always optimum. The signal can be degraded by external factors such as the weather, line of sight, proximity to the repeater towers and Volunteer technique when using the radios. Some of these concerns may be addressed by a Provincial Government commitment to improve communication ability for first responders. The new system is expected to be fully implemented in 2023; and issues may be addressed during training of proper fireground communications; while others are beyond the Departments control.

10.2 Pagers

An ongoing need exists to repair and replace pagers for our VFF's. The pagers cost approx. \$650 per unit and have an anticipated life cycle of 10 years. They can often become damaged and in need of repairs. They can also be lost by firefighters and need replacement. SFFR currently has little to no stock of available pagers if a need arises for replacement. This leads to gaps in firefighters not having a functioning pager during the time when their pager is being repaired. A reasonable stock of pagers should be kept in inventory and made available for use when the need arises.

10.3 Recommendations

RECOMMENDATION	Financial Impact	Priority Year
<i>10.1 That the Fire Chief budget for a reserve of pagers to support the overall function of dispatching firefighters to emergencies</i>	<i>\$650/unit</i>	<i>Ongoing</i>

11.CONCLUSION

The recommendations generated from this report will assist in moving South Frontenac Fire and Rescue forward in the short term and medium term range of planning. It gives the fire services for the Township a Strategic direction and a comprehensive path which will meet the needs and circumstances of the community.

SFFR provides a great service to the community and its residents and visitors. Continued support from Council will ensure that the expectations of the community are being met and the professional and dedicated service of our firefighters continues into the future.



REPORT TO COMMITTEE
OF THE WHOLE
CLERKS DEPARTMENT



AGENDA DATE: December 11, 2018

SUBJECT: Code of Conduct/Council and Staff Relationship Policy

RECOMMENDATION

For information only

BACKGROUND

Council will recall the presentation made by John Mascarin, Aird Berlis at the November 1, 2018 Joint Council Orientation session with the Frontenac’s.

The Modernizing Ontario’s Municipal Legislation Act 2017 (Bill 68), requires that all municipalities establish codes of conduct for members of council and local board and appoint integrity commissioners.

Mr. Mascarin has provided draft documents for Council’s review and consideration. At this time they are presented as an item for information only however these documents will be reviewed in January 2019 as the deadline to implement is March 1, 2019.

ATTACHMENTS

DRAFT – South Frontenac Code of Conduct

DRAFT – Complaint Protocol

DRAFT – Council and Staff Relationship

Submitted/approved by:

Angela Maddocks
Clerk

**THE CORPORATION OF
THE TOWNSHIP OF SOUTH FRONTENAC
CODE OF CONDUCT FOR MEMBERS OF COUNCIL AND
LOCAL BOARDS**

1.0 Application & Purpose

1.1 This Code of Conduct applies to all Members of the Council of the Township of South Frontenac, including the Mayor and, unless specifically provided, with necessary modifications to all Township committees, agencies, boards and commissions, which are defined as local boards in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*.

1.2 The purpose of this Code of Conduct is to establish a general standard to ensure that all Members share a common basis for acceptable conduct, and to which all Members are expected to adhere to and comply with. This Code of Conduct augments other laws which Members are governed by and which requires Members to follow the Procedural By-law and other sources of applicable law, including but not limited to:

- *Municipal Act, 2001*
- *Municipal Conflict of Interest Act*
- *Municipal Elections Act, 1996*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Human Rights Code*
- *Occupational Health and Safety Act*
- *Provincial Offences Act*
- *Criminal Code*

2.0 Statement of Principles

2.1 This Code of Conduct is intended to set a high standard of conduct for Members in order to provide good governance and a high level of public confidence in the administration of the Township by its Members as duly elected public representatives to ensure that they each operate from a foundation of integrity, transparency, justice, truth, honesty and courtesy.

2.2 The following key statements of principle are intended to guide Members and assist with the interpretation of the Code of Conduct:

- Members shall serve and be seen to serve the public in a conscientious and diligent manner;
- Members shall observe and act with the highest standard of ethical conduct and integrity;
- Members shall avoid the improper use of the influence of their office and act without self-interest;
- Members shall act and are expected to perform their functions with honesty, integrity, accountability and transparency;
- Members shall perform their duties and arrange their private affairs in a manner that promotes public confidence and that will bear close public scrutiny;
- Members shall be cognizant that they are at all times representatives of the Township and of Council, recognize the importance of their duties and responsibilities, take into account the public character of their function, and maintain and promote the public trust in the Township; and
- Members shall uphold the spirit and the letter of the laws of Canada, Ontario and the laws and policies adopted by Council.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Code of Conduct – the principles are *not* operative provisions of the Code of Conduct and are not intended to be enforced independently as such.

3.0 Definitions

3.1 The following terms shall have the following meanings in this Code of Conduct:

- (a) “CAO” means the Chief Administrative Officer of the Township;
- (b) “child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;
- (c) “confidential information” means information or records that are in the possession, in the custody or under the control of the Township that the Township is either precluded from disclosing under the *Municipal Act, 2001* or other applicable legislation, its Procedural By-law or any of its other by-laws, policies, rules or procedures, or that it is required to refuse

to disclose under the *Municipal Freedom of Information and Protection of Privacy Act* or other legislation;

- (d) “conflict of interest” means a situation in which a Member has competing interests or loyalties between the Member’s personal or private interests and his or her public interests as an elected representative such that it might influence his or her decision in a particular a matter;
- (e) “Council” means the council for the Township and includes, as the context may require and with all necessary modifications, any Township committee, agency, board or commission, which are defined as local boards in the *Municipal Act, 2001*;
- (f) “fiduciary” means the obligation of a person in a position of authority to act on behalf of another, assuming a duty to act in good faith and with care, candour and loyalty in fulfilling this obligation;
- (g) “frivolous” means of little or no weight, worth, importance or any need of serious notice;
- (h) “Mayor” means the head of council for the Township.
- (i) “meeting” means a regular, special or other meeting of Council or a committee of Council where:
 - (i) a quorum of Members is present, and
 - (ii) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council;
- (j) “Member” means a Member of the Council for the Township;
- (k) “non-pecuniary interest” means a private or personal interest that a Member may have that is non-financial in nature and that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member’s decision in any matter in which the non-pecuniary interest arises, and may include, but is not limited to, an interest that arises from a relationship with a person or entity;
- (l) “parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;
- (m) “spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage;
- (n) “staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union staff, whether full-time, part-time, contract,

seasonal or volunteer, as well as agents and consultants acting in furtherance of the Township's business and interest;

- (o) "Township" means The Corporation of the Township of South Frontenac; and
- (p) "vexatious" means troublesome or annoying in the case of being instituted without sufficient grounds and serving only to cause irritation and aggravation to the person being complained of.

4.0 General Obligations

4.1 In all respects, a Member shall:

- (a) make every effort to act with good faith and care;
- (b) conduct themselves with integrity, courtesy and respectability at all meetings of the Council or any committee and in accordance with the Township's Procedural By-law or other applicable procedural rules and policies;
- (c) seek to advance the public interest with honesty;
- (d) seek to serve their constituents in a conscientious and diligent manner;
- (e) respect the individual rights, values, beliefs and personality traits of any other person, recognizing that all persons are entitled to be treated equally with dignity and respect for their personal status regarding gender, sexual orientation, race, creed, religion, ability and spirituality;
- (f) refrain from making statements known to be false or with the intent to mislead Council or the public;
- (g) recognize that they are representatives of the Township and that they owe a duty of loyalty to the residents of the Township at all times;
- (g) accurately communicate the decisions of Council and respect Council's decision-making process even if they disagree with Council's ultimate determinations and rulings; and
- (h) refrain from making disparaging comments about another Member or unfounded accusations about the motives of another Member.

5.0 The Role of Staff

5.1 Council as a whole approves the budget, policies and governance of the Township through its by-laws and resolutions. An individual Member does not direct nor oversee the functions of the staff of the Township.

- 5.2 The Township's staff serve Council and work for the Township as a body corporate under the direction of the CAO. Inquiries of staff from Members should be directed to the CAO or to the appropriate senior staff as directed by the CAO.
- 5.3 A Member shall comply with the Township's Council and Staff Relationship Policy.
- 5.4 A Member shall not publicly criticize staff. Should a Member have any issue with respect to any staff member, such issue shall be referred to the CAO who will direct the matter to the particular staff member's appropriate superior.
- 5.5 A Member shall respect the role of staff in the administration of the business and governmental affairs of the Township, and acknowledge and appreciate that staff:
- (a) provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that a Member must not falsely or maliciously injure the reputation of staff members whether professional or ethical or otherwise;
 - (b) work within the administration of justice and that a Member must not make requests, statements or take actions which may be construed as an attempt to influence the independent administration of justice and, therefore, a Member shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity; and
 - (c) carry out their duties based on political neutrality and without undue influence from any individual Member and, therefore, a Member must not invite or pressure any member of staff to engage in partisan political activities or be subjected to discrimination or reprisal for refusing to engage in such activities.

6.0 Township Property

- 6.1 Council is the custodian of the assets of the Township. The community places its trust in Council and those it appoints to make decisions for the public good in relation to these assets.
- 6.2 By virtue of their office or appointment, a Member must not use or permit the use of the Township's land, facilities, equipment, supplies, services, staff or other resources for activities other than the business of the Township. No Member shall seek financial gain for themselves, family or friends from the use or sale of Township-owned intellectual property, computer programs, technological innovations, or other patent, trademarks or copyright held by the Township.

7.0 Gifts and Benefits

- 7.1 Any gift to a Member risks the appearance of improper influence. Gifts may improperly induce influence or create an incentive for a Member to make decisions on the basis of relationships rather than in the best interests of the Township. A Member shall not accept a fee, advance, gift, gift certificate, cash, hospitality or any form of personal benefit connected directly or indirectly with the performance of his or her duties except as provided in Section 7.2. A gift, benefit or hospitality provided with the Member's knowledge to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member. Any doubt concerning the propriety of the gift should be resolved by the Member not accepting or keeping it.
- 7.2 For greater clarity, despite Section 7.1, a Member is entitled to accept any compensation, remuneration or benefits authorized by law but shall not accept any gift or benefit other than in the following circumstances:
- (a) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
 - (b) a political contribution otherwise reported by law, in the case of a Member running for office;
 - (c) services provided without compensation by persons volunteering their time;
 - (d) nominal tokens, mementos or souvenirs received as an incident of protocol or social obligation that normally accompanies the responsibilities of elected office or at a function honouring the Member;
 - (e) food, lodging, transportation and entertainment provided by provincial, regional and local governments or any agencies or subdivisions of them or by the federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity as a representative of the Township;
 - (f) entrance fees or food and beverages consumed at banquets, receptions or similar events, if:
 - (i) attendance serves a legitimate municipal business purpose related to the normal business of the Township,
 - (ii) the person extending the invitation or a representative of the organization is in attendance, and
 - (iii) the value is reasonable and the invitations are infrequent;
 - (g) gifts not having a value greater than \$300;

- (h) benefits received as a door prize, raffle or similar draw at an event, conference or seminar attended by the Member; and
- (i) any gift or benefit, if the Integrity Commissioner is of the opinion, before the gift or personal benefit has been accepted, that it is unlikely that receipt of the gift or benefit gives rise to a reasonable presumption that the gift or benefit was given in order to influence the Member in the performance of his or her duties.

7.3 A Member who has received and accepted a gift or benefit pursuant to Section 7.2 shall file a disclosure of the gift or benefit indicating the person, body or entity from which it was received together with the estimated value of the gift or benefit in accordance with the Disclosure Statement set out in Appendix "A". The list shall be provided to the Clerk on an annual basis commencing on March 31 of every year and shall be a matter of public record.

7.4 A Member shall not seek or obtain by reason of his or her office any personal privilege or advantage with respect to municipal services not otherwise available to the general public and not connected directly or indirectly to the performance of the Member's duties.

8.0 Confidential Information

8.1 Members receive confidential information from a number of sources as part of their work as elected officials. This includes information received in confidence by the Township that falls under the privacy provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable privacy laws and information received during closed meetings of Council. Examples of types of information that a Member must keep confidential, unless expressly authorized by Council or as required by law, include, but are not limited to:

- (a) matters related to ongoing litigation or negotiation, or that is the subject of solicitor-client privilege;
- (b) information provided in confidence, for example the identity of a complainant where a complaint is made in confidence;
- (c) price schedules in contract tender or Request for Proposal submissions if so specified;
- (d) personnel matters about an identifiable individual;
- (e) "personal information" as defined in the *Municipal Freedom of Information and Protection of Privacy Act*; and
- (f) any census or assessment data that is deemed confidential.

- 8.2 A Member shall not disclose the content of any confidential information, or the substance of deliberations, of a closed meeting. A Member has a duty to hold any information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. All confidential documents received at a closed meeting are to be turned into the Clerk at the end of the closed meeting. A Member shall not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or as required by law.
- 8.3 A Member shall not disclose, use or release confidential information in contravention of applicable privacy laws. Members are only entitled to information in the possession of the Township that is relevant to matters before the Council, or a committee. Otherwise, Members enjoy the same access rights to information as any other member of the community or resident of the Township and must follow the same processes as any private citizen to obtain such information.
- 8.4 A Member shall not misuse confidential information in any way or manner such that it may cause detriment to the Township, Council or any other person, or for financial or other gain for themselves or others.
- 8.5 A Member shall respect the right to confidentiality and privacy of all clients, volunteers and staff, and should be aware of their responsibilities under applicable legislation, Township policies, procedures and rules, ethical standards and, where appropriate, professional standards.
- 8.6 A Member shall not disclose any confidential information received by virtue of his or her office, even if the Member ceases to be a Member.

9.0 Discrimination and Harassment

- 9.1 A Member shall treat all members of the public, one another and staff with respect and without abuse, bullying or intimidation and ensure that their work environment is free from discrimination and harassment.
- 9.2 A Member shall not use indecent, abusive or insulting words, phrases or expressions toward any member of the public, another Member or staff. A Member shall not make comments or conduct themselves in any manner that is discriminatory to any individual based on the individual's race, colour, ancestry, citizenship, ethnic origin, place of origin, creed or religion, gender, sexual orientation, marital status, family status, disability, age or record of offences for which a pardon has not been granted.
- 9.3 A Member shall comply with the Township's workplace harassment and violence policy.

10.0 Improper Use of Influence

- 10.1 A Member shall not use the influence of their office or appointment for any purpose other than the exercise of his or her official duties in the public interest.
- 10.2 A Member shall not use the status of their position to influence the decision of another person to the private advantage or non-pecuniary interest of themselves, their parents, children or grandchildren, spouse, or friends or associates, or for the purpose of creating a disadvantage to another person or for providing an advantage to themselves.

11.0 Conflicts of Interest

- 11.1 A Member shall seek to avoid conflicts of interest, both pecuniary and non-pecuniary. A Member shall comply with the requirements of the *Municipal Conflict of Interest Act* with respect to obligations relating to pecuniary interests. A Member shall take proactive steps to mitigate any non-pecuniary conflicts of interest in order to maintain public confidence in the Township and its elected officials.
- 11.2 Members are encouraged to seek guidance from the Integrity Commissioner when they become aware that they may have a conflict between their responsibilities to the public as a Member and any other interest, pecuniary or non-pecuniary.

12.0 Council Policies and Procedures

- 12.1 A Member shall observe and adhere to the policies, procedures and rules established from time to time by Council.

13.0 Election Activity

- 13.1 A Member is required to conduct themselves in accordance with the *Municipal Elections Act, 1996* and any Township policies pertaining to elections. The use of the Township's resources, both property and staff time, for any election-related activity is strictly prohibited. Election-related activity applies to the Member's campaign and any other election campaigns for municipal, provincial or federal office.

14.0 Respect for the Code of Conduct

- 14.1 A Member shall respect the process for complaints made under the Code of Conduct or through any process for complaints adopted by the Township. A Member shall not act in reprisal or threaten reprisal against a person who makes a complaint or provides information to the Integrity Commissioner during an investigation. A Member shall interact courteously and respectfully with the

Integrity Commissioner and with any person acting under the direction of the Integrity Commissioner.

- 14.2 A Member shall cooperate with requests for information during any investigations or inquiries under the Code of Conduct. A Member shall not destroy or damage documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a complaint has been filed under the Code of Conduct or any process for complaints adopted by the Township.

15.0 Penalties for Non-Compliance with the Code of Conduct

- 15.1 Where the Integrity Commissioner reports that there has been a violation of the Code of Conduct by a Member, Council delegates the authority to the Integrity Commissioner to impose the following penalties on the Member:

- (a) a reprimand; or
- (b) a suspension of the remuneration paid to the Member in respect of his or her services as a Member for a period up to ninety (90) days.

- 15.2 The Integrity Commissioner may also require that the Member take any or all of the following corrective or remedial actions:

- (a) provide a written or verbal apology;
- (b) return property or make reimbursement of its value or of money spent;
- (c) be removed from or not be appointed to the membership on a committee of Council;
- (d) be removed from or not be appointed as chair of a committee of Council; and
- (e) comply with any other remedial or corrective action or measure deemed appropriate by the Integrity Commissioner.

16.0 Legal Fees

- 16.1 A Member of Council is responsible for his or her own legal costs if he or she retains a lawyer or paralegal to provide counsel, advice or representation on any matter related to the Code of Conduct, including, but not limited to, an investigation and the imposition of penalties or remedial or corrective measures or actions by the Integrity Commissioner.

17.0 Complaint Protocol

17.1 The Complaint Protocol – Code of Conduct is Appendix “B” to the Code of Conduct.

APPENDIX "A"

DISCLOSURE STATEMENT FOR GIFTS OR BENEFITS

Member's Name: _____

Gift Received or Nature of Benefit: _____

Received From: _____

Date of Receipt: _____ Value or Estimate of Gift: _____

Please describe the circumstances under which the Gift or Benefit was received:

Please describe your intentions with respect to the Gift or Benefit:

Do you anticipate transferring the Gift or Benefit described above to the municipality?

Yes, immediately _____ Yes, eventually _____ No _____

Member's Signature

Date

APPENDIX “B” COMPLAINT PROTOCOL

PART A - INFORMAL COMPLAINT PROCEDURE

1. Any individual who identifies or witnesses behaviour or activity by a Member that they believe contravenes the Code of Conduct may seek to address the prohibited behaviour or activity themselves in the following manner by following the Informal Complaint Procedure:
 - (a) document the incident(s) where the Member may have contravened the Code of Conduct including dates, times, locations, other persons present, and any other relevant information;
 - (b) advise a third party about the concerns regarding the Member’s actions;
 - (c) advise the Member that the behaviour or activity appears to contravene the Code of Conduct;
 - (d) identify to the Member the specific provision(s) of the Code of Conduct that may have been contravened;
 - (e) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to undertake to refrain from future occurrences of the prohibited behaviour or activity;
 - (f) request the Integrity Commissioner to assist in informal discussion of the alleged complaint with the Member in an attempt to settle or resolve the issue;
 - (g) if applicable:
 - (i) confirm to the Member that his or her response is satisfactory, or
 - (ii) advise the Member that his or her response is unsatisfactory;
 - (h) consider the need to pursue the matter in accordance with the Formal Complaint Procedure set out in Part B, or in accordance with any other applicable judicial or quasi-judicial process or complaint procedure.
2. Individuals are strongly encouraged to pursue the Informal Complaint Procedure as the first means of remedying behaviour or activity of a Member that they believe violates the Code of Conduct.
3. With the consent of both the complaining individual and the Member, the Integrity Commissioner may participate in any informal process. The parties involved are encouraged to take advantage of the Integrity Commissioner’s potential role as a mediator/conciliator of issues relating to a complaint.
4. The Informal Complaint Procedure is not a precondition or a prerequisite to pursuing the Formal Complaint Procedure set out in Part B.

PART B - FORMAL COMPLAINT PROCEDURE

Formal Complaints

- 1.(1) Any individual who identifies or witnesses behaviour or activity by a Member that they reasonably believe contravenes the Code of Conduct may file a formal complaint to request an inquiry by the Integrity Commissioner as to whether a Member has contravened the Code of Conduct in accordance with the following requirements:
 - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 1) and shall be dated and signed by an identifiable individual;
 - (b) the complaint must set out reasonable and probable grounds for the allegation that the Member has contravened the Code of Conduct or the *Municipal Conflict of Interest Act* must be accompanied by a supporting sworn affidavit setting out the evidence in full in support of the allegation; and
 - (c) Council may also file a complaint against any of its Members of an alleged contravention of the Code of Conduct by passing a resolution requesting the Integrity Commissioner to undertake an inquiry.
- (2) An elector, as defined in section 1 of the *Municipal Conflict of Interest Act*, or a person demonstrably acting in the public interest may file a formal complaint to request the Integrity Commissioner concerning an alleged contravention of section 5, 5.1 or 5.2 of that Act by a Member in accordance with the following requirements:
 - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 2) dated and signed by an identifiable individual;
 - (b) the complaint shall include a statutory declaration attesting to the fact that:
 - (i) the complainant became aware of the contravention not more than six (6) weeks before the date of the complaint, or
 - (ii) in the case where the complainant became aware of the alleged contravention during the period of time described in paragraph 1 of subsection 223.4.1(5) of the *Municipal Act, 2001*, that the complainant became aware of the alleged contravention during that period of time;
 - (c) Council may also file a complaint against any of its Members respecting an alleged contravention of sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* by passing a resolution requesting the Integrity Commissioner to undertake an inquiry and providing a statutory declaration as required by Section 1(2).
- (3) Individuals, electors or persons demonstrably acting in the public interest who file a formal complaint under Sections 1(1) or 1(2) must provide a full and complete record of evidence to the Integrity Commissioner who is under no obligation whatsoever to, but may seek additional information to supplement or complete the evidentiary record to substantiate or support the allegation set out in the complaint.

Filing of Complaint and Classification by Integrity Commissioner

- 2.(1) The complaint may be filed with the Clerk by hard copy or directly with Integrity Commissioner by a sealed hard copy or by e-mail to the email address(es) set out on the Township's website.
- (2) The Integrity Commissioner shall initially classify the complaint to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council procedures, policies or rules as set out in Section 3 or whether it is a complaint under sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*.

Complaints Outside Integrity Commissioner's Jurisdiction

3. If the complaint, including the supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint relates to matters addressed by other legislation or complaint procedure under another Township procedure, policy or rule or sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant in writing as follows:

Criminal Matter

- (a) if the complaint is, on its face, an allegation of a criminal nature consistent with the *Criminal Code*, the complainant shall be advised that:
 - (i) the Integrity Commissioner will refer it to the appropriate police service, or
 - (ii) the complainant may pursue it with the appropriate police service if the complainant wishes to pursue any such allegation;

Municipal Freedom of Information and Protection of Privacy Act

- (b) if the complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter must be referred to the Clerk to deal with under its access and privacy policies under that statute;

Other Procedure, Policy or Rule Applies

- (c) if the complaint appears to fall within the scope of another procedure, policy or rule of the Township, the complainant shall be advised to pursue the matter under such procedure, policy or rule with the appropriate Township official or staff member;

Lack of Jurisdiction

- (d) if the complaint is, for any other reason not within the jurisdiction of the Integrity Commissioner (for example, it relates to a decision of Council or a local board as a whole and not one or more individual Members), the complainant shall be so advised and provided with any additional reasons and referrals as the Integrity Commissioner considers appropriate;

Matter Already Pending

- (e) if the complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a court proceeding, a human rights or workplace harassment complaint or similar process, or to a civil matter that is pending before the courts, the Integrity Commissioner may, in his/her sole discretion, suspend any investigation, in whole or in part, pending the result of the other process;

Similar Matter Already Pending

- (f) if the complaint is in relation to a similar matter which is subject to an outstanding complaint before the Integrity Commissioner, the Integrity Commissioner may, in his/her sole discretion, consider the matter in conjunction with the similar matter or deal with it separately, including not undertaking an inquiry if the matter can be adequately addressed in any report and/or recommendations made with respect to the complaint in the similar matter; and

Other Ethical Code or Policy Applies

- (g) if the complaint is in relation to a matter which is governed by a code of conduct, ethical code or similar procedure or policy of another body or entity which also governs the Members (for example, another board, body or committee to which the Member has been appointed), the Integrity Commissioner shall consider the most appropriate forum for the complaint and may, in his/her sole discretion, defer consideration of the matter pending any determination made by the other body or entity and shall so advise the complainant and, if necessary, the Member.

Limitation Period

- 4.(1) The Integrity Commissioner shall not accept a complaint under the Code of Conduct for which the event giving rise to the complaint occurred or came to the attention of the complainant more than six (6) months prior to the date of the filing of the complaint. The complainant must establish that the event giving rise to the complaint occurred and/or came to the complainant's attention within six (6) months of the complaint being filed in accordance with Section 2.
- (2) The Integrity Commissioner shall not accept a complaint relating to sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* except in accordance with the requirements of subsections 8(2)-(6) of that statute and section 223.4.1 of the *Municipal Act, 2001*.

Refusal to Conduct Investigation

- 5. The Integrity Commissioner has a discretion as to whether to carry out an investigation. If the Integrity Commissioner is satisfied, after considering the information contained in the complaint, that a complaint:
 - (a) is frivolous or vexatious,

- (b) is not made in good faith,
- (c) constitutes an abuse of process,
- (d) discloses no grounds or insufficient grounds for an investigation, or
- (e) does not warrant a full investigation,

the Integrity Commissioner shall not be required to conduct an investigation and may summarily dismiss the complaint, and, where this becomes apparent during the course of an investigation, the Integrity Commissioner shall terminate the inquiry and provide notice to the complainant and, if necessary, to the Member.

Opportunities for Resolution

6. Following receipt and review of a formal complaint or at any time during the investigation where the Integrity Commissioner, in his or her discretion, believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be pursued to achieve an informal resolution.

Investigation

7. (1) The Integrity Commissioner may proceed as follows, except where the Integrity Commissioner has a full factual record and believes, in his or her sole discretion, that no additional information is required, or where otherwise required by the *Public Inquiries Act, 2009*, or where the Integrity Commissioner has not otherwise terminated the inquiry:
 - (a) provide the Member with an outline of the complaint with sufficient particularity to allow the Member to understand the complaint against him or her but the Integrity Commissioner shall not have any obligation to disclose:
 - (i) the identity of the complainant, or
 - (ii) the identity of any witnesses set out in the complaint or persons that are questioned/interviewed by the Integrity Commissioner,

unless it is essential for the Member to adequately respond to the complaint, which determination shall be made in the Integrity Commissioner's sole and absolute discretion;
 - (b) request that the Member provide a written response to the allegations in the complaint to the Integrity Commissioner within ten (10) business days;
 - (c) provide a copy of the Member's response to the complainant with a request that any written reply be provided by the complainant to the Integrity Commissioner within ten (10) business days; and
 - (d) extend the timelines set out above if the Integrity Commissioner deems it necessary to do so in his or her sole and absolute discretion.

- (2) If necessary, after reviewing the submitted materials, the Integrity Commissioner may contact and speak to or correspond with any other persons, access and examine any other documents or electronic materials, including any materials on the Township's computers and servers, and may enter any Township work location relevant to the complaint for the purpose of investigation and potential resolution.
- (3) The Integrity Commissioner may, but is under no obligation, to provide the Member with a draft of the proposed draft report on the complaint.
- (4) The Integrity Commissioner shall not issue a report finding a violation of the Code of Conduct on the part of any Member unless the Member has had an opportunity either in person or in writing to comment to the Integrity Commissioner on any preliminary or proposed finding(s).
- (5) The Integrity Commissioner may, but is under no obligation, to advise either the Member or the complainant of any proposed sanction or recommendation the Integrity Commissioner may include in the report to Council.
- (6) The Integrity Commissioner may make interim reports to Council where necessary and as required to address any instances of interference, obstruction, intimidation, delay, reprisal or retaliation by the Member or by any other person encountered during the formal complaint investigation.
- (7) The Integrity Commissioner is entitled to make such additional inquiries and provide such additional reports to Council where necessary and as required to address any instances of non-compliance with any decision of Council including the failure to comply with any penalties or corrective measure or actions imposed by the Integrity Commissioner.
- (8) The Integrity Commissioner shall retain all records related to the complaint and investigation but may provide copies of certain records, in confidence, to Township administrative staff who are required to ensure that any such records are securely and confidentially retained.

No Complaint Prior to Municipal Election

8. (1) Notwithstanding any other provision of this Complaint Protocol, no complaint may be filed with the Integrity Commissioner, no report shall be made by the Integrity Commissioner to Council during the period of time starting on nomination day for a regular municipal election year, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on the voting day in a regular election as set out in section 5 of the *Municipal Elections Act, 1996*.
- (2) If the Integrity Commissioner has received a complaint and has commenced an inquiry but has not completed the inquiry before nomination day in a regular municipal election year, the Integrity Commissioner shall terminate the inquiry on nomination day but may commence an inquiry in respect of the same complaint if within six (6) weeks after the voting day in a regular municipal election the individual who made the request makes a written request to the Integrity Commissioner in accordance with subsection 223.4(8) of the *Municipal Act, 2001*.

Advice Provided to Member by Integrity Commissioner

9. (1) Subject to Section 9(2), a Member is entitled to rely upon any written advice given by the Integrity Commissioner to the Member respecting the Code of Conduct in any subsequent consideration of the conduct of the Member in the same matter provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (2) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Member is entitled to advise the judge of any written advice given by the Integrity Commissioner provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (3) A Member under investigation by the Integrity Commissioner shall not request advice from the Integrity Commissioner as to the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or generally at law with respect to any matter that the Integrity Commissioner is investigating or reviewing with respect to the Member, nor is the Member entitled to rely upon any statement(s) made by the Integrity Commissioner during the course of any investigation or review that may impact the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or at generally law.

Authority to Abridge or Extend

10. (1) Notwithstanding any requirement, obligation or timeline, set out in the Code of Conduct or this Complaint Protocol, the Integrity Commissioner shall retain the right to abridge or extend any provision therein in the public interest.

Investigation Report

11. (1) The Integrity Commissioner shall report to the complainant and the Member no later than ninety (90) days after the official receipt of any complaint under the Code of Conduct. If the investigation process is anticipated to or takes more than ninety (90) days, the Integrity Commissioner shall provide an interim report to Council and must advise the parties of the approximate date the report will be available. The Integrity Commissioner may also, at his or her discretion, advise any witnesses or other persons of the approximate date the report will be available.
- (2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall report to Council outlining the findings, the terms of any settlement and/or any recommended remedial or corrective measure or action.
- (3) The Integrity Commissioner may provide a copy of the report to the complainant and the Member whose conduct has been investigated in advance of the public release of the

report, in strict confidence until the report is publicly released. The Member shall have the right to address the report if it considered by Council.

- (4) Where the complaint is not sustained, the Integrity Commissioner is not obligated to report to Council on the result of the investigation or any findings but may do so at his/her discretion and may also include such information as he/she deems necessary in a report or as part of an annual or other periodic report by the Integrity Commissioner.
- (5) The Integrity Commissioner shall complete the investigation under the *Municipal Conflict of Interest Act* no later than one hundred eighty (180) days after the official receipt of any complaint validly made under Section 1(2) of this Part.

Findings

12.(1) If the Integrity Commissioner determines that:

- (a) there has been no contravention of the Code of Conduct or section 5, 5.1 or 5.3 of the *Municipal Conflict of Interest Act*, or
- (b) a contravention occurred but:
 - (i) the Member took all reasonable measures to prevent it, including having sought and followed the advice of the Integrity Commissioner;
 - (ii) it was trivial,
 - (iii) it was committed through inadvertence, or
 - (iv) it resulted from an error in judgment made in good faith,

the Integrity Commissioner may so state in the report and may take appropriate actions.

- (2) If the Integrity Commissioner considers it appropriate, once he or she has concluded the investigation under Section 1(2) of this Part, he or she may apply to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member has contravened section 5, 5.1 or 5.2 of that statute. If the Integrity Commissioner does not proceed with an application to the judge, he or she shall so advise the complainant.

Report to Council

13. Upon receipt of a report from the Integrity Commissioner with respect to the Code of Conduct, the Clerk shall place the report on the next regular agenda of Council for consideration by Council. A report from the Integrity Commissioner may also be considered by Council in advance of its next regular meeting should Council agree to hold a special or other meeting before its next regular meeting to consider the report.

Public Disclosure

14. (1) The Integrity Commissioner and every person acting under his or her jurisdiction shall preserve confidentiality where appropriate and where it does not interfere with the

course of any investigation, except as required by law and as required by this Complaint Protocol.

- (2) The Integrity Commissioner shall retain all records related to the complaint and investigation although copies may be provided to the Township's administrative staff, subject to the duty of confidentiality under subsection 223.5 of the *Municipal Act, 2001*.
- (3) The identity of the Member who is the subject of the complaint shall not be treated as confidential information in the Integrity Commissioner's report to Council. The identity of the complainant and of any other person, including witnesses, may be disclosed if deemed appropriate and necessary by the Integrity Commissioner or if consented to by the complainant.
- (4) All reports from the Integrity Commissioner to Council shall be made available to the public by the Clerk.

Delegation by Integrity Commissioner

17. The Integrity Commissioner may delegate in writing to any person, other than a Member of Council, any of the Integrity Commissioner's powers and duties under Part V.1 of the *Municipal Act, 2001*.

Code of Conduct — Formal Complaint Form # 1
AFFIDAVIT

I, _____ (first and last name), of the

Township of _____ in the Province of Ontario.

MAKE OATH AND SAY (or AFFIRM):

1. I have reasonable and probable grounds to believe that:

_____ (specify name of Member),

a member of the Council of The Corporation of the Township of South Frontenac, has contravened section(s) _____ of the Code of Conduct of the Township of South Frontenac. The particulars of which are attached hereto.

2. Facts constituting the alleged contravention (use separate page if required)

This affidavit is made for the purpose of requesting that this matter be reviewed and/or investigated by the Township of South Frontenac's Integrity Commissioner and for no other improper purpose.

SWORN (or AFFIRMED) before me at the)
the _____ of _____ on)
_____ (date))
_____)

(Signature)

A Commissioner for taking affidavits etc.

Please note that signing a false affidavit may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

Municipal Conflict of Interest Act— Formal Complaint Form # 2

STATUTORY DECLARATION

I, _____ (first and last name), of the

Township of _____ in the Province of Ontario.

I SOLEMNLY DECLARE THAT:

1. I have reasonable and probable grounds to believe that:

_____ (specify name of Member),
a member of the Council of The Corporation of the Township of South Frontenac, has contravened section(s) _____ of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50. The particulars of which are attached hereto.

2. I became aware of the facts constituting the alleged contravention not more than six (6) weeks ago and they comprise the following: (use separate page if required)

This declaration is made for the purpose of requesting that this matter be investigated by the Township of South Frontenac's Integrity Commissioner and for no other improper purpose.

DECLARED before me at the _____)
the _____ of _____ on _____)
_____ (date) _____)
_____)

(Signature)

A Commissioner for taking affidavits etc.

Please note that signing a false affidavit may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

34472211.1

THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC COUNCIL AND STAFF RELATIONSHIP POLICY

1.0 Application & Purpose

- 1.1 This Council and Staff Relationship Policy applies to all Members of the Council of the Township of South Frontenac, including the Mayor, and all members of Staff of the Township of South Frontenac, including the CAO.
- 1.2 The purpose of this Policy is set out a general standard to ensure that Council and Staff share a common understanding of their respective roles and responsibilities as well as a common basis of their relationship, and to set out acceptable standards to govern their relationship and to which all Members and Staff are expected to adhere to and comply with.
- 1.3 The purpose of this Policy is to establish a policy to govern the relationship between Members of Council and Staff of the Township in accordance with paragraph 2.1 of subsection 270(1) of the *Municipal Act, 2001*.

2.0 Statement of Principles

- 2.1 This Policy is intended to set a high standard for relations between Council and Staff in order to provide good governance and instill a high level of public confidence in the administration of the Township by its Members as duly elected public representatives and its Staff as public administrators.
- 2.2 The following key statements of principle are intended to guide Council and Staff and to assist with the interpretation of the Policy:
 - Council and Staff shall recognize that positive internal relations are central to the collective ability of Members and Staff to provide good governance and instill a high level of public confidence in the administration of the Township;
 - Members and Staff shall relate to one another in a respectful, professional and courteous manner;
 - Members and Staff shall understand and respect each other's respective roles and responsibilities; and
 - Members and Staff shall work together in furtherance of the common goal of serving the public good.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Policy – these principles are not operative provisions of the Policy.

3.0 Definitions

3.1 The following terms shall have the following meanings in this Policy:

- (a) “CAO” means the Chief Administrative Officer of the Township;
- (b) “Clerk” means the Clerk of the Township;
- (c) “Council” means the council for the Township;
- (d) “Mayor” means the head of Council;
- (e) “Member” means a Member of Council;
- (f) “Policy” means this Council and Staff Relationship Policy;
- (g) “Staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union employees, whether full-time, part-time, contract, seasonal or volunteer employees, as well as agents and consultants acting in furtherance of the Township’s business and interests; and
- (h) “Township” means The Corporation of the Township of South Frontenac.

4.0 General Obligations

4.1 In all respects, Members and Staff shall:

- (a) relate to one another in a courteous, respectful and professional manner;
- (b) maintain formal working relationships in order to promote equality and discourage favouritism, which includes but is not limited to using proper titles and avoiding first names during public meetings or formal business dealings;
- (c) understand their respective roles and responsibilities, and appreciate and respect the roles and responsibilities of the other;
- (d) work together to produce the best results and outcomes for the Township and always for the collective public interest of the Township; and
- (e) act in a manner that enhances public confidence in local government.

5.0 Roles and Responsibilities of Members

5.1 Members acknowledge and agree that:

- (a) Council as a whole is the governing body of the Township and that it comprises a collective decision-making body;
- (b) they are representatives of the entire Township;
- (c) Staff serve the whole of Council rather than any individual Member;
- (d) they govern, provide political direction and make decisions as Council;
- (e) they will respect the administrative and managerial chain of command by:
 - (i) directing any questions or concerns in relation to the administration or management of the Township to the Mayor or the CAO for their consideration;
 - (ii) giving direction to Staff only as Council and through the CAO; and
 - (iii) refraining from becoming involved in the management of Staff.
- (f) they shall use Staff time effectively, which includes but is not limited to only referring essential matters to Staff for reports;
- (g) they ensure any requests for information to Staff that were not received at a meeting of Council are made in writing and circulated in writing to all Members;
- (h) they understand that Staff will undertake significant projects only if they have been directed to do so by Council through the CAO;
- (i) whenever possible, they shall notify Staff if an action or position of Staff is to be questioned or criticized at a public meeting to ensure Staff has sufficient time to formulate an intelligent, informed and helpful response for the consideration of Council and that any such questioning or criticism shall be undertaken with courtesy, respect and professionalism, and in no event shall there be any attempt to humiliate, berate, disparage or denigrate Staff and that they shall refrain from publicly criticizing members of Staff in relation to their intelligence, integrity, competence or otherwise;
- (j) they shall request advice from the Clerk about the appropriate wording of motions, amendments, and formal directions of Staff;
- (k) they shall request information regarding meeting agendas or minutes from the CAO or Clerk;

- (l) as individual Members, they have no greater access to records or information held by the Township than any member of the public and that they cannot access records or information otherwise protected from disclosure by the *Municipal Freedom of Information and Protection of Privacy Act* or in accordance with the process set out in that statute;
- (m) they shall recognize Staff are not expected to provide information or take action in outside of regular administrative business hours, except in extenuating circumstances;
- (n) certain members of Staff are statutory officers and have specific statutory authorities, duties, powers and responsibilities that cannot be interfered with or derogated from;
- (o) they shall at all times comply with the Township's Code of Conduct for Members of Council; and
- (p) they shall at all times comply with any policies relating to Council that the Council may implement from time to time.

6.0 Roles and Responsibilities of Staff

6.1 Staff acknowledge and agree that:

- (a) Council is the collective decision-making and governing body of the Township and is ultimately responsible to the electorate for the good governance of the Township;
- (b) they shall implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions and any duties specifically assigned to them by Council;
- (c) they shall assist Council in their decision-making process with respect to its decision, policies and programs by providing Council with information based on professional expertise, research and good judgment in a professional and timely manner;
- (d) they shall serve the whole of Council rather than any individual Member;
- (e) all Members are equal and shall be treated as such and always with courtesy, respect and professionalism;
- (f) they shall respond to inquiries from Council and provide appropriate and timely follow-up to such inquiries as necessary;
- (g) they shall ensure any responses to requests for information by a Member that were not received at a meeting of Council are circulated to all Members;

- (h) they shall refrain from becoming involved in the policy and decision-making process of Council, outside of ensuring that Council is provided with the information necessary in order to make their decisions and that Council is aware of any issues that may impact such decisions;
- (i) they shall diligently and impartially implement Council's decisions;
- (j) they shall notify management or the CAO, as appropriate, of any issues that may impact the Township and of ongoing activities in each department;
- (k) they shall not speak publicly on any matter respecting any Council decisions or policies without authorization to do so, and without limiting the generality of the foregoing, shall not publicly criticize any decision or policy of Council;
- (l) they shall refrain from publicly criticizing decisions of Council or Members in relation to their intelligence, integrity, competence or otherwise; and
- (m) they shall at all times comply with any policies relating to Staff that the Council may implement from time to time.



INFORMATION REPORT CLERKS DEPARTMENT



AGENDA DATE: December 11, 2018

SUBJECT: AMO Training

RECOMMENDATION

For information only.

BACKGROUND

The Association of Municipalities of Ontario (AMO) will be offering training sessions in Kingston for the following:

As a Member of Council What You Need to Know – March 20, 2019 (full day)

Land Use Planning: Beyond the Basics – March 21, 2019 (half day)

If you are interested in being registered for either of these sessions, please let the Clerk's Department know.

There will be training offered at early next year from the Ontario Association of Committees of Adjustment (OACA) however details of this training are not known at this time.

ATTACHMENTS

AMO Registration Form

Submitted/approved by:

Angela Maddocks
Clerk



2019 Councillor Training Registration Form

Please type or print clearly. Use one form per registrant. Payment MUST accompany registration.
Please fax registration form to 416.971.9372 or email to events@amo.on.ca

First Name _____ Last Name _____

Title _____ Municipality _____

Full Mailing Address _____

E-mail Address _____ Phone Number _____ Fax Number _____

Please register me to attend:	Please indicate location	Session Rate
<input type="checkbox"/> Municipal Leadership Essentials		\$425 plus HST (\$480.25)
<input type="checkbox"/> As a Member of Council What You Need to Know		\$360 plus HST (\$406.80)
<input type="checkbox"/> Land Use Planning: Beyond the Basics		\$200 plus HST (\$226.00)

Take both "As a Member of Council What You need to Know" and "Land Use Planing: Beyond the Basics" and save 15% of your overall purchase.

- Register for "As a Member of Council What You Need to Know" and receive complimentary access to AMO's So You Want to Run for Council available at MunicipalEducation.ca
- Register for "Land Use Planning: Beyond the Basics" and receive complimentary access to AMO's Land Use Planning: The Basics available at MunicipalEducation.ca

PAYMENT: _____ + _____ = _____
Session Rate HST Total to be Remitted

- Please invoice
- Cheque enclosed

- VISA
- MasterCard

Payable to:
Association of Municipalities of Ontario
200 University Avenue, Suite 801
Toronto, ON., M5H 3C6

Card # _____

Expiry Date _____

Name on Card _____

Signature _____

Cancellation Policy: Cancellations must be made in writing to events@amo.on.ca, no telephone or fax cancellations will be accepted. Cancellations must be received 10 business days prior to a scheduled session. Cancellations made prior to this date will be refunded less an administration fee of \$65.00 plus HST (\$73.45) per session, no refunds will be made after this date. Names may be substituted at any time.



By completing this registration form you are providing the Association of Municipalities of Ontario (AMO) with consent to send information on all activities related to current and future training sessions and related events. Your information may also be shared with the facilitators of the sessions. If you wish to no longer receive information from AMO on this topics please contact optout@amo.on.ca to unsubscribe.

HST 106732944RT 0001

Submit Form

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M5G 2E5
Tel.: 416 585-7000
Fax: 416 585-6470

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto (Ontario) M5G 2E5
Tél. : 416 585-7000
Télééc. : 416 585-6470



November 30, 2018

Ron Vandewal
Mayor
Township of South Frontenac
worr@southfrontenac.net

Dear Mayor Vandewal and Council:

Please accept my congratulations on your success in the recent municipal elections. I want to thank you for your decision to serve the public, and I look forward to working with you in the years ahead.

As a former mayor, I know firsthand that municipal government is closest to the people and delivers important services every day. I also know your constituents expect local government to be effective and responsive, and you expect the same in the provincial-municipal relationship.

At the AMO conference this year, I was proud to sign a renewed Memorandum of Understanding one year before it expired. The MOU signals our government's commitment to consult when introducing measures that affect municipalities.

There is much work ahead of us. Our government is working hard to remove red tape that stands in the way of job creation and development in communities across the province. We will be working together to increase housing supply and find efficiencies by reducing the reporting burden you face when dealing with the province. Our goal is to ensure that local governments are working well and supporting future economic prosperity.

As we work together to serve the people of our great province, I want to hear about the challenges you face. I know that local representatives understand their communities and that you can help us ensure that local government is working harder, smarter and more efficiently. Best wishes to you and to council for success over the next four years.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark
Minister



Frontenac Federation of Agriculture
c/o Dudley Shannon
Secretary
RR#2
Inverary, On. K0H 1X0

To Mayor and members of South Frontenac Township Council

Waste plastics have become a problem in our society from drinking straws, water bottles on road sides only to name a couple. As we know it seems that plastic never rots and is there forever. We must find ways to successfully deal with it. On our farms it is what to do with plastic bale wrap.

On Nov 2 we gathered at the South Frontenac Township Works building on Keeley Rd for a demonstration with Mark Segsworth being our host. We saw a baler (distributed by UPAC AgriServices PEC), demonstrate how to package used plastic into about a 1000 pound bale for shipping using a press made at Joyceville Penitentiary. With the aid of a farm tractor and loader, the plastic was pressed into a bale for shipping. Not only could we bale farm plastic but one person was there looking for a place to recycle used boat wrap.

Mark attended our Federation Nov 29th meeting and explained that he hopefully has two places to send the bales of plastic for recycling. Tri County Plastics, Trenton, to make plastic lumber and another in Johnstown to create biofuel.

To make this endeavour a reality we need our Township's help. We need Mark and his people to operate a regional plastic collection centre to assemble the bales and load them on a truck for shipment. On Nov 2nd we learned that to make it cost effective we would need bales enough to load a tractor trailer. Also we would need the plastics from neighbouring counties to have enough product for a load.

With your blessing and Mark's help South Frontenac would be the Regional Co Ordinator for waste farm plus other plastics. The Frontenac Federation of Agriculture understands how single use plastic is a major issue throughout the world today, and here we have a workable, local solution of dealing with plastics used in farming. We fully support the work done thus far by Mark Segsworth, Public Works, and will cooperate with South Frontenac to ensure that farmers are part of the solution of dealing with on-farm plastics. We request that Council put its full support behind this initiative so that we can see several of these balers on farms with farm plastics being directed to nearby markets in the coming months.

Yours truly,

Dudley Shannon Sec.