



TOWNSHIP OF SOUTH FRONTENAC
Committee of the Whole Meeting Agenda



**SOUTH
FRONTENAC**

Meeting # 3

TIME: 6:00 PM,
 DATE: Tuesday, November 22, 2022
 PLACE: Council Chambers.

1. Call to Order and Roll Call

- The Committee of the Whole meeting will be called to order.

(a) Resolution

2. Declaration of pecuniary interest and the general nature thereof

3. Approval of Agenda

- Council's approval of the agenda as presented is required.

(a) Resolution

4. Reports Requiring Direction

- Departmental Presentations will be made by Senior Staff

(a) Council Orientation -Introduction 3 - 17

(b) Communications Department 18 - 24

(c) Human Resources Management 25 - 34

(d) Clerk's Department 35 - 43

(e) Corporate Services 44 - 63

(f) Public Services 64 - 85

(g) Development Services 86 -
110

(h) South Frontenac Fire and Rescue 111 -
122

5. Announcements/Statements by Councillors

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

- This is an opportunity to members of the public to ask questions of clarity about any of the agenda items.

7. Closed Session (if requested)

8. Adjournment

- Once all presentations are complete the meeting will be adjourned.

(a) Resolution

Natural, Vibrant and Growing - A Progressive Rural Leader



Council Orientation

November 22, 2022

Facts and Figures



**SOUTH
FRONTENAC**



Population

8.3%

↑ change since
2016 census



Ave household
income

7.1%

↑ change since
2015



private
dwellings

96.3%

are single
detached houses



Working age
(15-64)



Couples



Seniors
(age 65+)



Indigenous
peoples



Source: 2021 and 2016 census data, unless noted otherwise

Our History



- South Frontenac was formed on January 1, 1998 through an [Amalgamation order](#) under the Municipal Act.
- The order amalgamated the former Townships of Bedford, Loughborough, Portland and Storrington



**SOUTH
FRONTENAC**

Our History

- Coat of arms was created in 2012.
- Township features are reflected within the coat of arms:
 - Four bulrushes in the center represent the former townships
 - Blue in main crest represents the many lakes and natural setting of the Township



- The disc divide in four is a First Nations symbol indicating that the original occupants of the land were Algonquin.
- The yellow and blue claws are based on the arms of Comte de Frontenac after whom the Township and County are named.

- The stags, local animals, represent the forestry industry of earlier times and recreational hunting. The milk canister reflects the importance of dairy farming and the fish represents recreational fishing.
- The rocky base represents the Canadian shield as well as Trillium flowers, the floral emblem of Ontario
- Motto: "Our strength is our community"

Our Identity



- New branding introduced in 2021
- **Goal:** To maintain a consistent brand identity in order to communicate and build a trustworthy and recognizable presence in the minds of the people and organizations with whom we seek to communicate. To be used to uphold the vision and priorities in our Strategic Plan.

BRAND POSITIONING

LONG-FORM

South Frontenac is more than a place; it's a breath of fresh air, it's where you can enjoy a more well-rounded and relaxed life. It's an opportunity to live rural, surrounded by scenic lakes, trails and wide open spaces while still being part of a thriving and bustling community. It's small towns with big opportunities, original offerings from artisans and business owners, and easy access to all the amenities you desire. South Frontenac is the rural living you crave without compromising on convenience or a sense of community.

SHORT-FORM

South Frontenac is more than a place. It's a collection of thriving communities connected to scenic lakes, trails and wide open spaces where residents enjoy a well-rounded and relaxed lifestyle while still remaining connected. It's a place of endless opportunities for work, leisure and life.



BRAND ESSENCE

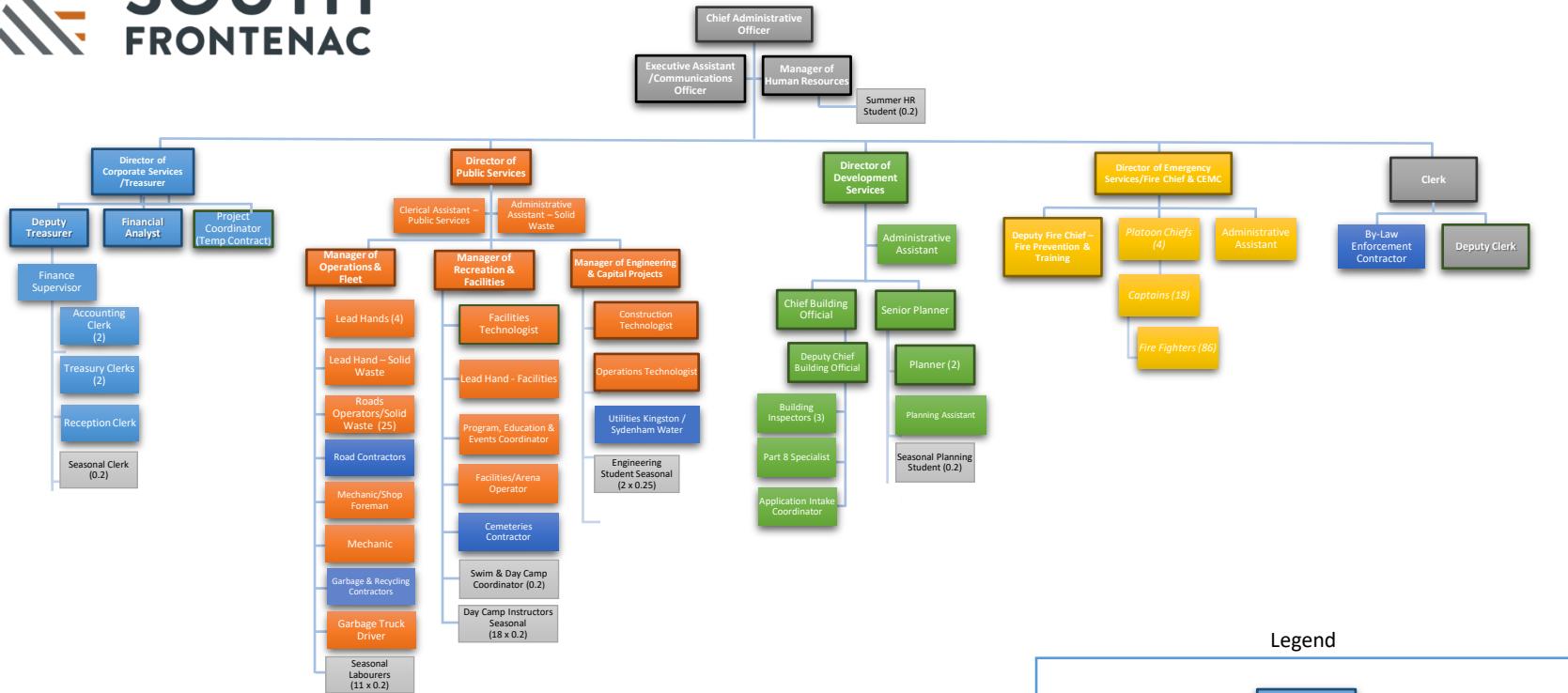
South Frontenac is the one place where you find three polarizing landscapes working symbolically together, weaving and seaming into one. There are the blue waves of lake-life, the furrows found in our rural areas, and the overarching energy of lush, green nature; our environment brings us together. Amongst all this, lies the Great Canadian Shield, protruding powerfully and part of our heritage. The logo reflects this perfect balance and the symmetry of these elements coming together.

South Frontenac's many communities are connected in much the same way as our diverse landscapes, brought together by a common sense of resiliency, adventure and a humble way of life. These communities (represented by the three circles) thread into the other elements as an ever present part of the past and future of South Frontenac.

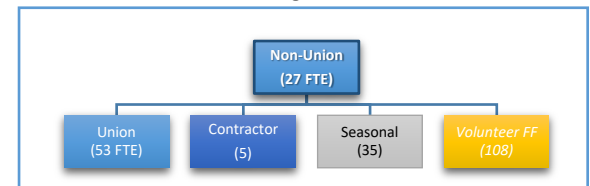




SOUTH FRONTENAC



Legend



2019-2022 Strategic Plan Re-cap

In 2019 Council set a plan which guided Council, staff, and Township initiatives over 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.

Council will have an opportunity to develop a new Strategic Plan in early 2023

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 VISION

Natural, vibrant
and growing -
a progressive
rural leader.

Our Values

Communication
& Collaboration

Financial
Sustainability

Progressive and
Flexible

Environmental
Sustainability

Public Service
Excellence



**SOUTH
FRONTIERS AC**



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.

2021 Update -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



Accomplishments

Pursue Grant Funding Opportunities (ICIP Green, MMP-3 intakes, ICIP COVID, ICIP Culture, RT09, FedDev)

Verona Master Plan

Renewal Collective Agreement

Creation of Organization Development/Capacity Approach

Staff Recruitment

Support for Capital Improvements – Southern Frontenac Community Services

COVID supports – Grants along with due date/penalty relief

2023 Priorities

Town Hall Expansion Feasibility Study

Organizational Capacity

Short-term Rentals Assessment

Affordable Housing – Servicing Options

Communal Services – Collaboration with Frontenacs

Climate Change Strategy

Truth and Reconciliation Education and Guiding Document

Strategic Plan Update

Wayfinding Strategy

Official Plan Update

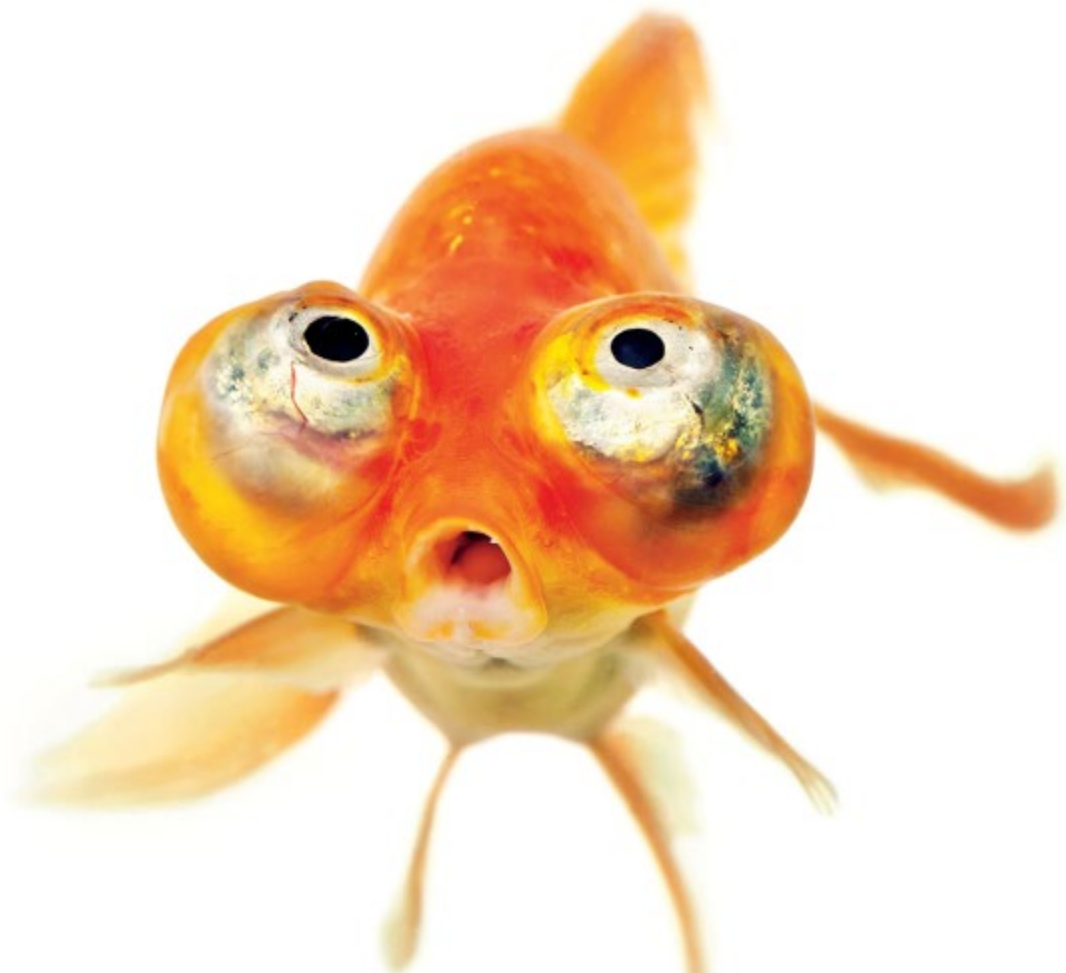
Joint Transportation Study





You can't not communicate

Council Orientation
November 22, 2022



How we communicate with residents

- Frontenac News ad banner
- News releases, PSAs
- Our website
- EngageFrontenac.ca
- Social media: currently on Facebook & Twitter
- Digital signage
- Flyers, posters
- Inserts in tax billings, etc.



Social media

South Frontenac Recycles Contest!



Nov 1 – Dec 31, 2022

Simply download the app or sign up for garbage and recycling reminders from our website for your chance to win great prizes!

See contest details at www.SouthFrontenac.net/SFRecycles



SOUTHFRONTENAC.NET

Home page

The Township of South Frontenac is a proactive, well-managed and accounta...

Learn more

Your last request to boost this post was approved. To see how your post is performing, select See insights.

see insights and ads

Boost again

24

3 Comments 8 Shares

Like

Comment

Share

Most relevant

Write a comment...

Donna Neumann
I have the app and it is really helpful

Like Reply Hide 6d

Author
South Frontenac Township
Donna Neumann that's great, make sure you enter the contest--just click on the icon in the app!

Like Reply 6d

Donna Neumann
South Frontenac Township thank you I just did!

South Frontenac Township
Published by South Frontenac Township · October 27 at 5:16 PM ·

****IMPORTANT NOTICE**** Perth Road will be closed at Hilltop Lane near Buck Lake from 8 am - 5 pm on Saturday, October 29. The Buck Lake boat launch will also be closed during this time. Drivers are asked to please take Highway 38 or 15 if they need to travel in the region and avoid the area. Local traffic only. Detours will be in place at Rutledge Road and Perth Road at Tett Crescent. Thanks for your cooperation everyone and help spread the word!
<https://www.southfrontenac.net/news/>

TOWNSHIP OF SOUTH FRONTENAC

Attention: Temporary Road Closure Perth Road near Hilltop Lane at Buck Lake

Please note on Saturday, October 29 from 8-5 p.m. Perth Road will be closed near Hilltop Lane at Buck Lake to remove a truck from the lake.

Detours will be in place for the duration of the closure.

The Township asks that drivers obey all signs and traffic controls in work zones to ensure the safety of local workers. For more information please contact the Public Services Department at 613-376-3027 Ext 4331.



See insights and ads

Boost post

2

47 Shares

South Frontenac Township @SthFrontenacTwp · Oct 5

Small business owners: don't miss the opportunity to apply for @frontenaccfdc Mashup Lab, a free six-week virtual business incubator program with one-on-one coaching and support to launch your business successfully mashuplab.ca/easternontario

Do you have a great business idea?

Our Dream Business Program will help you figure out the business model around your idea so you can figure out the next steps!

- ✓ Free Virtual Business Incubator Program
- ✓ 6 Weekly Sessions
- ✓ 1:1 Coaching Opportunities
- ✓ Certificate of Completion

To apply visit: www.mashuplab.ca/easternontario

South Frontenac Township @SthFrontenacTwp · Oct 19

Are you interested in serving your community in a unique and exciting way? Come to an information session on becoming a volunteer firefighter

Oct 22 from 10:30-11:30 at 5585 Perth Road
Oct 27 from 7-8:30 pm at 237 Burrigde Road
#Hiring 🚒 southfrontenac.net/careers/

We're hiring!
Volunteer Firefighters

southfrontenac.net/careers

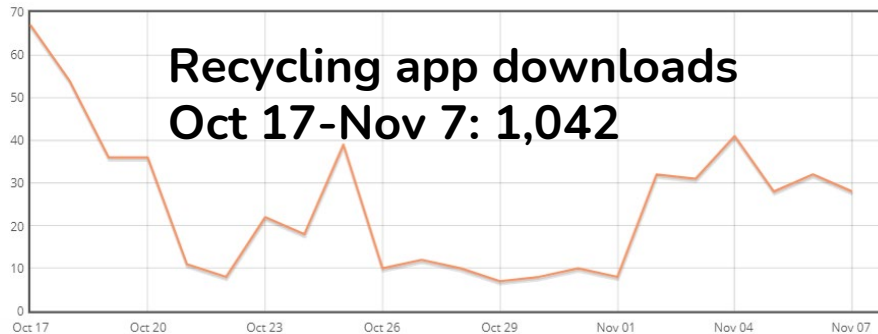
Follow us!

@SouthFrontenacTwp

@SthFrontenacTwp

Successes

- New communications officer role for more dedicated support
- Strong and consistent branding
- South Frontenac clothing and general promotion
- Steady increase in social media reach and engagement: 105.7% increase in FB reach Jan 1, 2022-Nov 8, 2022 over same time period 2021; good Twitter engagement rate of 3.0%
- Good initial adoption of recycling app



Facebook Page reach ⓘ

84,335 ↑ .105.7%



Engagements

Showing 28 days with daily frequency

Engagement rate

3.1%



Challenges

Challenge

- Getting public engaged and finding different ways to connect
- How best to communicate in-depth and contextual info and explaining the “why”
- Educating residents on key processes and what to expect
- Clear communications in a world steeped in bylaw and technical language

What We're Doing About It

- Strategic communications plan in development
 - Have met with senior leaders
 - Reviewing analytics
 - Social media strategy
 - Channel mix analysis
 - Clear language review of materials for teams

2023 Priorities

Ongoing communications support (climate change, budget process, recycling app, etc.)

Wayfinding signage

Social media reach and engagement

ReGroup mass notification system

Strategic communications framework and connecting all comms to Township strat plan

Human Resources Management

Presented by:
Jan Minaker
Manager of Human Resources



HRM

Human Resources Management is the strategic approach to nurturing and supporting our biggest asset and ensuring a positive workplace environment through...

- employing qualified people,
- training them,
- developing them,
- compensating them,
- guiding them,
- developing policies relating to them, and
- developing strategies to retain them

...all in support of the achievement of our Vision, Mission, Values and Strategic Priorities



Benefits of HR Best Practices

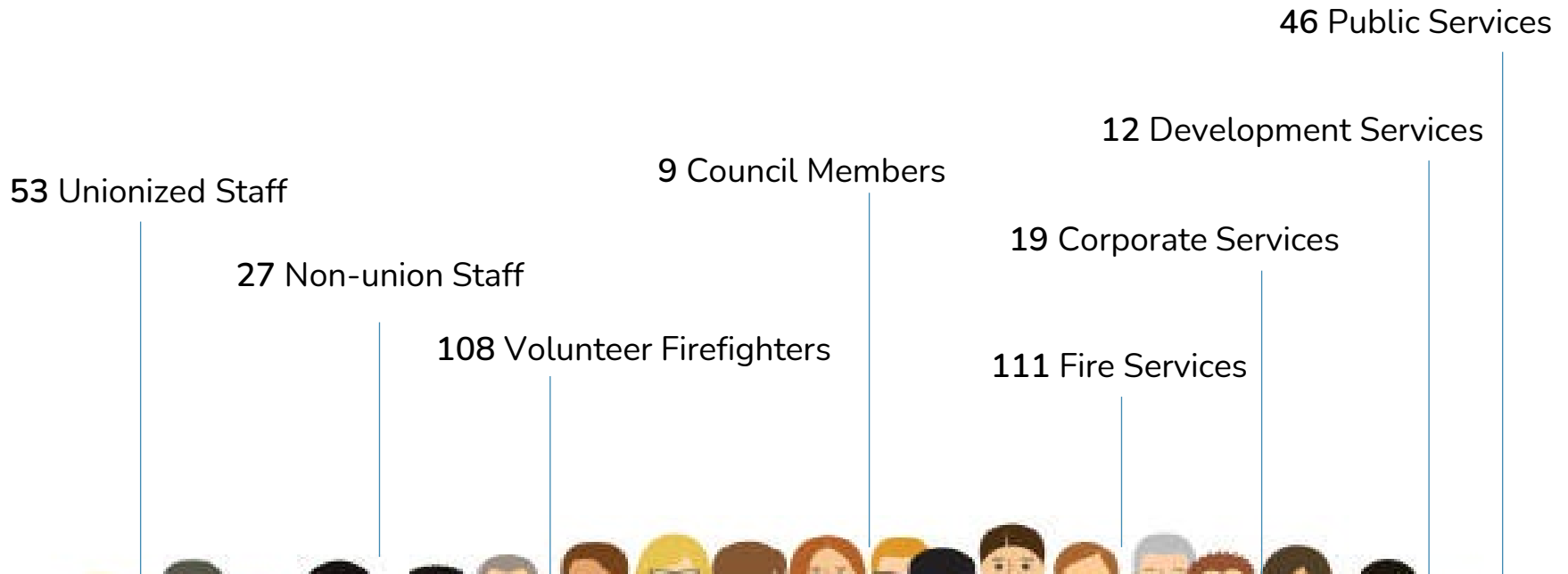
- ✓ Better customer service
- ✓ Improved employee engagement
- ✓ Routine task automation
- ✓ Enhanced data security
- ✓ Enhanced key performance indicator monitoring
- ✓ Cost-effectiveness
- ✓ Effective data tracking & management



Work of the Department

Talent Management	Health & Safety	Organizational Development	HR Policy & Procedure	Compensation & Benefits	Employee Engagement	HR Data & Analytics
Workforce Planning	Legislative Compliance	Alignment with Structure	Legislative Compliance	Job Evaluation	Fostering Positive Employee / Labour Relations Environment	Identify Strategic HR Concerns
Recruitment, Selection & Onboarding	Identifying & preventing Hazards	Culture	Development	Pay Equity	Rewards & Recognition	Key Performance Indicators
Retention	Training	Continuous Improvement	Review	Job Description Maintenance	Accountability & Performance	External Environmental Data
Organizational & Professional Development Plans	Resource to JHSC	Needs Identification	Education	Manage Benefit Programs	Professional & Personal Growth	Data Analysis & Interpretation
Succession Planning	Policy Development & Maintenance	Systematic Approaches to Organizational Change	ESA, OHRC, LRA, OHSA, PE, etc.	Administer Insurance Programs	Enhancing Trusting Relationships	Develop Action Plans

Our 197 Staff at a Glance



Key Projects/Services

Recruitment

Revamp New Hire Orientation Process

Renewal Collective Agreement

Policy Development related to legislative requirements



Key Projects Updates

Project	Update
Recruitment	<ul style="list-style-type: none">• Stats on next slide
New Hire Orientation Process	<ul style="list-style-type: none">• Updated materials & process
Renewal Collective Agreement	<ul style="list-style-type: none">• Renewal 3-year agreement reached
Seasonal Recruiting	<ul style="list-style-type: none">• First time in 3 years
Policy Development related to <i>Working for Workers Act</i>	<ul style="list-style-type: none">• Developed, implemented & distributed Electronic Monitoring & Disconnecting from Work Policies within specified timeframes

Recruitment Stats



	2021	2022
Total Postings	30	36
Corporate Services	6	15
Development Services	3	4
Fire Services	1	2
Public Services	20	15

Employee Groups		
Union	24	13
Non-union	4	3
Non-union Management	2	7
Volunteer Firefighters	0	1
Seasonal	0	12

Challenges

Challenges	What We're Doing About It
Staff access to policies / sign-off	<ul style="list-style-type: none">• Ensuring updated policy binders in all locations• Researching on-line platforms
Mandatory Training & Annual Refreshers	<ul style="list-style-type: none">• Researching on-line platforms /• Learning Management Systems (LMS)
Balancing administrative & strategic priorities	<ul style="list-style-type: none">• Recruiting for summer student• Recruiting for HR Placement students• Workload demands analysis

2023 Priorities

Increase Staff Access to Policies & Procedures

Mandatory Training & Annual Refreshers

HR Analytics

Organizational & Professional Development Plans

Human Resources Plan in support of Strategic Priorities

Strengthen Organizational health, safety & wellness

Increase Employee Engagement

Increase Awareness of HR Programs & Services

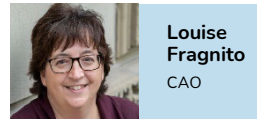




Clerk's Department

Council Orientation
November 22, 2022

Our Team



Angela Maddocks
Clerk

James Thompson
Deputy Clerk



Roles and Functions

Council/Committees		Corporate Records	By-law Enforcement
Prepare agendas for Council, Committee of the Whole Council and certain Committee meetings	Prepare reports to Council/Committee on various policy/legislative matters	Oversee the operation and maintenance of the records retention system including archival indexing and retrieval in accordance with the Records Retention By-law	Administer and coordinate By-law Enforcement and associated Administrative Monterrey Penalty Program
Prepare and circulate reports, resolutions, by-laws, minutes, agendas and correspondence for Council and select committees	Monitor, review and communicate legislation and regulations affecting the municipality	Coordinate and prepare responses to MFIPPA-FOI requests	Prepare reports related to by-law enforcement policy and procedure
Research and prepare by-laws and resolutions for Council meetings	Provide procedural advice to staff and members of Council/Committees		Coordinate litigation of by-law enforcement cases with Township Solicitor
Prepare correspondence based on resolutions and by-laws	Provide legislative support to certain Township Committees		Liaise with residents with respect to by-law enforcement matters

Roles and Functions Continued

Miscellaneous		Municipal Election	
Conduct duties of Division Registrar for the municipality	Facilitate Line Fences Act Appeals	Ensure election is conducted as per Municipal Election Act	Update Voters List
Provide Commissioner of Oaths Service in accordance with the Commissioners for Taking Affidavits Act	Prepare Special Events Certificates	Prepare Election Equipment and Related Policies	Appoint Compliance Audit Committee
Liaise with members of Council/Committees, staff and residents regarding procedures, policies and other matters	CivicWeb Administration	Register Candidates	Manage Voting Help Centre
Coordinate conference and travel arrangements for members of Council		Provide Candidate Training	Certify Election Results

Legislation

The statutory duties of the Clerk and Deputy Clerk are primarily outlined in the Municipal Act, the Municipal Elections Act and the Municipal Freedom of Information and Protection of Privacy Act.

The Clerk's Department is further governed by the following:

- Accessibility for Ontarians with Disabilities Act
- Emergency Measures Act
- Line Fences Act
- Municipal Conflict of Interest Act
- Planning Act



2022 At a Glance

Managed Election

Held 40+
Council/Committee
of the Whole
Meetings and
Prepared Related
Agendas, Minutes &
By-laws

Prepared 15+ Reports

Completed 15 FOI-
MFIPPA Requests

Coordinated the
Investigation of 75+ By-
law Violations

Implemented/Administered
AMP Program

Processed 82 Death
Registrations

Successes

Highlights

- Created and filled the Deputy Clerk position.
- Updated the Records Retention By-law.
- Initiated an Administrative Monetary Penalty Program to assist with compliance of various by-laws.
- Partial Update Dog Control By-law, Noise By-law, Safe Properties By-law and Trailer By-law.
- Managed a successful Municipal Election!
- Held the Inaugural Council Meeting with greater focus on celebrating the new Council.



Areas to Grow

Focus Area

- a) Accessibility for Ontarians with Disabilities Act
- b) By-law Enforcement



What We're Doing About It

- a) Participating on County Accessibility Committee. Continue to emphasize the importance of creating an accessible Township.
- b) Utilizing administrative monetary penalties and litigation to achieve compliance with various municipal by-laws.

2023 Priorities

Continue to establish and expand By-law Enforcement and Administrative Monetary Penalty Programs.

Continue to implement Corporate Records Program with a focus on training and development of electronic record management practices.

Increase support to certain committees by providing legislative support (agendas/minutes/procedural support etc.).

Review of Departmental and Township procedures and policy.

Provide onboarding/orientation to members of Council and Committees.

Review of Noise, Animal Control and Safe Properties by-law. Survey to better understand concerns/complaints.

Procedural and Committee Bylaw update



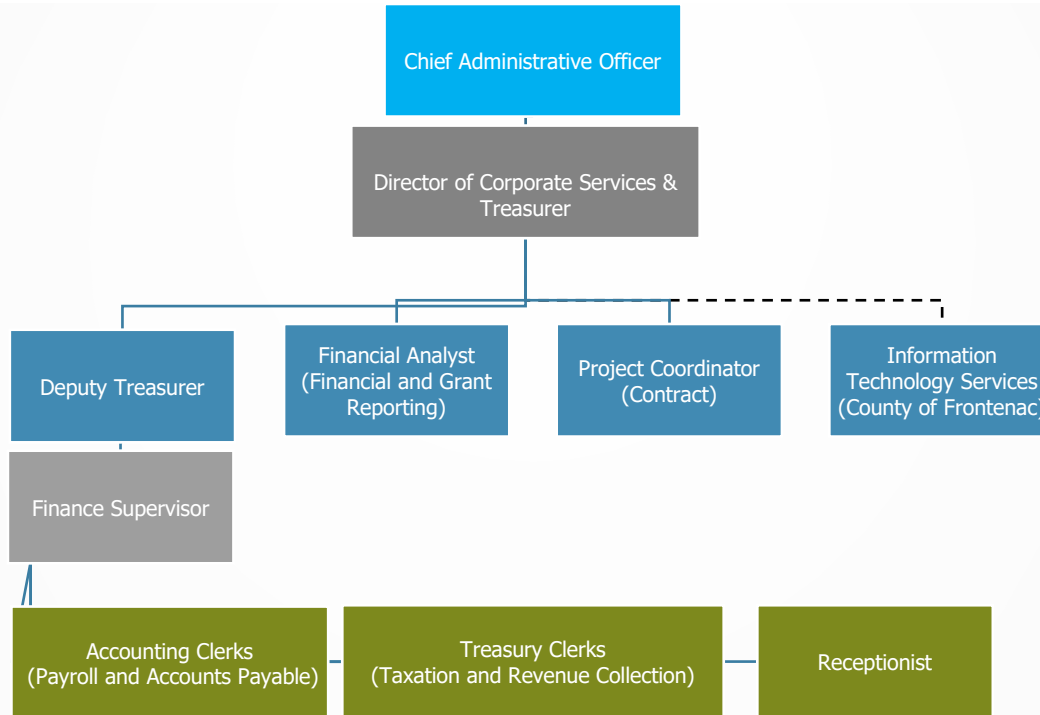


Corporate Services Department

Council Orientation
November 22, 2022

Corporate Services

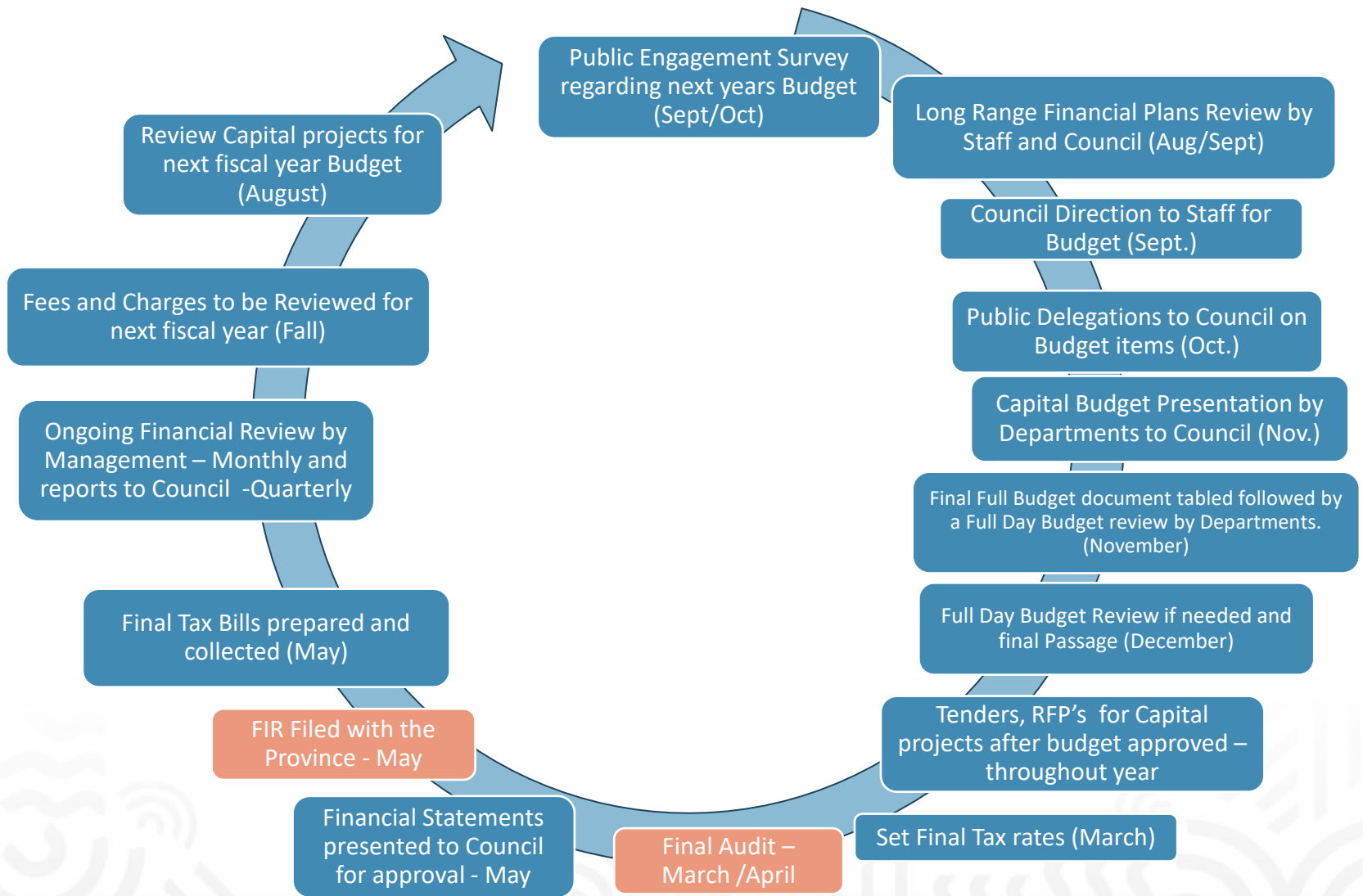
Organizational Structure



Integrated Relationships with Corporate Services & Finance

- Council
- Other Departments
- Customers (including Property Owners)
- Vendors
- Employees
- Auditors
- Other Levels of Government

Municipal Finance Activities and Annual Cycle





The **Municipal Act**, 2001 outlines responsibilities to prepare and adopt municipal budgets, sets the fiscal year as January-December and outlines requirements to balance budgets.

Date	Budget Milestone
Nov/Dec 2022	Public Engagement Survey (November 4 – December 19, 2022)
Dec 13, 2022	Public Delegations to Council on Budget
Dec 13, 2022	Budget Direction from Council (Report to Council with Recommendation from Staff)
Dec 13, 2022	Long Range Financial Plan – Report to Council
Jan 10, 2023	Non Public Services Capital Presentation
Jan 18, 2023	Public Services Capital Presentation
Feb. 3, 2023	Full Budget Document Tabled
Feb. 16, 2023	Operating Budget Presentation
Mar 7, 2023 (and Mar 21, 2023 if needed)	Revisions based on Council Direction, Budget Debate & Approval

2023 Budget Schedule

Municipal Finance Legislation

Municipal Finance is Legislated by several pieces of Legislation:

- Municipal Act
- Development Charges Act
- Assessment Act
- Assessment Review Board Act
- Education Act (tax matters)
- Municipal Property Assessment Corporation Act
- Municipal Tax Assistance Act
- Payment in Lieu of Taxes Act
- Provincial Land Tax Act
- Tenant Protection Act
- Planning Act
- Conservation Authorities Act

Municipal Accounting & Financial Reporting

The Municipal accounting structure is unique when compared to the basis of reporting for private-sector entities:

- *Referred to as Fund Accounting*
- *All reporting is undertaken in four separate but interrelated funds:*
 - *Revenue Fund*
 - *Capital Fund*
 - *Reserve Fund – Obligatory and Discretionary*
 - *Trust Funds*

Municipal Legislation mandates Statement Preparation and Reporting (F/S & FIR) as well as PSAB (Public Sector Accounting Standard) Compliance

The **Municipal Act** requires municipalities to follow the standards and guidelines regarding accounting in the public sector, as set out by the Public Sector Accounting Board (PSAB)

The **Municipal Affairs Act** outlines general fiduciary and accounting powers including specific audit practices that municipalities may be required to follow and describes conditions under which the province may inquire into or audit a municipality's financial affairs.

Municipal Accounting & Financial Reporting

General Financial Reporting

All Ontario municipalities are required to submit a Financial Information Return (FIR) to the Ministry each year by May 31 in order to receive Provincial Funding (OMPF) payments in September.

Federal Reporting – Payroll Taxes and HST Reporting & Remittance

Asset Management Reporting -
FIR, F/S, AMO

Reporting to Council, Province
and other agencies as required.

Trusts – Reporting – F/S

Municipal Property Taxation Revenues

Legislative provisions for property taxation and property assessment contained in the Municipal Act, 2001, and the Assessment Act. Municipal Act, 2001 sets out the procedure municipalities must follow when imposing, collecting, and enforcing property taxation.

Property Assessment is the basis for Ontario municipal property taxes. Assessment is calculated by the Municipal Property Assessment Corporation ([MPAC](#))

Tax Rates are calculated by Treasurer based on Levy requirement and assessment. The Township collects taxes for the Township, County & School Boards. The total taxes levied in 2022 was \$33.4 Million with the Township levy being \$21.1 Million

Taxation Policy Setting is completed by the County (Ratios, Vacancy Rebates etc.)

Tax Billing and Collection (Deputy Treasurer, Treasury Clerks & Receptionist)

Municipal Tax Sales (Deputy Treasurer/Consultant)

Interest and Penalty on outstanding Taxes (legislated by by-law and Provincial legislation)

[How your Municipal Budget Works](#) (4 Min)

Other Revenues

The following are some of the other revenues, besides property taxation that are collected by the Township:

User Fees, Permits and Licenses (Water Rates, Building, Recreation etc)

The Municipal Act, 2001 provides municipalities with broad authority to impose fees and charges and to administer licences for the services or activities they provide.

What is affordable?

What are comparable fees?

Should they be Full Cost Recovery vs Subsidizing user groups.

Development Charges

The *Development Charges Act, 1997* (DCA) authorizes municipalities to pass by-laws imposing fees on new development to help pay for the infrastructure required to service new growth. The DCA requires municipalities to follow a standardized framework for calculating and applying development charges. [What are Development Charges?](#) (4 Min Video)

Interest and Investment Income

In general, municipalities invest funds not immediately needed in accordance with a prescribed list of securities as set out in regulation – O.Reg. 438/97: Eligible Investments and Related Financial Agreements.

Fines and Administrative Monetary Penalties

AMPs are not the same as a fine, which requires a pleading or finding of guilt in a court proceeding. AMPs are meant to promote compliance with the PBA and its regulations rather than be a punishment for wrongful activity.

Other Revenues

Other revenues include:

Donations, Advertising, Sponsorships

Capital Financing (Debt)

Under Part XIII of the Municipal Act, 2001 municipalities can take on debt as part of capital financing. However, the amount of debt is restricted by an Annual Repayment Limit (25% of own purpose Revenue) that is calculated by the Province.

The Municipal Act also authorizes municipalities to use bank loans or construction financing agreements, enter into agreements with entities to deliver municipal capital facilities, and also create corporations to build and operate most capital facilities.

Economic Development tools

Under the Municipal Act, 2001 municipalities have numerous economic development tools available including Business Improvement Areas (BIAs), economic development corporations; and Community Improvement Plans (CIPs).

Municipalities are prohibited from bonusing private business, with some specific exceptions such as incentives within Community Improvement Plans, and business incubator programs.

Aggregate Licencing Fees

The Aggregate Resources Act and its regulations require aggregate operators to pay fees related to the extraction of aggregate materials.

Grants

Federal – [Canada Community Building Fund](#) (AMO – Gas Tax) Township receives its allocation plus a portion of the County of Frontenac. In 2022 this was \$591,360 + \$494,605 = \$1,085,965.

Provincial – [Ontario Municipal Partnership Fund](#) (OMPF). The Township received \$1,580,400 in 2022. The 2023 amount should be released in December for 2023.

Capital (Federal & Provincial) Provincial OCIF (Infrastructure) – Formula based – Minimum \$100,000 per year – Township received \$569,580 in 2022
Other per project funding is available as announced – lately these are called Investing in Canada Programs (ICIP). There have been announcements for COVID relief and Green incentive for projects such as water system improvements.

Reporting Requirements – Claims, Signage, Final Reports

Other Provincial and Federal Grants that the municipality has received have been for COVID relief, Municipal Modernization, Ride Programs and Federal Development Funds,

Money Management

Banking & Cash Management	Investments & Reserves	Reserves	Debt
<ul style="list-style-type: none"> • Liquidity & Cash Flow • Forecasting • Cash Handling & Control • Five-year Banking Agreement • Debit and Credit Remittances (Moneris & Paymentus) 	<ul style="list-style-type: none"> • Municipality is governed by the Eligible Investment Regulations • Daily Bank Account Interest on Deposits • ONE Fund Investments • CIBC Wood Gundy 	<ul style="list-style-type: none"> • Working Funds • Capital Specific • Obligatory 	<ul style="list-style-type: none"> • Tool for Long Term Planning • Annual Overdraft By-law



Purchasing & Accounts Payable

Purchasing By-law and Federal Trade laws regulate purchases for the Municipality.

Tenders and Requests for Proposals are posted on the Binddingo.com website to get more competitive bids on Projects, goods and services.

Sale of surplus goods are listed on GOVDeals.com for more competitive resale values.

Processes being reviewed in 2023 to centralize purchasing and update purchase limits.

Commercial Card system being implemented in each department.

Purchasing & Accounts Payable

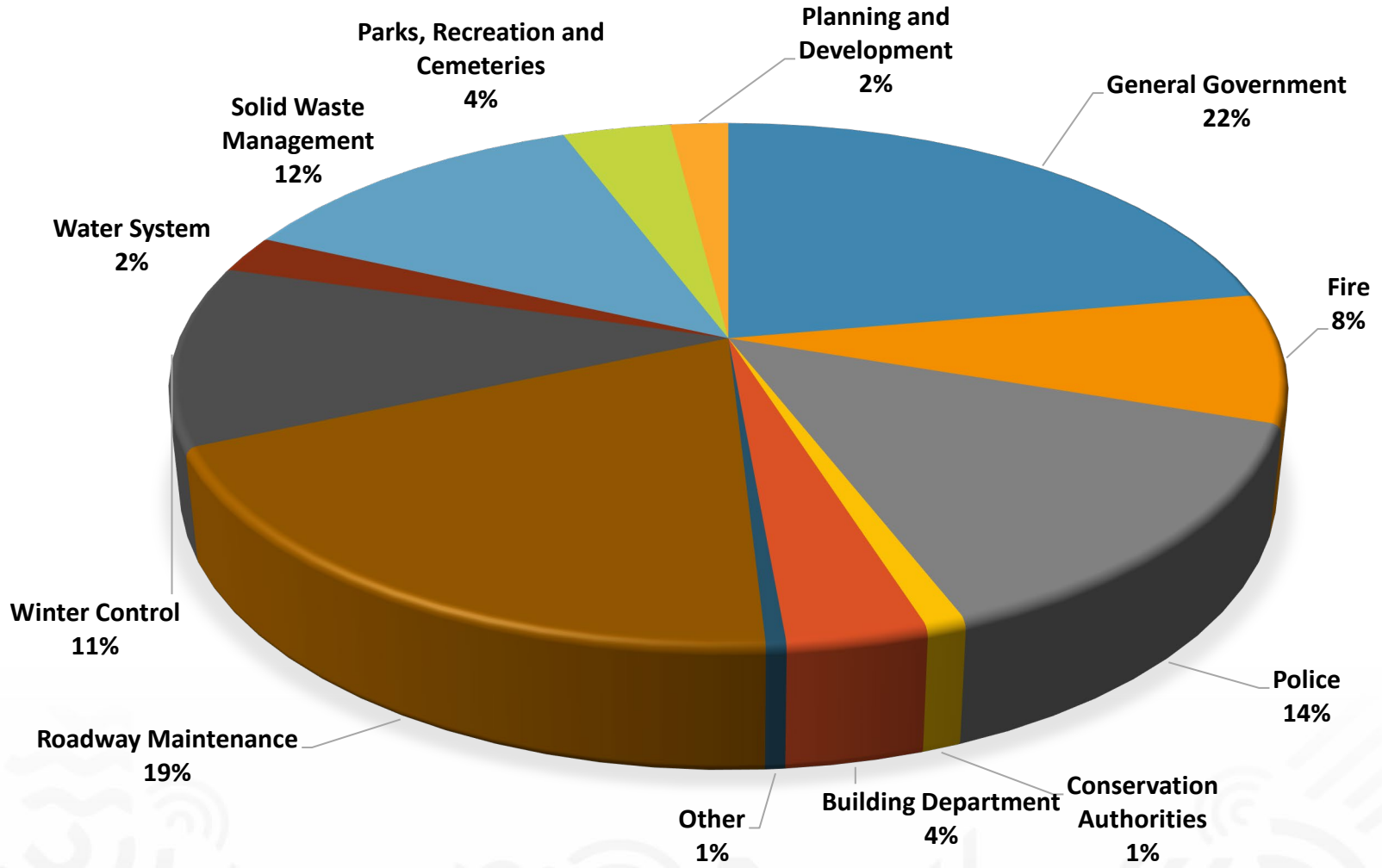
The procurement policy under by-law 2004-111 with schedule D revised under by-law 2011-76 has three main thresholds:

Up to \$5,000: Purchases may be purchased from a vendor of record if within budget for the current year. When a vendor of record is not able to supply the requested goods or services, 3 quotes must be obtained. Staff has the authority to authorize the purchase.

Between \$5,000 and \$25,000: Materials or services can be requested from a vendor of record if within budget for the current year. If there is no vendor of record, a request for quotes must be issued. If the lowest submission is being selected and it is within budget, the manager has the authority to purchase the good/services.

Over \$25,000: Materials or services must be requested through a request for tender (RFT) or request for proposals (RFP).
RFT - lowest submission and within budget, the department head can authorize the purchase. If not lowest submission, presented for council approval.
RFP - committee reviews the submissions received. If submission is within budget and under \$50,000, the CAO provides approval to move forward, otherwise presented to Council for approval.

OPERATING EXPENSES BY DEPARTMENT FOUR YEAR AVERAGE 2018-2022



Payroll & Benefits

Legislation – Federal, Provincial

Payroll systems – Internal in Great Plains Software

CUPE Agreement

Salary
Compensation
& Pay Equity
Study Benefits

- Legislated - CPP, UIC, EHT, WSIB
- OMERS Pension Plan
- Dental & Health Insurance – Sunlife
- Employee Assistance Program

Insurance & Risk Management

The Township buys corporate Insurance through an independent broker.

- Types of Insurance
 - Liability
 - Vehicle
 - Property
 - Councillor
 - Fire Fighter
 - Cyber Insurance
- The Township also has event insurance which it resells to agencies that rent facilities or run events on Township property.



Asset Management

Asset Management is a major exercise that is ongoing with legislative deadlines to be completed. The data from an Asset Management Plan is used to plan future budgets as well as provide information to the province for long term sustainable funding (OCIF).

The Township has completed two Asset Management Plans and it is being updated in 2022, with various components such as vehicles and facilities to be added in the next 3 years.

[Asset Management Planning](#)(3 min)

Other Municipal Finance Resources

Associations

- Municipal Finance Officers of Ontario Assoc. (MFOA)
- Association of Municipal Managers of Ontario (AMCTO)
- AMO
- Ontario Public Buyers Association (OPBA)
- Canadian Payroll Association
- Ontario Municipal Tax & Revenue Association (OMTRA)
- What they provide:
 - Resource material – newsletters and websites containing updates on legislation, emerging issues, economic statements from Province, Federal level,
 - Annual Conferences which have speakers on relevant issues, resource handouts, ability to meet Provincial staff, provincial affiliate groups and vendors of related sources
 - Courses and Diploma programs. Courses may take a few months to complete, while seminars are generally held in one day sessions. The courses usually contribute towards certificates such as AMCTO, CMO
 - Relevant Seminars – They are usually held in one day intervals and are timely depending on major issues affecting members.

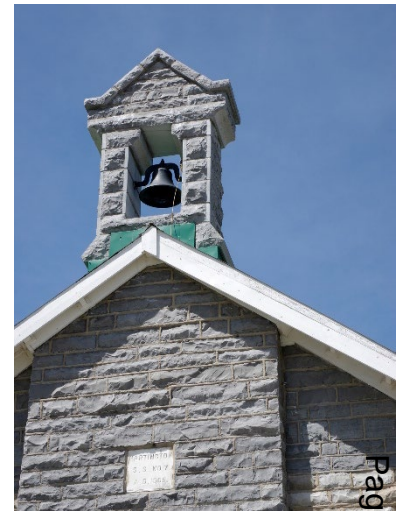
Provincial Agencies & Ministries

(SEE INFOGO Website)

- Ministry of Municipal Affairs & Housing
- Municipal Property Assessment Corporation

- If Questions please contact:
- Shelley Stedall, Director of Corporate Services & Treasurer
- sstedall@southfrontenac.net
- 613-376-3027 ext 2225

Thank You!





Public Services Department

Council Orientation
November 22, 2022

Township at a Glance

46 Bridges and Structures

20 Public Boat Launches

59 Vehicles &
Equipment

802 KM's of Road

1 water treatment plant

12 Playgrounds

5 Active Waste
Sites & **1** HHWD



Key Roles of the Department

Roadside Maintenance

Road Surface Maintenance

Winter Maintenance

Engineering Services and Capital Construction Projects

Technical Reviews for Development Services

Solid Waste Management

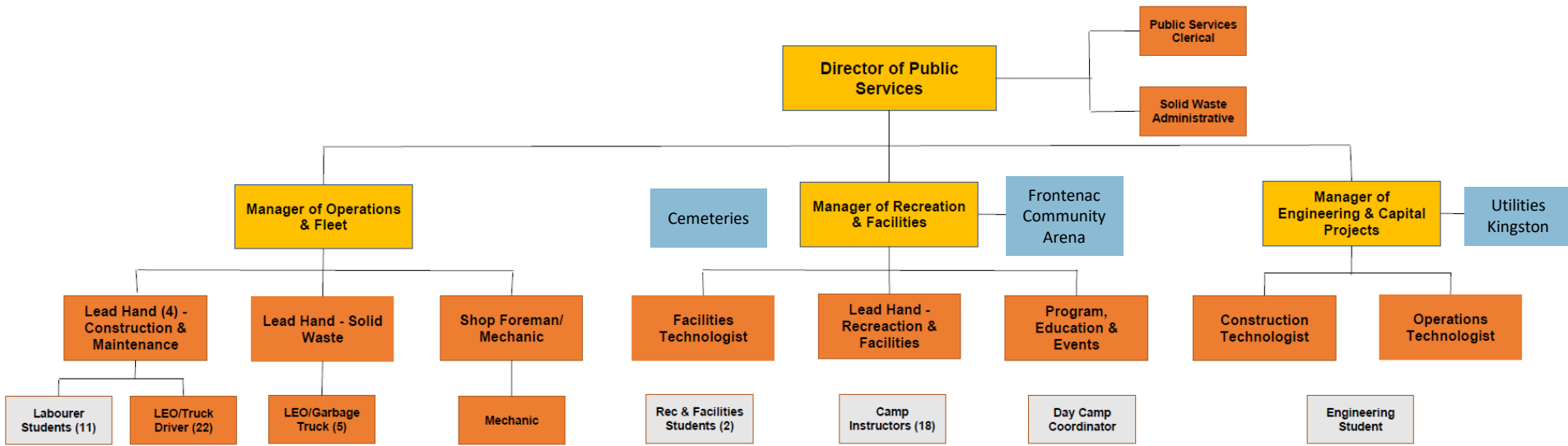
Manage Fleet and Facilities

Recreation, Programs, and Events

Water Treatment and Distribution



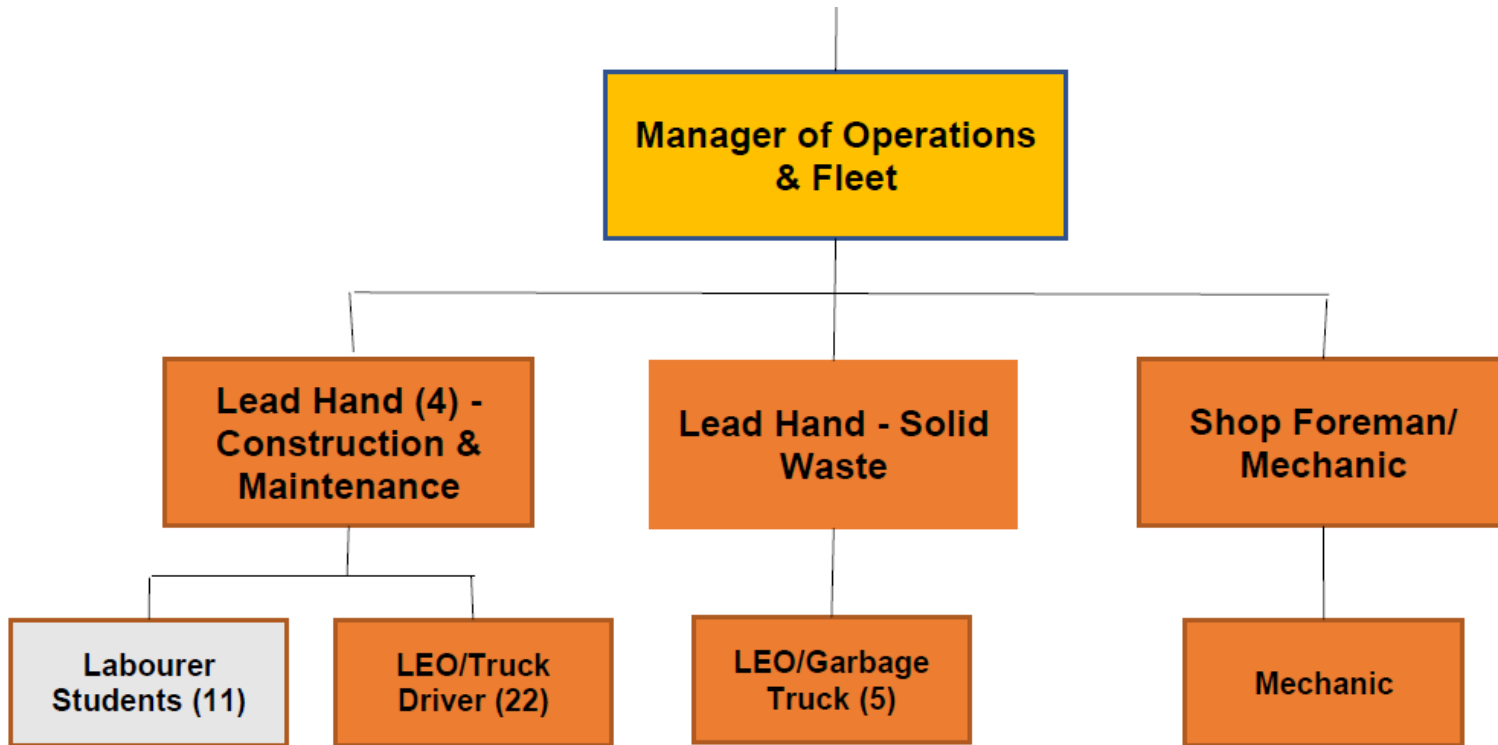
Organization chart Public Services Department



Operations & Fleet



Operations & Fleet



Operations & Fleet

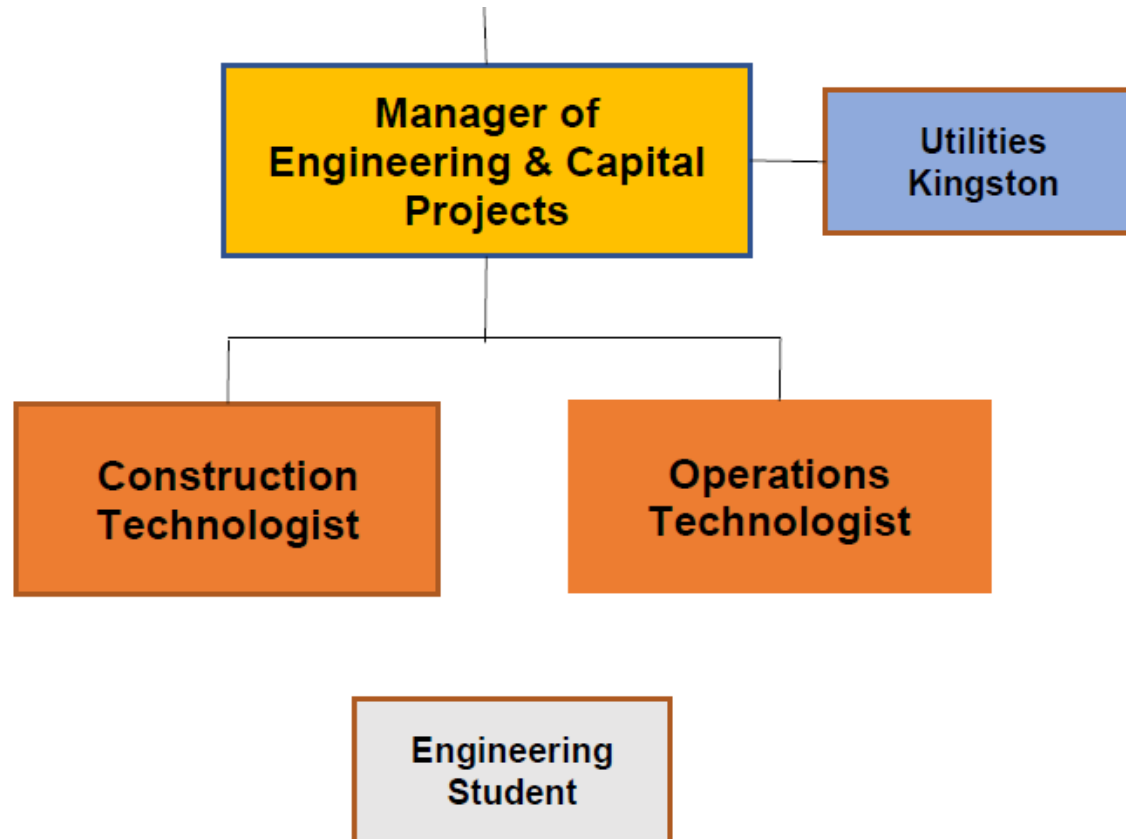
Right-of-way maintenance	Winter Maintenance	Waste collection	Fleet Services
Roadside Maintenance: Mowing, Brushing, Drainage	Snow Plowing & Sanding Operations	Waste Collection Operations	Vehicle & Equipment Maintenance
Road Surface Maintenance: Grading & Pothole Patching	Sand & Salt Management	Waste Site Operations	Breakdowns & Repairs
In-House Construction Services	Snow Removal	Household hazardous waste site	Licensing & CVOR
Traffic Signage & MMS Requirements	Winter Maintenance Policy Compliance	Communal bins with private lane associations	Vehicle & Equipment Replacement Schedule



Engineering & Capital Projects



Engineering & Capital Projects



Engineering & Capital Projects

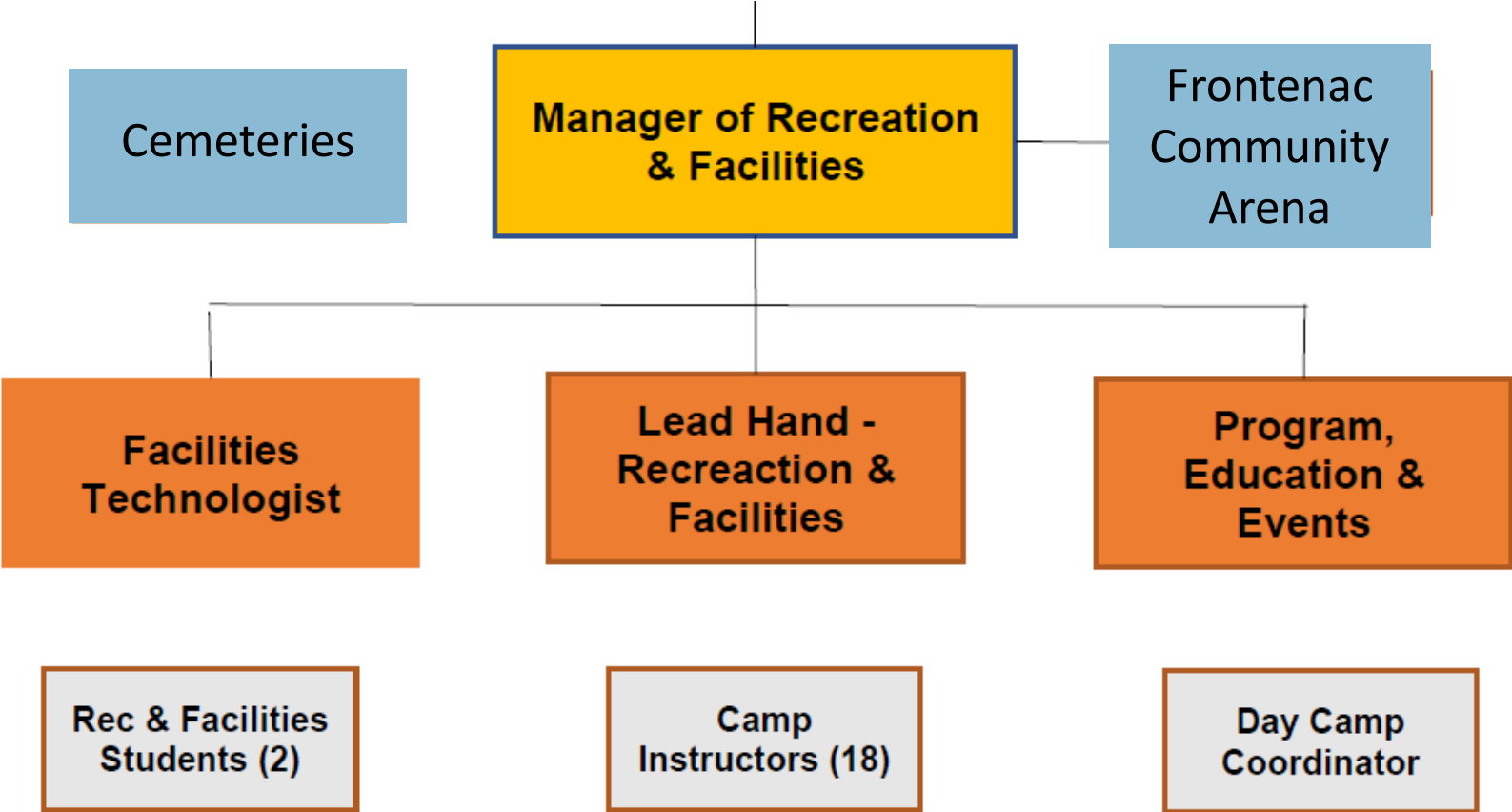
Engineering Services	Capital Projects	Asset Management	Drinking Water System
Land Use Planning and Development Technical Review	Design, Tender, and Contract Administration for Road and Bridge Construction	Inventory and Condition Assessment	Water Treatment and Distribution
Traffic Safety, Vehicle Counts, and Speed Limits	Joint Procurements with Municipal & County Partners	Customer and Technical Service Levels	Utilities Kingston Operating Contract
Municipal Consents and Road Closures	Securing Permits and Regulatory Compliance	Risk Management and Capital Planning	Regulatory Compliance and Quality Management System
Customer Service Inquires	Public Engagement and Consultation	Engineering Studies, Environmental Assessments, and Growth Needs	Customer Service and Source Water Protection



Recreation & Facilities



Recreation & Fleet



Recreation & Fleet

Parks & Sport Amenities	Green Spaces, Beaches, and Boat Launches	Community Programs & Events	Facilities Management
Parks and Sports Amenities Maintenance	Dock and Boat Launch Maintenance & Repairs	Summer Camps & Swim Programs	Facilities Maintenance
Parks and Sport Amenities Capital Construction	Operate and Maintain Public Beaches & Washrooms	Liaison With Community and Sport User Groups	Facilities Capital Construction
Playground Inspection and Repairs	Planning and Implementation of the Rec Master Plan	Schedule and Support Community and Township events	Building Condition Assessments and Capital Planning
Parks and Sport Amenity Bookings	Noxious weeds, Wildlife, and Blue-Green Algae	Support for SF Museum	Facilities Bookings



Key Legislation That Guides Our Operations

- Municipal Act
- Drainage Act
- Ontario Water Resources Act
- Endangered Species Act
- Accessibility for Ontarians with Disabilities Act (AODA)
- Minimum Maintenance Standards (MMS)
- Ontario Building Code
- Electrical Safety Authority (ESA)
- Technical Standards and Safety Authority (TSSA)
- Ministry of Environment, Conservation, and Parks (MECP)
- Ministry of Natural Resources and Forestry (MNRF)
- Ministry of Transportation (MTO)
- Conservation Authorities (Cataraqui, Quinte, and Rideau Valley Conservation)
- KFL&A Public Health
- CSA Children's Play Spaces and Equipment

Current Changes That Impact The Way We Do Business

O. Reg 588/17 Asset Management Planning for Municipal Infrastructure

O. Reg 406/19 On-Site and Excess Soil Management

O. Reg 391/21 Blue Box Transition to Producer Responsibility Framework

O. Reg 347 & 323/22 Updates to The Regulation for Generators of Industrial and Hazardous Waste

MECP Download - New Consolidated ECA of Municipal Stormwater Infrastructure



Municipal Partners and Associations

- Frontenac County
- Central Frontenac
- North Frontenac
- Frontenac Islands
- Rideau Lakes Township
- Tay Valley Township
- Stone Mills Township
- City of Kingston
- Lennox and Addington County
- Association of Ontario Road Supervisors (AORS)
- Ontario Good Roads Association (OGRA)
- Ontario Recreation Facilities Association (ORFA)
- Ontario Waste Management Association (OWMA)

Challenges

- Increased Costs to Fuel, Materials, and Contracted Services
- Legislative Changes on Excess Soil
- Require Condition Assessments and Studies on More Assets to Make Informed Decisions
- Recruiting & Retaining Qualified Staff (Camp & Swim Instructors)



Successes

- Staffs effort and constant adjustments to delivery of services during the unprecedented pandemic.
- Continued investment in pavement preservation.
- Implementing the night shift for winter maintenance operations.
- Creation of the Programs, Events, & Education Coordinator and initiated many new community events.
- Many building renovations and energy retrofitting.



Update on Current Projects

Project Name

- Completion of Fire Station #8
- Battersea Road Project
- Verona Housing Communal Servicing Options RFP
- Recreation Service Fee & Facility Allocation RFP
- Roadside Mowing Program



2023 Department Priorities

Five Year Capital Plan based on Roads Needs Study Information

Transportation Master Plan

Service Levels for Maintenance Operations

Blue Box Transition

Recreation Service Fee & Facility Allocation Structure

Verona Housing Communal Servicing Options Study



Customer Service

Type of Inquiry

- Daily Service Requests
- Councilor inquiries
- Escalated Requests or Complaints

Appropriate Channel

- Please encourage residents to contact the Public Services Department
- Contact the appropriate Manager and/or Director
- Contact the Director of Public Services

Questions?

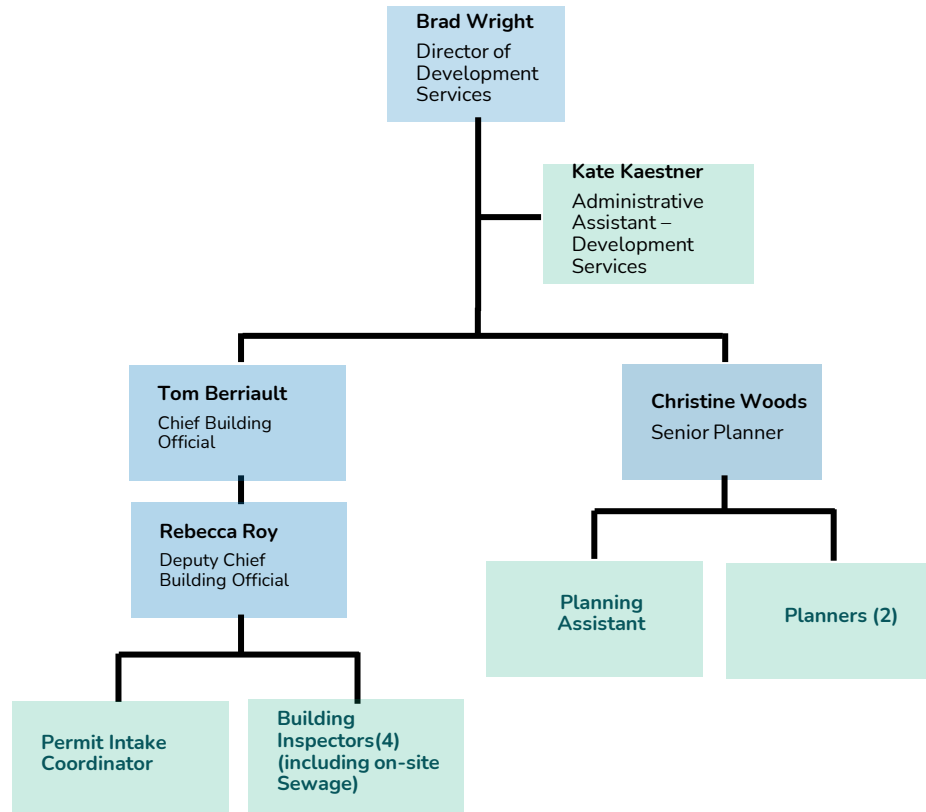




Development Services

Council Orientation
November 22, 2022

Our Team



Our Work

Work bucket	Economic Development	Support By-law Enforcement	Support Committees of Council
Two sentence description	Two sentence description	Two sentence description	Heritage Committee
Two sentence description	Two sentence description	Two sentence description	Lake Ecosystem Advisory Committee
Two sentence description	Two sentence description	Two sentence description	Committee of Adjustment
Two sentence description	Two sentence description	Two sentence description	Two sentence description



Our Work

Highlights

- Economic Development
 - Coordinate with County of Frontenac on opportunities
 - Coordinate with Frontenac Business Services for opportunities and ongoing programs
 - New contract with City of Kingston for concierge business services as a first point of contact for information, EDI Tools and resources, commercial kitchen business program, various data set access, joint rural transportation study
- Support Bylaw Enforcement
- Oversight of Building and Planning
- Support Committees of Council
 - Heritage Committee
 - Lake Ecosystem Advisory Committee

Key Projects/Services

Cityview Land Management Software Implementation

Heritage Committee

Lake Ecosystem Advisory Committee

Official Plan Update



Successes

Highlights

- Cityview Software
 - Streamlining and automating permit approval and issuance process
 - Tracking and managing planning applications and processes
- Heritage Committee
 - First heritage designation in more than 10 years
 - Created a grant program
- Lake Ecosystem Advisory Committee
 - \$43,247 awarded in lake ecosystem grants

2023 Priorities

Finalize Official Plan Update

Joint Transportation Study

Collaboration with County of Frontenac (Economic Development and Planning)

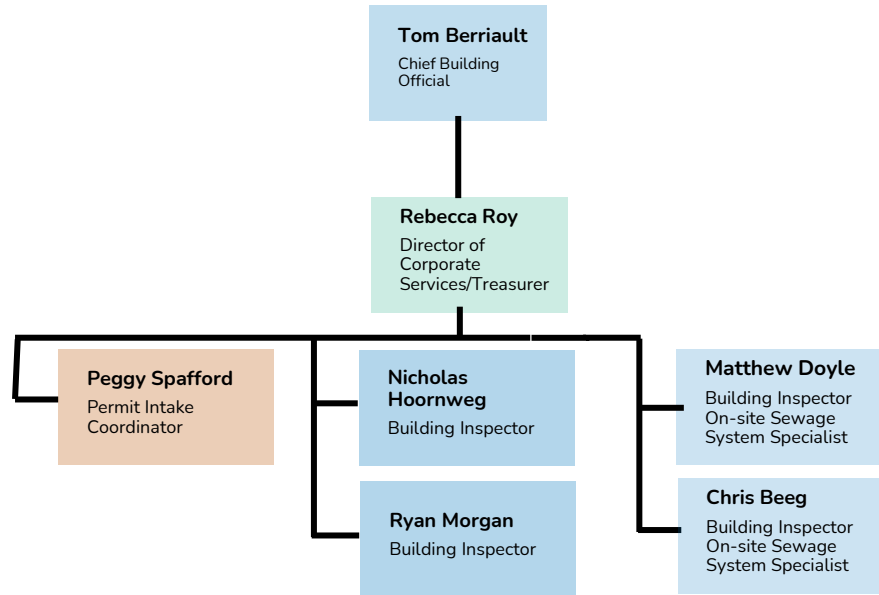
Collaboration with Frontenac Business Services





Building Services

Our Team



Our Work

- The Building Department is responsible for the administration of the Ontario Building Code and the Building Code Act. This primarily includes the review of building permit applications, the issuance of building permits, and performing required building inspections.
- The Building Department has been the authority having jurisdiction for Sewage Systems in our area since January 1, 2020. We provide services for our own township and for North Frontenac, Central Frontenac, and Frontenac Islands.
- These pieces of legislation have been carefully crafted to balance the interests of society with the interests of the property owner. The societal interest promoted by this legislation is directed towards public safety by ensuring the construction of buildings adhere to approved standards and guidelines.

Our Work

Building Permits	Building without Permit	On-site Sewage Permits	Other
Review Building Permit Applications	Intake of complaints on building without permit	Review Sewage Permit Applications	Site plan reviews for conformance to zoning bylaw
Issue Building Permits	Investigate complaints to obtain compliance	Issue Permits for Sewage Systems	Issuance and maintenance of civic numbers (911)
On-site Inspections	Review of permit applications to issue permit required	On-site Inspections	Manage lot grading certificates
Issue Occupancy/Final	Perform Inspections as required	Issue Final Approval	Chip Truck Licensing



At a Glance

2021 – 742 permits
(Building and Part 8 for SF)

6 vehicles

948 km² area of
travel in SF

2021 -377 permits
(other 3 Frontenacs – Part 8)

3,337 km² area
of travel other
Frontenacs

2021 – 64 single
Detached Dwellings
Permits



Legislation

- Building Code Act
- Development Charges Act
- Zoning Bylaw
- Fence Bylaw
- Sign Bylaw

Successes

- Part 8 – South Frontenac took over services from KFL&A Health Unit regarding approvals for Sewage Systems in the region. This provides an expanded level of services for our customers in-house.
- Cityview-land management software, early stages of implementation further efficiencies such as digital inspection phase

Challenges

- Volume of Building Permit Applications.
- Volume of Sewage Permit Applications.
- Staff permit volumes

What We're Doing About It

- Review of who does what and identify improvement opportunities in process.

2023 Priorities

Customer Service

Workflow Reviews

Staff Training and Certification

Cityview Land Management Implementation next steps

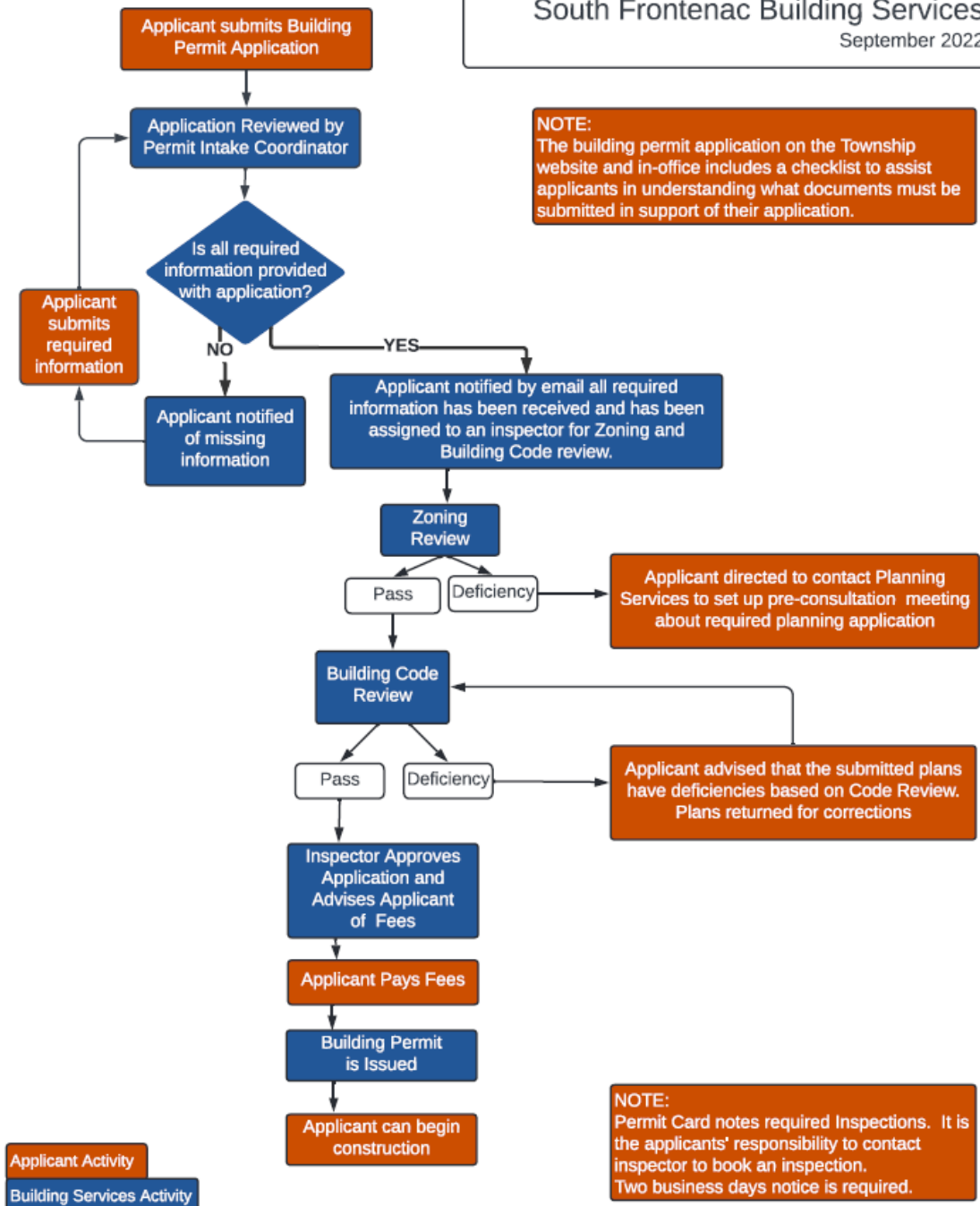
Review of Part 8 Services



Building Permit Workflow

South Frontenac Building Services

September 2022



NOTE:
The building permit application on the Township website and in-office includes a checklist to assist applicants in understanding what documents must be submitted in support of their application.

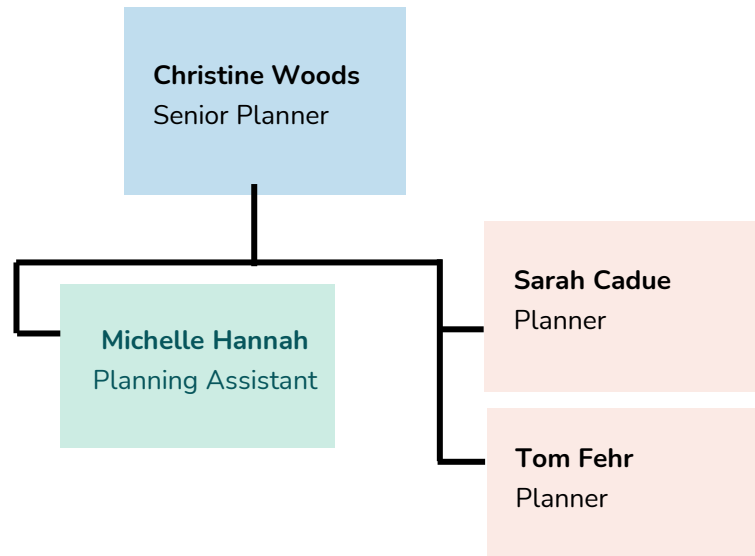
NOTE:
Permit Card notes required Inspections. It is the applicants' responsibility to contact inspector to book an inspection. Two business days notice is required.

Applicant Activity
Building Services Activity



Planning Services

Our Team



Our Work

Council	Committee of Adjustment	Delegated Authority to Staff
Official Plan Amendment	Minor Variance	Consent (Severance)
Zoning By-law Amendment	Consent (Severance)	Site Plan Control
Plan of Subdivision/ Condominium		
Road Allowance Closure		



Legislation

- Planning Act
- Provincial Policy Statement
- County of Frontenac Official Plan
- South Frontenac Official Plan
- Zoning by-law

At a Glance

2022 to date – 163
applications

230 pre-application meetings

36 consents finalized

75 lots in plans of subdivision
or condominium in various
stages of review and approval

75 site plan agreements and
development agreements



Roles and Functions

Director of Development Services	Senior Planner	Planner	Planning Assistant
Overall management of the department	Supervise Planners and Planning Assistant	Receive inquiries and consult with potential applicants	Receive inquiries
Major planning and community development projects	Process range of application types, especially complex and large scale	Process range of application types	Secretary/Treasurer of Committee of Adjustment
Long range fiscal forecasting	Lead official plan amendments and housekeeping zoning by-law amendments	Assist with administering duties and functions of Committee of Adjustment	Coordinate circulations
Delegated authority to approve consent and site plan control	Contribute to special projects	Support other Committees	Process road allowance closure applications



Key Projects/Services

Official Plan Update

New Site Plan Control By-law

Shoreline Naturalization Planting Plan Template



Challenges

Challenge

- Volume of inquiries, pre-application meetings and applications
- Bill 109 changes
- Bill 23 changes

What We're Doing About It

- Working with Frontenac County to map out required changes to current Official Plan and to the application review process
- Proposing amendment to current Official Plan
- Will review related by-laws (delegated authority by-law, pre-consultation by-law, fees by-law)
- Will assess current workload to identify opportunities for efficiencies and improvement
- Forthcoming reports to Council for information and for action

2023 Priorities

Finalize Official Plan Update

Bills 109 and 23 – implement required changes and recommend other adjustments

Interim Official Plan Amendment

Housekeeping Zoning By-law Amendment

Shoreline Protection By-law (Tree Cutting By-law and Site Alteration By-law)





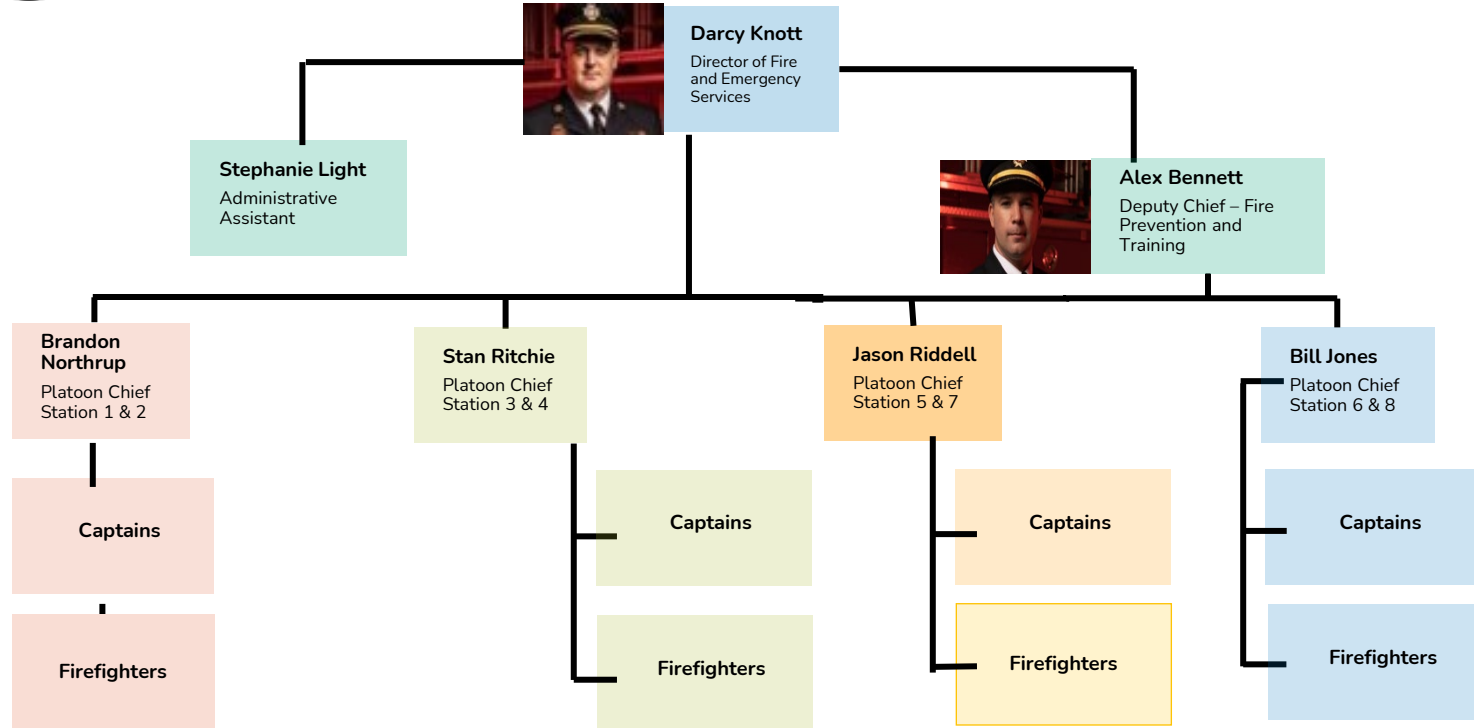
South Frontenac Fire and Rescue

Council Orientation
November 22, 2022





Organization chart South Frontenac Fire and Rescue





SFFR - Our Work

Emergency Response	Training / Recruitment	Fire Prevention / Code Enforcement	Emergency Management
Structural Fires / Wildland Fires	Weekly Maintenance Training – Tuesday Evenings	Public Education – Events and Social Media	Compliance with Emergency Management and Civil Protection Act
Emergency Medical Response	Recruit Training – NFPA 1001 Level 1 & 2, NFPA 1072 Ops	Post Fire Investigations – NFPA 921 and 1033	HIRA – Hazard Identification and Risk Assessment
Rescue – Ice/Water, Motor Vehicle Collisions, Search	Specialized NFPA Certification Training	Inspections and Code Enforcement	CI – Critical Infrastructure Identification and Protection
Hazardous Materials Operations Level	Officer Development	Issue Fire Code Orders – Fire Protection and Prevention Act	Annual Exercise and Emergency Control Group Training





SFFR - At a Glance

**108 Volunteer
Firefighters**

(FF, Captain, Platoon Chiefs)

8 Firehalls

3 Fire Administration

Fire Chief, Deputy Chief,
Administrative Assistant

34 Fleet Vehicles

11 Small, 19 Large Apparatus,
4 Utility and Rescue

**550 – 650 (Average)
Emergency Responses Per
Year**





SFFR - Roles and Functions

Director of Fire and Emergency Services	Deputy Chief – Fire Prevention and Training	Administrative Assistant	Platoon Chiefs (x4)
Overall management of South Frontenac Fire and Rescue	Recruit Training – Curriculum Development	Public Assistance and Communication	Operational Command
Liaison with Allied Agencies (OPP, OFM, EMO, ESA, TSSA) – Legislative Compliance	Regular Maintenance Training Delivery and Development	Standard Incident Reporting Data Entry	On Call Weekly Rotation – Evenings and Weekends
Financial Responsibility, Budget, Strategic Planning	Officer Development, Specialized Certifications, Operational Development	Financial and Invoicing Processing	Directly Supervises the Suppression Staff (Captains and VFF's)
Compliance with Emergency Management and Civil Protection Act	Fire Prevention, Code Enforcement, Investigations, Public Education	Records Management Systems	Provides assistance to the Fire Chief with various tasks and assignments



Legislation and Allied Agencies

- Fire Protection and Prevention Act
- O. Reg 213/07 Fire Code
- O. Reg 343/22 Firefighter Certification
- O. Reg 378/18 Community Risk Assessment
- Emergency Management and Civil Protection Act
- Occupational Health and Safety Act
- Ontario Provincial Police - OPP
- Office of the Fire Marshal - OFM
- Academic Standards and Evaluation – AS&E
- Electrical Safety Authority – ESA
- Technical Standards and Safety Authority – TSSA
- National Fire Protection Association – NFPA
- Ministry of the Environment - MOE



Key Projects/Services

Operational Response: Public Education, Fire Prevention, Fire Suppression and Rescue

Facility Maintenance and Planning: Station Location Study, Planning, Building, and renewing firehalls

Training: Mandatory Certification based on levels of service prescribed in the E&R ByLaw

Supporting other Township Departments: Planning/Building, By Law, Public Works, Treasury

Liaison with External Stakeholders: OFM, EMO, ESA, TSSA, MOL, MOE



Key Projects Updates

- **New Station 8** – Between Sunbury and Battersea – Project is 80% complete and should open in the coming months.
- **Fleet Update** – x3 Remaining Pickup Trucks are in and waiting to be finalized for operations. This will complete this project resulting in a leaner, more fuel efficient fleet that increases our operational capabilities.
- **Recruitment x24 VFF** – Campaign is underway and concludes on Dec 1, 2022. Will transition into Interviews, Hiring, Training, and Equipment (PPE) purchases.
- **Mandatory Certification** – We continue to certify our personnel as prescribed in their job descriptions. This is a result of O. Reg 343/22
- **Water Shuttle Accreditation** – In July 2022, SFFR completed the accreditation process and achieved a flow rate of 804 GPM for 2 hours on 2 separate tests. This is the highest rating ever achieved by a rural fire service in the Province of Ontario
- **Fleet Purchases** – Tender for a new Tanker (2024) is ready to proceed. Tender for new Boat is ready and will be in place for Spring 2023



Successes

- **FireHouse Subs Grant** – Received 52K Grant Fund to purchase new Fire PPE Helmets for every SFFR member.
- **OPP Recognition** – SFFR crews received recognition from the OPP Commissioner regarding our participation in the rescue of 3 year old Jude Leyton
- **Water Shuttle Accreditation** – Received an accredited rating of 804 GPM. Highest achieved by any rural fire department in the Province of Ontario
- **Increased Presence and Standing with OFM, OFC, and O AFC**
 - **i)** Fire Chief nomination for Board of Directors of the O AFC.
 - **ii)** Fire Chief a Standing member of the O AFC Health and Safety Committee.
 - **iii)** Collaborating with AS&E to run a NFPA 1041 Instructor 3 Pilot Course. First in the Province of Ontario and hosted by SFFR.
 - **iv)** Continued strong collaboration with the Ontario Fire College as Adjunct Instructors and facilitating curriculum delivery and creation



Challenges

- **Fire Prevention and Code Enforcement** – Limited staff resources to meet the needs and circumstances of South Frontenac
- **Public Education** – No comprehensive Smoke and Carbon Monoxide Alarm program. Legislated requirement. Need more standard engagement with the public at events.
- **Financial** – Current Global Inflation is impacting the Operating and Capital Budgets
- **Mandatory Certification** – New legislated requirement. O. Reg 343/22. All personnel must be certified by 2026 to meet the requirements of this legislation. This will include additional staff resources to meet this requirement and a full Council review of services provided that are prescribed in the E&R By Law
- **Recruitment and Retention** – Challenge to adequately staff some SFFR Stations.



2023 Priorities

Support and Deliver Recruitment Training Program for x24 new personnel

Policy Development – Continue to develop SOP's that meet the needs and circumstances of SFFR

Review Current Establish and Regulating By Law

Planning for future Firehall location on Road 38 Corridor and in collaboration with the OPP

Business Plan and multi year project plan for a SFFR Training Facility – May be incorporated with a new firehall build on Road 38



Promotional Video

A sense of what we do!!!!