

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



**Audio Broadcast to the Township's Facebook Page
<https://www.facebook.com/SouthFrontenacTwp>**

TIME: 7:00 PM,
DATE: Tuesday, November 9, 2021
PLACE: Council Chambers/Electronic
Participation.

1. Call to Order and Roll Call
 - (a) Motion
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
 - (a) Motion
4. Scheduled Closed Session - not applicable
5. Public Meeting - not applicable
6. Delegations - not applicable
7. Reports Requiring Direction
 - (a) **Vacancies on Committees and Boards** 3 - 13
 - This report seeks Council's direction on filling the positions on several committees and boards that were left vacant with the passing of former Councillor Pat Barr.
 - (b) **Strategic Plan Update** 14 - 34
 - (c) **Long Range Financial Plan & Organizational Development** 35 - 71
8. Reports for Information
 - (a) **Award of Tender #PS-2021-28 - Two (2) Roadside Mowing Tractor** 72 - 74
 - This report summarizes the details and outcomes of a tender for the purchase of two (2) roadside mowing tractors and attachments approved within the 2021 Budget. In accordance with the Township's procurement by-law, the purchase has been approved through delegated authority.
9. Rise & Report from Committees of Council
 - (a) **Cataraqui Conservation Authority**
 - (b) **Quinte Conservation Authority**

(c) **Police Services Board**

10. Information Items

(a) **Request for Parking Space for Commercial Operations on Sydenham Mill St**

75

- Staff are seeking direction from Council on this request

11. Notice of Motions

12. Announcements/Statements by Councillors

13. Question of Clarity (from the public on outcome of agenda items)

14. Closed Session (if requested)

15. Adjournment

(a) Motion

Natural, Vibrant and Growing - A Progressive Rural Leader

Township of South Frontenac Staff Report



To: Committee of the Whole

Prepared by: Office of the Clerk

Date of Meeting: November 9, 2021

Subject: **Vacancies on Committees and Boards**

Summary

This report seeks Council's direction on filling the positions on several committees and boards that were left vacant with the passing of former Councillor Pat Barr.

Recommendation

Option 1

That staff be directed to prepare a report for the November 16, 2021 Council meeting to address the vacancies on various boards and committees previously held by former Councillor Pat Barr.

Option 2

That appointments to the various boards and committees previously held by former Councillor Pat Barr be considered once the vacant Council seat has been filled in order to allow the newly appointed Council member the opportunity to be included in this process.

Background

At the November 2, 2021 Council meeting, Deputy Mayor Revill was appointed to the Committee of Adjustment for the remainder of 2022, filling the seat previously held by the late Pat Barr.

The following committees/boards all have a vacant seat as a result of Councillor Barr's passing:

- Rideau valley Conservation Authority – Term expires December 31, 2022
- Heritage Committee – Term expires December 31, 2022
- Recreation & Leisure Facilities Committee – Term expires November 30, 2022

Discussion/Analysis

The Heritage Committee has a meeting scheduled in late November where they will be discussing their 2022 budget request for Council and as such would like to have Council representation at that meeting.

Rideau Valley Conservation Authority (RVCA) has also reached out to the Township to express their condolences on Councillor Barr's passing and noting the vacancy (attached).

In order to give the "new" Council member an opportunity to join one or more of the committees, and given that the new member would be taking the "Declaration of Office" on December 7, 2021, it may be appropriate to wait until that meeting to confirm committee appointments. However, given the request from the Heritage Committee to have a council member appointed before the end of November, staff are seeking direction from Council on how to proceed as outlined in the two options proposed in the recommendation.

Financial Implications

None.

Relationship to Strategic Plans

- Not applicable to this report.
- This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.
 - Priority: Choose an item.
 - Action Item (if applicable): N/A

Notice/Consultation

Not applicable.

Attachments

- Letter from RVCA – South Frontenac Member appointment

Approvals

Submitted By:



Angela Maddocks
Clerk

Approved By:



Neil Carbone
Chief Administrative Officer



3889 Rideau Valley Drive
 PO Box 599, Manotick ON K4M 1A5
 T 613-692-3571 | 1-800-267-3504
 F 613-692-0831 | www.rvca.ca

November 3, 2021

Township of South Frontenac
 c/o Neil Carbone
 4432 George Street, Box 100
 Sydenham, ON K0H 2T0

Re: Appointment of RVCA Board Member

Dear Members of Council,

We wish to express our deepest condolences on the passing of Councillor Barr. We were deeply saddened to learn of her passing as she was a valued member of our Board. Pat was also a lovely person who our staff and members enjoyed working with and she was always a proud representative of South Frontenac. She will be greatly missed by the RVCA.

With Councillor Barr's passing, we wanted to provide you with the following information for when you're ready to appointment a new member to the RVCA's Board. The information below reflects some new legislative requirements that took effect earlier this year regarding Board appointments.

Appointment of Members

Under Section 14 of Ontario's *Conservation Authorities Act*, your municipal Council is entitled to appoint one (1) member to the Rideau Valley Conservation Authority to represent your municipality.

- This person can be appointed for a term of up to four years. 14 (4.1)
- This person must be a resident of a municipality in the authority's jurisdiction. 14 (3)
- The *Conservation Authorities Act* also now requires that at least 70 per cent of a municipality's appointees be selected from among the members of the municipal council. This means that the member appointed by your municipality must be a member of Council unless your Council requests an exception from the Minister to appoint a citizen representative. 14 (1.1) and (1.2)

Should your municipality wish to apply for an exception we would be happy to assist you with this process, otherwise please inform us at your earliest convenience which member of Council has been appointed as your new representative to our Board of Directors.

**Proudly working in partnership
 with our 18 watershed municipalities**

Athens, Augusta, Beckwith, Central Frontenac, Clarence-Rockland,
 Drummond/North Elmsley, Elizabethtown-Kitley, Merrickville-Wolford, Montague,
 North Dundas, North Grenville, Ottawa, Perth, Rideau Lakes, Smiths Falls, South Frontenac, Tay Valley, Westport

Background Information

To assist you with the appointment of a new member we have provided some key information below pertaining to meetings and the role of members:

- Board meetings are generally held at 6:30 pm on the fourth Thursday of every month (except August and December when there is no meeting).
- Members are reimbursed for eligible expenses such as mileage and they currently receive a per diem of \$70 per meeting.
- The RVCA is a municipally-based organization that delivers programs and services to manage water and other natural resources across the Rideau River watershed. The RVCA promotes an integrated approach to resource management – one that balances human, environmental and economic needs.
- The Board of Directors is responsible for the RVCA and oversees its management under the *Conservation Authorities Act*. All members of the Board shall:
 - Attend all meetings of the RVCA
 - Understand the purpose, function and responsibilities of the RVCA
 - Be familiar with the RVCA's statutory and other legal obligations
 - Uphold the mandate, vision and mission of the RVCA
 - Work with management to set goals and priorities to protect the health of the watershed
 - Set policy for the RVCA to achieve these goals and priorities
 - Ensure adequate resources and procedures are in place for staff to implement policies
 - Evaluate corporate performance and transparency
 - Maintain the financial integrity of the RVCA and ensure it operates with due diligence
 - Approach all RVCA issues with an open mind, with consideration for the organization as a whole
 - Consider the RVCA's jurisdiction in its entirety, including their appointing municipality
 - Always act in the best interest of the RVCA (fiduciary duty)
 - Be a liaison between the RVCA and its member municipalities (information sharing)
 - Respect decisions of the Board and its committees
 - Respect confidentiality
- Each appointee to the RVCA Board of Directors must be willing to adhere to the attached Code of Conduct and Conflict of Interest Policy.
- We also encourage all potential appointees to review RVCA's Administrative Bylaw which can be found at www.rvca.ca/about-us (under Governance/Board).

If you have any questions about appointing a new member or if we can provide you with any further information to assist you with this process, please do not hesitate to contact me at sommer.casgrain-robertson@rvca.ca or 613-692-3571 ext. 1214.

Sincerely,

Sommer Casgrain-Robertson
General Manager

Attachments: RVCA's Member Code of Conduct & Member Conflict of Interest Policy

E. Appendices to the Administrative By-law

Appendix 1 – Member Code of Conduct

1. Background

The Rideau Valley Conservation Authority demands a high level of integrity and ethical conduct from its General Membership. The Authority's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Member Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Member Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures.

2. General

All Members, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a Code of Conduct that:

- i. Upholds the mandate, vision and mission of the Authority;
- ii. Considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- iii. Respects confidentiality;
- iv. Approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- v. Exercises the powers of a Member when acting in a meeting of the Authority;
- vi. Respects the democratic process and respects decisions of the General Membership, Executive Committee, Advisory Boards and other committees;
- vii. Declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- viii. Conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Member or any Authority staff.

3. Gifts and Benefits

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

4. Confidentiality

The Members shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a Member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- i. Human Resources matters;
- ii. Information about suppliers provided for evaluation that might be useful to other suppliers;
- iii. Matters relating to the legal affairs of the Authority;
- iv. Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- v. Sources of complaints where the identity of the complainant is given in confidence;
- vi. Items under negotiation;
- vii. Schedules of prices in tenders or requests for proposals;
- viii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- ix. Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

5. Use of Authority Property

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

6. Work of a Political Nature

No Member shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

7. Conduct at Authority Meetings

During meetings of the Authority, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

8. Influence on Staff

Members shall be respectful of the fact that staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

9. Business Relations

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the Authority, the Executive Committee or an Advisory Board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

10. Encouragement of Respect for the Authority and its Regulations

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

11. Harassment

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, staff or any member of the public is misconduct. Members shall follow the Authority's Workplace Violence and Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

12. Breach of Member Code of Conduct

Should a Member breach the Code of Conduct, they shall advise the Chair in writing, with a copy to the Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Code of Conduct, the said breach shall be communicated to the Chair in writing, with a copy to the Secretary-Treasurer. In the absence of the Chair, or if a Member alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated to the Vice-Chair in writing, with a copy to the Secretary-Treasurer.

Should a member of the public or a municipality allege that a Member has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 2 – Member Conflict of Interest Policy

1. *Municipal Conflict of Interest Act*

The Authority Members commit themselves and the Authority to ethical, businesslike, and lawful conduct when acting as the General Membership. The Authority is bound by the *Municipal Conflict of Interest Act*. This appendix to the by-law is intended to assist Members in understanding their obligations. Members are required to review the *Municipal Conflict of Interest Act* on a regular basis.

2. *Disclosure of Pecuniary Interest*

Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Authority, Executive Committee, Advisory Board or committee at which the matter is the subject of consideration, the Member:

- a) Shall, prior to any consideration of the matter at the meeting, disclose the pecuniary interest and the general nature thereof;
- b) Shall not take part in the discussion of, or vote on any question in respect of the matter; and,
- c) Shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

3. *Chair's Conflict of Interest or Pecuniary Interest*

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Member shall be appointed to chair that portion of the meeting by Resolution.

4. *Closed Meetings*

Where a meeting is not open to the public, a Member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

5. *Member Absent*

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Authority, Executive Committee, Advisory Board or Committee, as the case may be, attended by them after the particular meeting.

6. *Disclosure Recorded in Minutes*

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or pecuniary interest made by Members and whether the Member withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the General Membership, Executive Committee, Advisory Board or committee, as the case may be.

7. *Breach of Member Conflict of Interest Policy*

Should a Member breach the Conflict of Interest Policy, they shall advise the Chair in writing, with a copy to the Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair in writing, with a copy to the Secretary-Treasurer.

In the absence of the Chair, or if a Member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated to the Vice-Chair in writing, with a copy to the Secretary-Treasurer.

Should a member of the public or a municipality allege that a Member has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.



Updates to Council's 2019-2022 Strategic Plan

2019-2022 Strategic Plan Re-cap

In 2019 Council set a plan that will guide Council, staff, and Township initiatives for the next 4 years. This included the development of:

- Vision – what we want to be.
- Mission – how we achieve that vision.
- Values – what we consider important.
- Overarching Priorities – the big things we work to achieve.

Natural, vibrant and growing –
a progressive rural leader.



**SOUTH
FRONTENAC**

Our Mission

- A unified approach – striving for equity among our residents and communities;
- Setting exemplary service and infrastructure standards that the community can be proud of;
- Managing our operations and assets in a financially sustainable manner;
- Planning for the future, being proactive and having the capacity to adapt to change;
- Engaging and collaborating with citizens and partners in an open and transparent manner;
- Preserving and leveraging the community's natural assets, history and rural lifestyle.
- Recognizing the Township's role in the stewardship of our environment; seeking and taking advantage of practical opportunities to improve and sustain it.



Our Values

Communication
& Collaboration

Financial
Sustainability

Progressive and
Flexible

Environmental
Sustainability

Public Service
Excellence



A scenic view of a forest with a rocky path and vibrant green foliage. The path is made of large, light-colored rocks and is surrounded by lush green plants and trees. The background shows a dense forest with tall trees and a bright sky.

Our Overarching Priorities

1. Position South Frontenac as a Regional Leader.
2. Promote and support growth that meets the community's needs while maintaining the integrity of our natural environment.
3. Ensure the organizational capacity to deliver cost-effective services in a changing world.
4. Be a catalyst for the creation of vibrant, complete communities.

Themes from our Council/Staff Workshop

- Core Services/Levels of Service
- Seniors/Age-Friendly
- Housing
- By-law Enforcement
- Customer Service/Satisfaction
- Organizational Capacity
- Facilities/Amenities/Programming
- Defining Regional Leadership
- Economic Development/Beautification

*See attached summary of workshop discussion for background

Themes from our Council/Staff Workshop

Theme	Approach
Core Services/Levels of Service	<ul style="list-style-type: none"> - Falls under <i>Priority 3: Ensure the organizational capacity to deliver cost-effective services in a changing world</i> - Council should determine service levels as part of Organizational Development Plan - Initial concern about “core services” based in part on pandemic complaints; is there a core service we are not performing well?
Seniors/Age-Friendly	<ul style="list-style-type: none"> - Falls under <i>Priority 4: Be a Catalyst for the Creation of Vibrant Complete Communities</i> - Verona Housing and creation of NFP Housing Corporation - Will RPLMP speak to age-friendly programming and infrastructure? - Will OP enable policies and developments in support of this demographic? - SFCSC/CSS investment and support
Housing	<ul style="list-style-type: none"> - Falls under <i>Priority 2: Promote and support growth that meets the community’s needs while maintaining the integrity of our natural environment.</i> - New OP, communal services model and Verona Seniors Affordable Housing Project initiatives, Secondary Units Zoning all underway. - Is there anything else we could or should be doing to incent housing development?

Themes from our Council/Staff Workshop

Theme	Approach
By-law Enforcement	<ul style="list-style-type: none"> - Falls under <i>Priority 3: Ensure the organizational capacity to deliver cost-effective services in a changing world</i> - Desire from Council for improved enforcement - Taking up considerable Clerk’s Office resources - Legal and AMPs approaches underway, but limited resources to further this - <u>Any</u> improvement requires additional resources; how much depends on the service level Council wishes to provide (in-house/contract <u>and</u> reactive/proactive choices) - Staff recommends some level of improvement, at least in the area of by-law enforcement administration/coordination
Customer Service/Satisfaction	<ul style="list-style-type: none"> - Falls under <i>Priority 3: Ensure the organizational capacity to deliver cost-effective services in a changing world</i> - Increasing priority for Council; but maybe driven in part by pandemic pressures, and changes to how we do things, particularly in Development Services - Staff sees value in a Customer Service strategy that incorporates Communications - Review all modes of communications and inquiry, tracking, who does what, etc.

Themes from our Council/Staff Workshop

Theme	Approach
Facilities/Amenities /Programming	<ul style="list-style-type: none"> - Falls under <i>Priority 4: Be a Catalyst for the Creation of Vibrant Complete Communities</i> - Take direction from the Recreation, Parks and Leisure Master Plan
Defining Regional Leadership	<ul style="list-style-type: none"> - Part of <i>Priority 1: Position South Frontenac as a Regional Leader</i> and the Township's <i>Vision: Natural, Vibrant and Growing – a Progressive Rural Leader</i> - Clarify that regional leadership is an objective, not a current state - Focus on service delivery in order to become a leader, not for its own sake - Strong staff support of the vision and priority
Economic Development /Beautification	<ul style="list-style-type: none"> - Falls under <i>Priority 4: Be a Catalyst for the Creation of Vibrant Complete Communities</i> - Greater priority than expected; but no resources for traditional economic development services; what is Council's desired service level? - With current resources, staff recommends focusing on land-use policy and infrastructure determinants of economic development only - What other options exist for enhanced economic development? - Consider CIP expansion, property standards?

Themes from our Council/Staff Workshop

Themes Requiring More Action	Themes Currently Represented
<ul style="list-style-type: none">• Levels of Services• Customer Service/Satisfaction• By-law Enforcement• Organizational Capacity• Economic Development/Beautification	<ul style="list-style-type: none">• Housing• Seniors/Age Friendly• Facilities/Amenities/Programming• Defining Regional Leadership



Our 2022 Strategic Plan Update

As staff develops actions for 2022...

1. Does Council agree with the themes identified?
2. If not, where should our Township priorities be?
3. Are there any initiatives that Council wishes to put forward in relation to the priorities or theme areas for staff to assess?

Thank You.



Strategic Plan Meeting

Mid-Point Review – strategic plan review

- Neil reviewed the plan & the lay of the land

Revisiting the Lay or Land

- Mayor Vandewal inquired if council has been updated about a good long range plan for facilities? We don't really know what facilities are still necessary? Not as far along with vertical assets.
- Louise Fragnito responded by saying the Township completed a condition assessment a few years ago and are still collecting data, it just hasn't been as drastically included in our asset management plan.

Broad Indicators

- BI#2 - Mayor Vandewal drew attention to the Population growth and demographics compared to the rest of the Province, noting that the Township has a higher percentage of individuals from 45-69. He noted that this age group will continue to have more service demands as they age over the next 20 years, especially as this group has shown to be more active as they age. We need to plan for those needs now.
- BI#3 – Some comments from Council & Staff about being more assertive with bylaw enforcement fine and fire ban enforcement fines.
- BI#4: Housing & Vacancy. Councillor Sutherland expressed concerns about the lack of new housing happening in hamlets, and the creation of more affordable housing options. All future subdivisions appear be outside of hamlets.
 - Mayor Vandewal noted that those subdivisions consist of larger homes that are designed for people who can afford them, unlikely any will become rentals.
 - The CAO noted that based on the conversation and public needs, this needs to become a priority – more densely located properties & Secondary units. We know this area is something we need to work on to help with housing affordability.

Review of High Level Priorities

- Some councillors expressed satisfaction with the fact that these are things we CONTINUE to work towards.
- Priority # 1 - Regional Leader :
 - Mayor Vandewal explained that he felt regional leadership meant ensuring operations in house were running smoothly. He noted a desire to ensure staff are following up with inquiries and returning calls. We should be focusing on Customer Service Leadership.

- Councillor Sleeth explained that 8/10 complaints that he received are related to lack of staff follow up or return a call. He noted that he didn't feel the Township can say we are regional leaders if we aren't great at customer service.
- Councillor Revill noted that his position hasn't changed drastically but feels we need to do the other three priorities well first or else we can't say we are regional leaders.
-
- Priority #2 –
 - Councillor Morey noted that he was unclear on how we can accurately measure the needs of the community and maintain the integrity of the environment. How are we measuring this? The CAO explained that if Planning is set up properly, we CAN measure environmental impact.
 - Tim Laprade reflected on the notion of growth, and explained that it isn't just building and housing – recreational amenities are a sign of growth and a public desire as well. He felt this type of growth wasn't necessarily included in these priorities.
 -
- Priority #3
 - Councillor Ruttan noted that we need to really look at our staffs responses in relation to staff capacity, explaining that it is Council's responsibility to ensure staff have the tools they need to respond to those calls. It feels like we are always playing catch up.
 - The group agreed that #3 is careful balance – make sure we have capacity but not too many staff. Expand as needed.
 - Claire Dodds noted that the Staff survey highlighted staffs desire for more capacity. Still working through that organizational capacity list. This is needed to improve customer service. It takes time to get capacity in place. Priority #3 still resonates with staff in our day to day work. The CAO also highlighted that there is the day to day operations needs, and then the other strategic work that takes time too.
 - Mayor Vandewal noted that he would like to see a little more detail from our public works department in relation to the right mix of inside and outside services. What is the right mix for us and what can we handle with the resources we have? We need the details and what expected outcomes are and then report back to see if we met those. Priorities are more than just roads. Roadside mowing as an example, we may need more staff to provide these other services.

- Priority #4
 - Councillor Ruttan noted that priority #4 has a lot of implications for the Township. We have talked about moving development to settlement areas, and we have a lot of work to do. As we go forward – we need to make sure we address #4 mostly.
 - Councillor Sutherland noted that priorities 2 and 4 are so related. We need to think about the cumulative impact of every lot's development in relation to the community.
 - Louise Fragnito noted that it would be nice to try and be more proactive in these areas so that we are better informed for some of these future anticipated pressures.
 - The Mayor felt that for years, Council has put much focus on finance, as opposed to the other categories. We need to start focusing on and addressing more things than just healthy finances.
 - Councillor Leonard expressed concerns with priority #4 in relation to vibrant communities, when we can't keep them clean. Suggested possible Property Standards?

Topic of Customer Service

- The CAO asked if we see customer service leadership as a heightened priority compared to a few years ago – is this something we want to see more. Hearing that this is an elevated focus?
- Councillor Ruttan wondered if the Township has a profile of our customers. Do we know how they wanted to be communicated with, how they want to be engaged? I don't want to hear a voicemail, so I imagine they don't either.
- Councillor Roberts noted that Communication and lack of calls backs is one of the most common complaints he receives.
- Councillor Sutherland noted that he does not receive many complaints about responsiveness.
- Council acknowledged that the township has a varied population. Young people want their information online and social media. We have done well at sharing more information online.
- The CAO explained that we need to provide options for all demographic groups. The Mayor noted that our older demographics are becoming more tech savvy as well.
- Troy Dunlop explained that investing in and updating our policies to establish clear guidelines will improve our customer service and their experience. It will also create more efficiencies when we have set policies in place to deal with a variety of issues.

Mission & Values

- The Township is one of largest employers in the community, with many employees that are residents. We should make sure we are engaging with our staff more for their feedback.
 - Is there more we can do to engage and collaborate with the public to stay ahead of Provincial Planning Policy changes and legislation?
 - Councillor Revill felt that we don't really value our natural environment and consider it in everything that we do. Aren't meeting the public services excellence element either.
 - Many felt Council has been committed to actively trying to be progressive and flexible.
 - Desire to improve recycling – felt that there is room for improvement, possibly through more public education for environmental sustainability.
 - Tim Laprade noted that environmental sustainability is also thinking about health and well being connection. We can improve the health and wellbeing of staff and patrons when we are making these changes as well.
-

Strategic Plan Action Items Update

Comments on Survey Responses:

- Council responses seem more strategic, where staff's are more operational.
- Regional leadership isn't resonating as a priority because we want to get our house in order first.
- I see Regional Leadership as taking back the decision making process from others that don't know our community. We are demonstrating that we are autonomous. I.e. Delegated authority from County – we want to create our own destiny.
- In relation to Regional Leadership, we cannot afford to ignore initiatives – we need to make sure we are involved in the conversation for the sake of our constituents. Take advantage of opportunities and the chance to provide better levels of service. Example - Part 8.

Survey Q5 – Priority Ranking

- Action Item focus for a Roads Asset Management Plan needs to be gravel/other roads for a plan. Not JUST gravel rds. We need to review all roads.
- Economic Development
 - Lack of focus is our fault – we haven't utilized enough of the County's services.
 - Not overly surprised, I think these are topics that are not traditionally core issues.
 - The CAO noted that maybe some of these aren't things we want to deliver – but council can still make it a priority for staff to find ways to support and lobby for ec dev stuff.

- EC Dev shouldn't cost us additional funding. The CAO noted that if we want to do another CIP plan or see more beautification in our communities, does council want to invest more in such a program?
 - One Councillor inquired about what the county is doing in relation to EC Dev specific to South Frontenac. We need to make our wants more well known.
 - Our first priority should be getting people from outside to come and spend money at our businesses.
- Increased Bylaw Enforcement
 - If we have bylaws, we need to be able to enforce them.
 - Derelict properties need to be addressed – we need to be more assertive with enforcement and cleanup. It currently takes too long.
 - The CAO asked if we want to address property standards and beautification with a light touch?
 - It would be nice to be able to address some of the derelict property but we also need to be cognisant of residents that do not have the abilities or funds to improve their properties.
 - This is a conversation we need to have as more people from outside the community move in. The CAO noted that it sounds like Council would like some more emphasis on village beautification. A light approach.
 - One person mentioned that you see it across the country, not just villages. I think we need to find a way to motivate residents to clean up without hurting. These issues can also be connected to environmental issues. Many have no desire to get rid of their junk despite our resources provided.
 - Council has sold properties for in tax sales where no conditions are made at sale, and these properties have remained derelict. The CAO noted that if it's a tax sale, we have no ability to enforce conditions. That is only an option if we vest the property and then sell. Some noted a desire to implement more regulations at tax sale if possible so we can upgrade these properties.
 - Desire to find a better way to deal with cleanliness and beautification in our hamlets and villages.
 - The Clerk inquired if Council still wants a complaint to be made before the Township acts on safety standards. Proactive vs reactive?
 - Staff also explained that illegal dumping is a large challenge, we have a hard time reacting with the resources we currently have.

Survey Q6 – New action items

- Some themes within the survey included better Customer service & more development process ease.
- Interest in more action taken and communication with our indigenous communities. A stand-alone element. The CAO noted that for the first time the Township is trying to go above and beyond with the OP process and CSWB. Before we start creating action items, we need to learn more. We are at a base level right now. At a foundational level right now.
- Focus on decommissioning old village well. Township needs to be cautious and there needs to be more engagement before we start process.
 - o Maybe the Township needs to support financially here. Also customer satisfaction tracking is ALWAYS going to be mostly negative.
- Tim Laprade noted that his previous employer has an annual citizen survey to measure information. It gave us a good bench mark and allowed us to see.
- Like the Staff suggested idea of more general education campaigns – letting the public know what we are responsible for and what we aren't responsible for .
 - o Getting people to listen can be a challenge. Our role is to try to make it as accessible as possible.
 - o More people are expecting more services then we currently offer.

Some Emerging Themes.

Are we doing too much or is it just a busy time?

- Staff are doing the best they can and its just a busy time
- We are in such a flux time in terms of building and planning – we need to wait a little longer as I think some of the increased demand is situational. Residents put things off and are now eager to do all the things.
- As the community has more demands, more services become core services.
- With the pandemic, we've seen such an increase in the use of our facilities, and I don't think we'll go back, but maybe it will decrease slightly.
- I want to get what we're doing right first. I know we need to be visionary, but sometime we look ahead too far when we still need to focus on core services first.
- We want to do things right. Not rush them.
- In Development Services we don't staff for peaks ... This is a period of time where there will be shifts and changes. Trying to understand how much of this is a peak and how much will reduce.
- I want to do it right the first time – and if that takes more time and we need to ask for last, then I'd rather do it.
- Staff concerns that when we try to do too much – the little things fall through the cracks. And sometimes those little things are what irritate the project the most.
- COVID has made us take a step back and look at how we can do things differently. Look at the pressures that are there and be open minded.

- Residents are less accepting of the municipality's decisions, previously they used to take us at our word. Not the same respect for expertise or authority. Context was in relation to development services.
- I think we have taken on a lot of new initiatives, and those new items cannot be efficient right away, it takes time. In areas where we have added new staff, it will take time to settle in and streamline their process.
- We need to ensure we're meeting the must do's. If they are getting done then we are doing okay. If we are doing the nice to dos instead of must dos, then the focus needs to change. If we aren't getting the must dos done, we need more staff.
- Are we holding staff back from being able to use contracted services to fill the gaps?
 - Brian Kirk noted that currently, there are more contracted bodies on our carrying place site than township staff.
- Jamie Brash explained that COVID did not slow down our services, it caused some increase. At our HHW site, we saw a huge spike. From serving maybe 60 ppl a day before, to 100. Same with Portland waste site. We are just now starting to see a decline.
- Now that things are starting to open, people expect everything to be up to 110% right away. Once we have sports allowed, it will be intense.
- Clear desire around customer service and dealing with core services in addition to other projects.

What does regional leadership mean to everyone?

- Speaks to geography to me or neighbours. Leadership in our region and to our neighbours.
- Regional comparison vs. golden leader.
- Its to know to step forward and seek relationships with others that may be beneficial. Ask the questions and have the conversations. Willingness to take the lead when it makes sense.
- If you aspire to do things right as a community, it shows leadership. People will see that. Lead by example.
- Our research into shoreline protection has already generated interest from many of our neighbours looking to us to see what we are learning.
- Think it means we might do things differently and sharing that with others.

Being vs aspiring to be a regional leader

- I don't aspire to be a leader, but I feel that if we focus internally, we will be seen as a leader.
- We want to aspire to have others compare themselves to us.
- We need to be a leader here first.

Internal Communications

- Desire for a mass employee cell phone list to be able to text out messages.
- Departmental silos – has improved but still room for growth.
- Service BBQ 2020 – Everyone, including public services, had a great time.
 - Maybe add round table discussions and introductions and name tags.
- Sharing PSAs with staff internally has helped.
- Staff appreciate the increased communications & memos.

Last Review of Action Items

- Communal Servicing program – still think we need to come to terms with this in Sydenham. What could we have done differently? The hostility is broader than just Sydenham. I think we need to address Sydenham water consultation before going full steam ahead on communal servicing.
- Burning Bylaw & permit system – what will public engagement look like for that?
 - It needs to be easy for residents to provide input and we need to use the signs more.



**SOUTH
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Organizational Development Planning

A better way to plan for and fund our organizational needs

November 9, 2021 Committee of the Whole Meeting

Capacity Concerns

- 2016 Study found most departments lean relative to our peers.
- Recent investments were almost entirely tied to additional service delivery and/or elimination of contracted services (In-house winter Control, Part 8).
- We've made better use of existing resources through changes to assignments and organizational structures, but our capacity to take on anything new, or to accommodate growth pressures is limited.



Capacity Concerns

Year	Municipality	Total Wages & Benefits	Total Operating Budget Net of Amortization	Wages & Benefits as % of total Operating Budget
2018	Kingston C	\$185,773,344	\$420,482,848	44.18%
	Central Frontenac Tp	\$3,018,805	\$8,515,486	35.45%
	South Frontenac Tp	\$4,990,093	\$17,436,173	28.62%
	Rideau Lakes Tp	\$4,776,339	\$11,819,653	40.41%
	Loyalist Tp	\$12,547,484	\$25,144,611	49.90%
	Stone Mills Tp	\$2,739,732	\$7,334,997	37.35%

2019	Kingston C	\$194,220,080	\$425,009,232	45.70%
	Central Frontenac Tp	\$3,163,430	\$8,768,018	36.08%
	South Frontenac Tp	\$5,525,846	\$17,609,894	31.38%
	Rideau Lakes Tp	\$4,904,375	\$13,409,766	36.57%
	Loyalist Tp	\$13,435,064	\$26,295,659	51.09%
	Stone Mills Tp	\$3,192,466	\$8,139,041	39.22%

2020	Kingston C	\$190,436,000	\$407,553,912	46.73%
	Central Frontenac Tp	\$3,551,106	\$8,973,192	39.57%
	South Frontenac Tp	\$5,848,374	\$17,897,743	32.68%
	Rideau Lakes Tp	\$4,834,985	\$13,718,675	35.24%
	Loyalist Tp	\$14,217,764	\$28,604,597	49.70%
	Stone Mills Tp	*\$3,065,358	\$10,114,475	*30.31%

South Frontenac allocates less of its operating budget to wages & benefits relative to its peers in each of the last three (3) years.

*unknown cost reduction

A Different Approach to Organizational Capacity in the Long Range Financial Plan

- We account for inflation and other pressures across our operating budgets, but...
- We approach organizational development on a piecemeal basis – without any connection to growth, our strategic plan, etc.
- We are reactive, with a focus on cost not on **need/purpose**.
- We should take the same approach to organizational capacity as we have to Financial capacity.



How do we do this?

1. What pressures are we experiencing right now across the organization?
 - Work backlogs
 - Public complaints
 - Not in compliance
 - Inefficiencies

2. What pressures do we anticipate over the next 2-5 years, why?
 - Growth
 - Resident demands
 - Legislation or regulation changes (eg. Asset Mgmt)
 - Climate change impacts
 - Retirements
 - Labour market/training

How do we do this?

3. What service levels does Council desire, and why?
 - Improved or enhanced levels of service
 - Reduced/contracted out service delivery implications
 - New services
 - Address challenges (eg. Communal garbage bins)



A Different Approach to Organizational Capacity in the Long Range Financial Plan

If we approached organizational capacity the same way we approached financial capacity, what would that look like?

- Move away from an annual # of budgeted new positions; new positions would be in accordance with a plan that is reviewed regularly.
- Identify non-personnel related capacity needs (software, studies, policies, facilities, training, etc.).
- Look at funding for organizational development in the context of growth; different services are driven by different factors.
- Identify resource needs to provide service levels determined by Council.

A Different Approach to Organizational Capacity in the Long Range Financial Plan

Departments	Current Needs	Anticipated Pressures	Service Level Changes
CAO/Clerk - Communications - Council - By-law Enforcement	?	?	?
Corporate Services - HR - Cemeteries - Treasury	?	?	?
Development Services - Building - Planning - Development Engineering	?	?	?
Public Services - Waste/Facilities - Recreation - Roads - Technical Services	?	?	?
Fire & Emergency Services - Emergency Response - Enforcement - Education - Training	?	?	?

A Different Approach to Organizational Capacity in the Long Range Financial Plan

Example:

Positions	2022	2023	2024	2025	2026	2027	2028	2029	2030
A	X				X				
B	X					X			
C		X(2)							
D	X				X				X
E			X						
F			X						
G							X(2)		

Benefits

- Looking ahead and asking departments to identify future pressures will promote a proactive rather than reactive approach to challenges and opportunities.
- All staff in the organization as well as the public know where we're headed.
- Better planning and coordination of the onboarding of new personnel and associated needs (software, vehicles, training, etc.).
- Assists with an eventual move to multi-year budgeting.
- Encourages more regular discussion and decisions about service levels.
- Combats the perception that new staffing is proposed just to “use up” the financial placeholder in the LRFP, whether they're needed or not.
- Will prevent burnout and promote employee retention.

Next Steps

1. Council endorses this approach in the long range financial plan (LRFP).
2. Staff proposes multi-year human resources and organizational development plan based on current/future needs; funded by growth and other drivers of resource demands.
3. Costs included in annual budgets.
4. Human Resource plan and service delivery needs are reviewed regularly prior to budget.



Questions.





**SOUTH
FRONTENAC**

2022 Long Range Financial Plan

WHY?

- Every year, Council approves an annual budget which includes both operating and capital components. The current budget process is a single-year view to address the Township's priorities and operational needs.
- As municipalities continue to face mounting financial challenges such as infrastructure costs, impacts from climate change, economic uncertainty, legislative changes, capacity pressures and increased expectations from residents related to the delivery of service, there is a need for a long-term financial planning approach that goes beyond the annual budget process.
- **The long-term financial plan does not commit council to the items or figures included within the plan.** It is strictly a forecast to plan ahead for anticipated future needs. All future years funding commitments will continue to go through the annual budget approval process.

STRATEGIC LINK

The long range financial plan is a key component in planning and meeting Council's priorities.

Mission:

- Setting exemplary service and infrastructure standards that the community can be proud of;
- Managing our operations and assets in a financially sustainable manner;
- Planning for the future, being proactive and having the capacity to adapt to change:

Overarching Priorities:

- Ensure the organizational capacity to deliver cost-effective services in a changing world.

FINANCIAL STRATEGY

Balancing needs and priorities with affordability

Responsible:

- Supporting the sound financial management and stewardship of public funds
- Balancing financial needs with providing reasonable rate increases for property owners

Flexible:

- Being able to respond to opportunities and challenges as they arise while maintaining a position of financial strength

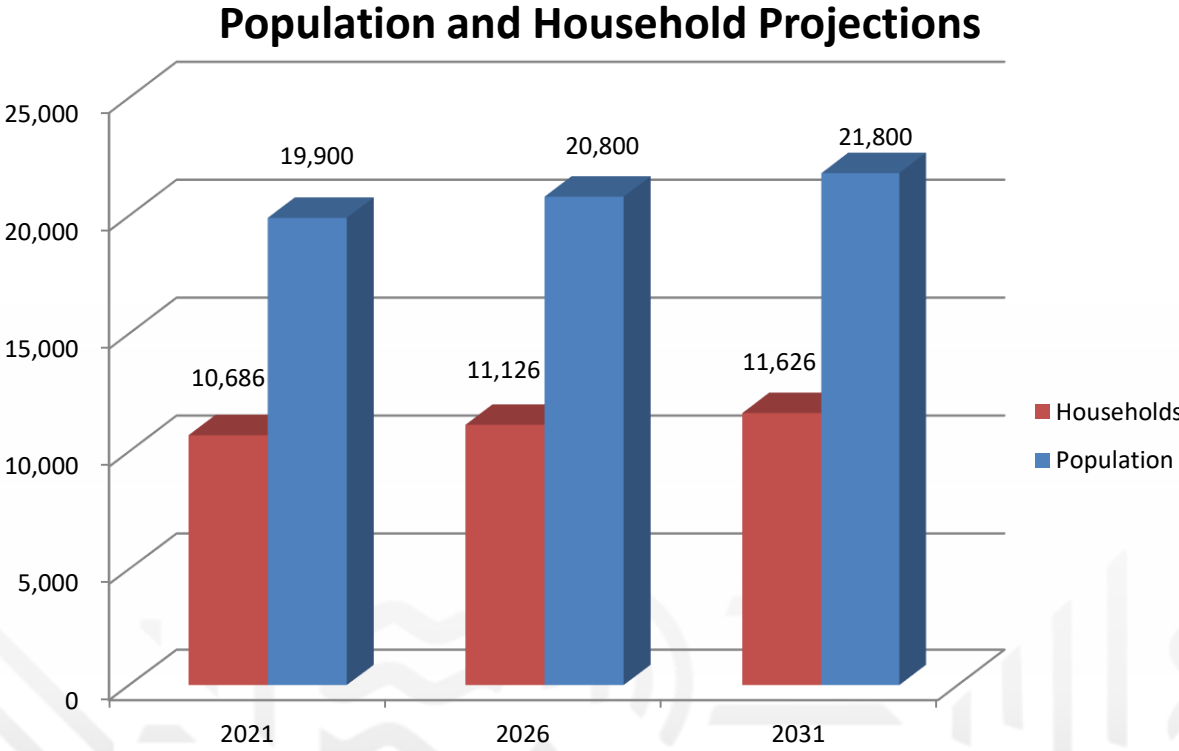
Sustainable:

- Planning for tomorrow while addressing the priorities and needs of today
- Maintain service levels, invest in infrastructure and grow with the community while delivering value for money

GROWTH

80% of Frontenac County's growth over the next 25 years will be in South Frontenac

- Delivering services for a growing community means ongoing financial pressures and challenges to meet the needs of the community.
- Growth has led to the need for upgraded infrastructure and expanded municipal services



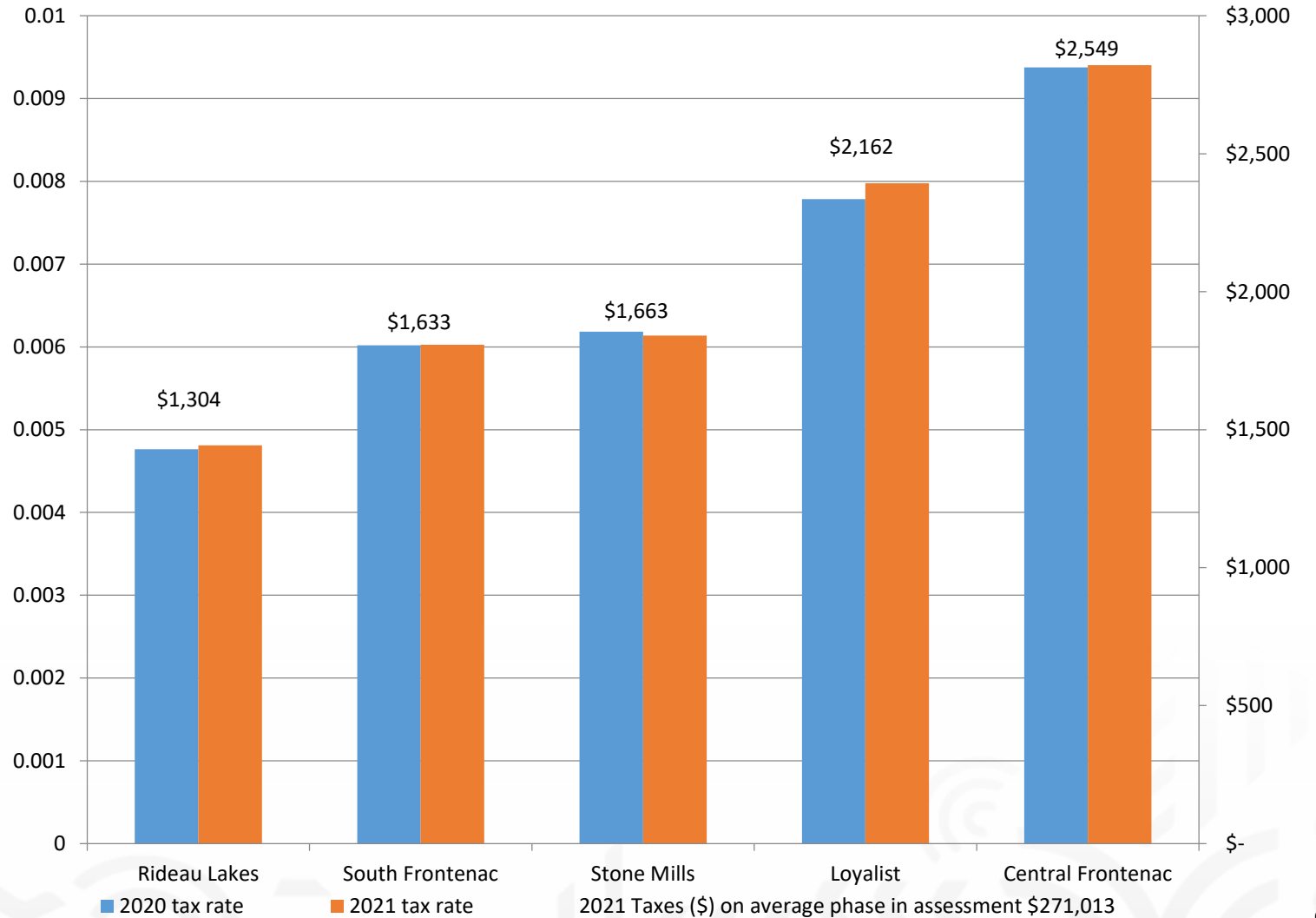
Source: 2019 - Watson & Associates Economists Ltd.

AFFORDABILITY

The Township's historical approach has kept property taxes at affordable levels.

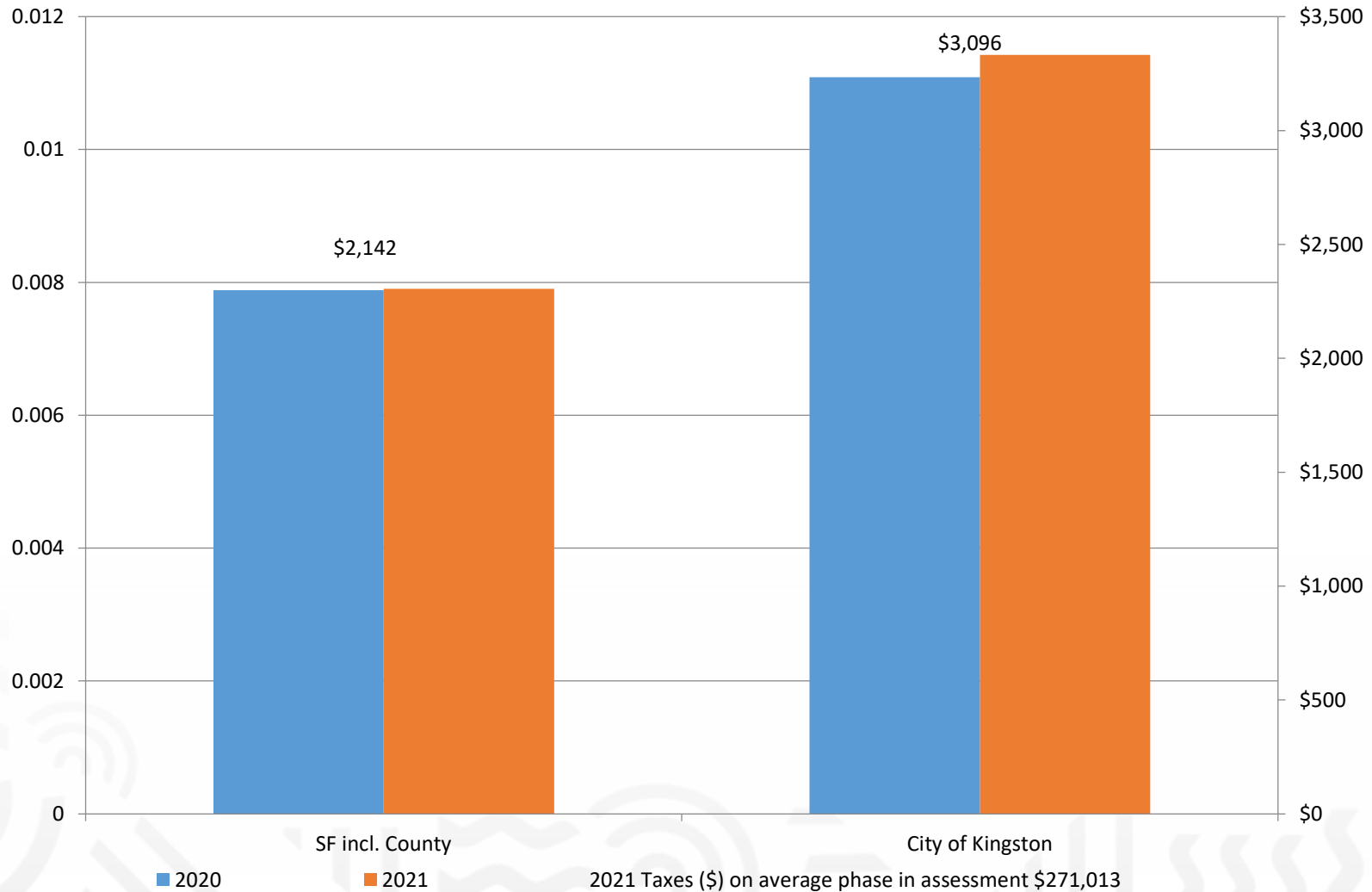
South Frontenac has one of the lowest residential tax bills when comparing taxes to other neighboring municipalities.

Property Tax Comparison (Lower tier taxes only)



AFFORDABILITY

Property Tax Comparison



FINANCIAL CONDITION

The Ministry of Municipal Affairs & Housing (MMAH) provides annual financial indicators to each Municipality and assigns a rating of low to high based on the ratio compared to similar municipalities in the same region.

Three indicators have been selected to analyze the Township's financial position:

- Taxes receivable as a % of taxes levied
- Reserves/Reserve Funds as a % of operating expenses
- Capital asset consumption ratio

FINANCIAL CONDITION

The Township has a low rating in every ratio except the Capital Asset consumption ratio. Although above the provincial average, this ratio has been decreasing yearly which is reflective of the capital investments the Township has made. Overall, the ratios reflect that the Township is in good financial condition.

Financial Indicators *based on 2019 Financial Information Return	Rating	Actual	Average
Taxes receivable as a % of taxes levied	Low	4.1%	8.4%
Reserve as a % of operating expenses	Low	85.5%	77.2%
Capital asset consumption ratio	Moderate	57.1%	46.6%

KEY CHALLENGES

- **Infrastructure Funding:**

In 2012, the Township implemented a 1% of levy transfer to a dedicated reserve along with applying a yearly 5% increase to its roads construction capital budget. This is an example of its commitment to fully funding its infrastructure. While great progress has been made, the continuous review and update of the asset management plan remains a key component of the estimates within the long range financial plan.

- **Climate Change:**

Climate change is having an impact on weather and weather patterns. In recent years, extreme weather events have been increasing in frequency and severity. This uncertainty impacts areas such as winter control and roads maintenance such as drainage.

The Township is developing a climate change adaptation and mitigation strategy which takes a risk-based approach to developing future actions. The 2021 budget included \$100,000 dedicated to climate change.

KEY CHALLENGES

- **Mitigating Risk and Uncertainty:**

External factors outside of the Township's control can have an impact from a financial perspective. Changes to legislation, reduction in Provincial or Federal grant funding, or increases to fuel and energy prices are some examples of these factors.

- **Organizational Capacity:**

Operating pressures across many departments along with shifting service expectations. Pandemic related pressures have been felt throughout the organization and it is unclear whether these pressures will continue.

2022-2031 FORECAST

The development of the long range financial plan incorporates the following assumptions:

Assessment: **Phase-in of 1.5% per year** except 2022 and 2023 at 0% based on a recent provincial announcement. It is still unknown when the provincial reassessment will take place but it would not take effect until 2024 at the earliest.

Growth of 1.75% per year

Inflation Factors:	Cost of Living Allowance	2%
	Wages and benefits	2%
	Insurance	5%
	Utilities/Communications	4%
	Fuel	3%

2022-2031 FORECAST

~~Staffing: One union and non-union position from 2021 to 2026 and one union position from 2027 to 2030~~

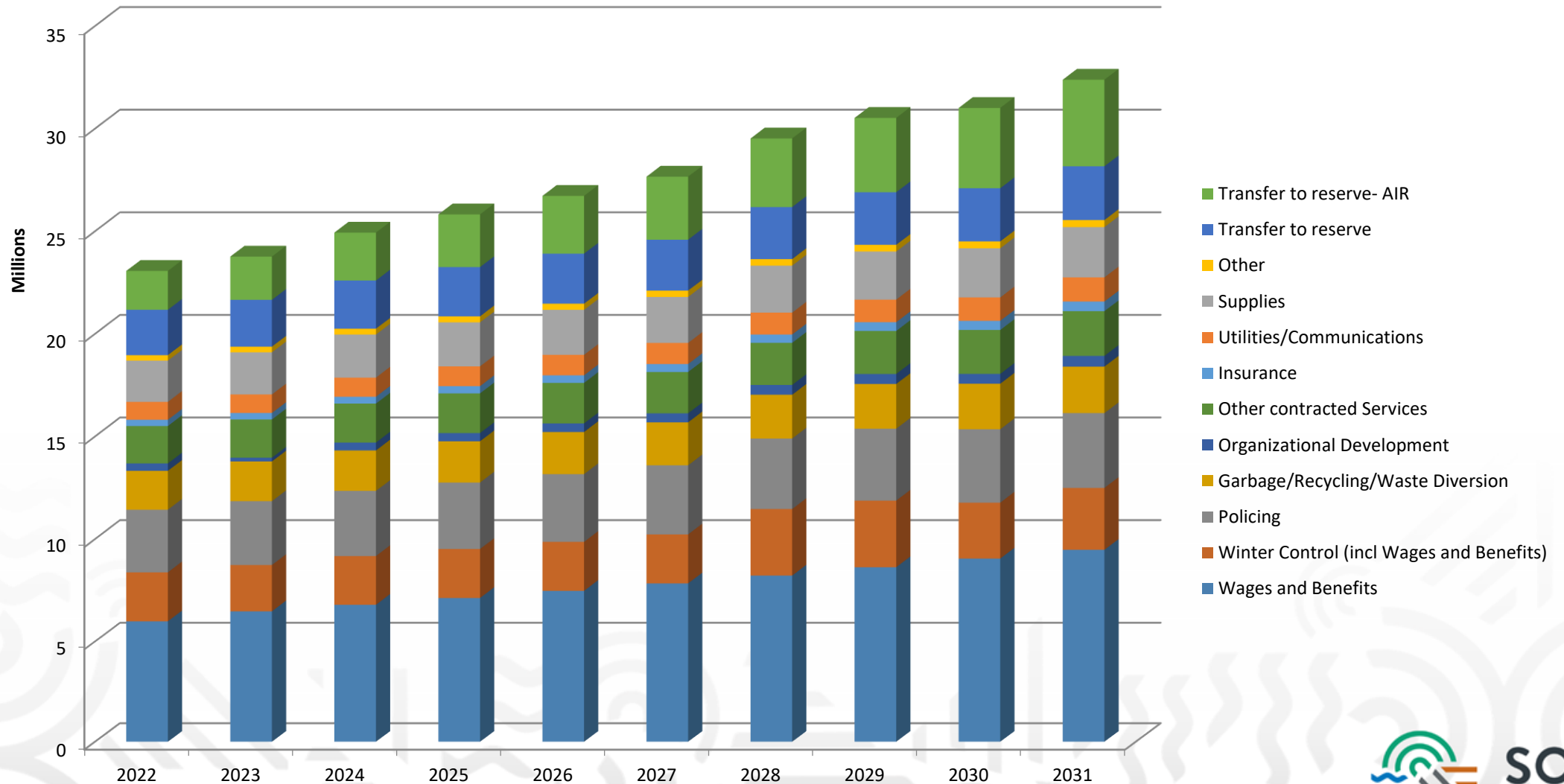
Organizational Development:

In prior versions of the long range financial plan, a line was included for staffing with an allocation for an estimated number of positions. This has been removed and a new line has been added under ***organizational development***.

Further information will follow this presentation. The allocation for this area in the long range financial plan is driven by assessment growth.

2022-2031 OPERATING FORECAST

Projected Operating Expenses



2022-2031 OPERATING FORECAST

Projected Operating Expenses

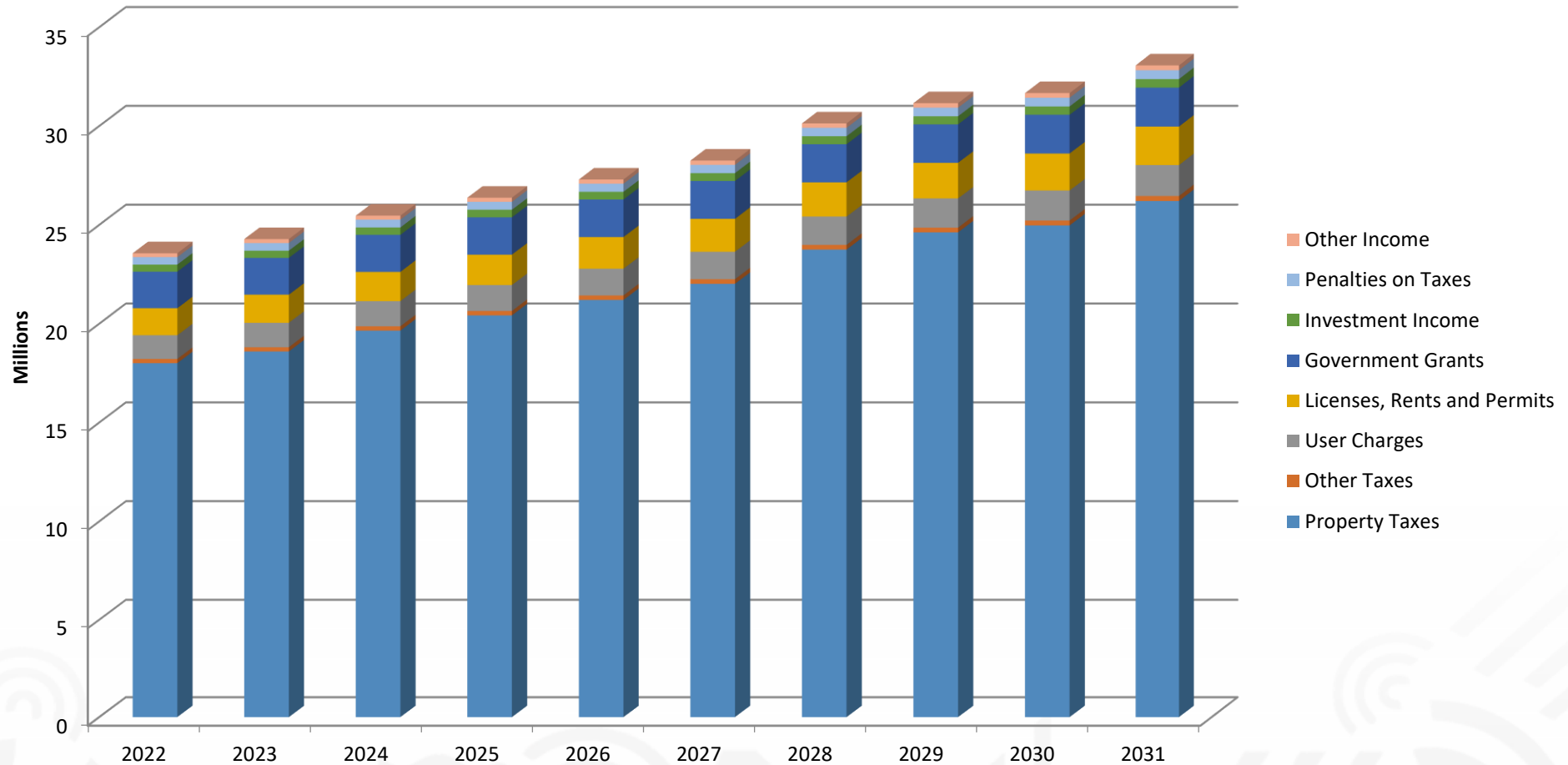
The four main areas covering an average 73% of forecasted operating costs are:

- Wages and Benefits 33%
- Policing 12%
- Winter Control 9%
- Transfers to Reserve* 19%

*including Asset Investment Reserve (AIR)

2022-2031 OPERATING FORECAST

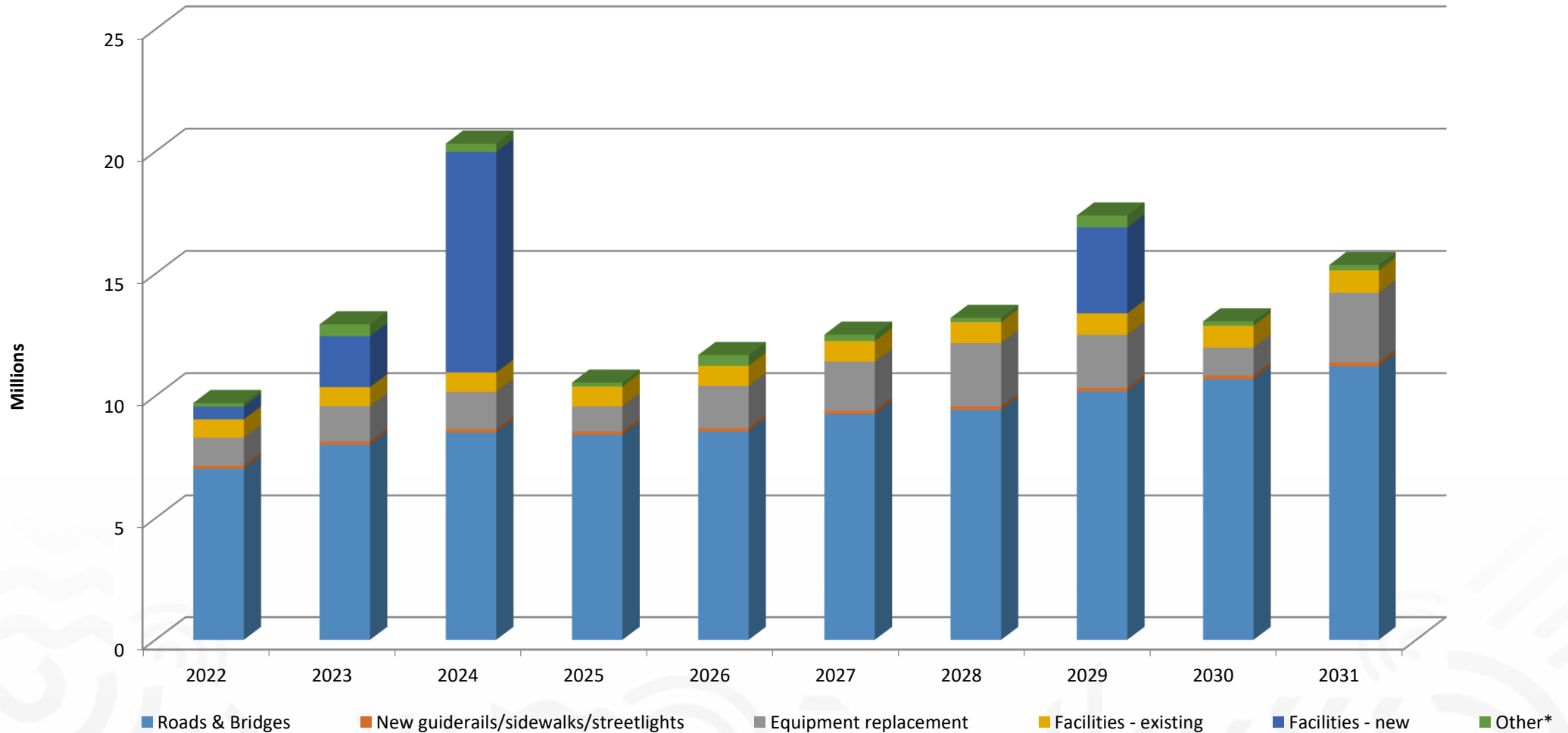
Forecasted Operating Revenue



- Property taxation represents 78% of operating revenues
- The next highest revenue stream is government grants at 7%

2022-2031 CAPITAL FORECAST

Forecasted Capital Expenses

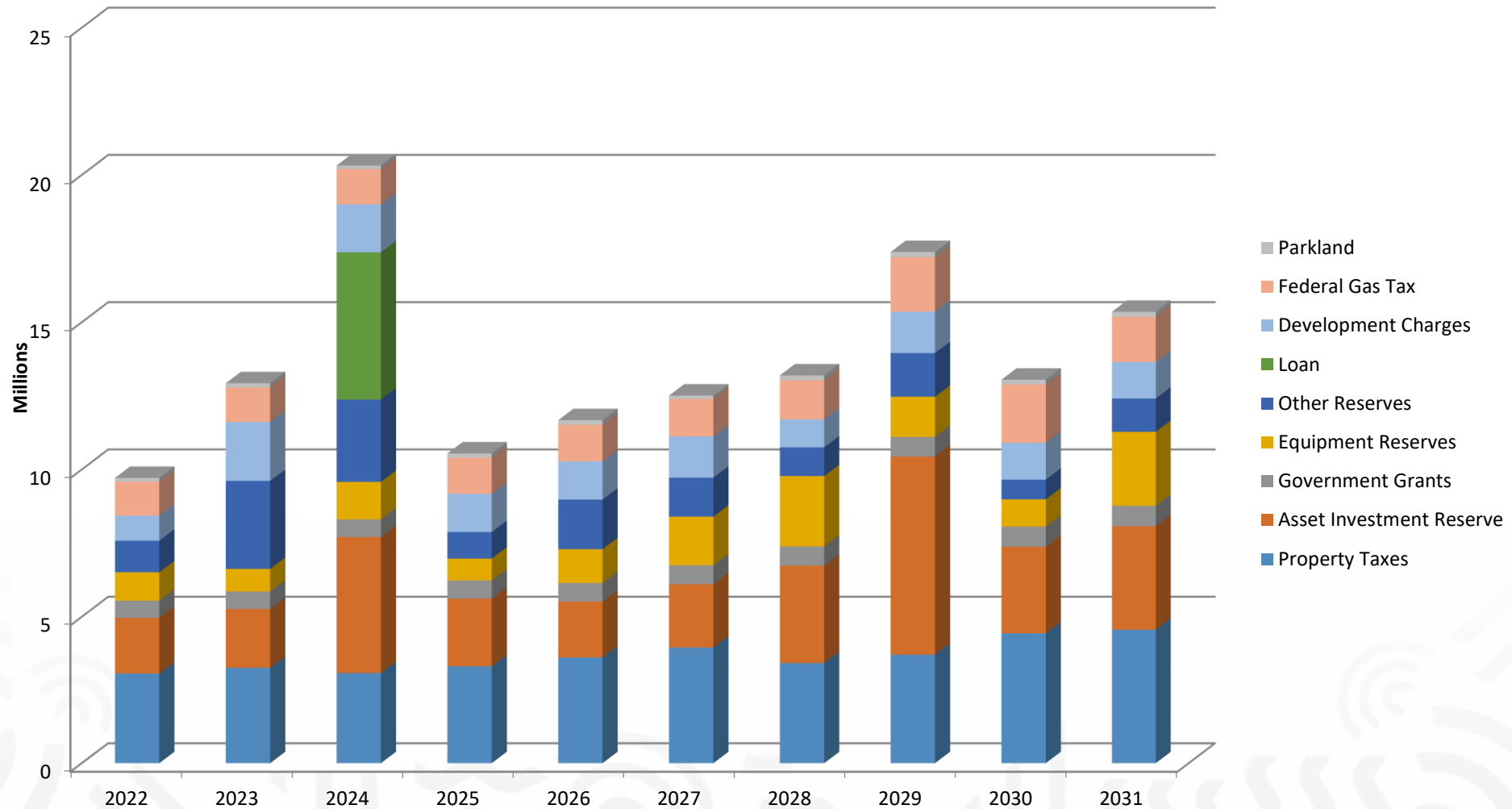


Roads and Bridges and Equipment replacement, on average, make up 82% of yearly capital expenses

*Other: Land/parks, studies, Solid Waste

2022-2031 CAPITAL FORECAST

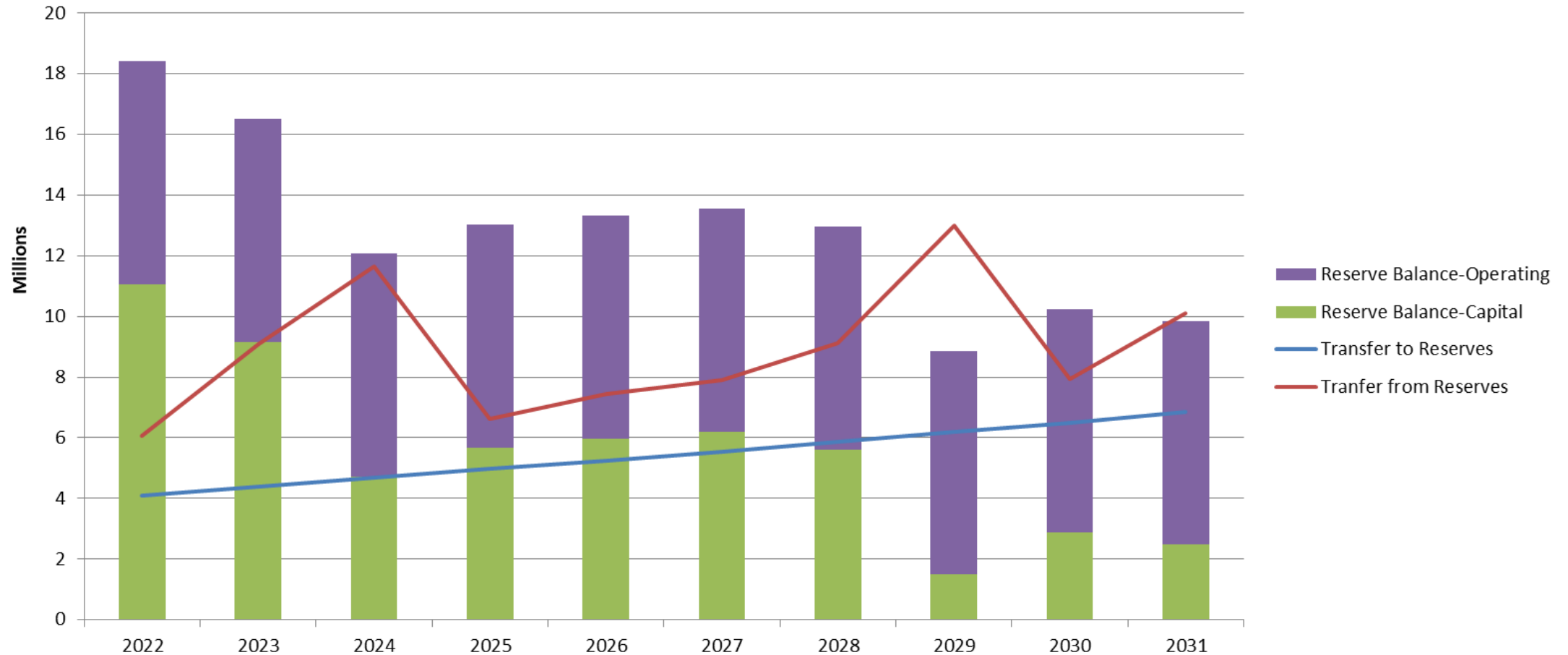
Projected Capital Funding



On average, taxation funds 28% of capital and reserves, including obligatory, funds 65% of capital

2022-2031 FORECAST

Forecasted Reserves



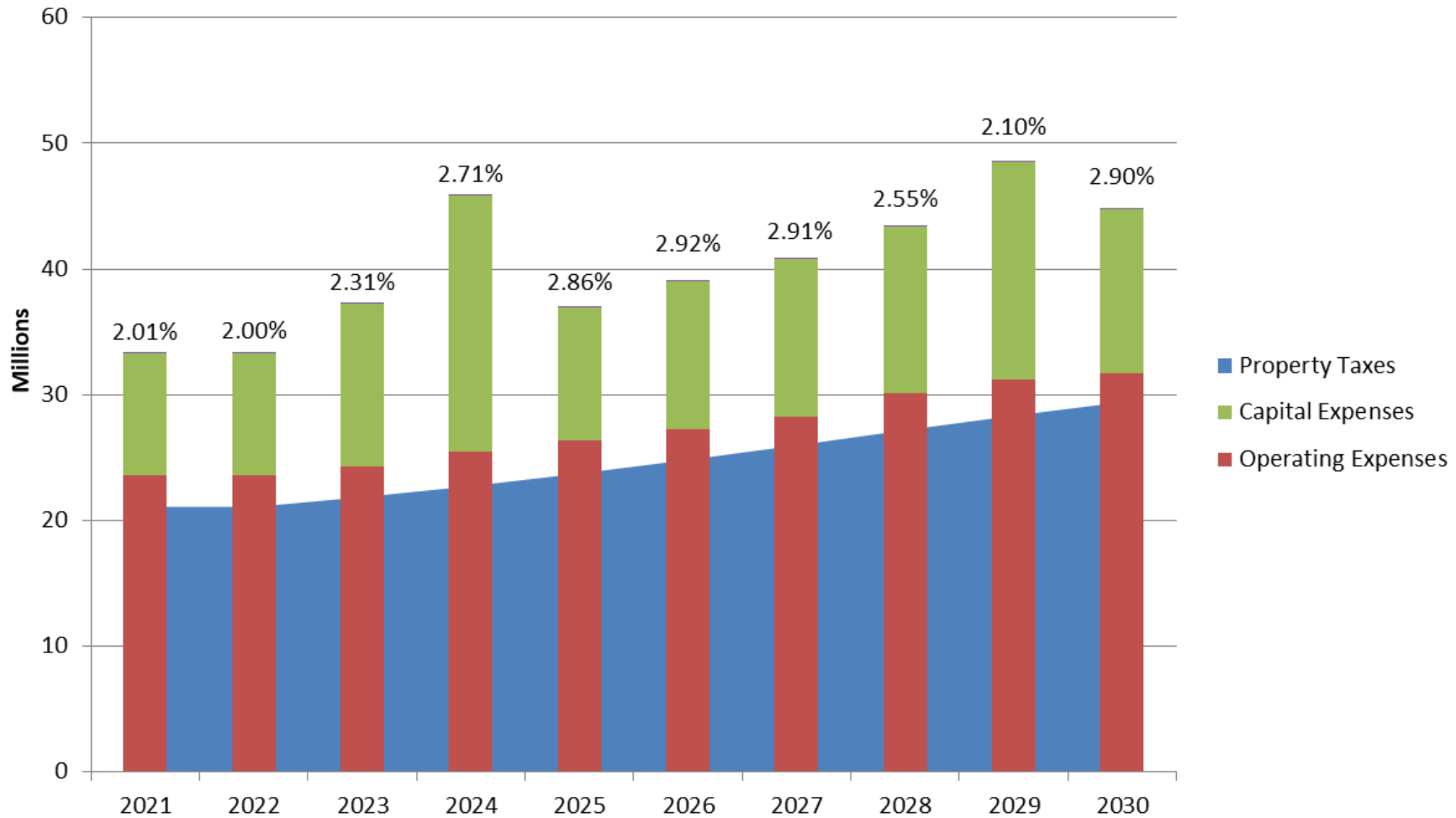
Stable reserve contributions support the required yearly capital funding and smooths out yearly fluctuations

Capital reserves range from 1.5 to 11 million with an average of 5.5 million

Overall reserves range from 8.8 to 18 million with an average of 12.8 million

2022-2031 FORECAST

Forecasted Tax Levy and Expenses



On average, property taxes fund 64% of operating and capital expenses

The taxpayer impact, based on average phase-in assessment ranges from 2.0% to 2.92%

2022-2031 FORECAST

- The long-term financial plan does not commit council to the items or figures included within the plan.
- Most important part of the long range financial plan is the priorities within the plan. Over the course of 10 years, changes are inevitable to priorities and cost estimates.

2022-2031 CHANGES

Below is a summary of changes from the 2021 version:

Operating:

- Removal of additional staffing line with defined number of positions
- Addition of organizational development line and reserve
- Updated phase-in assessment percentage to 0% for 2022 and 2023
- Continued investment for climate change with the inclusion of \$100,000 a year for 2022 to 2031

Capital:

- Joint OPP/Firehall in 2024 updated from \$4 to \$7.5 million and updated funding includes a \$5 million loan for OPP portion. Debt payments to be offset with additional rent revenue from OPP
- Firehall in 2029 updated from \$2 to \$3 million
- Recreation software moved up from 2023 to 2022 and amount increased from \$6,000 to \$10,000
- Added zoning by-law update in 2023 (post OP) for \$100,000
- DC study updated to include population update and amount changed from \$55,000 to \$75,000
- Transportation Master Plan updated to include active transportation and amount changed from \$50,000 to \$125,000
- Added recreation master plan in 2031 in the amount of \$30,000
- Removed landfill optimization in 2022 for \$50,000 as it will be included in the Waste Management study in 2023

APPENDIX A

Operating Forecast										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating Revenues										
Property Taxes	18,005,000	18,595,000	19,651,000	20,421,000	21,204,000	22,018,000	23,750,000	24,621,000	24,973,000	26,209,000
Other Taxes	210,000	214,000	218,000	222,000	227,000	231,000	236,000	241,000	246,000	251,000
User Charges	1,201,000	1,237,000	1,274,000	1,312,000	1,351,000	1,392,000	1,434,000	1,477,000	1,521,000	1,567,000
Licenses, Rents and Permits	1,368,000	1,423,000	1,480,000	1,539,000	1,600,000	1,664,000	1,731,000	1,800,000	1,872,000	1,947,000
Government Grants	1,848,000	1,861,000	1,875,000	1,888,000	1,902,000	1,916,000	1,930,000	1,944,000	1,958,000	1,973,000
Investment Income	360,000	367,000	375,000	382,000	390,000	398,000	405,000	414,000	422,000	430,000
Penalties on Taxes	377,000	385,000	393,000	400,000	409,000	417,000	425,000	434,000	442,000	451,000
Other Income	195,000	199,000	204,000	208,000	213,000	218,000	223,000	229,000	234,000	240,000
Total	23,564,000	24,281,000	25,470,000	26,372,000	27,296,000	28,254,000	30,134,000	31,160,000	31,668,000	33,068,000
Operating Expenses										
Wages and Benefits	5,991,000	6,478,000	6,796,000	7,128,000	7,475,000	7,838,000	8,220,000	8,626,000	9,049,000	9,474,000
Winter Control (incl Wages and Benefits)	2,387,000	2,257,000	2,376,000	2,387,000	2,387,000	2,387,000	3,242,000	3,246,000	2,726,000	3,018,000
Policing	3,051,000	3,112,000	3,174,000	3,238,000	3,303,000	3,369,000	3,436,000	3,505,000	3,575,000	3,646,000
Garbage/Recycling/Waste Diversion	1,895,000	1,933,000	1,971,000	2,011,000	2,051,000	2,092,000	2,134,000	2,177,000	2,220,000	2,265,000
Organizational Development	360,000	185,000	385,000	400,000	420,000	440,000	475,000	490,000	480,000	521,000
Other contracted Services	1,824,000	1,861,000	1,898,000	1,936,000	1,974,000	2,014,000	2,054,000	2,095,000	2,137,000	2,180,000
Grants to Organizations	245,000	257,000	270,000	284,000	298,000	313,000	328,000	345,000	362,000	380,000
Conservation Authorities	255,000	260,000	266,000	271,000	276,000	282,000	288,000	293,000	299,000	305,000
Insurance	303,000	318,000	334,000	351,000	368,000	387,000	406,000	427,000	448,000	470,000
Utilities/Communications	873,000	902,000	933,000	964,000	996,000	1,030,000	1,065,000	1,101,000	1,138,000	1,177,000
Supplies	2,008,000	2,052,000	2,098,000	2,145,000	2,193,000	2,241,000	2,291,000	2,343,000	2,395,000	2,449,000
Other	269,000	278,000	287,000	290,000	301,000	309,000	318,000	327,000	335,000	346,000
Transfer to reserve	2,211,000	2,280,000	2,349,000	2,399,000	2,440,000	2,481,000	2,537,000	2,564,000	2,592,000	2,620,000
Transfer to reserve- AIR	1,892,000	2,108,000	2,333,000	2,568,000	2,814,000	3,071,000	3,340,000	3,621,000	3,912,000	4,217,000
Total	23,564,000	24,281,000	25,470,000	26,372,000	27,296,000	28,254,000	30,134,000	31,160,000	31,668,000	33,068,000

APPENDIX B

Capital Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Capital Funding										
Property Taxes	3,068,000	3,265,000	3,086,000	3,319,000	3,620,000	3,957,000	3,425,000	3,712,000	4,439,000	4,562,000
Asset Investment Reserve	1,900,000	2,000,000	4,620,000	2,300,000	1,900,000	2,150,000	3,312,000	6,729,000	2,941,000	3,514,000
Government Grants	581,000	593,000	604,000	617,000	629,000	641,000	654,000	667,000	681,000	694,000
Equipment Reserves	962,000	769,000	1,270,000	743,000	1,146,000	1,652,000	2,387,000	1,364,000	928,000	2,509,000
Other Reserves	1,073,000	2,989,000	2,794,000	899,000	1,683,000	1,324,000	976,000	1,480,000	670,000	1,133,000
Loan	0	0	5,000,000	0	0	0	0	0	0	0
Development Charges	850,000	1,999,000	1,628,000	1,300,000	1,300,000	1,399,000	950,000	1,409,000	1,248,000	1,237,000
Federal Gas Tax	1,151,000	1,173,000	1,196,000	1,220,000	1,245,000	1,271,000	1,322,000	1,850,000	1,979,000	1,534,000
Parkland	130,000	143,000	125,000	149,000	152,000	116,000	169,000	172,000	165,000	172,000
Total	9,715,000	12,931,000	20,323,000	10,547,000	11,675,000	12,510,000	13,195,000	17,383,000	13,051,000	15,355,000
Capital Expenses										
Roads	5,475,000	4,229,000	2,720,000	6,953,000	7,304,000	7,671,000	8,054,000	8,457,000	8,880,000	9,324,000
Bridges	1,000,000	1,076,000	1,130,000	1,187,000	1,246,000	1,309,000	1,376,000	1,444,000	1,517,000	1,592,000
Arterial Reserve	550,000	0	0	0	0	0	0	0	0	0
Road 38	0	2,450,000	4,650,000	0	0	0	0	0	0	0
Subtotal Roads and Bridges	7,025,000	7,755,000	8,500,000	8,140,000	8,550,000	8,980,000	9,430,000	9,901,000	10,397,000	10,916,000
Roads -re-designed intersections	0	255,000	0	265,000	0	276,000	0	287,000	293,000	305,000
Guiderail upgrades	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	59,000	61,000
Sidewalks - New	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	59,000	61,000
Streetlights - New	30,000	31,000	31,000	32,000	32,000	33,000	34,000	34,000	35,000	37,000
Facilities - Existing	750,000	780,000	796,000	812,000	828,000	845,000	862,000	879,000	896,000	914,000
Facilities - New/Replacement	520,000	2,081,000	9,020,000	0	0	0	0	3,515,000	0	0
Vehicles/Equipment-PW	721,000	724,000	729,000	693,000	945,000	760,000	705,000	766,000	859,000	779,000
Vehicles/Equipment-PW- New	0	357,000	0	0	379,000	0	0	402,000	0	0
Vehicles/Equipment-Fire	241,000	45,000	496,000	51,000	156,000	892,000	1,682,000	553,000	68,000	1,729,000
Vehicles/Equipment-Building	0	0	45,000	0	45,000	0	0	45,000	0	0
Vehicles/Equipment-Other	178,000	316,000	264,000	289,000	193,000	349,000	201,000	400,000	209,000	333,000
Vehicles/Equipment-Other - New	0	0	0	0	0	0	0	0	0	0
Land/Parks	150,000	153,000	260,000	159,000	162,000	166,000	169,000	172,000	176,000	183,000
Studies	0	332,000	78,000	0	0	99,000	0	86,000	0	37,000
Solid Waste Management - closure costs	0	0	0	0	277,000	0	0	229,000	0	0
Total	9,715,000	12,931,000	20,323,000	10,547,000	11,675,000	12,510,000	13,195,000	17,383,000	13,051,000	15,355,000

APPENDIX C

Capital Expenses Breakdown (non-indexed)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<i>Facilities - New/Replacement</i>										
Firehall- joint facility with Police Station, combine Verona/Hartington	0	0	7,500,000	0	0	0	0	0	0	0
Firehall	20,000	0	0	0	0	0	0	3,000,000	0	0
Community facility - growth related	0	0	1,000,000	0	0	0	0	0	0	0
Administrative Offices	500,000	2,000,000	0	0	0	0	0	0	0	0
<i>Studies</i>										
Growth Plan/Oficial Plan - next one 2032	0	0	0	0	0	40,000	0	0	0	0
Transportation master plan/Active Transportation	0	125,000	0	0	0	50,000	0	0	0	0
Recreation Master Plan	0	0	0	0	0	0	0	0	0	30,000
Community Risk Assessment	0	50,000	0	0	0	0	0	0	0	0
Waste Management Study	0	50,000	0	0	0	0	0	0	0	0
DC Study/Population Projections	0	0	75,000	0	0	0	0	75,000	0	0
Seniors Affordable Housing*										
*to be financed through Mortgage										

Township of South Frontenac

Staff Report



To: Committee of the Whole

Prepared by: Public Services Department

Date of Meeting: November 9, 2021

Subject: **Award of Tender # PS-2021-28 – Two (2) Roadside Mowing Tractors**

Summary

This report summarizes the details and outcomes of a tender for the purchase of two (2) roadside mowing tractors and attachments approved within the 2021 Budget. In accordance with the Township's procurement by-law, the purchase has been approved through delegated authority.

Recommendation

This report is for information only.

Background

On September 29th, 2021 the Township released tenders for the purchase of two (2) roadside mowing tractors and advertised the Township's website. This tender outlined the minimum specifications for the two units along with the details for front, rear and side mowing attachments. Hydraulic and PTO drive systems for the tractors were also selected to support future snow blower attachments supporting greater optimization of the equipment outside of the mowing seasons.

On October 20th, the bid period closed with one tender submission received. The results of the bid were as follows:

Supplier	Total Cost (Inc. Non-Refundable HST)
Hartington Equipment (Two (2) - 2022 Kubota, Model M6-131 tractors)	\$445,200

Hartington's bid was reviewed for accuracy and found to be compliant with the Township's procurement bylaw. Terms of the Hartington bid identified that delivery of the two tractors would be a maximum of 200 days following award of contract.

Discussion/Analysis

The low bid tender submission has been evaluated and found to be in compliance with the tender specifications. Hartington Equipment is a reputable local supplier that has supplied equipment to the Township in the past. Their low bid submission under tender PS-2021-28 includes the supply of two (2) 2022 Kubota, Model M6-131 tractors complete with fit ups for the following attachments:

- Unit 1 – Side Mount Flail Mower (75") & Rear Flail Mower (102")
- Unit 2 – Boom Mower (22 '), Medium Duty Flail Cutter Head (50") & Rear Mounted Flail Mower (85")

The basic warranty (non-powertrain) offers 2 years/2,000hrs coverage. The Base powertrain warranty offers similar 2 year/2,000hrs coverage. The submitted tender identifies that the basic warranty (non-powertrain) can be extended under option to 5 years/5,000hrs at a cost of \$4,650 plus HST for each unit.

Financial Implications

The base bid submission under the contract is \$445,200 (including non-refundable HST). The tender results are therefore within budget of \$460,000 and therefore fall under Delegated Authority.

Extended warranties on both units were also purchased; however, these amounts are funded within the operating budget *not* the capital project, because they provide a net reduction in maintenance costs over time.

The contract has been awarded to Hartington Equipment in the total amount of \$454,663.68 (net HST). It should be noted that full payment for these units would not take place until mid 2022 when these units are ultimately delivered.

Relationship to Strategic Plans

Not applicable to this report.

This initiative is supported by the following priorities of the 2019-2022 Strategic Plan.

- Priority: Choose an item.
- Action Item (if applicable): N/A

Notice/Consultation

- Director of Corporate Services/Treasurer
- Acting Manager of Fleet and Operations
- Mechanic/Shop Foreman

Attachments

- Capital Detail Sheet 21-35 – Tractors with Mowers

Approvals

Submitted By:



W. Troy Dunlop, C.E.T.
Manager of Technical Services and Infrastructure

Approved By:



Neil Carbone
Chief Administrative Officer

From: [Kerry Arthur](#)
To: [Angela Maddocks](#)
Subject: Parking on Sydenham Mill Street
Date: October 29, 2021 3:06:36 PM

To Whom It May Concern:

We are the owners of Sydenham Pet & Farm Supply and are requesting consideration into having a limited duration time parking space available outside of our store. We feel that this would not only benefit us, but also many other businesses in the general vicinity. Many of our customers express their frustration when trying to park close to our store as many of the local residents of Sydenham park on the street rather than using their laneways, therefore monopolizing the parking spots for any of the local businesses. This would also benefit the LCBO as many of our customers choose their parking lot as parking can be limited close to our business. The products in our store are heavy and cumbersome ie. large bags of dog food, farm feed etc. which can be challenging when their vehicle is not close by. We've also witnessed people trying to navigate large packages from the pharmacy and the post office and therefore this would also be of benefit to these businesses also. We thank you in advance for your consideration in this matter. We look forward to hearing a response from you in the near future. Please don't hesitate to give us a call if you have anything else that you would like to discuss.

Kerry & Bill Arthur
Sydenham Pet & Farm Supply
613 376-6767