

**TOWNSHIP OF SOUTH FRONTENAC
COUNCIL MEETING
AGENDA**

TIME: 7:00 PM,
DATE: Tuesday, November 1, 2016
PLACE: Council Chambers.

1. Call to Order
2. Declaration of pecuniary interest and the general nature thereof
3. Scheduled Closed Session - n/a
4. ***Recess *** - n/a
5. Public Meeting - n/a
6. Approval of Minutes
 - a) Special Committee of the Whole meeting held October 14, 2016 3 - 4
 - b) Special Committee of the Whole meeting held October 15, 2016 5
 - c) Council meeting of October 18, 2016 6 - 13
 - d) Committee of the Whole meeting held October 25, 2016 14 - 16
7. Business Arising from the Minutes
 - a) Lindsay Mills, Planner, re: Willowbrook Estates Plan of Subdivision - Parkland Fee 17 - 22
 - b) Lindsay Mills, Planner, re: Request to Reduce the cost for closing a portion of a Township Right-of-Way, Part Lot 18, Concession VIII, Storrington 23 - 24
 - c) Lindsay Mills, Planner, re: Proposed Revisions to the Tariff of Fees and Appointees for Fenceviewers (See By-law 2016-68) 25 - 27
 - d) Notice of Motion - Support for AMO's Resolution 28 - 30
 - e) Notice of Motion - Sydenham Walking Tour 31
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 - a) Louise Fragnito, Treasurer, re: Financial Policy - Budget Management 33 - 41
 - b) Wayne Orr, Chief Administrative Officer, re: Support for single Solar Project under the FIT 5.0 Program 42 - 48

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12.	<u>Information Items</u>	
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13.	<u>Notice of Motions</u>	
14.	<u>Announcements</u>	
15.	<u>Question of Clarity (from the public on outcome of agenda items)</u>	
16.	<u>Closed Session (if requested)</u>	
17.	<u>Confirmatory By-law</u>	
a)	By-law 2016-69	145
18.	<u>Adjournment</u>	

Minutes of Special Committee of the Whole Meeting
October 14, 2016

Time: 8:30 am

Location: Holiday County Manor Inn, Battersea

Meeting # 31

Present: Mayor Ron Vandewal, Pat Barr, John McDougall, Alan Revill, Norm Roberts, Mark Schjerning, Ron Sleeth, Ross Sutherland

Staff: Wayne Orr, Chief Administrative Officer, Louise Fragnito, Treasurer

1. Call to Order

Mayor Vandewal called the meeting to order at 8:30 am.

2. Declaration of pecuniary interest and the general nature thereof- n/a

3. Other Business

a) The agenda order was switched to accommodate Councillor Sleeth who needed to leave at 10:15 am.

b) Councillors on the Committee of Adjustment expressed concern with the level of preparation by staff, the consistency and completeness of reports and the professionalism of the meetings. The use of iPad and iCompass are anticipated to address some of the concerns and make the meeting more formal. Rather than tabling and then deferring applications because all the information is not in, could the application be scheduled once all the information is received? The timeliness of Conservation and Public Health reports was raised.

How zoning infractions are handled needs clarity - is this through the planner or by-law enforcement?

Clarity on the messages given by building and planning should be a first priority of the new Manager of Development Services. The process and forms needs to be simplified and communicated.

Give the Court's reluctance to make owners who have illegally built, tear it down, perhaps we should be licensing builders and revoking licenses if they are found to have built illegally. It was questioned if this would solve or muddy the issue.

The expectations of the public are ever increasing; we may no longer be able to sustain what we have to offer.

Standards need to be set for everything from road surfaces to maintenance to the type of size and playgrounds we install.

There could be various levels of service depending on pre-set criteria.

Where does some level of community funding come into place for playgrounds. Fundraising mobilizes a community and gets buy in for the project.

The bigger issue is do we have a vision and long range plan as to where we want to go? Including issues such as number of hamlets, where is growth to happen, what are our standards, what level of service do we provide. These are tough decisions that Council has to assume responsibility for making. These competing interests will need to be prioritized. Policy should drive

service.

4. Reports for Information
 - a) Understanding the Long Range Financial Plan

Staff introduced the topic and the fact that in the absence of long range policy staff have made assumptions based on estimates that builds capacity within the plan to ultimately carry out the decisions of Council.

As the slide deck was presented, feedback and comments were provided.

We need to be sure to speak about one message: the impact on the phased in value for the taxpayer, i.e. 2.2%.

The tax bill should have the municipal portion highlighted.

Staff were asked to look at the option of rolling the sanitation charge into the base budget. Both options are to be prepared.

The multi year plan and asset management plans need to be shared and updated.

What is the breakdown for contracted services?

Are the multi-year plans updated and reconsidered for the lifespan of equipment?

Wages and benefits/winter wages and benefits and capital wages and benefits. Clarity is needed.

The language used creates unrealistic expectations, for new buildings etc.

2.2% + growth + external funds + from reserves = the amount spent.

Councillor Schjerning left at noon when the group stopped for lunch.

- b) Reviewing the Budget Process, 2016 in review

Council felt there was no need to review the 2016 budget process.

5. Adjournment
 - a) Closing Comments:

Before borrowing the financial implications need to be a lot clearer.

Staff were asked to bring forward a listing of prioritized projects and a listing of prioritized challenges for Council to comment.

Staff were asked to develop an active strategy to lobby for South Frontenac. We need to involve our MP and MPP.

Council felt that the day had been productive and beneficial.

The meeting adjourned at 1:20 p.m.

Minutes of Special Committee of the Whole Meeting
October 15, 2016

Time: 8:30 am

Location: Departed from 4432 George St

Meeting #32

Present: Mayor Ron Vandewal, Pat Barr, John McDougall, Alan Revill, Norm Roberts, Ron Sleeth

Staff: Wayne Orr, Chief Administrative Officer, Mark Segsworth, Public Works Manager, Rick Chesebrough, Fire Chief, Jamie Brash, Area Supervisor

1. Tour of Fire Halls and Township Roads
Council and staff met at the Municipal Offices, 4432 George Street for the tour of Fire Halls, Fermoy Hall and township roads.
 - a) Roblin Fire Hall - 3266 County Rd 41, Roblin, ON
 - b) Parham Fire Hall - 1170 Wagerville Rd, Parham, ON
 - c) Westport Road - View road conditions
 - d) Fermoy Hall
 - e) Sunbury Road - View road conditions
2. Adjournment
The tour ended at 1:15 pm.



Meeting # 33

Present: Mayor Ron Vandewal, Pat Barr, John McDougall, Alan Revill, Norm Roberts, Mark Schjerning, Ron Sleeth, Ross Sutherland

Staff: Wayne Orr, Chief Administrative Officer, Lindsay Mills, Planner, Mark Segsworth, Public Works Manager, Angela Maddocks, Executive Assistant.

1. Call to Order

a) Resolution

Resolution No. 2016-33-1
Moved by Councillor Sleeth
Seconded by Deputy Mayor Sutherland

THAT the Council meeting of October 18, 2016 be called to order at 6:00 p.m.
Carried

2. Declaration of pecuniary interest and the general nature thereof

a) Deputy Mayor Sutherland declared a pecuniary interest with respect to Agenda Item 7 (b).

Councillor Sleeth declared a pecuniary interest with respect to Agenda Item 7 (b).

Mayor Vandewal declared a pecuniary interest with respect to Page 7 of the Accounts Payable and Payroll Listing.

3. Scheduled Closed Session

a) Resolution

Resolution No. 2016-33-2
Moved by Councillor Sleeth
Seconded by Deputy Mayor Sutherland

THAT Council move into closed session to adopt previous closed session minutes and to discuss litigation.
Carried

c) Litigation - verbal update

e) Resolution

Resolution No. 2016-33-4
Moved by Councillor Revill
Seconded by Deputy Mayor Sutherland

THAT Council move out of closed session.
Carried

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4. ***Recess - reconvene at 7:00 p.m. for Open Session
5. Public Meeting - n/a
6. Approval of Minutes
- a) Minutes of the October 4, 2016 Council meeting

Resolution No. 2016-33-5
Moved by Deputy Mayor Sutherland
Seconded by Councillor Revill

THAT Council approves the minutes of the October 4, 2016 Council meeting.

Carried

- b) Minutes of the October 11, 2016 Committee of the Whole meeting

Resolution No. 2016-33-6
Moved by Councillor Revill
Seconded by Deputy Mayor Sutherland

THAT Council approves the minutes of the October 11, 2016 Committee of the Whole meeting

Carried

7. Business Arising from the Minutes

- a) Wayne Orr, Chief Administrative Officer, re: Harrowsmith CIP (See By-laws 2016-64 & 2016-65)
- b) Wayne Orr, Chief Administrative Officer re: Support for Solar Project under the FIT 5.0 Program

Resolution No. 2016-33-7
Moved by Deputy Mayor Sutherland
Seconded by Councillor Sleeth

THAT Projects numbered 2, 12 and 13 be voted on separately.

Carried

Resolution No. 2016-33-8
Moved by Councillor Roberts
Seconded by Councillor Revill

THAT Council support the construction and operation of the projects numbered 1- 17 excluding 2, 12 and 13 as detailed in the FIT5.0 projects listing included in the October 12, 2016 report,

And That Council authorize the Mayor to sign a Municipal Support Resolution for each supported project upon receipt of the approved fee.

And That Council authorize the Mayor to sign a Land Use Restriction Exemption Resolution for applicable projects.

Carried

Resolution No. 2016-33-9
Moved by Councillor Roberts
Seconded by Councillor Revill

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THAT Council support the construction and operation of the projects numbered 2, 12 and 13 as detailed in the FIT5.0 projects listing included in the October 12, 2016 report,

And That Council authorize the Mayor to sign a Municipal Support Resolution for each supported project upon receipt of the approved fee.

And That Council authorize the Mayor to sign a Land Use Restriction Exemption Resolution for applicable projects.

Carried

- c) Angela Maddocks, Executive Assistant re: Notice of Motion Carbon Tax

Resolution No. 2016-33-10
Moved by Deputy Mayor Sutherland
Seconded by Councillor Revill

Whereas South Frontenac residents and government could pay up to 3.5 million dollars into the Greenhouse Gas Reduction Account under Ontario's cap and trade program,

And whereas this money will be used to provide a 2 billion dollar fund to help fund transformation to a low carbon economy,

And whereas, the Cap and Trade program and a carbon reduction plan in general will have broader acceptance and be better spent if residents can see it is being spent in their community and as much as possible under their control,

Be it resolved that South Frontenac Council, ask the provincial government for an accounting of how that money is spent in each municipality, and

Further be it resolved that a portion of the Greenhouse Gas Reduction Account money be allocated to each Municipal Council, based on their population, to be spent on new carbon reduction initiatives that are determined by the Township, similar to the Gas tax fund and

Further be it resolved that this resolution be forwarded to the Association of Municipalities of Ontario for their consideration.

Carried

- d) Angela Maddocks, Executive Assistant, re: Notice of Motion - MNRF and Johnston Point

Resolution No. 2016-33-11
Moved by Councillor McDougall
Seconded by Councillor _____

THAT the resolution wording be changed to: on-going discussion instead of "any proposed trade-off be discussed".

Resolution No. 2016-33-12
Moved by Deputy Mayor Sutherland
Seconded by Councillor Revill

Whereas there are significant community concerns about ongoing development on Johnson's Point, and

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Whereas both the MNRF survey and the Township review by Macintosh Perry found species at risk not identified by the developer, and

Whereas the Township is a party to the development agreement on Johnson's Point, and

Whereas the health of our lakes and environment is a priority for the Township,

Therefore be it resolved that the MNRF discuss any trade-off with the Battersea-Loughborough Lake Association and Council before it is finalized, and

Further that Council be updated by the MNRF on negotiations with the Developer on the progress of the species at risk benefit agreement, and

Further that the Township be keep abreast of future developments as party to all correspondence between the developer and the MNRF.

Carried

8. Reports Requiring Action

- a) Louise Fragnito, Treasurer, re: Ontario Community Infrastructure (See By-law 2016-66)
- b) Lindsay Mills, Planner, re: Review of Application for Site Plan - Part Lot 5, Concession III, Loughborough
- c) Lindsay Mills, Planner, re: Closing of Road Allowance - Part Lots 21 and 22, Concessions VIII and IX, Storrington District

Resolution No. 2016-33-13

Moved by Councillor McDougall

Seconded by Councillor Schjerning

THAT Council receive the Planning Report dated October 12, 2016 and consider a request to close and transfer ownership of a portion of unopened road allowance in the District of Storrington.

Carried

- d) Mark Segsworth, Public Works Manager, re: OCIF Top Up - Bedford Road

Resolution No. 2016-33-14

Moved by Councillor Schjerning

Seconded by Councillor McDougall

THAT the rehabilitation of Bedford Road from Sydenham to Alton Road be endorsed as the Township of South Frontenac's submission for OCIF Top-Up.

AND THAT the Township apply for 90% of funding.

Carried

- e) Mark Segsworth, Public Works Manager, re: PW-P05-2016 Asbestos Assessment of Facilities

Resolution No. 2016-33-15

Moved by Councillor Schjerning

Seconded by Councillor McDougall

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THAT Council approve the proposal submitted by S2S Environmental Inc. for RFP PW-P05-2016 Asbestos Assessment, South Frontenac Facilities at a cost of \$27,670.00 plus HST.

Carried

- f) Mark Segsworth, Public Works Manager, re: RFP P03-2016 Bridge Engineering and Design of Green Bay Road Bridge and Moreland Dixon Culvert

Resolution No. 2016-33-16
Moved by Councillor Schjerning
Seconded by Councillor McDougall

THAT Council award the contract of RFP P03-2016 Bridge Engineering and Design of Green Bay Road Bridge and Moreland Dixon Culvert to Keystone Bridge Management, for a total of \$38,000.00 based on estimated construction costs.

Carried

- g) Wayne Orr, Chief Administrative Officer, re: Kingston Humane Society - Contract Renewal

Resolution No. 2016-33-17
Moved by Councillor McDougall
Seconded by Councillor Schjerning

THAT Council authorize the Mayor and CAO to execute a three year contract for the period 2017-2019 with the Kingston Humane Society for the provision of pound services.

Carried

9. Committee Meeting Minutes

- a) Minutes of the South Frontenac Recreation meeting held September 19, 2016
b) Police Service Board Meeting of June 16, 2016

Resolution No. 2016-33-18
Moved by Councillor McDougall
Seconded by Councillor Schjerning

THAT Council receives for information the minutes of the following committee meetings:

- South Frontenac Recreation meeting of September 19, 2016
- Police Services Board meeting of June 16, 2016

Carried

10. Reports for Information

- a) Accounts Payable and Payroll Listing
b) 3rd Quarter Building Activity Report for 2016

11. By-Laws

- a) By-law 2016-63 - Site Plan Agreement with P Snider

Resolution No. 2016-33-19
Moved by Councillor Schjerning
Seconded by Councillor McDougall

THAT the following by-laws be given first and second reading:

- By-law 2016-63
- By-law 2016-64
- By-law 2016-65
- By-law 2016-66

Carried

Resolution No. 2016-33-20

Moved by Councillor Roberts

Seconded by Councillor Barr

THAT By-law 2016-63, being a by-law to authorize the Mayor and the Clerk to execute a Site Plan Agreement between the Corporation of the Township of South Frontenac and Percy Snider, be given third reading signed and sealed.

Carried

- b) By-law 2016-64 - Designate Harrowsmith as Community Improvement Area

Resolution No. 2016-33-21

Moved by Councillor Barr

Seconded by Councillor Roberts

THAT By-law 2016-64, being a by-law to designate the village of Harrowsmith as a Community Improvement Project Area, be given third reading signed and sealed.

Carried

- c) By-law 2016-65 - Adopt the Community Improvement Plan for Harrowsmith

Resolution No. 2016-33-22

Moved by Councillor Roberts

Seconded by Councillor Barr

THAT By-law 2016-65, being a by-law to adopt a Community Improvement Plan respecting the redevelopment, revitalization, prosperity and beautification of the Village of Harrowsmith be given third reading, signed and sealed.

Carried

- d) By-law 2016-66 - Agreement with OCIF

Resolution No. 2016-33-23

Moved by Councillor Barr

Seconded by Councillor Roberts

THAT By-law 2016-66 being a by-law to authorize the execution of the Municipal Contribution Agreement for the Ontario Community Infrastructure Fund, be given third reading signed and sealed.

Carried

12. Information Items

- a) Pascale Clement, Administrative Coordinator, FCM, re: Basic Income Guarantee
- b) Lynn Dollin, AMO President, re: AMO Seeks Council Resolution
- c) Ontario Municipal Board Review

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- d) Rob Snetsinger, re: Environmental Impact Assessment - Magenta Waterfront Development - Johnston Point
- e) Terry Murphy, General Manager, Quinte Conservation, re: Drought Planning
- f) Meela Melnik-Proud, re: MNRF Letter to the Township - Johnston Point
- g) Inverary Youth Activities Association, re: Financial Support for Playground upgrades
- h) Storrington Lions Club, re: Financial Support for Hall Upgrades
- i) Letter to OMAFRA re: Council resolution on Land Classification
- j) Brian Ward, re: Battersea Loughborough Lake Assoc - Johnston Point Comments

13. Notice of Motions

- a) Deputy Mayor Sutherland served notice of motion to have the "Sydenham Walking Tour" digitized and mapped to be put on the township website.

14. Announcements

- a) Deputy Mayor Sutherland inquired about having the historical sites in South Frontenac incorporated into a local tour incentive as part of economic development.
- b) Mayor Vandewal noted that grade 5 students from Loughborough Public School will be visiting this Thursday in the Council Chambers in conjunction with "Local Government Week".

Mayor Vandewal reminded Council of the Wardens Banquet in Sharbot Lake tomorrow evening.

15. Question of Clarity (from the public on outcome of agenda items)- n/a

16. Closed Session - n/a

17. Confirmatory By-law

- a) By-law 2016-67

Resolution No. 2016-33-24
Moved by Councillor Roberts
Seconded by Councillor Barr

THAT By-law 2016-67, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac be given first and second reading this 18 day of October, 2016.

Carried

Resolution No. 2016-33-25
Moved by Councillor Barr
Seconded by Councillor Roberts

THAT By-law 2016-67, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac be given third reading, signed and sealed this 18 day of October, 2016.

Carried

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18. Adjournment

a) Resolution

Resolution No. 2016-33-26
Moved by Councillor Barr
Seconded by Councillor Roberts

THAT the meeting be adjourned at 8:05 pm.

Carried

Ron Vandewal, Mayor

Wayne Orr, Chief Administrative Officer

Minutes of Committee of the Whole
October 25, 2016

Time: 7:00 pm

Location: Council Chambers

Meeting # 34

Present: Mayor Ron Vandewal, Pat Barr, John McDougall, Alan Revill, Norm Roberts, Mark Schjerning, Ron Sleeth, Ross Sutherland

Staff: Wayne Orr, Chief Administrative Officer, Mark Segsworth, Public Works Manager, Jamie Brash, Area Supervisor, Brian Kirk, Area Supervisor, David Holliday, Area Supervisor, Louise Fragnito, Treasurer, Lindsay Mills, Planner, Angela Maddocks, Executive Assistant.

1. Call to Order

a) Mayor Vandewal called the meeting to order at 7:00 pm.

2. Declaration of pecuniary interest and the general nature thereof- n/a

3. Scheduled Closed Session - n/a

4. ***Recess *** - n/a

5. Delegations - n/a

6. Reports Requiring Action

a) Lindsay Mills, Planner, re: Request to reduce the cost for closing a portion of unopened road allowance

Council was supportive of the reduced rate.

b) Lindsay Mills, Planner, re: Proposed Revisions to the Tariff of Fees for Planning Related Applications

Council was supportive of the new rates proposed in the Planner's report.

Discussion took place about charging a special fee for processing Minor Variance applications that are submitted after being built illegally. It was agreed that the fee for this should be significantly more than for those who follow the regular minor variance process. Council was supportive of this fee being an additional \$1000.00.

c) Lindsay Mills, Planner, re: Line Fences Review

Staff were directed to prepare a by-law that appoints By-law Enforcement Officers as South Frontenac fenceviewers.

d) Mark Segsworth, Public Works Manager, re: 2017 Public Works Capital Budget

It was noted that under the 2017 Transportation - New Projects that the site paving for the Storrington Patrol Yard is covered under the Recreation Capital Budget. It was also recognized that some of the work to be done at Storrington Centre is a priority due to accessibility.

Council had concerns about the water filling station; how the draw permit may be affected, is there any idea of the volume, is there a business case for this?

Discussion arose about the unsuccessful attempts for funding. Sunbury Road is identified as an Emergency Detour Route for the 401 and has been included in the 2017 budget with proposed financing from reserves. Concerns about projects being "shovel ready" were discussed and how much of the 4.5 million would be for the design work. A more aggressive approach to accessing funding is needed as well as doing the engineering work in advance.

It was questioned why Bedford Road construction is included in both the 2017 and 2018 budgets and would it not be most cost effective to do all the work in one year. Mark Segsworth explained that it would be difficult to get all the work done in one year especially during the summer months.

e) Louise Fragnito, Treasurer, re: 2017 Capital Budget

It was noted that the decisions on various projects have not been made yet. Based on the 2.2% directive from Council the draft budget is currently \$260,000.00 over.

f) Wayne Orr, Chief Administrative Officer re: Organizational Review - Next Steps

Council directed staff to include one position into the 2017 budget to build capacity in to the budget but not to define the position.

7. Reports for Information - n/a

8. Rise & Report

a) Rideau Valley Conservation Authority

The next meeting is Thursday, October 27, 2016. An invitation to the 50th Anniversary celebration is included in the agenda package.

b) Cataraqui Region Conservation Authority

Progressing towards filling in the General Manager position, interviews are underway and they are hoping to have a candidate in place by November 30.

c) Quinte Region Conservation Authority

Level III still in effect, the groundwater remains low. Repair work to the dam in Belleville is underway. Work is underway on the 2017 budget.

d) Portland Heritage

No updates.

9. Information Items

a) Brian Ward, Vice President, Battersea Loughborough Lake Assoc re: Johnston Point MNRF Evaluation

b) Battersea Loughborough Lake Association, re: Letter of Endorsement - Notice of Motion

- c) Robert Charest, Trail Committee Member Report - October 2016
 - d) Richard Allen, Countryside District Councillor, City of Kingston, re: Invitation to Rural Economy Tour
 - e) Invitation to Rideau Valley Conservation Authority 50th Anniversary
 - f) Marek Stutz, Structural Engineer, AUE Structural, re: RFP P-03-2016 Bridge Engineering
 - g) Raliegth J. Robertson, re: Concerns about Skycroft Campground Expansion
 - h) Liz and John Palmer, re: Concerns about Skycroft Campground Expansion
 - i) Letter to Catherine Warren, MNRF, re: Council Resolution - Johnston Point and Species at Risk
 - j) Letter to Premier Wynne, re: Council Resolution on Greenhouse Gas Reduction
10. Notice of Motions
- a) Councillor Revill served a notice of motion requesting a planning report on eliminating park model trailers in the Zoning By-law.
11. Announcements
- a) Councillor Sleeth noted the recent MPAC assessment notices that will double the value of farmland by 2018. He suggested that Council ask a MPAC representative to attend a Committee of the Whole meeting to explain this increase.
 - b) Councillor McDougall noted the FCM initiative for Canada 150th community leaders and the tool kit that is available for this.
 - c) The local fundraiser "Vision Soup" will be held on November 19, tickets will be on sale soon.
12. Question of Clarity (from the public on outcome of agenda items)-n/a
13. Closed Session-n/a
14. Adjournment
- a) The meeting was adjourned at 9:20 pm.

Staff Report

Township of South Frontenac
Prepared for Council

Planning Department

Agenda Date: November 1, 2016

Date of Report: October 26, 2016

**Subject: Willowbrook Estates Plan of Subdivision, Storrington
District: Parkland Fee: Matias**

Summary of Recommendation:

The recommendation is that Council approve the amount of \$3,364.00 for the required parkland cash-in-lieu for Phase 1 of the Willowbrook Subdivision.

Purpose of the Report:

The purpose of this report is to bring to back to Council a recommendation for the amount of cash-in-lieu of parkland dedication to be conveyed to the Township as part of the process to complete a residential subdivision. The report includes two map illustrations.

Background:

On March 4, 2016, the Township entered into a subdivision agreement with 1059823 Ontario Ltd. (Tony Matias) for Phase 1 of the Willowbrook Estates subdivision in the Hamlet of Inverary. Attachment #1 shows the location of the subdivision in the hamlet of Inverary and Attachment #2 illustrates the layout of the subdivision (both Phase 1 and 2). Since this approval the developer has been working towards meeting all the required conditions for final approval of Phase 1.

One of the requirements in the subdivision agreement (Schedule "G") reads:

"That the owner convey to the municipality five percent of the land included in the plan for park purposes. Alternatively, the municipality may require cash-in-lieu for all or a portion of the conveyance. The Owner acknowledges and agrees that additional parkland and/or cash-in-lieu shall be required upon registration of the second phase of the development."

On September 27, 2016, the Committee of the Whole considered a Planning report which included market evaluations from two real estate firms and, based on these evaluations, the Committee agreed to the figure of \$3,364.00 as the appropriate parkland cash-in-lieu amount.

Recommendation:

It is recommended that Council approve the amount of \$3,364.00 for the required parkland cash-in-lieu for Phase 1 of the Willowbrook Subdivision in Part Lot 19, Concession II, Storrington District.

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Submitted/Approved by: Lindsay Mills
attachments

Prepared by: Lindsay Mills

MatiasParklandFeeToCouncil2

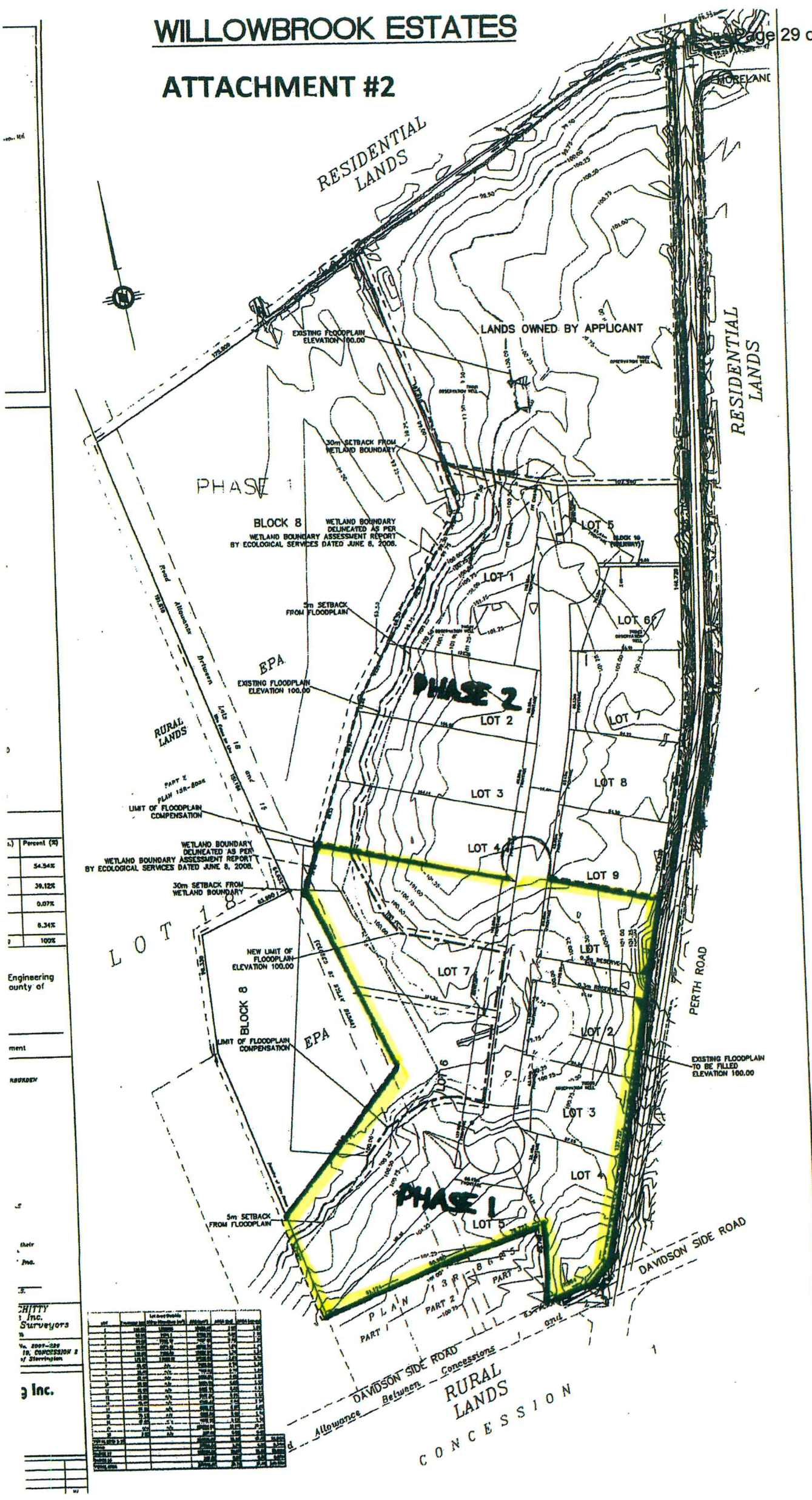
ATTACHMENT #1



LOCATION OF SUBDIVISION

WILLOWBROOK ESTATES

ATTACHMENT #2



Percent (%)
54.54%
39.12%
0.07%
0.34%
100%

Engineering
county of
ment
RURBURY
their
Inc.

CHITTY
Inc.
Surveyors
No. 2007-020
IN CONFESSION #
of Stirlington
g Inc.

Lot	Area (m ²)	Area (Acres)	Area (%)
1	1000	0.25	0.25
2	1000	0.25	0.25
3	1000	0.25	0.25
4	1000	0.25	0.25
5	1000	0.25	0.25
6	1000	0.25	0.25
7	1000	0.25	0.25
8	1000	0.25	0.25
9	1000	0.25	0.25
10	1000	0.25	0.25
11	1000	0.25	0.25
12	1000	0.25	0.25
13	1000	0.25	0.25
14	1000	0.25	0.25
15	1000	0.25	0.25
16	1000	0.25	0.25
17	1000	0.25	0.25
18	1000	0.25	0.25
19	1000	0.25	0.25
20	1000	0.25	0.25
21	1000	0.25	0.25
22	1000	0.25	0.25
23	1000	0.25	0.25
24	1000	0.25	0.25
25	1000	0.25	0.25
26	1000	0.25	0.25
27	1000	0.25	0.25
28	1000	0.25	0.25
29	1000	0.25	0.25
30	1000	0.25	0.25
31	1000	0.25	0.25
32	1000	0.25	0.25
33	1000	0.25	0.25
34	1000	0.25	0.25
35	1000	0.25	0.25
36	1000	0.25	0.25
37	1000	0.25	0.25
38	1000	0.25	0.25
39	1000	0.25	0.25
40	1000	0.25	0.25
41	1000	0.25	0.25
42	1000	0.25	0.25
43	1000	0.25	0.25
44	1000	0.25	0.25
45	1000	0.25	0.25
46	1000	0.25	0.25
47	1000	0.25	0.25
48	1000	0.25	0.25
49	1000	0.25	0.25
50	1000	0.25	0.25

ATTACHMENT #3

Mr. Lindsay Mills
Planner / Deputy Clerk
Township of South Frontenac
P.O. Box 100
4432 George Street
Sydenham, Ontario
K0H 2T0

Park
Fee

Dear Mr. Mills:

**Re: Letter of Opinion regarding Land Value for Cash-in-lieu of Parkland Payment
Condition 8 for Draft Approved Plan of Subdivision (County File No. 10T-2013/001)
Condition 7 for Consent Applications S-64-13-S and S-65-13-S
Pt. Lots 18 & 19, Concession 2, and Pt. Road Allowance Between Lots 18 & 19
former Township of Storrington, Township of South Frontenac**

This letter of opinion is offered with regards to the above-noted Conditions. Condition 8 for Draft Approval for the Willowbrook Estates Subdivision requires,

That the owner convey up to five percent of the land included in the plan to the municipality for park purposes. Alternatively, the municipality may require cash-in-lieu for all or a portion of the conveyance.

and Condition 7 for the commercial lots to be severed under Consent Applications S-64-13-S and S-65-13-S requires,

The Township of South Frontenac shall receive 2% of the value of the severed parcel in lieu of parkland, pursuant to Chapter P13, Section 51.1 of the Planning Act, R.S.O. 1990 and amended thereto.

The most recent land transfer (December 20, 2007) for the subject lands was associated with the sale of approximately 34.55 hectares of land at a value of \$150,000. Assuming the value of the lands has increased at a rate of 2.5% annually for seven years (approximate cost of living increase), the 2014 value of the same lands would be \$178,303 equivalent to a per hectare value of roughly \$5,161.

**MARY &
SHANNON**
Sales Representatives

direct:
613.389.7777
info@maryandshannon.com



RE/MAX
Realty Concepts Corp.
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851 Norwest Road
Kingston, ON
K7P 2N2
O: 613.389.7777
F: 613.389.3156



W W W . M A R Y A N D S H A N N O N . C O M

The residential subdivision lands comprise 27.8 hectares. Five percent of the land represents 1.39 hectares. Applying the per hectare value of \$5,161, the cash-in-lieu payment would be **\$7,173.79**.

The commercial lot subject of Consent Application No. S-64-13-S is comprised of 1.75 hectares. Two percent of the severed lot represents 0.04 hectares. Applying the per hectare value of \$5,161, the cash-in-lieu payment would be **\$206.44**.

The commercial lot subject of Consent Application No. S-65-13-S is comprised of 5 hectares. Two percent of the severed lot represents 0.10 hectares. Applying the per hectare value of \$5,161, the cash-in-lieu payment would be **\$516.10**.

As such, the parkland payment equates to a total of \$7,896.33 for all planning applications.

Should you require anything further feel free to contact the undersigned,

Regards,



Mary Murphy & Shannon Cowan

**MARY &
SHANNON**
Sales Representatives

direct:
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info@maryandshannon.com



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W W W . M A R Y A N D S H A N N O N . C O M

Lindsay Mills

From: Mike Scrannage <scrannage@royalpage.ca>
Sent: September-21-16 12:39 PM
To: Lindsay Mills
Cc: 'Mike Scrannage'
Subject: Market Evaluation of Property North West corner Davidon Rd and Perth Rd
Attachments: south frontenac comp 1.pdf; south frontenac comp 2.pdf; South frontenac county subject property.pdf

Re; 26.6 acres North/West corner Davidson and Perth road.

Lindsey,

Currently as Realtors we generally assess the value of raw farm land located reasonably close to developed areas as having values between \$2,000 and \$5,000 per acre with the lower end being poor agricultural value, possibly containing wet lands and the upper level being applied to land possessing quality agricultural property, quality waterfront or clearly defined severance potential.

The subject property would be at the lower end of the scale as raw land, poor or no soil coverage ,and wet land issues as well.

I have attached 2 sales in the last year :

Pin # 362781093 raw land value, less improvements of \$ 2,200 per acre

Pin # 362910189 raw land value of \$3,393.

It is my opinion that the raw land value of the Subject property would be \$3,000 per square acre creating a total value of:

Seventy-Eight Thousand nine hundred Dollars. (\$78,900)

I hope you find this information satisfactory.

Mike Scrannage

MIKE SCRANNAGE, THE SCRANNAGE ADVANTAGE, SALES REPRESENTATIVE

ROYAL LEPAGE PROALLIANCE REALTY, BROKERAGE
101-80 QUEEN STREET, KINGSTON, ON K7K 6W7
1-800-247-6311 / 613-544-4141 / FAX 613-548-3830
SCRANNAGE@ROYALLEPAGE.CA
WWW.SCRANNAGEADVANTAGE.COM

Lifetime Member of National Chairmans Club,
Top 1% of Royal LePage Agents 2002-2015
114 in Canada 2015

STAFF REPORT

Township of South Frontenac
Prepared for Council

Planning Department

Agenda Date: November 1, 2016

Date of Report: October 27, 2016

File: RC-16/01

Subject: Request to Reduce the Cost for Closing of a Portion of a Township Right-Of-Way: Part Lot 18, Concession VIII, Storrington District, Township of South Frontenac: Ron Campbell

Summary of Recommendation:

The recommendation is that Council approve a request from a property owner to reduce the costs for the sale to him of a Township surveyed right-of-way in the District of Storrington.

Purpose of Report:

The purpose of this report is to bring to Council a request to reduce the costs for the sale of Township land to an abutting land-owner.

Background:

As members will recall, Council agreed to stop up and sell two portions of a Township-owned surveyed right-of-way to respective abutting land-owners. **Attachment #1** indicates Part 1 and Part 2 as representing the two subject portions of the road.

At a previous meeting of the Committee of the Whole it was agreed to sell Part 1 at a reduced rate of \$1.03 per square foot bringing the sale price for Part 1 to \$8,428.00. Following from this decision on the reduced rate for Part 1, Ron Campbell (who originally proposed the closure and sale) has requested that the same reduced rate should apply to the portion abutting his lot ie., Part 2.

At the Committee of the Whole meeting of October 25, 2016 the Committee agreed to this request and, thus, reduced the cost of the sale of Part 2 from \$24,000.00 to \$14,140.00.

Recommendation

The recommendation is that Council approve a request from property-owner Ron Campbell to reduce the costs for the sale of a portion of Township-owned road allowance in Part Lot 18, Concession VIII, Storrington District, from \$24,000.00 to \$14,140.00.

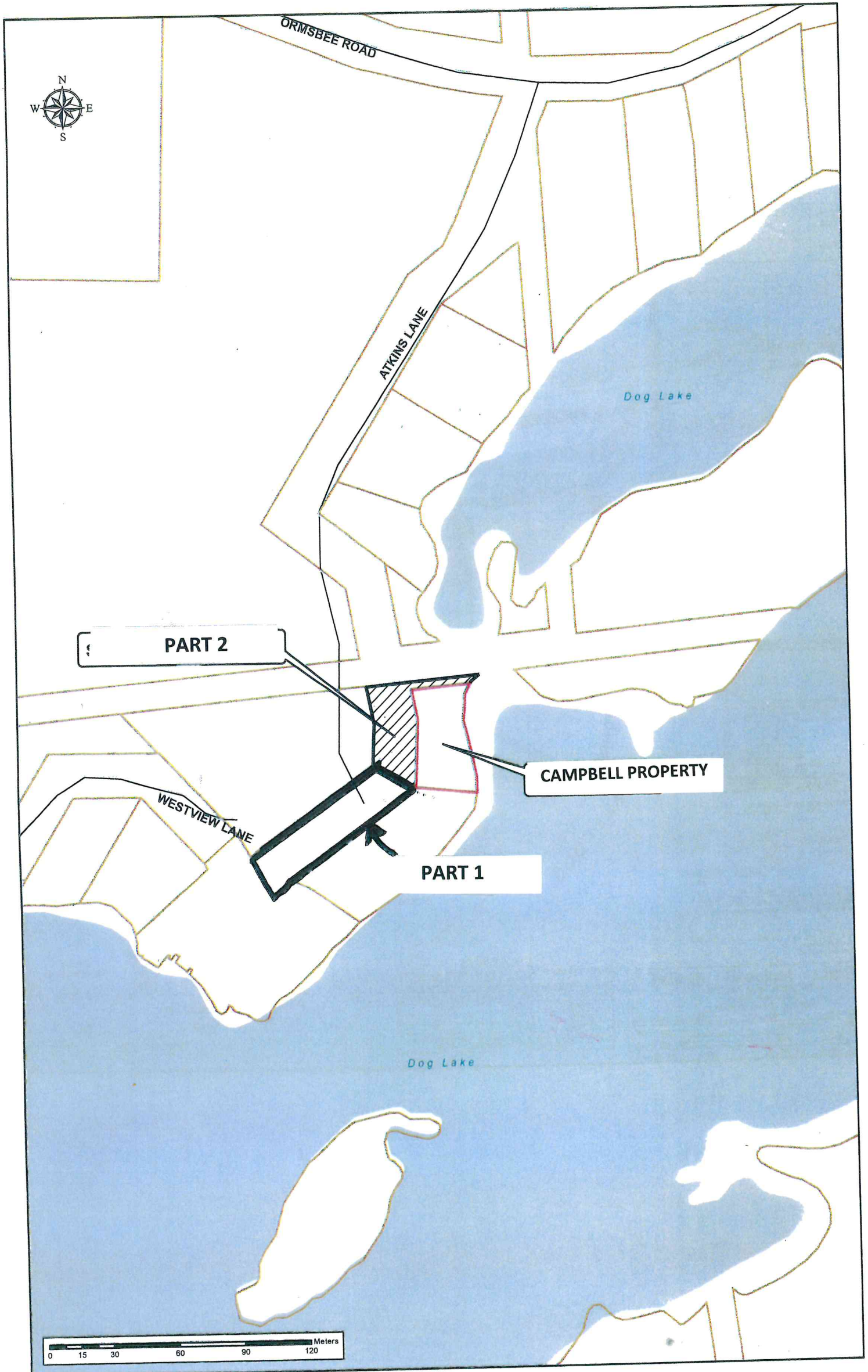
Submitted/approved by: Lindsay Mills

Prepared by: Lindsay Mills

attachments

RoadClosureReportCampbell6

ATTACHMENT #1



STAFF REPORT

**Township of South Frontenac
Prepared for Council
Agenda Date: November 1, 2016**

Planning Department

Report Date: October 28, 2016

**Subject: Proposed Revisions to the Tariff of Fees and
Appointees for Fence-Viewers**

Summary of the Recommendation:

The recommendation is that the Council pass By-law # 2016-68 to establish new remuneration for fence-viewers and to appoint new fence-viewers for the Township of South Frontenac.

Purpose of the Report:

The purpose of this report is to advise Council of fence-viewing problems experienced by the Planning Department and to bring forward a by-law to address these issues.

Background:

On June 16, 1998 Council for the Township passed By-law #1998-33 under the provisions of the Line Fences Act R.S.O. 1990. The By-law appointed fence-viewers and established remuneration rates and an administration fee.

More recently, in 2015, the fence viewer appointees were changed but the remuneration rate and the administration fee has remained the same to this time.

A report was brought to the Committee of the Whole on October 25, 2016 advising that staff have experienced a great deal of difficulty in getting commitments from the appointed fence-viewers to attend a fence viewing. One fence viewer has now stated that she is available but the Act requires that a minimum of three fence viewers be present at a viewing and make a determination of who should pay for the fence etc. Planning staff have not been able to get a commitment from any other fence-viewers. All appointed fence-viewers from South Frontenac, Central Frontenac and North Frontenac have been contacted and, except for the appointee from South Frontenac as noted above, none of the appointees have been willing to attend the subject site.

It should also be noted that, by letter dated October 4, 2016, one of the appointees for South Frontenac, Joe Redden, resigned as a fence-viewer. Attachment #1 is a copy of his letter. Accordingly, Tasha Lloyd remains as the sole appointed fence-viewer for South Frontenac.

Discussion:

In an effort to resolve the above issue it was suggested to the Committee of the Whole that appointees may be reluctant to attend the viewing because the compensation is too low ie., \$75.00. Thus, it was proposed that this remuneration be increased to \$200.00. The Committee appeared to be favourable to this.

It was also proposed that both members of the Planning Department staff be appointed as fence-viewers to help ensure that viewers are always available when required. However, Committee members were not willing to accept this

proposal and instead it was agreed that members of By-law Enforcement be retained to carry-out the fence-viewing duties.

When contacted, both Ken Gilpin and Lianne Ruttan of By-law Enforcement agreed to be appointed as fence-viewers.

Recommendation:


It is recommended that By-law No. 2016-68 to establish new remuneration for fence-viewers and to appoint new fence-viewers for the Township of South Frontenac, **be passed**.

attachments

LineFencesReviewTo Council

Oct 4 / 2016

It is with regret that I
am handing in my resignation as
of Oct 4, 2016 - as fence viewer for
the Township of South Frontenac.

Sincerely,


RECEIVED
OCT - 4 2016
TOWNSHIP OF
SOUTH FRONTENAC



STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: October 27, 2016

AGENDA DATE: November 1, 2016

SUBJECT:

Notice of Motion – Support for AMO's Resolution

RECOMMENDATION:

THAT Council support the resolution from the Association of Municipalities of Ontario and their work to close the fiscal gap so that all municipalities can benefit from predictable and sustainable revenue, to finance the pressing infrastructure and municipal service needs faced by all municipal governments.

BACKGROUND:

Council's Procedural By-Law 2015-56 establishes the process for Notice of Motion.

At the Council Meeting of October 18, 2016, Deputy Mayor Sutherland served Notice of Motion for Council to endorse the AMO Resolution and support their work to close the fiscal gap and that all municipalities benefit from predictable and sustainable revenue.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and then voted upon.

ATTACHMENT:

Correspondence and Resolution form AMO President, Lynn Dollin

Submitted/approved by:

**Angela Maddocks
Executive Assistant**

October 6, 2016

Dear Clerks:

AMO Seeks Council Resolution

On behalf of the AMO Board, I would ask you to place the attached resolution on council's next agenda along with this letter.

AMO wants every council to be involved in the *What's Next Ontario?* project. There is a looming fiscal gap facing Ontario's municipalities. *What's Next Ontario?* is about recognizing the gap and seeking sector support for closing it. The response has been impressive, but there's more to be done! We've boiled down the essence of the challenge we face in the next ten years to a one-page resolution. We urge every council in Ontario to adopt the resolution, and reply to AMO by December 1, 2016.

What does it say? We know Ontarians see infrastructure as the number one challenge facing their community. We know that even if we raise property taxes and user fees by inflation (1.8%), we will still be \$3.6 billion short to fix the infrastructure gap, every year for ten years. This is what we need to address. As elected officials, how do we deal with this challenge? What is the best approach? Ontarians already pay the highest property taxes in the country. How high is too high?

We could finance this gap by increasing property taxes. It would require property tax revenue increases of 4.6% annually for 10 years, sector-wide. And, what happens if the federal or provincial governments pull back on future commitments? We know that could mean property tax revenue increases of up to 8.35% annually for 10 years, sector-wide. How might these numbers translate locally as an annual rate increase?

The attached resolution is a starting point. Thank you for bringing this to your council's attention. My e-mail address is on the resolution and I look forward to receiving council's support.

If you have questions, please contact Matthew Wilson, Senior Advisor, mwilson@amo.on.ca, 416-971-9856 Ext. 323.

Yours sincerely,



Lynn Dollin
AMO President

WHAT'S NEXT ONTARIO? RESOLUTION

WHEREAS recent polling, conducted on behalf of the Association of Municipalities of Ontario indicates 76% of Ontarians are concerned or somewhat concerned property taxes will not cover the cost of infrastructure while maintaining municipal services, and 90% agree maintaining safe infrastructure is an important priority for their communities;

AND WHEREAS infrastructure and transit are identified by Ontarians as the biggest problems facing their municipal government;

AND WHEREAS a ten-year projection (2016-2025) of municipal expenditures against inflationary property tax and user fee increases, shows there to be an unfunded average annual need of \$3.6 billion to fix local infrastructure and provide for municipal operating needs;

AND WHEREAS the \$3.6 billion average annual need would equate to annual increases of 4.6% (including inflation) to province-wide property tax revenue for the next ten years;

AND WHEREAS this gap calculation also presumes all existing and multi-year planned federal and provincial transfers to municipal governments are fulfilled;

AND WHEREAS if future federal and provincial transfers are unfulfilled beyond 2015 levels, it would require annual province-wide property tax revenue increases of up to 8.35% for ten years;

AND WHEREAS Ontarians already pay the highest property taxes in the country;

AND WHEREAS each municipal government in Ontario faces unique issues, the fiscal health and needs are a challenge which unites all municipal governments, regardless of size;

NOW THEREFORE BE IT RESOLVED that this Council supports the Association of Municipalities of Ontario in its work to close the fiscal gap; so that all municipalities can benefit from predictable and sustainable revenue, to finance the pressing infrastructure and municipal service needs faced by all municipal governments.

Please forward your resolution by December 1, 2016 to:
AMO President Lynn Dollin amopresident@amo.on.ca.



STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: October 27, 2016

AGENDA DATE: November 1, 2016

SUBJECT:

Notice of Motion – Sydenham Walking Tour

RECOMMENDATION:

THAT Council direct staff to develop a digitalized version of the “Sydenham Walking Tour” and add to the township website.

BACKGROUND:

Council’s Procedural By-Law 2015-56 establishes the process for Notice of Motion.

At the Council Meeting of October 18, 2016, Deputy Mayor Sutherland served Notice of Motion to have the “Sydenham Walking Tour” digitized and mapped to have on the Township website as an economic development initiative.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and then voted upon.

Costs to have the material and map digitalized (beyond simply scanning) have not as yet been explored.

Submitted/approved by:

**Angela Maddocks
Executive Assistant**



STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: October 27, 2016

AGENDA DATE: November 1, 2016

SUBJECT:

Notice of Motion – Park Model Trailers

RECOMMENDATION:

WHEREAS some Recreation Resort Commercial (RRC) owners are allowing/encouraging many different types of “trailers” to be located at their campground sites including Park Model units,

AND WHEREAS it appears the intent of the zone provisions considered trailers as either transient or seasonal meaning roughly from the 24th day of May to Thanksgiving,

AND WHEREAS Park model units allow extended seasonal, more permanent use combined with a larger physical presence crowding sites,

THEREFORE be it resolved that we request a report from our Planning Department that confirms what amendments would be required to our zoning by-law to prohibit Park Model Units from the RCC lands as an option

BACKGROUND:

Council’s Procedural By-Law 2015-56 establishes the process for Notice of Motion.

At the Committee of the Whole Meeting of October 25, 2016, Councillor Revill served Notice of Motion to request that the Planning Department provide a report to Council confirming amendments required to the Zoning By-law to prohibit park model units in the Recreation Resort Commercial Zone.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and then voted upon.

Submitted/approved by:

**Angela Maddocks
Executive Assistant**



STAFF REPORT TREASURY DEPARTMENT

Prepared for Council: October 26, 2016

Agenda Date: November 1, 2016

SUBJECT:

Financial policy – budget management

RECOMMENDATION:

That Council approve and adopt the attached financial policy for operating and capital budget management.

BACKGROUND:

At the March 8th Committee of the Whole meeting, 2015 draft year end financials were presented where variances to budget were identified, including areas where expenses were over budget.

At that time, it was proposed that monthly meetings take place between the Treasurer, Public Works manager and supervisors on a monthly basis to review year-to-date financials.

Further, at the March 15th meeting, the following resolution was passed by Council:

That Council authorize the implementation of the staff recommendations to address the 2015 budget deficit and to adjust the 2016 budget and reserves accordingly and,

That the CAO take the steps necessary to ensure that budget overages do not occur, and,

That when a budget overage is anticipated that a report be brought forward to Council for consideration and authorization, and,

That when a non-budgeted item is required that a report be brought forward to Council for consideration and authorization.

In follow up to the March meetings, monthly financial reviews began in May and have been established for the 3rd week of the month.

Further, after discussions with the CAO and the Public Works manager, the financial policy was discussed at the Corporate Services committee including acceptable variance thresholds. The committee was supportive of the policy guidelines including thresholds.

Attached is the financial policy developed which provide the procedures for the management of budget monitoring of both the operating and capital budgets.

The policy addresses the need for some level of flexibility by managers to respond to unforeseen demands or unexpected opportunities, while balancing the need to ensure that budgets are adhered and the direction of Council is not altered.



STAFF REPORT TREASURY DEPARTMENT

The budgeting, commitment of funds and payment of accounts shall be carried out in accordance to this policy along with the Township's procurement policy.

ATTACHMENT

- Policy and procedures for the operating and capital budgets

Submitted/approved by:
Louise Fragnito, Treasurer

Prepared by:
Louise Fragnito, Treasurer

TOWNSHIP OF SOUTH FRONTENAC
POLICY AND PROCEDURES FOR THE OPERATING AND CAPITAL BUDGETS

This document was prepared to provide for the management of the budget monitoring.

1 **Definitions** – As used in this policy and procedures, the following terms shall have the meanings indicated:

1.1 *Capital Project* – an undertaking in respect of which an expenditure incurred to acquire, improve or maintain land, parks, buildings, linear assets, machinery and equipment, and is the level at which Council approves funding and expenditure control in the capital budget. The capital budget is broken down by project and for linear asset construction, projects are identified within its sub-schedule.

1.2 *Function* – An organizational unit that may encompass one or more related municipal services, usually a division of a department and is the level at which Council approves funding and expenditure control in the operating budget.

These include: General Government
 Protection to Persons and Property
 Transportation Services
 Environmental Services
 Parks and Recreation
 Cemeteries
 Planning and Development

1.3 *Category* – A further breakdown of a function. For example, in general government, this includes but not limited to, taxation, council and corporate services. In transportation, examples include structures, roadside maintenance, hardtop maintenance, loosetop maintenance and safety and devices.

2 **Policy**

2.1 The budgeting, commitment of funds and payment of accounts of the Municipality shall be carried out in accordance with the provisions of this policy along with its procurement policy

2.2 Department heads shall report to the Treasurer in writing, any over-expenditures, within 30 days of determining such potential over-expenditure.

3 **Spending Authority for the Operating Budget**

3.1 Expenditure levels:

The operating budget approved by Council establishes the spending authority for a function. The function is further broken down into categories. Department heads shall ensure that expenditures do not exceed the current year approved budget allocated within a category.

3.2 Spending or financial control is based on the total gross expenditures approved for a category. As an example, a listing for 2016 is provided under schedule “A”. Department heads must also review expenditure levels to address revenue shortfalls.

3.3 The staff responsible is authorized to sign off on gross expenditures which exceed the funding available in a category by an amount up to 5% of the funding for the category, rounded up to \$500 increment, provided sufficient budget is available from another category within the same function under the department head with the exception of paragraph 3.6 and that the department head has authorized the transfer.

3.4 The Treasurer may authorize expenditures which exceed the funding available in a category by an amount up to 10%, rounded up to \$500 increment, provided sufficient budget is available from another category within the same function under the department head to fund the expenditure with the exception of paragraph 3.6. Any

reallocation shall be reported to the Council at their next regularly scheduled meeting.

- 3.5 Expenditures which exceed the funding available in a category by an amount in excess of 10% must be approved by Council in advance. The department head must show sufficient budget is available from another departmental category under the same function to fund the expenditure with the exception of paragraph 3.6.
- 3.6 Allowable transfers made during the year between categories exclude transfers to or from the building department, Winter Control and Sydenham Water.
- 3.7 As per the procurement policy, emergency purchases require the authorization of the CAO. As soon as practical thereafter, the CAO will present a report to Council.

4 **Spending authority for the Capital Budget**

4.1 Expenditure levels:

The capital budget approved by Council establishes the spending authority for a capital project. Department heads shall ensure that expenditures do not exceed the approved budget(s). As an example, a listing for 2016 is provided under schedule "B".

- 4.2 Any reallocation of the budget between capital projects in an amount of less than 5% of the original approved project, rounded up to \$500 increment and within the prescribed uses of the fund, shall require the approval of the department head in advance.
- 4.3 Any reallocation of the budget between capital projects in an amount between 5 and 10% of the original approved project, rounded up to \$500 increment and within the prescribed uses of the fund, shall require the approval of the Treasurer in advance. Any reallocation shall be reported to the Council at their next regularly scheduled meeting.
- 4.4 Any reallocation of the budget between capital projects in an amount in excess of 10% of the original approved project, rounded up to \$500 increment and within the prescribed uses of the fund, shall require the approval of Council in advance.
- 4.5 The department has two years to take action on approved capital projects and the funds originally approved will remain committed during that period. If no action has been taken, or if there has been little action with no anticipation of the capital project moving forward within the second year, the funds will be reallocated to source reserve and the capital project must be re-budgeted and prioritized against future projects.

Where projects are ongoing over multiple years, funds will remain committed until the project is complete and will not reappear in the budget for approval unless there is a request for additional funding beyond the original approved amount. A listing of ongoing capital projects, as declared at time of budget, will be included in the proposed budget for information purposes.

- 4.6 Only funds required for a capital project will be drawn from the designated reserve based on the receipt and payment of invoices.

6 **Budget Management/Review**

- 6.1 The Treasurer shall prepare monthly financial reports for Department Heads reflecting budgeted to actual by the 15th of the following month.
- 6.2 Budget to actual review meetings shall be scheduled monthly with the Public Works manager and his team. Meetings with other department heads will be scheduled as required.
- 6.3 The objective of the review is to address any ongoing questions as well as address

any significant variances from budget, reason(s) for the variance, and possible solution(s) if required.

SCHEDULE "A" - OPERATING BUDGET - net of transfer to reserves		2016		
		Year		
Function	Category	Budget	5%	10%
General Government	Council	373,593	19,000	37,500
	Corporate Services	1,114,496	56,000	111,500
	Administrative Facilities	158,119	8,000	16,000
Protection to Persons & Property	Fire	832,901	42,000	83,500
	Fire- Facilities	141,392	7,500	14,500
	911	9,000	500	1,000
	Protective Inspections and Control	117,349	5,900	12,000
	Emergency Measures	1,960	500	500
	Building Department	457,955	0	0
Transportation	PW Overhead	434,409	22,000	43,500
	<i>RdAdmOH</i>	<i>432,398</i>	<i>22,000</i>	<i>43,500</i>
	<i>RdOH-Unionized</i>	<i>155,574</i>	<i>8,000</i>	<i>16,000</i>
	Patrol Yards	337,715	17,000	34,000
	Structures	95,200	5,000	10,000
	Roadside Maintenance	625,055	31,500	63,000
	Hardtop Maintenance	569,910	28,500	57,000
	Loosetop Maintenance	660,980	33,500	66,500
	Winter Control	1,979,819	0	0
	Safety & Signage	524,513	26,500	52,500
	Street Lights	26,028	1,500	3,000
Environmental Services	Water	217,358	0	0
	Facility and Solid Waste Overhead	288,904	14,500	29,000
	Garbage Collection	559,283	28,000	56,000
	Garbage Disposal	575,319	29,000	58,000
	Recycling	749,074	37,500	75,000
	Waste Diversion	80,071	4,500	8,500
Parks and Recreation	Programs	241,980	12,500	24,500
	Arena	70,689	4,000	7,500
	Facilities	301,791	15,500	30,500
Cemeteries		75,527	4,000	8,000
Planning and Development		317,312	16,000	32,000

Schedule "B" - 2016 CAPITAL BUDGET

	Project	BUDGETED		
	Number	EXPENDITURE	5%	10%
GENERAL GOVERNMENT				
Corporate Services				
New Projects				
Server Migration	16-01	7,500	500	1,000
Parks and Recreation Software	16-02	15,000	1,000	1,500
Asset Management customizations/document update	16-03	10,000	500	1,000
Total		32,500		
PROTECTIVE SERVICES				
Building				
Pick up Truck/SUV (replacing 2007)	16-04	35,000	2,000	3,500
Sub-total		35,000		
Fire				
New Projects				
Pagers	16-05	15,000	1,000	1,500
New-Commercial bunker gear washer/dryer-Station 8	16-06	30,000	1,500	3,000
Replacement extrication equipment - Station 4	16-07	35,000	2,000	3,500
1/2 ton truck - Replace 2003-Unit 27	16-08	45,000	2,500	4,500
Sub-total		125,000		
Total		160,000		
TRANSPORTATION DEPARTMENT				
Carried Forward from 2015				
ArcGIS desktop	15-15	5,500	500	1,000
Reshingle Sand Dome/Doors - Hartington	15-20	50,000	2,500	5,000
Reshingle Sand Dome/Doors - Bedford	15-21	50,000	2,500	5,000
Office Renovations: Keeley	14-21	20,000	1,000	2,000
Keeley- Paint Booth Conversion to service bay	15-17	10,000	500	1,000
New Projects				
* Radio Communication (Fire and PW)	16-09	300,000	15,000	30,000
Street Lights - New LED Installation	16-10	50,000	2,500	5,000
Bedford Patrol Yard Improvements	16-11	16,000	1,000	2,000
Picadilly Patrol Yard Decommissioning	16-12	10,000	500	1,000
Storrington Salt Storage & Site works	16-13	500,000	25,000	50,000
Keeley Patrol yard - Garage Door replacements	16-14	24,000	1,500	2,500
Keeley Patrol yard - Generator replacement	16-15	60,000	3,000	6,000
Keeley Patrol yard - Front power gate	16-16	10,000	500	1,000
Half ton - 4 X 4 - Replace 2010 F49	16-17	35,000	2,000	3,500
Half ton - 4 X 4 - Replace 2005 F35	16-18	35,000	2,000	3,500
3/4 ton 4 X 4 with Plow/Sander-replace 2010 F2	16-19	55,000	3,000	5,500
3/4 ton 4 X 4 with Plow/Sander- replace 2008 F41	16-20	55,000	3,000	5,500
Tanden Truck - replace 2000 F16	16-21	250,000	12,500	25,000
Water tank for dump truck	16-22	30,000	1,500	3,000
Backhoe - replace 1993 BT91 (only 1 in 2015)	16-23	150,000	7,500	15,000
Thompson Steamer - replace 1989 BT88 & ST88	16-24	15,000	1,000	1,500
Thompson Steamer - replace 1990 LT88	16-25	15,000	1,000	1,500
Keeley Garage - hoists (resubmitted)	16-26	50,000	2,500	5,000
AVL system - New equipment	16-27	100,000	5,000	10,000
Linear Asset Construction-Villages/Local Roads/Arterial Roads		5,350,000		
Total		7,245,500		
ENVIRONMENTAL SERVICES				
Waste Diversion				
* Baler	16-28	160,000	8,000	16,000
Sub-total		160,000		
Sanitation-Disposal				
Replacement Bins	16-29	50,000	2,500	5,000
Sub-total		50,000		
Total		210,000		
TOWNSHIP FACILITIES MANAGEMENT				
Carried Forward from 2013				
Asbestos Assessment	14-29	59,000	3,000	6,000
Building Condition Assessment	14-30	94,000	5,000	9,500
Energy Audit		32,500	2,000	3,500
Accessibility Standard	14-32	15,000	1,000	1,500
Carried Forward from 2014				
OPP Building -Garage Floor Drains	14-04	20,000	1,000	2,000
New Hall-Perth Rd- Station 6 (Land/ Architect)	14-14	211,615	11,000	21,500
Bradshaw- Station 1 repairs as per study	14-18	25,000	1,500	2,500
Verona-Station 3 repairs as per study	14-19	5,000	500	1,000
Carried Forward from 2015				
Facilty Signage	15-33	18,800	1,000	2,000
New Hall - Perth Road-Station 6	15-06	1,000,000	50,000	100,000
Windows/insulation - Station 5	15-10	14,000	1,000	1,500
New Projects				
Verona Medical - Heat pump replacement	16-30	10,000	500	1,000
Paving - Station 7	16-31	10,000	500	1,000
Total		1,514,915		

Schedule "B" - 2016 CAPITAL BUDGET

	Project	BUDGETED		
	Number	EXPENDITURE	5%	10%
RECREATION				
Carried Forward from 2013				
Recreation buildings - re-keying	14-39	11,000	1,000	1,500
Carried Forward from 2014				
Point Park-Football Field Upgrades/Protection	14-43	360,000	18,000	36,000
Carried Forward from 2015				
Gilmour Point - Hydro installation	15-42	10,000	500	1,000
Museum - Window Replacement	15-41	8,000	500	1,000
New Projects				
* Playground Equipment- Bowes	16-32	36,000	2,000	4,000
Wilmer Ball Park - Metal Roof Replacement	16-33	8,000	500	1,000
Gilmour Point - Site Access Road	16-34	40,000	2,000	4,000
Gerald Ball Park - Horseshoe Pits Upgrade	16-35	5,000	500	1,000
Battersea Ball Park - Resurface basketball court (nets & posts), upgrade washrooms and model train area fencing	16-36	15,000	1,000	1,500
Inverary Ball Park - Washroom Upgrades	16-37	5,000	500	1,000
* Storrington Centre - Roof top unit guards/sliding partition wall/new kitchen shuttle door/covered walkway	16-38	20,000	1,000	2,000
* Fermoy Hall - Building upgrades, well, paint insulation, septic system	16-39	30,000	1,500	3,000
* Glendower Hall - Front Step Replacement	16-40	40,000	2,000	4,000
Centennial Park - re-shingle washroom/canteen building, tennis court multi-use conversion	16-41	8,500	500	1,000
Centennial Park - Upper Ball Diamond Repair	16-42	19,000	1,000	2,000
Museum - AC unit, New electrical service and replace rear exit & furnace room doors	16-43	7,000	500	1,000
McMullen Park - replace docks	16-44	15,000	1,000	1,500
Sydenham Library - rear deck	16-45	10,000	500	1,000
Boat Launch upgrades (Buck Lake & Knowlton)	16-46	60,000	3,000	6,000
Total		707,500		
TOTALS		9,870,415		

SCHEDULE "B" (continued) - LINEAR ROAD CONSTRUCTION 2016						
Project Number	ARTERIAL ROAD NAME	BUDGET	5%	10%	5%	10%
16-R01	<i>Desert Lake Road</i>	500,000	25,000	50,000	25,000	50,000
16-R02	<i>Desert Lake Road Causeway</i>	100,000	5,000	10,000	5,000	10,000
16-R03	<i>Perth Road at Buck Lake Study</i>	25,000	1,250	2,500	1,500	2,500
16-R04	<i>Various Roads</i>	50,000	2,500	5,000	2,500	5,000
		675,000				
	BRIDGE NAME					
	<i>Otter Lake Culvert</i>	175,000	8,750	17,500	9,000	17,500
16-R05	<i>Desert Lake Causeway Culverts</i>	150,000	7,500	15,000	7,500	15,000
16-R06	<i>Salmon Lake Culvert</i>	750,000	37,500	75,000	37,500	75,000
16-R07	<i>Westport Road Culverts</i>	126,826	6,341	12,683	6,500	13,000
16-R08	<i>Bridge Replacement Study/Design</i>	50,000	2,500	5,000	2,500	5,000
		1,251,826				
	VILLAGE					
16-R09	<i>Bellorock Village</i>	800,000	40,000	80,000	40,000	80,000
16-R10	<i>Harrowsmith Intersection</i>	700,000	35,000	70,000	35,000	70,000
		1,500,000				
	LOCAL ROAD NAME					
16-R11	<i>Mount Chesney Road</i>	240,000	12,000	24,000	12,000	24,000
16-R12	<i>Peters Road</i>	0				
16-R13	<i>Rideau Road</i>	100,000	5,000	10,000	5,000	10,000
16-R14	<i>Carrying Place Road</i>	135,000	6,750	13,500	7,000	13,500
16-R15	<i>Various Roads</i>	700,000	35,000	70,000	35,000	70,000
		1,175,000				
	LOCAL UPGRADE ROAD NAME					
16-R16	<i>Bradshaw Road</i>	200,000	10,000	20,000	10,000	20,000
16-R17	<i>Frontenac Road</i>	100,000	5,000	10,000	5,000	10,000
16-R18	<i>Steele Road</i>	175,000	8,750	17,500	9,000	17,500
		475,000				
		5,076,826				



STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: **October 27, 2016**

AGENDA DATE: **November 1, 2016**

SUBJECT:

Support for a single Solar Project under the FIT5.0 program

RECOMMENDATION:

That Council support the construction and operation of a FIT 5.0 project to be located at PIN# 36243-0011,

And That Council authorize the Mayor to sign a Municipal Support Resolution for each supported project upon receipt of the approved fee.

BACKGROUND:

As part of the Strategic Plan, Council is committed to addressing climate change by improving energy efficiency and supporting renewal energy production.

The IESO is anticipated to release a RFP for what is referred to as FIT5.0 projects which are smaller scale solar power generation projects that produce less than 500 kW. These projects may be ground mounted or roof top based. Ground mount projects are generally under 5 acres. Council considered 28 similar projects last year and endorsed 27. Of the 27, 14 were awarded contracts by the IESO. Earlier this year Council agreed to re-endorse the 13 projects not awarded contracts should the proponents wish to reapply this round. Paperwork and fees have been submitted for signature for 7 so far. At the October 18 meeting Council approved a further 14 projects.

Further to the delegations on October 11 and the decision of Oct 18 an additional project has been submitted for Council's consideration. Unfortunately given the time frame, the applicant, who has previously appeared before Council is requesting consideration without going through the normal process of scheduling a delegation first. Attached is correspondence from Soventix Canada Inc. in partnership with Wintergreen Renewable Energy Co-operative, which outlines the proposed 250kW project.

ATTACHMENTS:

- Letter and attachments from Soventix

Submitted/approved by:
Wayne Orr

Wayne Orr
Chief Administrative Officer
Township of South Frontenac
4432 George Street
Box 100
Sydenham ON K0H 2T0

October 26, 2016

Re: Municipal Support Resolution for Small FIT Projects

Dear Mr. Orr,

Soventix Canada Inc., in partnership with Wintergreen Renewable Energy Co-operative, an affiliate of SolarShare, is seeking one additional Municipal Support Resolutions to support an application to the Independent Electricity System Operator's 2016 Feed-in Tariff program. The FIT window is set to open on October 31st, 2016.

The landowner approached us recently and we are very appreciative that Staff and Council are willing to accommodate this last-minute submission to the meeting on November 1st, 2016.

The project is approximately 3 acres in size, will be located in the Township of South Frontenac, and will produce 250 kW of power. It is located north of White Lake Road, west of Buck Bay Rd and has the Property Identification Number of PIN: 36243-0011. The legal description is as follows:

PT LT 10 CON 1 BEDFORD AS IN FR751053 ; SOUTH FRONTENAC

Please find attached the following documentation for the project:

- Completed Municipal Support Resolution and Municipal Confirmation Prescribed Forms
- A preliminary site plan indicating the area of the project, setbacks and visual screen placement
- Canada Land Inventory mapping highlighting the project areas as non-prime agricultural soil
- Zoning map

These projects will be applied for in the "Community Participation" category of the Feed-in-Tariff program. This will allow for over 50 residents of Frontenac County (all of whose support will be included as part of the project application) to benefit economically from these projects by way of investing in RRSP eligible solar bonds.

In addition to the over 40 projects currently installed or under contract for construction in the Province, Soventix has successfully developed two 500 kW projects in Kingston under the same arrangement with Wintergreen.

We are hopeful that South Frontenac will welcome the idea of hosting this project which will exhibit a wide array of community benefits.

Please do not hesitate to contact me should you have any further questions.

Best,

Ahmad Antar
Project Development Manager
Soventix Canada Inc.

Schedule A – Project SF4 – PIN: 36243-0011

Land Registry Information - PIN: 362430011

 [Print](#) [Store](#) [Parcel Register](#)











Address:	342 BUCK BAY ROAD				
Municipality:	GODFREY	LRO:	13	Area:	507,826 m2
Land Registry Status:	ACTIVE	Registration Type:	LT	Perimeter:	3,431 m
Description:	PT LT 10 CON 1 BEDFORD AS IN FR751053 ; SOUTH FRONTENAC				
Party To:	JENNINGS, JOHN EDWARD; JENNINGS, HELEN RUTH;				

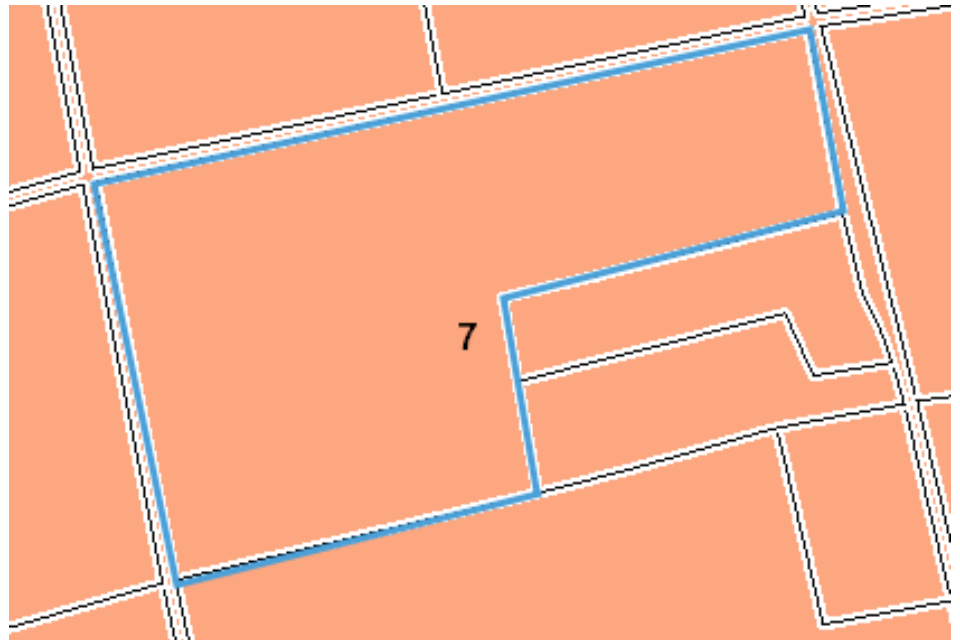


CLI Map – Project SF4 – PIN: 36243-0011

Soil: Class 7 Only

Soils - CLI

-  Class 1
-  Class 2
-  Class 3
-  Class 4
-  Class 5
-  Class 6
-  Class 7
-  Organic Soil
-  Unclassified
-  Water

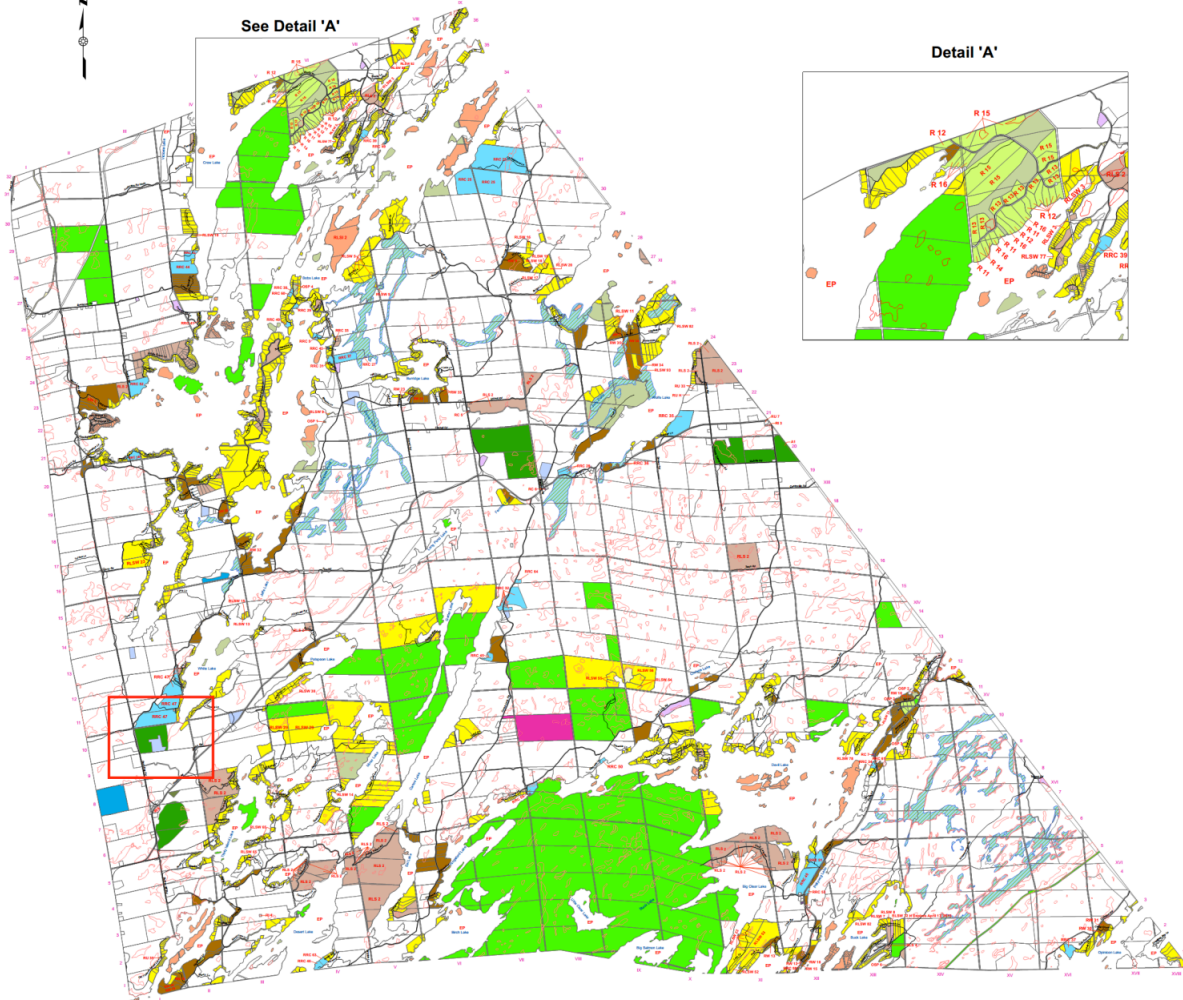


DISTRICT OF BEDFORD Zoning By-law No. 2003-75 Schedule "D"



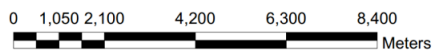
See Detail 'A'

Detail 'A'



ZONING LEGEND

- | | |
|--|--|
| ■ AGRICULTURAL ZONE (A) | ■ TEMPORARY USE ZONE |
| ■ RURAL ZONE (RU) | ■ URBAN INDUSTRIAL ZONE (UI) |
| ■ WATERFRONT RESIDENTIAL ZONE (RW) | ■ PIT "A" ZONE (PA) |
| ■ LIMITED SERVICE RESIDENTIAL ZONE (RLS) | ■ PIT "B" ZONE (PB) |
| ■ LIMITED SERVICE RESIDENTIAL - WATERFRONT ZONE (RLSW) | ■ QUARRY "A" ZONE (QA) |
| ■ LIMITED SERVICE RESIDENTIAL - ISLAND ZONE (RLSI) | ■ QUARRY "B" ZONE (QB) |
| ■ RESIDENTIAL ZONE (R) | ■ WASTE DISPOSAL ZONE (WD) |
| ■ MOBILE HOME RESIDENTIAL ZONE (MHR) | ■ SALVAGE YARD INDUSTRIAL ZONE (SI) |
| ■ URBAN RESIDENTIAL - FIRST DENSITY ZONE (UR1) | ■ COMMUNITY FACILITY ZONE (CF) |
| ■ URBAN RESIDENTIAL - SECOND DENSITY ZONE (UR2) | ■ OPEN SPACE - PUBLIC ZONE (OSP) |
| ■ URBAN MULTIPLE RESIDENTIAL ZONE (UMR) | ■ OPEN SPACE - PRIVATE ZONE (OSP) |
| ■ RURAL COMMERCIAL ZONE (RC) | ■ ENVIRONMENTALLY SENSITIVE LANDS OVERLAY |
| ■ RECREATIONAL RESORT COMMERCIAL ZONE (RC) | ■ ENVIRONMENTAL PROTECTION ZONE (EP) |
| ■ URBAN COMMERCIAL ZONE (UC) | <small>(See Section 5.37 for Development within ENVIRONMENTALLY SENSITIVE LANDS)</small> |
| ■ RURAL INDUSTRIAL ZONE (RI) | |



1:33,813

This is Schedule 'D' to By-law 2003-75 passed the 16th day of September 2003 and amended thereto.

Signatures of Signing Officers
Mayor _____
Clerk _____

This map was prepared from assessment plan data supplied by the Regional Assessment Office, Kingston, Ontario, as authorized by the Township of SouthFrontenac, and is not to be employed as a legal survey drawing. This drawing is intended for reference purposes only.






























REVISION DATE: SEPTEMBER, 2014

Zoning Map – Project SF3 – PIN: 36278-0052

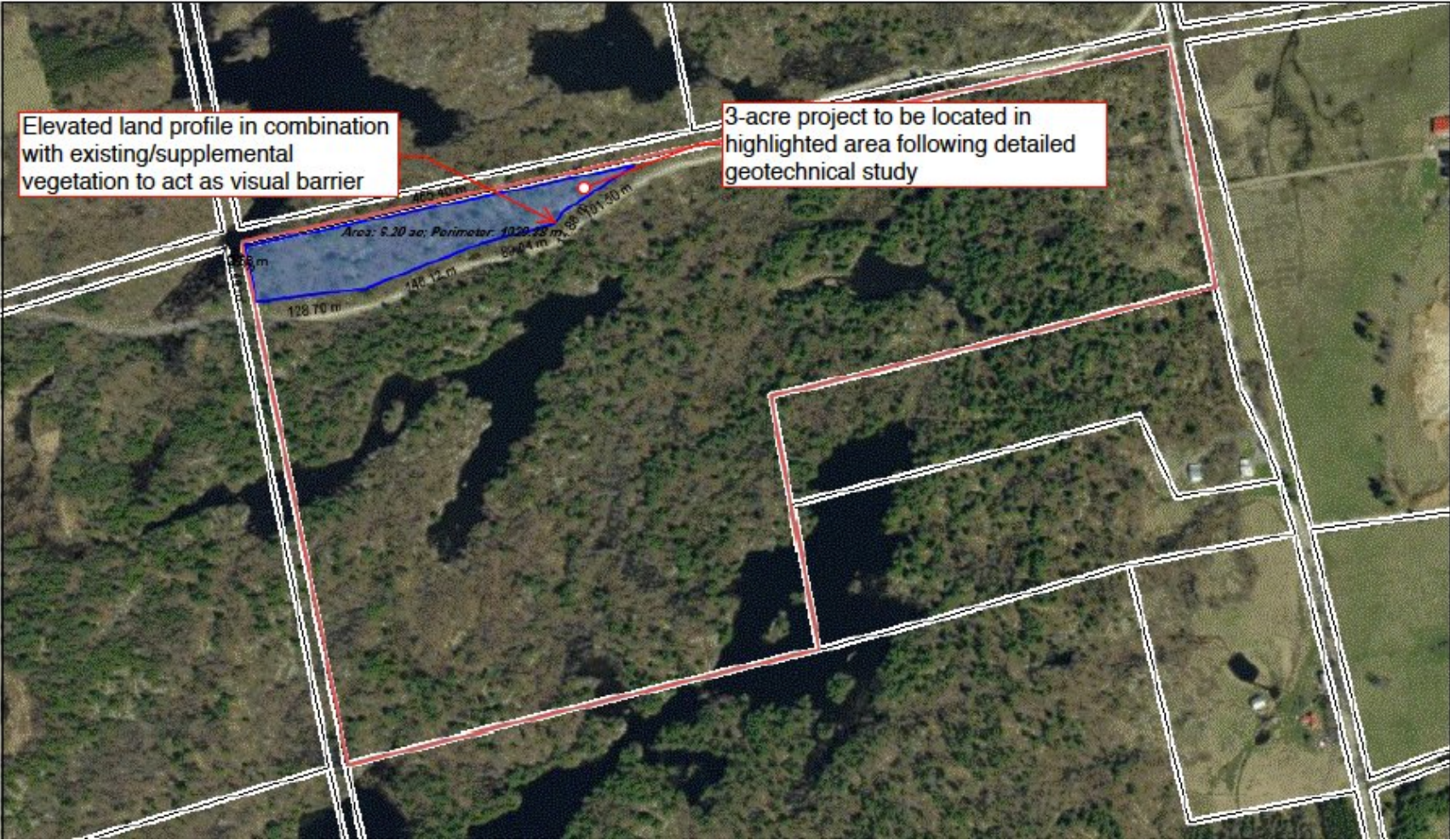
Zoning: Rural Zone



ZONING LEGEND

	AGRICULTURAL ZONE (A)		TEMPORARY USE ZONE
	RURAL ZONE (RU)		URBAN INDUSTRIAL ZONE (UI)
	WATERFRONT RESIDENTIAL ZONE (RW)		PIT "A" ZONE (PA)
	LIMITED SERVICE RESIDENTIAL ZONE (RLS)		PIT "B" ZONE (PB)
	LIMITED SERVICE RESIDENTIAL - WATERFRONT ZONE (RLSW)		QUARRY "A" ZONE (QA)
	LIMITED SERVICE RESIDENTIAL - ISLAND ZONE (RLSI)		QUARRY "B" ZONE (QB)
	RESIDENTIAL ZONE (R)		WASTE DISPOSAL ZONE (WD)
	MOBILE HOME RESIDENTIAL ZONE (MHR)		SALVAGE YARD INDUSTRIAL ZONE (SI)
	URBAN RESIDENTIAL - FIRST DENSITY ZONE (UR1)		COMMUNITY FACILITY ZONE (CF)
	URBAN RESIDENTIAL - SECOND DENSITY ZONE (UR2)		OPEN SPACE - PUBLIC ZONE (OS)
	URBAN MULTIPLE RESIDENTIAL ZONE (UMR)		OPEN SPACE - PRIVATE ZONE (OSP)
	RURAL COMMERCIAL ZONE (RC)		ENVIRONMENTALLY SENSITIVE LANDS OVERLAY
	RECREATIONAL RESORT COMMERCIAL ZONE (RC)		ENVIRONMENTAL PROTECTION ZONE (EP) (See Section 5.37 for Development within ENVIRONMENTALLY SENSITIVE LANDS)
	URBAN COMMERCIAL ZONE (UC)		HAMLETS
	RURAL INDUSTRIAL ZONE (R)		

Project SF4 – PIN: 36243-0011 - Site Plan





STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: **October 27, 2016**

AGENDA DATE: **November 1, 2016**

SUBJECT:

Glendower Hall Front Entrance

RECOMMENDATION:

That Council release up to \$5,000 for the design and engineering for a new front entrance for Glendower Hall

BACKGROUND:

The 2016 Capital Budget has \$40,000 set aside and on hold for addressing the front stairs. The intent is to consider combining a new front staircase with an accessible ramp and replace the current wooden ramp with a basic fire exit.

The front stairs of Glendower Hall are poured concrete and are deteriorating from the age and the use of winter salt.

The Public Services Committee met on October 27 and recommended the release of up to \$5,000 for staff to engage engineering services for the design of a combined entrance solution. The design would include a cost estimate for Council's further consideration.

Submitted/approved by:
Wayne Orr



STAFF REPORT CLERKS DEPARTMENT

PREPARED FOR COUNCIL: **October 27, 2016**

AGENDA DATE: **November 1, 2016**

SUBJECT:

In field Communications

RECOMMENDATION:

That Council receive the final report of Sonoptic Media and Communications regarding In-Field Communications – Gap Study & Option Analysis dated September 2, 2016;

And That Council acknowledge that the existing analog communications systems do not meet current standards and that a transition to a fully digital system (either P25 or LTE) will be required at some point in the future;

And That as a first step it is necessary to improve policy, standard operating procedures and incident tracking related to in-field communications, dispatch and repair/replace existing equipment. This work is essential to prepare the municipality to participate in potential granting and/or pilot project opportunities;

And That, Council direct staff (as appointed by the CAO) to complete the following tasks and report back to Council by March 1, 2017:

1. That a County Wide In-Field Communications Policy Committee be established consisting of two staff members from each Frontenac municipality and the assistance of an outside facilitator with the following priority tasks:
 - a. Implement an in-field communications and dispatch incident tracking and reporting system that is geo-referenced. At a minimum, the tracking system will collect information regarding communications gaps, equipment failure/malfunction and dispatch issues;
 - b. Develop and implement an in-field communications protocol, that gives consideration to the Lanark County model, that will ensure consistency across all municipalities;
 - c. With the guidance of the GlenTel Radio Communication Study (Feb 2014) prepare an itemized priority list of necessary equipment requirements for the current in-field communications system including estimated cost and timelines for replacement;
2. That the Frontenac Chief Administrative Officers meet with senior staff from the Eastern Ontario Regional Network to investigate the potential for Frontenac to be used as a pilot project for the implementation of a secure, dedicated Public Safety Broadband Network on the LTE spectrum fully digital system and/or advancing the advocacy effort the expansion of the PSBN across Eastern Ontario.

BACKGROUND:

The issue of in filed communications has been before Council and the County over the last several years.



STAFF REPORT CLERKS DEPARTMENT

On October 5, at a special joint meeting of the Frontenac Councils, Councillors and staff heard the presentation of the consultants hired to review the extent of the problem and their recommendations.

As a first step in moving forward all municipalities are being asked to adopt the above resolution.

ATTACHMENT:

- In Filed Communications Report

Submitted/approved by:
Wayne Orr

**Frontenac
In-Field Communications
Gap Study & Option Analysis**

Final Report

Prepared by

Robert Leitch

SONOPTIC

Media & Communications Corp
7 Stewart Street, Perth ON K7H 2M4

2016-09-02

In association with:

Nelson Rogers, Community Ingenuity

And

David du Feu, GlobeConsult

EXECUTIVE SUMMARY

This 'In-Field Communication Gap Study and Option Analysis Report' was facilitated by the County of Frontenac on behalf of the townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands. The goal of this report was an examination of the user experience with emergency and in-field communications. Input and opinions were sought from front-line stakeholders and allied emergency personnel regarding the problems, issues and risks facing first responders in the performance of their duties. Throughout this study, every effort was made to get to the root of the relevant issues.

Requests for interviews with key informants were met with enthusiasm, cooperation, and openness. There was a high degree of interest in the topic of in-field communication and a desire to see improvements in this area. Leading practices, studies and interviews with key informants from similar jurisdictions were considered as comparators to ascertain practical solutions, balanced with fiscal realities that would help articulate a clear path forward. The report provides guidelines, options and recommendations for incremental system upgrades that would be building blocks toward an effective comprehensive communication system, while at the same time assessing and managing risk.

The ability of emergency responders to effectively communicate is paramount to their safety and security, as well as that of the county and its citizens. The communications challenges outlined in this report have an impact on emergency management, mutual aid effectiveness, personnel and public safety, and the ability of first responders to deal with other issues that arise.

While Frontenac first responders are providing good service, they often find themselves having to compensate for communications inadequacies that may contribute to increased risk. While some inadequacies related to protocols, policies, procedures and training as well as issues with Kingston dispatch should be relatively easy and inexpensive to resolve, other issues related to communications infrastructure to improve signal coverage and communication equipment will be more challenging and expensive to address. Several communications system options (i.e. migrate to a Simulcast analogue system as an interim solution, migrate to a P25 digital system or wait for LTE technology to evolve), estimated relative magnitude of costs and potential opportunities for partnerships and funding are presented for consideration.

Note that this Gap Study and Option Analysis Report is Part 1 of multi-phase project to upgrade In-Field Communications capability. Part 2 will address Procurement and Project Management.

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1 INTRODUCTION & METHODOLOGY

1.1 Introduction

Since 2013, the County of Frontenac and member townships have received a number of technical assessments of their radio communication systems. While it is apparent that there are issues with the current systems and challenges associated with new technologies available, a clear path forward has not yet emerged.

This report features an examination of the user experience with emergency and in-field communications, opinions on the challenges, problems and issues, an investigation of relevant information from communication system users in comparable jurisdictions, and an assessment of the potential impact of the communication infrastructure development being undertaken by the Eastern Ontario Regional Network (EORN).

The purpose of this report is to assist with decision-making around long-range goals for in-field communication for Frontenac and to provide some guidelines for incremental system upgrades that will be building blocks toward an effective comprehensive communication system.

Robert Leitch, M.Ed. provided management and coordination, Nelson Rogers, Ed.D directed research and business analysis and David du Feu, B.Com guided technical analysis for this report. Collectively, they analyzed the concepts and issues related to the provision and operability of in-field emergency communication systems for the County of Frontenac and its municipalities. See **Appendix A: Relevant Experience**. While beyond the scope of Part 1 of this initiative, the consultant team identified prospective funding and partner opportunities that could benefit Part 2: Procurement and Project Management.

1.2 Methodology

An initial meeting with County and Township CAOs helped to establish the framework, objectives and timelines for the study. Lists of individuals to be interviewed were provided and guidelines discussed. The major issues highlighted by the CAOs included: authenticating the significant issues regarding in-field communications, listening to key stakeholder input, identifying practical solutions that acknowledge fiscal realities, and articulating a clear path forward.

A gap analysis procedure was conducted to determine needs and identify problems before developing an action plan. This helped identify specific problems to address, understand the situation causing the problems, and ensure that the problems being addressed were the right ones. This process was especially useful in the problem identification stage, and as a way to measure ongoing progress toward a goal.

An interview/survey guide was developed to facilitate the process of gathering information regarding communication gaps, risks, and issues. More than 40 in-person interviews were conducted by the consultants over a five-week period. See **Appendix B: In-Field Communications Interview Guide/Survey**.

Personnel contacted during this study were very eager to collaborate and there was full participation by those invited to be interviewed. Some staff not on the initial list volunteered to be interviewed as well. Everyone recounted their opinions without reservation. This exceptional level of cooperation is an indication of widespread interest in the topic of in-field communication and a desire to see improvements in this area. Support staff provided outstanding assistance with arranging interviews, scheduling, locations, etc. Several of the interviewees rearranged their schedules or came into the office on their day off in order to participate.

Participants were given the option of responding to the survey or participating in an interview anonymously. No one who was contacted declined to participate and no one requested anonymity. The most informative interviews have been transcribed, and some excerpts have been included in this report. Participants were encouraged to diverge from the specific survey questions if necessary to provide context and other relevant information. An electronic version of the survey was also made available for those whose schedules did not permit an in-person interview.

External consultations were also held with representatives of the Eastern Ontario Regional Network (EORN), and the Ontario Provincial Police (OPP) Communication Centre in Smiths Falls, as well as fire and emergency personnel in adjacent jurisdictions.

1.2.1 Consultation

The goal of the consultation was to determine the nature of the end-user experience with in-field emergency communication – both the current state (what’s working/ what isn’t) and the user’s opinions on the ideal state (what’s needed in order to be adequately prepared for anticipated emergencies and to protect the safety of first responder personnel). The information was gathered through semi-structured interviews and/or open-ended survey tools:

- Interviews and/or surveys were conducted with staff of the County of Frontenac and the four member municipalities. Efforts were made to include at least one person in management and one not in management from each department: fire services, public works, and emergency management (if separate from fire services), as well as the Chief Administrative Officers (CAOs)
- Interviews and/or surveys were also conducted with paramedics and representatives of relevant allied emergency responders

- Discussions were held with representatives of the Eastern Ontario Regional Network (EORN) regarding communication capabilities being enhanced through this initiative and the potential impacts on public safety communication.
- A “network sampling” approach was utilized – i.e. participants in surveys and interviews were asked to recommend additional relevant participants who are particularly knowledgeable in this field.

1.2.2 Background Research & Review of Relevant Reports

The following reports and presentations were reviewed for context and relevance. See **Appendix C: Background Research** for a brief commentary:

- GlenTel Radio Communications Study (Feb 2014)
- GlobeConsult GlenTel Radio Communications Study Assessment (Oct 2014)
- County of Frontenac Emergency Response Plan (Dec 2013)
- National Emergency Response System - Public Safety Canada (Dec 2015)
- Emergency Management Ontario (June 2016)
- Eastern Ontario Regional Network re: emerging communication technologies
- Research on rural emergency communication - British Columbia and Australia
- Project 25 (also known as APCO-25 and/or P25) Phase 2. For more information on the P25 standard and its implications see: https://en.wikipedia.org/wiki/Project_25
- Tait Communication, one of many manufacturers and suppliers of P25 compliant equipment, provides widely-relevant information about P25 for public safety – see: <http://www.taitradio.com/products/p25-radio/public-safety>
- Long Term Evolution (LTE), also known as Fourth Generation or 4G will be capable of meeting public safety communication requirements - see Don Tuite’s article in Electronic Design magazine: <http://electronicdesign.com/analog/can-public-safety-radio-s-p25-survive-lte>.
- The Ultimate Two-Way Radio Selection Guide by Turris Communications <http://info.cwcom.com/ultimate-two-way-radio-selection-guide>
- Kingston Interoperable Safety and Security (KISS) project report
- Canada Safety and Security Program (CSSP), Defence Research and Development Canada (DRDC)
- Narrowband Analog Simulcast Workshop, APCO/Philadelphia, August 9, 2011
- The Communications Committee, an ad hoc working group of Frontenac fire chiefs and public works managers that had been formed to advise the municipalities on radio communication issues provided two reports published in 2013 and 2014 included detail about radio communication functionality and another dated January 2015 contained the outline of a project concept that was similar to the RFP which resulted in this current study.

2 FINDINGS

2.1 Interview & Survey Themes, Issues & The User Experience

2.1.1 Problem Identification

The initial target of 32 interviews was exceeded by more than 30%. In total, 44 interviews were conducted with County of Frontenac and Township personnel (i.e. fire chiefs, public works managers, emergency coordinators, and CAO's) as well as paramedics, OPP, and relevant allied responders. Gaps, challenges, problems and issues were identified from the end-users experience including: operational problems when using in-field communications systems - both the current state and the user's opinions on the ideal state as well as gaps in protocols, policies and training. See **Appendix D: List of Interviews**.

The challenges, problems and issues frequently identified were:

- **Coverage, signal strength and dead zones** within the County of Frontenac were the primary complaint from interviewees; especially as it relates to paging and dispatch. This was due to a range of issues related to the number, type, location and maintenance of towers and repeaters.
- **Reliable Communications** was often cited as a problem especially as it relates to onsite mobile communications units, outdated or non-functional equipment, and lack of standardization and interoperability of equipment among Frontenac first responders and external mutual aid responders.
- **Congestion at the Kingston Dispatch** - Many interviewees indicated that policy dictates that everything must go through Kingston dispatch. However, because of the volume of calls and overall communications traffic, Kingston dispatch often becomes congested resulting in Frontenac personnel being placed on standby while another occurrence or issue are dealt with first. One Frontenac emergency responder stated:

When we go through the Kingston dispatch to pass a message to another agency, they have to communicate with allied agency dispatch. This process takes time, which sometimes we don't have! All communications between units currently goes through Kingston dispatch, which can be quite slow.

- **Interoperability with Allied Agencies** - Some interviewees thought it would be helpful if they had the ability to contact allied agencies directly rather than relying

on dispatch. Other comments indicated communications to other services are currently handled from dispatch to dispatch, which can be somewhat inefficient. The feeling was, the more interoperability with other departments the better. Cross communications on the way to a scene is handled by dispatch. Some respondents felt that cutting out the “middleman” (i.e. dispatch) is a good thing especially when a quick decision is required on the scene. An example of the type of situation where the capacity for on-site communication could be helpful is when emergency responders have to call public works regarding road repair issues related to an incident. Some stated that there are circumstances where direct communications with other allied agency personnel is required. In some situations it can be difficult to contact police during an emergency and this could involve some risk for other responders arriving at a dangerous scene.

- **Backup or Redundant Communications Systems** - Some of the paramedics thought that redundant systems such as satellite phones would be helpful especially during an emergency where no radio or cell service was available. Lennox and Addington County use a Rhino system. Central Ambulance Communications Centres (CACC) use an outdated system called ARIS II (Ambulance Response Information System) for information gathering and dispatching vehicles while Toronto EMS uses MPDS (Multiple Priority Dispatch System).

There are a couple of dead spots with our radio service in parks and conservation areas. The only other option is using cell service where that signal level sometimes is lacking.

- **Protocols, Policies and Training** - The communication policies that emergency personnel follow during an incident need clarification. Some interviewees felt that there are many times that dispatch does not need to hear a conversation with another allied agency on the scene. There was lack of clarity about whether specific rules are in place to clearly distinguish what types of communication needs to go through central dispatch and what should be only local or tactical communication.

Among the issues highlighted by the Communication Committee were the diversity of the types and ages of communication equipment across the county, the lack of county-wide policies or standards for communication and related infrastructure, and the perception that local communication issues were treated as low priorities within the county and the broader region. It was admitted that some of the issues related to legacy policies and practices that pre-dated municipal amalgamation, as well as changes in emergency communication standards (provincial and national) that are outside municipal control but have significant local impacts.

The Communications Committee reports and several of the interviewees indicated that Frontenac municipalities are increasingly falling behind the City of Kingston and adjacent counties who have updated their communication systems, resulting in interoperability issues across boundaries.

2.1.2 Risk Identification

In order to assess risk, interviewees were asked - What's going wrong? What are the consequences if not addressed- How bad is it? How often does it happen? And, with an emphasis on the end-user experience determine - What's working well? What could work better?

The Communication Committee reports and several of the interviewees indicated the risks associated with gaps in coverage and unreliable communication equipment to public safety and first responders. These key issues and the lack of interoperability within and across county boundaries were also identified and analysed in some detail in the GlenTel and GlobeConsult reports in 2014.

Interviewees cited poor signal strength or no signal, coupled with the reliability and capacity of existing communications equipment, often results in an inability to connect to dispatch and/or communicate effectively with other responders at the scene. Many interviewees described informal and/or spur-of-the-moment communication improvisations to compensate for inadequate equipment or signal loss. These included personal cell phone usage, informal message relay practices, and other signalling systems. The ingenuity of the volunteer fire fighters and others, and the dedication to making things work under difficult conditions are admirable. However, these informal systems may be camouflaging the seriousness of in-field communication shortcomings so that the seriousness of risks to personnel and citizens are not widely acknowledged.

In summary, the ability of emergency responders to effectively communicate is paramount to their safety and security, as well as that of Frontenac citizens. The communications challenges outlined above have an impact on emergency management, mutual aid effectiveness, personnel and public safety, and the ability of first responders to deal with other issues that arise.

3 OPTIONS ANALYSIS

3.1 General

A range of possible options were explored for each issue arising from the problems identified.

3.2 Current & Emerging Technologies

Two-way radio communication technologies, especially for emergency services, have been moving away from analogue and toward digital since the 1990s. However, some jurisdictions have extended the life of their analogue technologies through the adoption of simulcast systems as an interim measure that is more affordable.

While several digital communication protocols have been developed for various purposes, in the USA and Canada the set of standards known as Project 25 (also known as APCO-25 and/or P25) have been widely adopted. Communication equipment that meets the P25 standards generally uses simulcast technology, where communication is simultaneously broadcast from multiple points in a network, usually resulting in fewer dead zones or gaps in coverage. Furthermore, since P25 is a non-proprietary set of standards, equipment that meets these standards are designed to be interoperable regardless of type (hand-held, mobile, fixed base, etc.) or manufacturer. It should be noted that while interoperability is the goal and expectation of P25, there can be technical issues with some applications and some types of equipment that still may experience challenges with full interoperability.

Since the P25 standards were adopted and promoted by the Association of Public Safety Communications Officials (APCO) International in the late 1980s, many public safety agencies and organizations in the USA and Canada have moved their operations to P25 equipment, and widespread adoption is now nearing the trailing edge of what is commonly known as P25 Phase 2. For more information on the P25 standard and its implications see: https://en.wikipedia.org/wiki/Project_25. Although Tait Communication is only one of many manufacturers and suppliers of P25 compliant equipment, their website provides widely-relevant information about P25 for public safety – see: <http://www.taitradio.com/products/p25-radio/public-safety>

Since the initial development of P25 standards about 30 years ago, and the more recent updating with P25 Phase 2, there have been a number of significant developments in spectrum allocation, as well as trends toward increasing capabilities and reducing costs in communication equipment, particularly with cell phones. While earlier cell phone technologies had issues with reliability and security that made them generally unsuitable for public safety use, it is now apparent that the technologies known as LTE (Long Term

Evolution, also known as Fourth Generation or 4G) will be capable of meeting public safety communication requirements.

Although there is some debate about when LTE for public safety will be widely adopted (various estimates are 1 – 2 years, 3 – 5 years, 5 – 10 years), there is every indication that LTE will overtake P25 in the near future. Many manufacturers are making their LTE public safety equipment backward compatible with P25, but there may be some interoperability issues with some applications. For more information about the evolution from P25 to LTE for public safety, see Don Tuite's article in Electronic Design magazine (though a couple of years old, it is still highly relevant and explained in layperson's terms): <http://electronicdesign.com/analog/can-public-safety-radio-s-p25-survive-lte>. See

Appendix E: Radio Technology Options

3.3 Relative Magnitude Of Costs Between Options

While equipment costs of LTE and P25 systems are generally in a similar ballpark, additional functionality available with LTE makes direct cost-comparison challenging. The cost of construction and maintenance of towers dedicated to LTE for public safety is generally prohibitive for most organizations, but since this technology is parallel to what all the major cell phone systems are migrating toward, there are opportunities for significant cost savings through tower-sharing arrangements and public-private partnerships.

While significant advancements have been made in recent years in broadband access, cell signal coverage, and related issues, there are still some challenges to overcome. Some recent reports put cell coverage in rural Ontario at 85%, although there are areas with sparse populations in complex geographies where the gaps in coverage are more significant; for example Lanark Highlands, North Frontenac and Addington Highlands.

Following a meeting on July 13/16 with Eastern Ontario Regional Network (EORN) representatives, the consultants received this statement:

EORN is currently pursuing potential funding to improve the coverage and capacity of mobility broadband in the region. After extensive analysis there are considerable gaps in Eastern Ontario which impact residents, businesses and visitors. The need to improve the cellular mobility networks will aid in growth and development of the region and will foster innovative and creative ways in how both business and recreation is conducted. Not only is the goal to fix the coverage and capacity issues for commercial users, EORN is also investigating the development of a public safety broadband network which will utilize the spectrum allocated by the federal government for use by the emergency personnel in fire, police and paramedic services. Building the infrastructure to enable a PSBN in conjunction with a commercial network will not only reduce costs but will also enable possible pilots to be completed in Eastern Ontario related to emergency services.

If the next phase of the EORN project proceeds as hoped, LTE cell coverage in rural eastern Ontario could be close to 95% by 2018 or 2019. This may open opportunities for significant cost savings in the migration of public safety communication to LTE if done in parallel with the EORN project. Communication equipment upgrades in the near future will need to be done with consideration of the availability of LTE within the next three years or so. In a comparable jurisdiction, southern Vancouver Island, the public safety agencies are currently replacing outdated and not maintainable communication systems with P25-compliant equipment, and intend to continue with this strategy until at least 2018, when LTE technology may be ready for implementation. For more information on this project – the Capital Region Emergency Service Telecommunications, and the HRO system - see: <http://crest.ca/hro-system/> . Another approach, as adopted by Lanark County, is to extend the life and usability of analogue technologies by using simulcast systems, in parallel with some low-cost systems suitable only for local or tactical communication. These systems will probably need to be replaced very quickly as soon as LTE is widely available.

In Frontenac, the following three options, with significant differences in technology solutions, estimated relative magnitude of costs and performance, are offered for consideration:

Migration to a Simulcast System like Lanark

In Lanark County, the previous conventional analogue system had mobiles, handsets and base stations similar to what is currently in use in Frontenac. Lanark had 11 towers with the old conventional system. They opted to keep their existing analogue equipment and update their system to a process called simulcast (**Simultaneous Broadcast**). With this system they were able to achieve improved coverage and sound quality while reducing the towers required to eight.

The installation and verification period, from contract signing to in-service acceptance testing took about eight months. The tower, dispatch and additional receiver equipment for the eight sites were provided under a lease agreement, which included monthly costs of around \$40,000 for equipment rental and \$30,000 for maintenance. The initial lease agreement was for five years at a total cost of over \$4.2 million. The total non-rented equipment, equipment upgrades, system testing and spares cost nearly \$1 million.

For comparison purposes, the population of Lanark County (including Smiths Falls) is about three times that of Frontenac County. To extrapolate a possible cost for Frontenac to upgrade to simulcast, it was assumed that a network about half the size of Lanark's would be required (due to geography rather than population). The lease arrangement may be able to be amortised over three years. New technology (LTE) may be available then, and additional funding opportunities might arise to facilitate migration to updated

technology. Using this rationale to come up with an order of magnitude, it would cost Frontenac about \$1.2 million for equipment rental and maintenance for three years, and about \$450,000 to \$500,000 for the non-rented equipment, equipment upgrades, system testing and spares.

Note that this scenario includes the assumption that some existing equipment can be incorporated into the new system, that the essential current equipment will continue to be functional throughout the three-year upgrade process, and that the base station infrastructure shortcomings identified in the Glen-Tel report will also be addressed (and most of these costs are not included in the estimates above). The risks inherent in this approach include equipment failure or obsolescence before LTE becomes available and no clear migration pathway to LTE once it is available.

Migration to P25 technology like Vancouver Island HRO Project

In 2014, the city of Victoria British Columbia and region began a five-year project to upgrade emergency communications to P25-compliant systems. The Capital Region Emergency Service Telecommunications Inc. (Crest), based in Victoria, provides emergency radio communications for 50 emergency response agencies in B.C.'s Capital Region. This includes fire departments, police departments, ambulance services, conservation officers, by law enforcement officers, Victoria Airport Security, and others. The Victoria Capital Regional District is a large, diverse and complex area, with over 370,000 residents in 13 municipalities. Crest's emergency radio communications system called "HRO" manages over 7.5 million calls per year and currently has 2,500 users/radios in the field, 1,500 square kilometers of system coverage and 30 transmission/repeater towers.

In 2014, CREST stakeholders approved a \$25 million investment in a five-year plan involving the installation of the new transmitters and receivers, the conversion of existing radio to P25 compatible and the purchase of new radios. Infrastructure costs accounted for approximately \$13 million. See <http://crest.ca/hro-system/>. Cost comparisons, between Victoria's HRO system and what Frontenac County may need, are challenging due to the very different population and coverage areas, and the very broad range of collaborating agencies under the HRO umbrella. Frontenac County has about 7% of the population of the BC Capital Region, but covers more than double the land area.

Considering that a large portion of the cost of the HRO implementation is due to the large number of users, it is possible that Frontenac County could implement a similar system for something in the range of one-quarter to one-third of the HRO project costs – about \$6 million to \$8 million over five years. This type of implementation could be made much

more affordable if a larger collaboration could be facilitated – either including the City of Kingston, or neighbouring rural municipalities, or a broader range of agencies, or support from provincial or federal funding sources, and most likely some combination of these factors.

The major challenges with this approach include the unknown cost magnitude due the need for tower upgrades or construction to achieve coverage in challenging geographic conditions, and the unknown feasibility of redeployment of current equipment for tactical communication as P25 for emergency is implemented, as well as the unknown opportunities for partnerships or funding sources. On the positive side, P25 systems are already in use in the area so there are increased opportunities for interoperability, and predictions are that most LTE equipment will be backwards compatible with P25 so that future technology upgrades will be simplified.

Wait for LTE (Long Term Evolution)

While it appears certain that public safety communication will eventually migrate to LTE technologies, the timeframe for widespread availability in rural eastern Ontario is unclear at this point. EORN and other organizations are working toward a goal of 95% coverage by 2018 or 2019, although funding to support this implementation has not yet been secured. There are considerable risks associated with the “Wait for LTE” option, including the risks to the safety of the public and to emergency personnel of the current patchwork of communication systems with well-documented issues with reliability, coverage, interoperability, obsolescence, etc. The seriousness of the current situation is being camouflaged by the extraordinary efforts of employees and volunteers who are improvising on-the-spot solutions to significant communication problems. While the dedication of these individuals is laudable, this approach should not be considered a viable solution on an ongoing basis.

4 RECOMMENDATIONS & PRIORITIES FOR ACTION

4.1 General

In complex situations where a number of factors must be taken into consideration in order to achieve the desired results, it is often useful to use a prioritization tool. One well-established and highly regarded approach is the Critical-Urgent Prioritization Matrix, also known as the “Eisenhower Matrix”.

For more information on this approach, see: <http://www.eisenhower.me/eisenhower-matrix/> or <http://www.businessinsider.com/dwight-eisenhower-nailed-a-major-insight-about-productivity-2014-4>.

4.2 Critical-Urgent Prioritization Chart

Critical = this is very important.

Urgent = this must be done right away

	Urgent	Less Urgent
Critical	Do this asap. But ask – Why were important things neglected until they became urgent?	Plan and schedule. This is where the majority of attention should be paid. Prepare for important issues before they become urgent.
Less Critical	Delegate or delay. But ask – Why are unimportant things considered urgent?	Defer or drop. Note that some issues in this category may be “nice to do someday” and may be reconsidered later.

4.3 Protocols, Policies & Training

Critical and Urgent:

- a) Establish a small committee of first responders to review and clarify communication protocols to meet provincial and national standards, especially standardized language/terminology, and criteria for communication through dispatch (emergency) or local (tactical) communication. Closely related to this is training to ensure the protocols are understood, supported and implemented. Note that Lanark County has a good model which could easily be adapted for Frontenac. The Lanark County approach includes: a review of communication policies and procedures to ensure compliance with Emergency Measures Ontario and other relevant authorities, the development of a user-friendly handbook on communication policies and procedures, and the designation of trainers who provide training to all fire and emergency personnel throughout the county.

- b) Appoint a first responder liaison to represent Frontenac's interests regarding the level of service contract with Kingston Dispatch. Ensure all key personnel (at least fire chiefs and deputy chiefs, perhaps others) understand the level of service specifications in the contract with Dispatch. Implement a process to document and submit any incidents of failure to deliver service according to specifications and document/report the resulting response from Dispatch. Create a collaborative "front of mind" relationship with City of Kingston paging/dispatch to improve coordination, response and interoperability.

4.4 Fiscal Planning & Messaging

Critical and urgent

- Establish a working group to develop a consistent message that clearly articulates the issues and solutions as well as the benefits of a comprehensive county-wide in-field communications plan

- Once a path forward has been determined, establish a working group to prepare a financial plan to address the in-field communications cost for the Frontenac over the next 3 to 5 years

Critical and less urgent

- Establish a small committee to research potential external sources of funding such as Canadian Safety and Security Program (CSSP) and Eastern Ontario Development Program (EODP) Collaborative Fund, identify local matching funds, prioritize best prospects and prepare applications for funding

- Promote Frontenac as a potential partner in EORN's future plans and create a pilot project that demonstrates the importance and viability of LTE for public safety communication in areas of sparse population and difficult geography.

4.5 *Communications Infrastructure & Equipment*

Critical and urgent

- a) Implement processes to deal with issues identified in GlenTel report re: base stations, physical infrastructure, backup power, etc.

Note: Some of this work is related to larger issues of upgrading and/or rationalizing township infrastructure – issues far beyond the scope of this study, but which need to be addressed.

Critical and less urgent

- b) Work to reduce dead zone coverage gaps by working with EORN and public/private sector partners to upgrade towers and/or repeaters.
- c) Develop a plan to standardize communication equipment and interoperability across townships and departments, and implement an ongoing program of upgrading/evergreening. In this category, options include (from simplest to most complex):
 - Migration to simulcast system like Lanark County
 - i. High Risk - current equipment is prone to failure and/or obsolescence
 - ii. Lowest cost, but trailing edge technology
 - iii. May not be easily migrated to LTE - likely to become suddenly obsolete when LTE is in place, probably in 2018 or 2019
 - Migration to P25 technology like Vancouver Island HRO project
 - i. Higher cost but improved quality of service
 - ii. More easily migrated to LTE (predictions are that most LTE equipment will be backwards compatible with P25)
 - iii. Implementation can be phased in, migration to LTE can be phased in when it becomes available
 - Wait for LTE and collaborate with EORN, then do major replacement of systems and equipment.
 - i. High Risk - current equipment is prone to failure and/or obsolescence before LTE will be available
 - ii. A quick and comprehensive system replacement to LTE technology may be suddenly required and is likely to be unaffordable by the townships unless significant provincial and/or federal funding is available - which is not known at this time

5 NEXT STEPS

The good work, professionalism and resolve of first responders within the County of Frontenac deserves acknowledgement, and their contributions to this study are greatly appreciated. However, the willingness and ability of many first responders and municipal employees to go “above and beyond” to solve urgent problems should not be considered an adequate solution to significant communication issues.

The townships of Frontenac are currently in a serious situation with regards to in-field communication technologies – in policies, training, equipment, and supporting infrastructure. Some of these issues can be addressed relatively quickly and easily – particularly in the area of protocols, policies, and training. However, a major upgrade of communication systems will require collaboration among all parties involved, and commitment to a long-range strategy. The most feasible pathways have been briefly overviewed in this report and an investigation of the implications and relative merits of the options needs to be undertaken in the near future. See **Appendix F: Project Flowcharts**

In the absence of a county-wide incident reporting protocol and/or procedure to track dispatch and on-site emergency communications issues, actual situations that have arisen in the past were not documented. However, during the interview process, many first responders and other employees relayed stories about how they improvised to compensate for inadequate equipment or signal loss: using personal cell phones, going to the nearest height of land to get a connection, sending someone to relay a message, and carrying fire service radios in ambulances to accommodate interoperability and allow paramedics to communicate with their fire service and public works associates at a common incident.

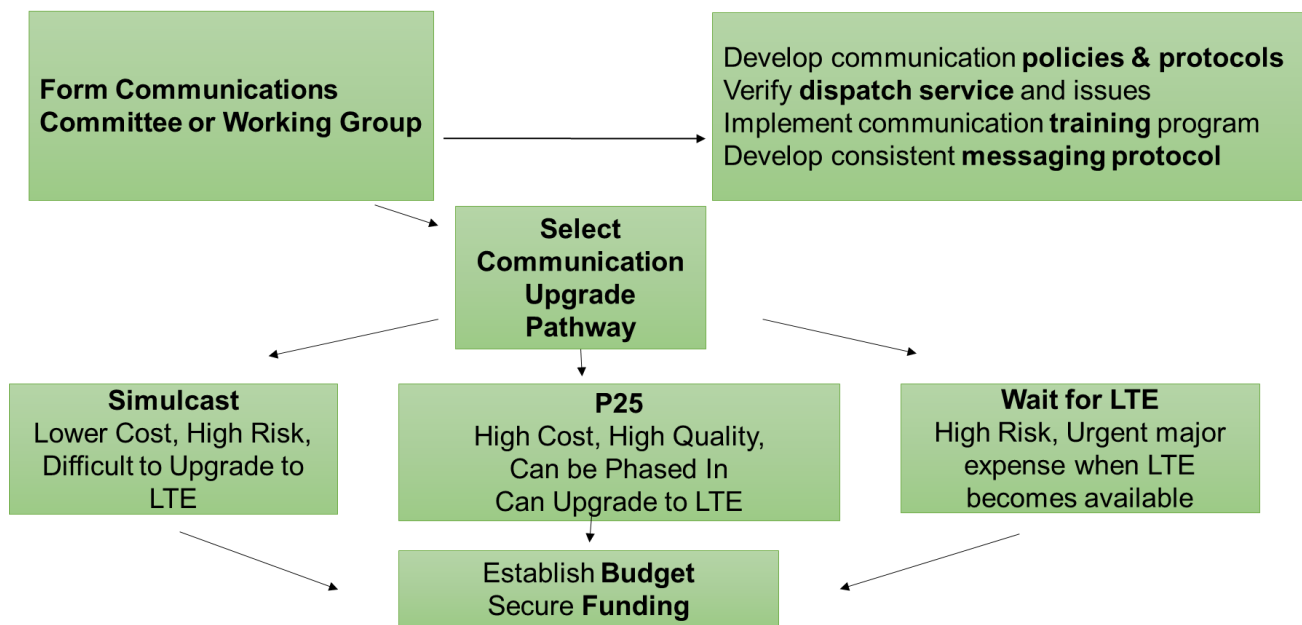
The impact and risks associated with the communications challenges and current ‘work-arounds’ to accommodate inefficiencies identified in this report make it imperative that action be taken to mitigate potential liability and enhance the safety and security of Frontenac’s first responders, citizens and visitors. **Taking no action should not be considered a viable option.**

It is strongly recommended that a county-wide incident-reporting protocol and/or procedure be implemented to track dispatch and on-site emergency communications issues. This will help to clarify the most frequent and pressing matters and to set priorities for the future.

The Elliott Lake Inquiry of 2014 revealed the seriousness of these matters and the importance of communications (See: <http://www.attorneygeneral.jus.gov.on.ca/inquiries/elliottlake/report/index.html> and in particular Part 2: The Emergency Response and Inquiry Process http://www.attorneygeneral.jus.gov.on.ca/inquiries/elliottlake/report/Vol2_E.html). The inquiry report states:

From a communications perspective, the Elliot Lake deployment fell far short of the ideal. The responding organizations all operated on different radio frequencies. Communications with victims' families was irregular and at times insensitively done. Lack of a well-structured communications strategy led to a real apprehension of civil unrest in Elliot Lake.

The following chart summarizes an Implementation Plan for improvements to county-wide communication policies, equipment, and infrastructure:



Note 1: Simulcast Costs (order of magnitude estimate): \$1 million to \$2 million over two or three years, not including contingency funds for repair and replacement of other communication-related equipment. Very little of this investment is likely to facilitate migration to LTE.

Note 2: P25 Costs (order of magnitude estimate): \$6 million to \$8 million over five years, which should include upgrades to much of the communication-related equipment and infrastructure. P25 systems are likely to be upgradeable to LTE with a multi-year phase-in strategy.

Note 3: LTE costs are difficult to estimate since the capability is unlikely to be available before 2018 or 2019, but costs are unlikely to be less than P25. However, there are significant opportunities for cost-sharing of infrastructure upgrades, and there are likely to be funding programs to support this.

Appendix A: Relevant Experience

Robert Leitch:

- Facilitated and co-managed the “Big Data for Small Places” project to build capacity among rural municipalities and community organizations in the use of leading-edge data analytics in support of evidence based decision making and a better understanding of needs and services.
- Facilitated the Perth and Smiths Falls District Hospital strategic plan review, coordinated a Healthcare Symposium and managed consultations and the development of a community outreach plan to better understanding of the challenges facing health care in the region.
- Coordinated and facilitated an Algonquin College -Training Needs Analysis Study including community consultations to identify training required to maintain existing jobs and support the growth of new employment
- Senior Project Manager, Financial Literacy Program, Financial Consumer Agency of Canada

Nelson Rogers:

- Partnership-building and project management: “Big Data for Small Places” data analytics capacity-building for rural municipalities and community-based organizations
- Strategic planning for a rural campus of Durham College
- Facilitation of applied research with SMEs at St. Lawrence College
- Rural labour market study and training needs analysis for Algonquin College Perth Campus and Valley Heartland Community Futures Development Corporation
- Manager, Applied Research and Innovation, Algonquin College, including research projects on telecommunication technologies and community-based Wi-Fi networks

David du Feu:

- Conducted a review of the current community, health and social service agencies in Ottawa and existing '211' organisations - a needs and technology assessment and gap analysis of service information availability
- Performed a situation and gap analysis with respect to the current and future network infrastructure in the City of Guelph, and around Wellington County
- Provided analysis of improved documentation systems for the long-term preservation of patient records for the First Nations Inuit Health Branch
- Created survey instruments and conducted focus groups with 15 client departments at Public Works and Government Services Canada (PWGSC) - for user guides and manuals for marketing assessment interviews
- Developed a structured methodology in preparing Statements of Requirements to measure and define performance and quality assurance requirements and provide feedback on the operation of the Lanark County 911 Public Safety Answering Point;
- Reviewed requirements for the County of Lanark to assess the upgrading of the fire dispatch in-field wireless radio facility and provided recommendations to improve the process.

**Appendix B: In-Field Communications Interview
Guide/Survey**

**County of Frontenac
In-the-Field Communications
Gap Study & Options Analysis Project
Survey & Interview Questionnaire for Township Staff**

1.0 IDENTIFICATION & GENERAL INFORMATION

1.1 IDENTIFICATION

<hr/>	
Name	
<hr/>	<hr/>
Municipality or Organization	Years of Service
<hr/>	<hr/>
Department or Section	Position
<hr/>	<hr/>

Please indicate the primary service that your municipality, organization, or department provides, as well as other significant services (Exps. include: fire, paramedics, police, administration, emergency response, public works, or other)

1.2 GENERAL INFORMATION

This study features an examination of the user experience with emergency and in-the-field communications, and user opinions with the gaps which require urgent attention, along with investigation of relevant information from communication system users in comparable jurisdictions, and an assessment of the potential impact of the communication infrastructure development being undertaken by the Eastern Ontario Regional Network and some commercial system providers. The purpose of this study is to assist with decision-making around long-range goals for in-the-field communication for member municipalities of Frontenac County, and to provide some guidelines for incremental system upgrades that will be building blocks toward an effective comprehensive communication system.

This survey is intended for the management and staff of fire services, public works, emergency measures, and the administration of member municipalities of Frontenac County – and related departments and organizations.

General themes, key issues and system gaps identified through surveys and interviews will be aggregated and then summarized in a written report to the Frontenac County and its member municipalities.

1.2 IDENTIFICATION CONFIDENTIALITY

If requested, reasonable efforts will be made to protect anonymity in any reporting of the data by the use of pseudonyms and the modification of potentially identifying details, but due to the small sample size and the unique characteristics of some projects, anonymity cannot be completely guaranteed.

Please indicate whether you prefer to have your identity protected:

Yes

No

Please indicate whether you agree to the recording of your interview. Recordings and related transcripts will be destroyed within six months of the completion of this study. Quotations from the interview will not be attributed to you in the written report without your specific consent.

I agree to the recording of the interview:

Yes

No

2.0 Service Delivery & Operation

2.1 Service Delivery

a) Please indicate what equipment your organization/department uses for in-the-field communication:

Mobile radios Cell phones Pagers GPS None

AVL (Automatic Vehicle Location) Other (please specify)

b) For radios or cell phones, please indicate which type of equipment you currently use. If you answered “None”, please go to Section 2.2

Motorola Kenwood iOS Android BlackBerry

Other _____

c) Please indicate how critical the function of this equipment is to your operation, with 1 being the lowest and 5 being the highest.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Not Important		Average Importance		Very Important

2.2 Service Operation

a) Please advise whether your in-the-field communication regularly involves other municipalities, departments or organizations:

Yes No

b) If Yes, please specify:

c) If No, to whom would you want the ability to communicate:

d) If Yes, please indicate approximately what percentage of your communications flow across boundaries:

Percent calls to/from other departments/organizations **within** your municipality _____ %

Percent calls to/from municipalities/departments/organizations **outside** your municipality _____ %

e) Please advise how critical these communications are to your operation.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Not Important		Average Importance		Very Important

f) Do you have "Mutual Aid Agreements" for Fire etc. in place?

If Yes, please specify:

(Could we have access to copies if required?)

Yes

No

3.0 Problem Identification, Risk Assessment and Gap Analysis

- a) Please indicate whether you face challenges, problems, or gaps in service operation with in-the-field communication.

Yes

No

- b) If Yes, please briefly describe the nature, severity and frequency of the issue:

- c) Please indicate whether they are natural, technological or man-made.

Natural

Technological

Man-made

Natural problems are those, which are caused by natural causes such as obstacles in the line of sight (hills, buildings, etc.), and distant radios outside your transmission coverage area.

Technological problems are those such as insufficient radio signal strength, unstable communications facilities, old technology and poor network infrastructure.

Man-made problems are those, which result from direct human action or inaction, either intentional or unintentional. This includes training, instructional information, or organizational structure.

- d) Please provide additional information on the above, if relevant.

- e) Briefly describe what you would most like to see improved in your current communication system, or what features would be particularly important in any new communication system.

4.0 Any Other Comments

- a) Please feel free to add any comments, questions or concerns regarding in-the-field communications in your municipality.

- b) Please recommend anyone else you feel is particularly knowledgeable in this area and should be consulted or interviewed as part of this project:

Appendix C: Background Research

GlenTel Radio Communications Study (Feb 2014)

In general, GlenTel report outlines concerns and deficiencies with the existing emergency radio system in the county. Although the system is operational, many radio communications are extremely restrictive from a network operations perspective. There are no county-wide communications capabilities available. Each township is operating independently on separate frequencies from each of the 5 repeater sites in the county.

Communications coverage is inadequate with multiple dead spots where communications is poor or non-existent. Most repeater equipment and some user gear are quite old, supplied from different manufactures and, in some cases, no longer supportable.

GlenTel recommend a 95/95 Service Standard, which basically provides service availability of 95% of the time across 95% of the coverage area.

GlobeConsult Assessment of GlenTel Radio Communications Study (Oct 2014)

The GlobeConsult report outlines that GlenTel recommend a 95/95 Service Standard, which basically provides a service availability of 95% of the time across 95% of the coverage area. This is based upon an international standard called "Delivered Audio Quality" or DAQ. However, most radio engineers would agree that the rule of thumb for rural areas is actually 90/90 (90% coverage, 90% of the time).

This report supports GlenTel's premise that it is necessary to standardise the townships' operating facilities and ensure compatibility with outside agencies, such as the United Counties of Leeds & Grenville and Kingston by converting to digital. GlobeConsult points out that there are radio technology options other than P25 or LTE. Digital Mobile Radio (DMR) Tier III covers trunking operation in frequency bands 66-960MHz, and is considered best for public safety communications.

As of 2014, Long-Term Evolution (LTE) had not been made a technology standard for public safety communications by Industry Canada. Public safety agencies rely heavily on the ability to communicate with each other by radio, or to be interoperable, in planned and unplanned situations and emergencies.

County of Frontenac Emergency Response Plan (Dec 2013)

This Emergency Management Plan was prepared to facilitate a controlled and coordinated response to any type of emergency occurring within or affecting the County. It provides key officials, agencies and the municipal departments with an overview of their collective and individual responsibilities in an emergency. In addition, it's intended to protect the health, safety, welfare and property of the citizens of Frontenac County from the effects of a natural, technological or human caused emergency.

It defines an emergency as a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or health risk, an accident or an act whether intentional or otherwise.

The document outlines the responsibilities of the Emergency Control Group and how its members may initiate the activation procedure by contacting the Community Emergency Management Coordinator (CEMC). Individual responsibilities of Senior Officials – Police Services, Fire Services, Emergency Medical Services, Chief Medical Officer of Health and Emergency Information Officer are described and how they interact with CEMC and the Emergency Control Group.

National Emergency Response System - Public Safety Canada (Dec 2015)

Emergency management in Canada is a shared responsibility, which relies on ongoing cooperation and communication between all levels of government. Within Canada's constitutional framework, the provincial and territorial governments and local authorities provide the first response to the vast majority of emergencies.

Federal, Provincial and Territorial Ministers responsible for Emergency Management in Canada agreed in January 2005 to "work together to improve and enhance the emergency response framework in order to harmonize the federal system so that it complements each provincial and territorial system". To provide a coordinated strategy in this regard, the National Emergency Response System has been developed by the Federal, Provincial and Territorial Response Working Group.

Emergency Management Ontario (June 2016)

The following are general aspects of the Emergency Management Ontario plans and procedures in particular the Provincial Emergency Response Plan (PERP).

An emergency is a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.

Emergency Management Ontario (EMO) is the overall provincial emergency management organization, and is responsible for the promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario, and for the coordination of these programs with the federal government. In fulfilling this special coordination role, EMO coordinates the provincial emergency response through the Provincial Emergency Operations Centre, when required; provides advice and assistance to communities and ministries in all areas of emergency management; and, maintains two

provincial level emergency response plans – the Provincial Nuclear Emergency Response Plan, and the Provincial Emergency Response Plan (PERP).

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, nature of the affected infrastructure and buildings, and demographics. In most instances, for emergencies outside the capability of the individual, families or businesses, communities¹ manage emergencies. They do this either as a matter of routine by emergency responders (including police, fire and Emergency Medical Service (EMS)), or by implementing their emergency response plan, with or without declaring an emergency.

Eastern Ontario Regional Network

EORN's Governance and Accountability process includes:

- Building a large scale broadband project that includes both private and public sector investment requires a governance model that ensures the effective use of taxpayer dollars and also allows the flexibility needed to work with the private sector;
- To do this, the Eastern Ontario Regional Network was created as a not-for-profit corporation owned by the 13 municipalities that make up the Eastern Ontario Wardens' Caucus; and
- EORN's job is to ensure the network is built and operated according to the project's requirements and that it ultimately meets the public policy goals of expanding high-speed access to 95 per cent of homes and businesses in the region.

Notes:

- July 7/16 conference call with EORN personnel to assess their plans to install radio towers in Eastern Ontario that might be available for emergency radio equipment requirements.
- July 8/16 meeting with Barrie Crampton who had extensive dealings with GIS mapping and radio distribution in Eastern Ontario. He indicated that the towers installed for the EORN initiative would not be owned by EORN but rather by one of the main cell service providers, such as Bell Mobility, Telus and Rogers. As a result, it is likely that standard rental costs apply to support emergency radio equipment on their towers. (Further details might be required).
- July 13/16 meeting with EORN representatives Lisa Severson, Paula Preston, and Jim Pine to discuss their plans to initiate a proposal to extend the broadband infrastructure in Eastern Ontario. We suggested that perhaps Frontenac County could be a test case for developing their plans. They were interested, and would take it under advisement.

Research on Rural Emergency Communication in British Columbia and Australia

British Columbia <http://crest.ca/hro-system/>

HRO (pronounced 'hero') is the name of Crest's emergency radio communications system using the P25 Standard. P25 represents a suite of standards for digital radio communications. Crest's HRO system upgrade is underway in BC via a phased 3-year implementation plan with Phase I (Victoria, Oak Bay, Esquimalt); Phase II (Westshore and Saanich Peninsula); and Phase III (Gulf Islands and Pacific Rim).

The HRO system upgrade will further strengthen coverage over a wide geographic area, optimizing the current infrastructure and expanding it. Crest's plan provides for an additional 18 transmit sites giving users a higher level of service in more areas of the region. Using simulcast technology, users will experience ease of roaming and a lower rate of dropped calls. Simulcast is also more spectrum efficient. This equates into higher system capacity and quicker access onto the HRO network.

Australia <http://www.nsaust.com/>

National Safety Agency (NSA) of Australia provides product evaluation, research and development and project management services. NSA works with safety organisations around the world to conceive, develop and implement innovative solutions to address emergency service challenges.

NSA's products are known internationally with involvement in the G8/G20 Summit in Canada in 2010 and an on-going partnership and collaboration with Los Angeles Police Department; Western Australia Police; and Ontario Ministry of Health, Canada who are assisting to achieve our goal of advancing safety through innovation.

The Broadband-Enabled Innovation Program (BEIP) helped NSA to develop one of the world's most technologically advanced Emergency Services Integrated Communications (ESIC) vehicles. The ESIC vehicle provides a test bed to accelerate the development and evaluation of incident management tools, determine their functionality and suitability to support emergency services activities, including, Integrated radio communications across agencies and with mobile devices, and the provisioning of independent 3G/4G/LTE, Wi-Fi and Satellite Communications.

Other Research and Resources:

- Project 25 (also known as APCO-25 and/or P25) P25 Phase 2. For more information on the P25 standard and its implications see: https://en.wikipedia.org/wiki/Project_25
- Tait Communication, one of many manufacturers and suppliers of P25 compliant equipment, provides widely-relevant information about P25 for public safety – see: <http://www.taitradio.com/products/p25-radio/public-safety>
- Long Term Evolution (LTE), also known as Fourth Generation or 4G will be capable of meeting public safety communication requirements - see Don Tuite's article in Electronic Design magazine: <http://electronicdesign.com/analog/can-public-safety-radio-s-p25-survive-lte>.
- The Ultimate Two-Way Radio Selection Guide by Turriss Communications – <http://info.cwcom.com/ultimate-two-way-radio-selection-guide>. Christie Walther (now known as Turriss) description of the system that Lanark County uses <http://www.cwcom.com/industries-main/publicsafety/>
- Kingston Interoperable Safety and Security (KISS) project report
- Canada Safety and Security Program (CSSP), Defence Research and Development Canada (DRDC)
- Narrowband Analog Simulcast Workshop, APCO/Philadelphia, August 9, 2011

Appendix D: List of Interviews

Date	Location	Interviewees	Interviewers
April 14/16	Plevna	Kelly Pender, County CAO Cheryl Robson, N. Frontenac CAO Cathy Mac Munn, C. Frontenac Clerk Administrator Wayne Orr, S. Frontenac CAO Darlene Plumley, Frontenac Islands CAO	Nelson Rogers Bob Leitch
May 16/16	Glenburnie	Kelly Pender, Meeting re. contract requirements and next steps	Bob Leitch
May 19/16	Glenburnie	CAO Kelly Pender, Warden Frances Smith, Chief Paul Charbonneau, Superintendent Mark Podgers	Nelson Rogers Bob Leitch David du Feu
June 8/16	Hartington	Sharron Brown, Staff Sgt Sharron Brown OPP	David du Feu
June 8/16	Plevna	Eric Korhonen, Fire Chief/Dir. Emergency Ser., N. Frontenac Twp Casey Cuddy, Fire Chief, Twp of Addington Highlands Corey Klatt, Mgr, Community Developm't, N Frontenac Twp Jim Phillips, Mgr, Public Works, N Frontenac Twp	Nelson Rogers
June 9/16	Sharbot Lake	Cathy MacMunn, Clerk Administrator, Central Frontenac Twp Bill Young, Fire Chief, Central Frontenac Twp John Badgley, Mgr, Public Works, Central Frontenac Twp Duncan McGregor, Volunteer Fire Fighter, Central Frontenac Twp Rick Commodore, Public Works Staff, Central Frontenac Twp Derek Matson, Public Works Staff, Central Frontenac Twp Jeremy Neven, Chief Bldg Official, Central Frontenac Twp	Nelson Rogers
June 13/16	Glenburnie	Darlene Plumley, CAO, Frontenac Islands Twp	Bob Leitch Nelson Rogers
June 13/16	Robertsville	Ryan Young & Aaron Kerr, Paramedics	David du Feu
June 14/16	Robertsville	Ryan Conboy, Paramedic	David du Feu
June 15/16	Plevna	Cheryl Robson, CAO, N Frontenac Twp	Nelson Rogers
June 16/16	Glenburnie	Mike Quinn, Howe Island Fire Chief Rick Chesebrough, South Frontenac Fire Chief Tim Hawkins, Wolfe Island Fire Chief Mike Quinn, Howe Island Fire Chief Rob Dillabough, Manager of Public Works	David du Feu Bob Leitch
June 20/16	Sydenham	Wayne Orr, Chief Administrative Officer, S. Frontenac Twp Rick Chesebrough, Fire Chief/Emergency Management Coordinator, S. Frontenac Twp David Holliday, Public Works Supervisor S. Frontenac Twp Mark Segsworth, Public Works Manager S. Frontenac Twp	Bob Leitch
June 22/16	Parham	Diane Nielsen, Paramedic	David du Feu
June 28/16	Sydenham	Geoff Crawford, Paramedic, South Frontenac	David du Feu
		Ron Thurston, Electronic Engineering Technologist, South Frontenac & Islands	
June 29/16	Parham	Steve Hampton, Paramedic – Electronic survey	David du Feu
July 5/16	Sharbot Lake	Bill Young, Jr., Central Office Manager North Frontenac Telephone Company	David du Feu Nelson Rogers

Appendix E: Radio Technology Options

There are several radio technology options to consider such as Project 25 (P25), Long Term Evolution (LTE), Digital Mobile Radio (DMR), and Radio Over Internet Protocol (RoIP). In addition, the quality of cell service in the county will be reviewed.

- a) Project 25 (P25) is a public safety communications standard dedicated to ensuring interoperability in communications. It's designed to ensure fast and secure communications between local, provincial and federal agencies when protecting the public's welfare.
- b) Long Term Evolution (LTE) established for a Public Safety solution provides a standards-based communications infrastructure, along with the devices and applications necessary to deliver interoperable mobile broadband mission-critical communications. Using LTE for the 700 MHz broadband public-safety network provides public safety agencies with a number of key benefits, not the least of which is the ability to take advantage of the rapidly expanding cellular infrastructure. Additionally, public safety agencies can leverage the same functionality that consumer 4G customers enjoy, including greater economies of scale (e.g., a lower cost/bit).
- c. Digital mobile radio (DMR) is an open digital mobile radio standard defined in the European Telecommunications Standards Institute (ETSI) Standard. It is very popular in Europe and is trying to make inroads into North America. It can be set in either digital or analogue mode.
- d) Radio over Internet Protocol, or RoIP, is similar to VoIP, but augments two-way radio communications rather than telephone calls. From the system point of view, it is essentially VoIP with Push To Talk (PTT). To the user it can be implemented like any other radio network. With RoIP, at least one node of a network is a radio (or a radio with an IP interface device) connected via IP to other nodes in the radio network. The other nodes can be two-way radios, but could also be dispatch consoles either traditional (hardware) or modern (software on a PC).
- e) There are several dead spots throughout the county where limited or no cell signal is available. This will need to be improved as many emergency and public service personnel resort to using their cell to contact support individuals during an emergency.
- f) A Willowfalls Consulting posting dated 2014 regarding LTE vs. P25 states that: With the press releases and general industry buzz, it sometimes sounds like Long Term Evolution (LTE) broadband communications is here and ready to replace Land Mobile Radio (LMR) for Public Safety. This is leaving many people confused about what action they should be taking with respect to current LMR technology. Some people have even asked if P25 has reached its end of life. For more information see: <http://www.willowfalls.ca/p25-vs-lte.htm>

Appendix F: Project Flowcharts

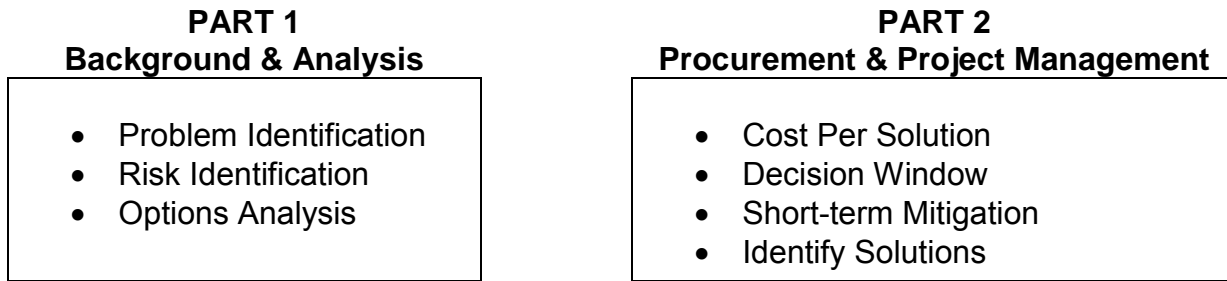


Figure 1: Gap Study and Options Analysis (Project Overview)

This report addresses **Part 1: Background and Analysis** of the end-user experience with in-field emergency communication – both the current state and the user’s opinions on the ideal state. See Figure 2 for detail breakdown.

Part 1: Background and Analysis

Problem Identification	Risk Identification	Options Analysis
<ol style="list-style-type: none"> 1. Conduct surveys and/or interviews with township and county personnel, relevant allied responders and communications providers including: fire chiefs, public works managers, emergency coordinators, CAO’s, and allied responders 2. Identify the real issues from the end-users experience including: operational problems when using in-field communications systems– both the current state and the user’s opinions on the ideal state. 	<ol style="list-style-type: none"> 1. Based on the results of problem identification process and municipal HIRA’s develop a simple risk matrix to determine: <ul style="list-style-type: none"> • Hazard or Risk – What’s going wrong? • Consequences - How bad is it? • Probability – How often does it happen? 2. With an emphasis on the end-user experience determine: <ul style="list-style-type: none"> • What’s working well? • What could work better? 	<ol style="list-style-type: none"> 1. Explore a range of possible options for each issue arising from the problems identified 2. Create estimated cost ranges to understand the relevant options cost magnitude low/med/high 3. Examine relevant magnitude of costs between options to indicate one option is likely to be more expensive than another

Figure 2: Gap Study and Options Analysis

Part 2: Procurement and Project Management

Cost Per Solution	Decision Window	Short-term Mitigation
<ol style="list-style-type: none"> 1. Examine problems identified. 2. Balance problems identified with risks identified and options considered. 3. Municipalities to secure necessary price quotes. 4. Municipalities to determine affordability to solve the various problems. 	<ol style="list-style-type: none"> 1. Based on the various options identified, examine the key decision points resulting for the assessment gates. 2. At key decision points, review expected decisions about possible options with the county. 3. Adjust control factors as required. (see note below) 	<ol style="list-style-type: none"> 1. Provide recommendations for short-term mitigation strategies. 2. Evaluate several possible solutions including several equipment gear options as well as the status quo.

Figure 3: Gap Study and Options Analysis

(Part 2: Procurement & Project Management)

Note re. Decision Window: At this point, the Municipalities and the County should be able to decide where they are going with in-field communications and determine how everything they do will support that decision - Incremental, starting with the highest risk, highest frequency issues.

PORTLAND AND DISTRICT COMMUNITY CARING, PRINCESS ANNE CENTRE, HARTINGTON

Report on the Meeting of September 28, 2016.

The organization's dozens of dedicated volunteers manage the collection, storage and sale of donated used clothing on behalf of the Township. At a cost of \$ 5.00 a large plastic bag, they served almost 6000 citizens in 2015.

The President reported a present bank balance of \$ 19,239.33 as of September 28, 2016..

The Statement of Donations from the 2015 audited statement was as follows from Clothing Sales of \$ 28,762.80:

Almost Home	2,000.00
South Frontenac Food Bank	6,000.00
Southern Frontenac Community Services	6,000.00
Verona Christmas for Kids	500.00
In From The Cold	2,000.00
Kingston Interval House	1,000.00
Loughborough Firefighters Association	1,000.00
Parham Firefighters Association	1,000.00
Portland Fire Department	1,000.00
New Leaf Link	2,000.00
Frontenac Mental Health	1,000.00
Home Based Housing	1,000.00
Loughborough Christmas Fund	500.00

	\$25,000

To date 2016 donations are as follows:

Almost Home	1000.00
New Leaf Link	1000.00
In From The Cold	1000.00
Interval House	1000.00
Frontenac Housing	1000.00

The following donations were decided at this meeting:

Christmas Funds, Sydenham	750.00
Christmas Relief, Loughborough	750.00
Christmas For Kids, Verona	750.00
Southern Frontenac Community Services	3000.00
South Frontenac Food Bank	1000.00
Almost Home	1000.00
Interval House	1000.00
Frontenac Mental Health	1000.00
In From The Cold	1000.00
New Leaf Link	1000.00

The yearly rent to the Township of South Frontenac is \$ 2400.00, in addition to valued in-kind assistance from the Public Works department.

The Centre has purchased a 'tagger' to keep socks and shoes together and are looking at new shelving for a better use of space. Security for the donation boxes is a concern and the President will contact the Township Public Works staff for suggestions. There is also a need for new signage and more outside secure storage space.

John McDougall, Council Liaison

Loughborough District Recreation Committee Minutes

Monday, September 26, 2016

Attendance: Chair Mike Howe, Councillor Ross Sutherland, Paul Wash, Norm Irwin, Tracy Holland, Maryanne Takala, Vicki Veldman, Randy Ruttan, Tim Laprade, Mark Segsworth

Regrets: Councillor Mark Schjerning, Terra Gower

1. Approval of the Agenda

- Motion to approve the agenda.
Moved by: Paul Wash
Seconded by: Tracy Holland
Carried

2. Approval of Minutes – Monday, August 29, 2016

- Motion to approve the minutes from Monday, August 29, 2016.
Moved by: Paul Wash
Seconded by: Tracy Holland
Carried

3. Business Arising

a. Sydenham Field Update – Mark Segsworth

- Meeting minutes and plans for The Point from 2009 have been reviewed.
- The Ontario 150 grant that was applied for this month focuses on upgrades to The Point which include washrooms, paving of the accessibility path along the shoreline, and playground equipment.
- The Limestone District School Board will be working on the back parking lot over the next year therefore replacing the fencing along Wheatley St. will be postponed until the reconstruction is complete.
- There was a discussion regarding the committees desire to keep the field in the best shape possible by having the high school repairing and utilizing the practice fields more often.
- The dock at the boat launch will be replaced next year.

b. Capital Budget for Loughborough

- The recreation survey showed 700 responses with over half of them being sent in as a family and not as an individual. The community showed the most interest in items such as; live music in the park, splash pads, designated ATV space, and investing in non-traditional sports. Tim Laprade will present the report to Council tomorrow evening.
- Tim Laprade, Jamie Brash and Mark Segsworth collaborated all requests from each district. Chair Mike Howe felt that Tim's organization and spreadsheet usages was very helpful by making the process clear and easy to follow.
- The budget has now been submitted to the treasury department.
- The public is welcome to attend the Council meeting on November 8 to voice their comments and concerns regarding the budget.

c. Canada Day Update

- No news to report at this time.

d. South Frontenac Recreation Committee

- Chair Mike Howe briefly outline the delegations at the SFRC meeting last Monday night. The delegations were regarding the use of Fermoy Hall in Bedford for recreational purposes and North Frontenac Community Services requested funding for an after school program in Portland.
- There is a meeting on October 12 at 7 p.m. at the S & A Club in Harrowsmith regarding the Canada 150th Road Rally if anyone would like to attend.

e. Friends of the Point

- Currently there will be not be a Bubba Bowl held this year in Sydenham due to lack of an opposing team for Sydenham to play.
- Randy Ruttan will investigate the situation further and attempt to find a team to play in the Bubba Bowl.

f. Harris Park

- No news to report at this time.

g. Bowes Park

- The canteen has been cleaned up and is ready for inspection.
- The washrooms and the bunker have not been locked lately and were thankfully not vandalized. Norm Irwin sent out reminders to user groups about the importance of locking the facilities and that compliance is mandatory.

h. Wilmer Park

- No news to report at this time.

i. The Point Park

- New netting will be installed at the baseball diamond next spring as per Jamie Brash.
- It is apparent that a car was being driven on the infield.

j. Summer Program Update

- The summer program report is now available. Chair Mike Howe will send out electronically or provide copies at a later meeting date for review.

k. Central Soccer

- New spectator benches are needed in Portland.
- Tracy Holland is coordinating with the president regarding field usage for next year.

4. New Business

a. Development of a 5 Year Capital Plan for the Point

- Chair Mike Howe would like to arrange a meeting for the committee to work on a 5 year plan for The Point.

Next Meeting: Monday, October 24, 2016 @ 7 p.m.

Adjournment: 8:25 p.m.

Recording Secretary: Sarah Vandewal

South Frontenac Recreation Committee Minutes

Monday, October 17, 2016

Attendance: Chair Mike Howe, Vice-Chair Dan Bell, Councillor Norm Roberts, Councillor Pat Barr, Councillor Mark Schjerning, Tracy Holland, Kevin Fox, Alvin Wood, Wolfe Erlichman, Donna Brown, Tim Laprade

Regrets: Pam Morey

1. Call to Order

2. Approval of Minutes – Monday, September 19, 2016

Motion to approve the minutes from Monday, September 19, 2016

Moved by: Councillor Pat Barr

Seconded by: Alvin Wood

Carried

3. Business Arising from the Minutes

- No news to report at this time.

4. New Business

a. Summer Camp report and Public Education/Museum

- Tim Laprade is submitting a review to and statistics on this year's summer camp.
- Tim will also be applying for a federal grant for a full-time summer camp student for next year.

b. 2017 Recreation Guide

- The Frontenac News will now be taking over the production and distribution of the 2017 Recreation Guide. Metroland (previous producer of the guide) is not keen in continuing with offering paid advertising in the guide to offset costs.
- The guide will cost approximately \$6,000 to create and distribute and will reduce the amount of time that township staff dedicate to gathering the necessary information needed for content.
- Tim Laprade will provide further instructions to the District Committee Chairs on how content should be submitted. Once received District Committees should contact the user groups in their area for them to forward their contact and registration information as per the instructions provided.

- The distribution will take place in February. There was a discussion regarding the importance of the guide being delivered and available well before registrations begin.

5. Updates

a. Budget Input

- Public delegations and comments are welcome at the Council meeting on November 8.
- Tim Laprade will send out the draft budget for committee members to review prior to the budget meetings as requested by Chair Mike Howe.

b. User fees report

- Tim Laprade will provide a report at the November meeting as Council has requested recommendations as well as a comparison report regarding user fees.

c. Canada 150th Celebrations

- A meeting was held on October 12 at the S & A Club in Harrowsmith to discuss the plans for the road rally.
- Pam Morey may send a report electronically as she was not able to attend tonight's meeting.

d. Inverary Youth Activities Association Letter

- The letter introduces the Association and their efforts to obtain a grant from South Frontenac Township in order to purchase and install playground equipment at a privately owned and publically enjoyed baseball park.

Motion: THAT the South Frontenac Recreation Committee supports the efforts of the Inverary Youth Activities Association to build a playground and greenspace in the community for the public to enjoy.

Moved by: Alvin Wood

Seconded by: Dan Bell

Carried

6. Chair to sign off on meeting attendance

7. Next Meeting: Monday, November 21, 2016 at 7 p.m.

8. Adjournment: 7:45 p.m.

Moved by: Councillor Norm Roberts

Seconded by: Donna Brown

Carried

Recording Secretary: Sarah Vandewal

Storrington District Recreation Committee

Monday September 26th, 7:00 pm, Sunbury

MINUTES OF MEETING

CALL TO ORDER- 7:00 pm

ATTENDANCE- Alvin Wood, Kevin Fox, Norm Roberts, Roberta Smith, John Kot, Dave Fisher, Ellwood Rollins, Annie Campbell, Amanda Pantrey

DELEGATIONS- None.

APPROVAL OF AGENDA-

Dave moved to approve the agenda, seconded by Ellwood

Carried

APPROVAL OF MINUTES-

Kevin moved to approve the meeting minutes from August 29th, 2016, seconded by John

Carried

CHAIR REMARKS- None.

BUSINESS ARISING-

Storrington Retirees- Alvin received the inventory list from Roberta. Some tables and chairs are missing. John Kot still has some at his house for repair. Other small items such as kitchen ware are missing.

Lights are not fixed in the kitchen yet- Alvin will address.

Electrical receptacles are not in the storage unit yet- Norm will address.

Garbage's are still not getting taken out after groups use the center.

Baseball- Nothing new to report.

Soccer- Nothing new to report.

Horseshoes- The season is over. May 2nd, 2017 is registration for new season and first night of play.

Pumpkin Festival- Website is not updated- Alvin will address.

Ellwood asked different classic car owners to come to the parade/ show n' shine- A lot are going to the 1st Annual Delta Harvest Festival.

Amanda and Kyle Gordon are working on a fundraiser at the Creekside Bar & Grill on the Pumpkin Festival date to support the Battersea park revitalization project.

Kevin moves donate the \$30 water jug return deposit from 2012 to the Battersea Playground Revitalization Project, seconded by Norm.

Carried

2017 Budget Submission- The committee reviewed the breakdown of the budget submission.

The \$30,000 ball park budget request was approved but lowered to \$15,000. The 2012 master plan stated that the parks were not in a state of disrepair, therefore the budget could not accommodate the full request. The funds are pending private fundraising. It is suggested that township funds be used in all three township parks in the Storrington District.

Some items were moved to the operational budget- bleachers need to be added to the list for Inverary.

A second grant application is in for the Storrington Centre retrofitting project. It has not been decided upon yet. Budget money will be used to get the washrooms up to code before moving onto other projects in the centre.

A lady emailed Mike Howe for play group equipment at the Inverary Youth Park. She put together a very comprehensive grant application package. This committee was asked to approve or disapprove the application. It is suggested that the township money that would theoretically be used for Inverary Ball Park play equipment instead go to the Inverary Youth Park- they are more likely to fundraise and get the job done, so there would be some sort of playground in Inverary. Annie disagrees, saying that township money should go to township parks and the Inverary Youth Group can raise the money more easily with the canteen and rental of the grounds. It is agreed to support just the grant application for now.

Roberta moves to approve the support of the grant application for the Inverary Youth Group park, seconded by Dave.

Carried

SOUTH FRONTENAC RECREATION COMMITTEE- There were two delegations at the meeting. The first delegation wanted support from the township to rebuild the Bedford Community Hall- it passed and will go to council.

The second delegation was from North Frontenac wanted approval for \$5000 a year for 3 years to support underprivileged youth- it passed and will go to council.

The survey results are finalized- Alvin has an electronic copy if anyone wants one.

The 150th celebration rally is evolving as planning continues. There is a planning meeting October 12th 2016, at 7:00 pm in Harrowsmith at the S&A Club.

The budget was also discussed at the meeting.

COUNCIL REPORT- The budget is coming up- as discussed above in the SFRC section of this meeting.

NEW BUSINESS- Inverary Youth Group Request- Discussed in Business Arising- 2017 Budget Submission section of this meeting.

Know the Law: Event for Caterers, service clubs, event planners- KFLA Health Unit is holding an information night November 10th regarding safe food handling practices.

OTHER BUSINESS- Local boy Ayden has been transferred from CHEO in Ottawa to KGH after the accident this summer. He is said to be doing better. The Battersea United Church and the Battersea Pumpkin Festival sent monetary donations to aid in the family's recovery.

The Battersea United Church is holding Bill Lake's 80th birthday on October 8th, 2016. Everyone is welcome.

Annie has tickets to the 4H Pork BBQ that will take place at the Storrington Lions Hall on October 22nd, 2016 from 5:30-7:30. Tickets are \$15 per adult, \$5 for kids aged 6-12, and free for kids 5 and under.

NEXT MEETING- The next meeting will be Monday October 24th at 7:00 pm in Sunbury.

Dave made a motion for adjournment at 7:50 pm

Carried

TOWNSHIP OF SOUTH FRONTENAC

BY-LAW NUMBER 2016-68

BEING A BY-LAW TO DEAL WITH LINE FENCES WITHIN THE TOWNSHIP OF SOUTH FRONTENAC.

WHEREAS section 2 of the Line Fences Act R.S.O. 1990, Chapter L17, directs Council of every local municipality to appoint, by By-law, fence viewers as are required to carry out the provisions of the Line Fences Act and the By-law shall fix the remuneration to be paid to the fence viewers, and the remuneration may be fixed at an hourly or daily rate or a flat rate for each attendance or re-attendance by the fence-viewers,

NOW THEREFORE, pursuant to the provisions of the Line Fences Act R.S.O. 1990, Chapter 242, the Council of the Corporation of the Township of South Frontenac enacts as follows:

1. **THAT** persons as set out on Schedule "A" attached hereto, are hereby appointed as Fence-Viewers to carry out various duties in the municipality related to the duties imposed on them under the Line Fences Act, R.S.O. 1990 Chapter L17 for the term as set out opposite their names on Schedule "A".
2. **THAT** the Fence-Viewers appointed hereunder shall receive as remuneration, the sum of \$200.00 per call out.
3. **THAT** the Administration Fee be established at \$250.00.
4. **THAT** all previous by-laws relating to Fence-Viewer appointees and fence-viewing remuneration and administration be rescinded.
5. **THIS BY-LAW** shall come into force and effect on the date of passing thereof.

Dated at the Township of South Frontenac this first day of November, 2016.

Read a first and second time this first day of November, 2016.

Read a third time and finally passed this first day of November, 2016.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Wayne Orr, Clerk-Administrator

**TOWNSHIP OF SOUTH FRONTENAC
SCHEDULE "A"
TO BY-LAW 2016-68
APPOINTMENTS FOR FENCE-VIEWING**

NAME	TERM EXPIRES
Tash Lloyd	December 31, 2018
Ken Gilpin	December 31, 2018
Lianne Ruttan	December 31, 2018



Payment Listing
For the period of October 19, 2016 to November 1, 2016

Accounts Payable Payment Listing:

For the period of October 19, 2016 to November 1, 2016 990,348.70

Payroll Payment Listing:

Pay Period #22	Pay date October 26, 2016	80,641.37
	For the period of October 9, 2016 to October 22, 2016	
Council Reimbursement	Pay date October 26, 2016	868.44
	For the period of October 9, 2016 to October 22, 2016	
Council Honorarium	Pay date October 31, 2016	
	For the period of October 1, 2016 to October 31, 2016	8,830.00
		<u>\$ 1,080,688.51</u>

Total Payments

RECOMMENDATION:

1. It is recommended that Council receive for information the listing of the Accounts Payable and Payroll for the period ending November 1, 2016 in the amount of \$ 1,080,688.51

Submitted/approved by:
Suzanne Quenneville - Deputy-Treasurer
Louise Fragnito - Treasurer

**Township of South Frontenac
 CHEQUE DISTRIBUTION REPORT**

Ranges: From: To: Distribution Types Included:
Cheque Date: 10/19/2016 11/1/2016 PURCH, MISC

10 GG

0000 Gen

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006394	11/1/2016	IN-56227-01	ZYCOM TECHNOLOGY INC.	WATCH GUARD 1 YEAR	\$590.21
Total EFT000000006394					\$590.21
Total Gen					\$590.21

1000

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006334	11/1/2016	0939055 758938-16/09	CULLIGAN	STORRINGTON/LUNCH ROOM LIGHT WATER	\$75.19 \$60.52
Total EFT000000006334					\$135.71
EFT000000006351	11/1/2016	WO17961	HARTINGTON EQUIPMENT LIMITED	REPAIR STARTER	\$498.27
Total EFT000000006351					\$498.27
EFT000000006385	11/1/2016	6745	TRUE ELECTRIC	LUNCH ROOM LIGHTS	\$125.93
Total EFT000000006385					\$125.93
Total					\$759.91

1100 Counc

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006383	11/1/2016	7372	TROUSDALE'S FOODLAND	firehall and road tour lunch	\$78.63
Total EFT000000006383					\$78.63
Total Counc					\$78.63

1250 Clk

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006383	11/1/2016	2531 3233 5529 4419	TROUSDALE'S FOODLAND	cream coffee & cream CREAM cream	\$8.07 \$19.98 \$5.38 \$2.69
Total EFT000000006383					\$36.12
Total Clk					\$36.12

1275 Fin

Cheque	Date	Inv #	Vendor	Description	Amount
067913	11/1/2016	2550	BUSINESS MACHINES SERVICE CENTRE	2 CASH DRAWER KEYS	\$18.32
Total 067913					\$18.32
EFT000000006335	11/1/2016	140688 140692 140693 140585	CUNNINGHAM SWAN CARTY	TREASURER - GENERAL ADVICE TREASURER - GENERAL ADVICE TREASURER - GENERAL ADVICE discharge housing lien	\$127.20 \$254.40 \$22.81 \$247.09
Total EFT000000006335					\$651.50
EFT000000006337	11/1/2016	D26952	DIAMOND MUNICIPAL SOLUTIONS INC.	DIAMOND HR WORKSHOP	\$48.34
Total EFT000000006337					\$48.34
EFT000000006349	11/1/2016	K250011	GRAND & TOY LIMITED	OFFICE SUPPLIES	\$11.20
Total EFT000000006349					\$11.20
Total Fin					\$729.36

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

Total GG **\$2,194.23**

20 PP&P

2100 Fire

Cheque	Date	Inv #	Vendor	Description	Amount
067907	11/1/2016	070056	ATKINSON HOME BUILDING CENTRE	mophead	\$6.10
Total 067907					\$6.10
067914	11/1/2016	1645034	CANADIAN NETWORK BROADCASTING	SMOKE ALARM AWARENESS	\$355.14
Total 067914					\$355.14
067922	11/1/2016	740897	GILMOUR'S ON 38	FIRE DEPT FOOD	\$60.16
Total 067922					\$60.16
067927	11/1/2016	643	KINGSTON SEAMLESS EAVESTROUGH	suppl and install eavestrough	\$818.15
Total 067927					\$818.15
067948	11/1/2016	SI13149	BOSMAN, NICHOLAS	fire drivers medical exam	\$80.00
Total 067948					\$80.00
067957	11/1/2016	KL15569	STINSON, DANIEL	fire drivers physical exam	\$80.00
Total 067957					\$80.00
EFT000000006352	11/1/2016	5872	INGENIOUS SOFTWARE	FIREPRO Nov 2016 -Nov 2017	\$1,189.66
Total EFT000000006352					\$1,189.66
EFT000000006355	11/1/2016	KS17937	KENWORTH ONTARIO - KINGSTON	AIR LEAK IN TANK	\$133.23
		KS17203		COOLANT LEAK	\$1,491.27
		KS17826		AIR LEAK REPAIR	\$151.07
Total EFT000000006355					\$1,775.57
EFT000000006358	11/1/2016	1057-735619	LEONARD FUELS	37.17 L @ \$0.8575	\$31.68
		1057-733662		82.39 L @ \$0.8487	\$69.48
		1057-735676		74.68 L @ \$0.8487	\$62.98
		1057-735617		79.02 L @ \$0.8575	\$67.34
Total EFT000000006358					\$231.48
EFT000000006362	11/1/2016	K65403	MAGNACHARGE BATTERY CORP	BATTERIES	\$117.82
Total EFT000000006362					\$117.82
EFT000000006369	11/1/2016	35221	PRINCESS AUTO	PARTS	\$18.70
Total EFT000000006369					\$18.70
EFT000000006374	11/1/2016	248743	SAFEDESIGN APPAREL LTD.	fire boots	\$515.84
Total EFT000000006374					\$515.84
EFT000000006386	11/1/2016	TCL-160098	TURRIS COMMUNICATIONS LTD	BATTERY MINITOR V	\$109.41
		TCL-160159		REPROGRAM AND TEST	\$50.88
Total EFT000000006386					\$160.29
EFT000000006388	11/1/2016	8254	UTIL-EQUIP MANUFACTURING INC	LADDER INSPECTIONS	\$2,411.71
Total EFT000000006388					\$2,411.71
EFT000000006392	11/1/2016	129901	WESTPORT HOME HARDWARE	CLEANING SUPPLIES	\$103.85
Total EFT000000006392					\$103.85
EFT000000006395	11/1/2016	600364	ROSEN ENERGY GROUP	734.6 L @ \$0.9445	\$706.04
Total EFT000000006395					\$706.04
Total Fire					\$8,630.51

2110 Cvc#

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006375	11/1/2016	2948	SIGNS PLUS	7 CIVIC NUMBERS	\$64.11
		2950		11 CIVIC #S	\$100.74

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

Total EFT000000006371 **\$5,088.00**
Total RdAdmOH **\$5,088.00**

3010 Cap/Equip/Ptrl

Cheque	Date	Inv #	Vendor	Description	Amount
067912	11/1/2016	74876	BOYD ELECTRIC COMPANY LTD	TEST GENERATOR	\$35.62
Total 067912					\$35.62
067916	11/1/2016	2015 HB	COUNTY OF LENNOX & ADDINGTON	2015 holdbacks	\$77,443.06
Total 067916					\$77,443.06
067919	11/1/2016	239331	FISHER AUTOPARTS & EQUIPMENT	HOSE	\$34.80
Total 067919					\$34.80
067937	11/1/2016	506775	REVELL FORD LINCOLN	LIGHT SENSOR AND AVAP LEAK	\$712.83
Total 067937					\$712.83
067938	11/1/2016	0020432	SNC-LAVALIN GEM ONTARIO INC.	ASPHALT TESTING	\$498.62
Total 067938					\$498.62
067941	11/1/2016		TOROMONT INDUSTRIES LTD.		
		WO040639823		HOSE & AXLE REPAIRS	\$1,455.83
		WO040639989		HYDRAULIC HOSE	\$1,103.90
		WO040641399		REPAIR HYDRAULIC LEAK	\$538.31
		WO40641537		VEHICLE REPAIRS	\$2,460.08
Total 067941					\$5,558.12
067942	11/1/2016		TOWN AND COUNTRY AUTO SUPPLY		
		6083-405304		PARTS	\$7.40
		6083-406471		PARTS	\$132.00
		6083-407395		PARTS	\$125.37
		6083-407648		PARTS	\$6.13
		6083-407742		PARTS	\$28.33
		6083-407739		PARTS	\$33.01
		6083-407347		20 TON TRUCK RAMPS	\$1,009.71
		6083-407111		OIL	\$76.57
		6083-407111		LED LIGHT	\$37.27
		6083-407111		LED LIGHT	\$37.28
		6083-407113		PARTS	\$23.85
		6083-406408		PARTS	\$14.00
Total 067942					\$1,530.92
EFT000000006319	11/1/2016		AIR LIQUIDE CANADA INC.		
		65669119		OXYGEN	\$26.97
Total EFT000000006319					\$26.97
EFT000000006322	11/1/2016		BLACK DOG TIRE & LUBRICANTS		
		79127563		TIRE PATCHING	\$15.26
		79128152		WHEEL ROTATION	\$101.76
		79128152		TIRE CHANGE AND TORQUE	\$344.97
		79128152		TIRE CHANGE AND TORQUE	\$132.29
		79128152		TIRE CHANGE, TORQUE AND REPAIR	\$729.62
		79127652		TIRE REPAIR	\$28.49
		79128195		WHEEL BALANCE	\$61.06
Total EFT000000006322					\$1,413.45
EFT000000006331	11/1/2016		CINTAS		
		884743019		HAND CLEANER	\$35.62
		884746070		HAND CLEANER	\$35.62
		884749098		HAND CLEANER	\$35.62
		884756692			\$35.62
		884761842		HAND CLEANER	\$35.62
		884763419		HAND CLEANER	\$35.62
		884763418		GREY MAT	\$35.62
		884764992		cleaning supplies	\$110.92
		884764992		uniforms	\$19.18
		884764992		uniforms	\$9.51
		884758212		cleaning supplies	\$121.87
		884758212		uniforms	\$72.76
		884758212		uniforms	\$9.50
		884766595		HAND SOAP	\$36.42
		884766596		uniforms	\$19.18
		884766596		uniforms	\$9.51

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	884766596	cleaning supplies	\$180.62
Total EFT00000006331			\$838.81
EFT00000006336	11/1/2016	DEDICATED ENVIRONMENTAL SERVICES INC	
		1049 251 L OIL WASTE WATER	\$1,802.51
Total EFT00000006336			\$1,802.51
EFT00000006339	11/1/2016	DRAPER DOORS	
		9933 SERVICE CALL AND REPAIR DOOR	\$134.83
Total EFT00000006339			\$134.83
EFT00000006340	11/1/2016	EASTERN FLUID POWER INC	
		000071226 HOSE ASSEMBLIES	\$160.00
Total EFT00000006340			\$160.00
EFT00000006346	11/1/2016	GANANOQUE CHEVROLET BUICK GMC	
		224639 TAIL GATE	\$1,749.25
Total EFT00000006346			\$1,749.25
EFT00000006348	11/1/2016	GIN-COR INDUSTRIES INC	
		39241 CHAIN REBUILD	\$2,366.46
		39240 CHAIN REBUILD	\$2,366.46
		39187 PARTS	\$60.04
		39222 PARTS	\$33.89
Total EFT00000006348			\$4,826.85
EFT00000006350	11/1/2016	G WILLIAMS PAVING LTD	
		6158 DRIVE ENTRANCE REPAIRS	\$9,082.08
Total EFT00000006350			\$9,082.08
EFT00000006351	11/1/2016	HARTINGTON EQUIPMENT LIMITED	
		WO17992 FULL SERVICE AND REPLACE PARTS	\$749.98
Total EFT00000006351			\$749.98
EFT00000006354	11/1/2016	JOE JOHNSON EQUIPMENT INC.	
		P23102 BOOM FLAIL KIT	\$1,365.13
Total EFT00000006354			\$1,365.13
EFT00000006358	11/1/2016	LEONARD FUELS	
		1058-733163 73.71 L @ \$0.9106	\$66.80
		1058-734697 11.01 L @ \$1.0257	\$11.28
		1058-734857 93.01 L @ \$0.8841	\$81.78
		1058-735077 77.01 L @ \$0.8575	\$65.62
		1058-735909 90.63 L @ \$0.8575	\$77.23
		1058-736099 9.01 L @ \$0.8575	\$7.68
		1058-737196 10.01 L @ \$1.0260	\$10.25
		1058-737524 84 L @ \$0.8841	\$73.87
		1058-737747 12.03 L @ \$1.0260	\$12.55
		1058-738170 71.07 L @ \$0.8841	\$62.49
		1058-738875 94 L @ \$0.8663	\$80.95
Total EFT00000006358			\$550.50
EFT00000006359	11/1/2016	LIEBHERR CANADA LTD	
		21045737 HOSE REPAIRS	\$652.31
		21045513 CONTROL ELEMENT	\$1,429.74
Total EFT00000006359			\$2,082.05
EFT00000006360	11/1/2016	LINDE CANADA LIMITED 15687	
		55010253 OXYGEN	\$226.52
		55001534 OXYGEN	\$23.00
		55008651 OXYGEN	\$340.00
		55011085 12 MONTH LEASE OXYGEN TANK	\$287.92
Total EFT00000006360			\$877.44
EFT00000006363	11/1/2016	MICHELIN NORTH AMERICA CANADA INC	
		DA0005656182 TIRES	\$1,048.33
Total EFT00000006363			\$1,048.33
EFT00000006365	11/1/2016	NORTRAX	
		598505 HYDRAULIC HOSE	\$195.75
Total EFT00000006365			\$195.75
EFT00000006368	11/1/2016	PETRIE FORD	
		220375 AIR FILTER/PARTS	\$126.42
		220371 FILTERS	\$203.39
		220372 FILTERS	\$192.99
		220368 FILTERS	\$168.40
		220379 FILTERS	\$388.19
		220376 ENGINE OIL	\$49.09
		220746 parts	\$64.68
		219863 STOP LAMP	\$39.52
		219863 BULB	\$13.65
Total EFT00000006368			\$1,246.33
EFT00000006370	11/1/2016	PROGRESSIVE WASTE SOLUTIONS CAN INC	

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	647-0000220205	WASTE 1.73 MT	\$286.14
Total EFT000000006370			\$286.14
EFT000000006375	11/1/2016	SIGNS PLUS	
	2948	CLEAN AND RE-LETTER SIGN	\$42.68
	2950	2 TRUCK NAMES	\$10.18
	2949	truck numbers	\$10.18
Total EFT000000006375			\$63.04
EFT000000006379	11/1/2016	STRONG BROS. HEATING, A/C & GENERAL CONTRACTING LTD	
	1502	SAND SALT SHED WORK	\$128,217.60
Total EFT000000006379			\$128,217.60
EFT000000006381	11/1/2016	TALLMAN TRUCK CENTRE LIMITED	
	328207T	PARTS	\$197.91
	430380	REPAIR ELECTRICAL FAULT	\$4,766.57
Total EFT000000006381			\$4,964.48
EFT000000006383	11/1/2016	TROUSDALE'S FOODLAND	
	2630	WATER	\$89.70
	4362	COFFE & CREAM	\$28.67
Total EFT000000006383			\$118.37
EFT000000006384	11/1/2016	TROUSDALE'S HOME HARDWARE	
	63216	TURBO NOZZLE	\$187.22
Total EFT000000006384			\$187.22
EFT000000006387	11/1/2016	UNIVERSAL SUPPLY GROUP	
	896-776997	PARTS	\$20.43
	896-778615	PARTS	\$75.01
	896-776578	ENGINE OIL	\$38.85
	896-776535	OIL	\$137.15
	173-131698	PARTS	\$30.52
	173-131697	PARTS	\$436.92
	173-131760	PARTS	\$24.34
	173-132051	PARTS RETURN	\$119.60
	173-131017	PARTS	\$45.56
	173-131838	slack adjuster kit	\$242.39
Total EFT000000006387			\$1,170.77
EFT000000006390	11/1/2016	VERONA HARDWARE LIMITED	
	34565	2 SEA FOAM	\$27.45
Total EFT000000006390			\$27.45
Total Cap/Equip/Ptrl			\$248,999.30

3210 Brushing

Cheque	Date	Inv #	Vendor	Description	Amount
067918	11/1/2016		ECO TREE CARE		
		657		TREE REMOVAL	\$3,561.60
Total 067918					\$3,561.60
Total Brushing					\$3,561.60

3215 Drainage

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006347	11/1/2016		GILBERT & SON CONSTRUCTION INC.		
		143		TRUCK RENTAL	\$648.72
Total EFT000000006347					\$648.72
Total Drainage					\$648.72

3310 Hardtop Patching

Cheque	Date	Inv #	Vendor	Description	Amount
067935	11/1/2016		O. BETTSCHEN		
		37543		5/8" GRAVEL	\$667.16
		37543		3" GRAVEL	\$530.29
Total 067935					\$1,197.45
067939	11/1/2016		SNIDER, PERCY		
		16/09/28-10		PATCHING	\$3,037.16
		16/09/29-11		PATCHING	\$771.34
		16/09/22-03		PATCHING	\$1,735.52
		16/09/22-03		PATCHING	\$2,506.86
		16/10/05-16		PATCHING & FLAGGING	\$3,374.62
Total 067939					\$11,425.50
EFT000000006317	11/1/2016		1622411 ONTARIO LTD.		

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	23300		HOT PATCHING & FLAGGING		\$708.76
	23300		HOT PATCHING & FLAGGING		\$506.26
	23221		HOT PATCHING & FLAGGING		\$2,906.27
	23221		HOT PATCHING & FLAGGING		\$1,373.76
Total EFT000000006317					\$5,495.05

EFT000000006382 11/1/2016

TEM ROADWORK

	282463		FLAGGING		\$814.08
	282463		FLAGGING		\$4,986.24

Total EFT000000006382

Total Hardtop Patching

\$5,800.32
\$23,918.32

3405 Washout

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006333	11/1/2016		COCO PAVING INC		
		14193176		13.51 FINE RAP	\$116.86

Total EFT000000006333

Total Washout

\$116.86
\$116.86

3515 Stock Snd&Slt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006325	11/1/2016		BRICAZA CORPORATION		
		1609-002		winter sand	\$36,535.91
		1609-002		winter sand	\$63,020.48
		1609-001		winter sand	\$126,362.92

Total EFT000000006325

Total Stock Snd&Slt

\$225,919.31
\$225,919.31

3605 Pvmt Mrkng

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006372	11/1/2016		RAN N MAINTENANCE		
		000612		PAVEMENT MARKING	\$1,536.58

Total EFT000000006372

Total Pvmt Mrkng

\$1,536.58
\$1,536.58

3615 Street signs

Cheque	Date	Inv #	Vendor	Description	Amount
067939	11/1/2016		SNIDER, PERCY		
		16/09-09		MINI EXCAVATOR & FLAGGING	\$567.31
Total 067939					\$567.31
EFT000000006375	11/1/2016		SIGNS PLUS		
		2948		3 STREET SIGNS	\$92.45
		2949		street signs	\$135.14

Total EFT000000006375

Total Street signs

\$227.59
\$794.90

3620 Reg signs

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006323	11/1/2016		BMR MANUFACTURING INC.		
		353055		DEFLEX FOR CROSS WALKS	\$376.51

Total EFT000000006323

Total Reg signs

\$376.51
\$376.51

3625 RR cross mnt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006328	11/1/2016		CANADIAN PACIFIC RAILWAY		
		11087280		RAIL CROSSING 16/09	\$831.00

Total EFT000000006328

Total RR cross mnt

\$831.00
\$831.00

3638 Locates

Cheque	Date	Inv #	Vendor	Description	Amount
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Township of South Frontenac CHEQUE DISTRIBUTION REPORT

EFT000000006366	11/1/2016		ONTARIO ONE CALL						
		201671420		16/09 BILLING					\$134.32
Total EFT000000006366									\$134.32
Total Locates									\$134.32

3800 Crssng Guards

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006315	10/28/2016		MACINTYRE, DOUG		
		16/10		16/10 - CROSSING GUARD	\$570.00
		16/10		16/10 - CROSSING GUARD	\$16.42
Total EFT000000006315					\$586.42
EFT000000006316	10/28/2016		SNIDER, DEBBIE		
		16/10		16/10 crossing guard	\$855.00
		16/10		16/10 crossing guard	\$24.62
Total EFT000000006316					\$879.62
Total Crssng Guards					\$1,466.04

Total Trans **\$513,391.46**

40 Env

4110 Water Treat

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006332	11/1/2016		CITY OF KINGSTON		
		32564		3RD QTR SOLID WASTE SERVICES	\$8,278.21
Total EFT000000006332					\$8,278.21
Total Water Treat					\$8,278.21

5005 SW & Fac OH

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006384	11/1/2016		TROUSDALE'S HOME HARDWARE		
		64114		drill bits	\$11.18
Total EFT000000006384					\$11.18
Total SW & Fac OH					\$11.18

5105 Garb coll

Cheque	Date	Inv #	Vendor	Description	Amount
067905	10/28/2016		SNIDER, PERCY		
		16/10		16/10 COLLECTION	\$11,274.39
		16/10		16/10 COLLECTION	\$9,306.49
Total 067905					\$20,580.88
067943	11/1/2016		TUFFBOX INC.		
		161013		BOX LINER	\$909.73
Total 067943					\$909.73
EFT000000006314	10/28/2016		1622411 ONTARIO LTD.		
		16/10		16/10 COLLECTION	\$11,517.09
Total EFT000000006314					\$11,517.09
Total Garb coll					\$33,007.70

5110 Gab disp

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006312	10/28/2016		WHALEY, GEORGE		
		16/10 DISPOSAL		16/10 DISPOSAL	\$1,935.80
Total EFT000000006312					\$1,935.80
EFT000000006318	11/1/2016		ABELL PEST CONTROL INC.		
		11369543		16/11 PEST CONTROL	\$97.44
		09048947		16/09 LANDFILL PEST CONTROL	\$56.27
		09048947		16/09 LANDFILL PEST CONTROL	\$56.27
		09048947		16/09 LANDFILL PEST CONTROL	\$56.27
Total EFT000000006318					\$266.25
EFT000000006341	11/1/2016		ENVIRO-GUARD PLUS INC.		
		86042		16/09 PEST CONTROL	\$42.74
Total EFT000000006341					\$42.74
EFT000000006370	11/1/2016		PROGRESSIVE WASTE SOLUTIONS CAN INC		

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

647-0000022293	87.66 MT ICI&RESI WASTE	\$8,294.81
647-0000220205	WASTE 14.68 MT	\$1,674.43
647-0000022337	16.6 MT ICI/CONSTRUCTION WASTE	\$1,461.18
Total EFT000000006370		\$11,430.42
EFT000000006384 11/1/2016	64372 TROUSDALE'S HOME HARDWARE LUMBER & PLYWOOD	\$135.93
Total EFT000000006384		\$135.93
Total Gab disp		\$13,811.14

5205 Recyc Coll

Cheque	Date	Inv #	Vendor	Description	Amount
067905	10/28/2016		SNIDER, PERCY		
		16/10		16/10 COLLECTION	\$12,162.26
		16/10		16/10 COLLECTION	\$10,605.36
		16/10		16/10 COLLECTION	\$11,320.42
Total 067905					\$34,088.04
EFT000000006314 10/28/2016		16/10	1622411 ONTARIO LTD.	16/10 COLLECTION	\$9,907.17
Total EFT000000006314					\$9,907.17
Total Recyc Coll					\$43,995.21

5305 HHW

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000006324 11/1/2016		20160185	BRENDAR ENVIRONMENTAL INC.	HHW - SEPT 2016	\$8,196.11
Total EFT000000006324					\$8,196.11
EFT000000006339 11/1/2016		9952	DRAPER DOORS	alter door to fit compactor	\$99.22
Total EFT000000006339					\$99.22
Total HHW					\$8,295.33

Total Env

\$107,398.77

70 Cem

7000 Health

Cheque	Date	Inv #	Vendor	Description	Amount
067918	11/1/2016	656	ECO TREE CARE	REMOVE DEAD TREE	\$1,373.76
Total 067918					\$1,373.76
067928	11/1/2016	1946	LEEDER MONUMENTS	CORNER POSTS	\$396.86
Total 067928					\$396.86
EFT000000006313 10/28/2016		16/10 SERVICES	D G YOUNGE CONCRETE BURIAL VAULTS	16/10 SERVICES	\$875.14
Total EFT000000006313					\$875.14
EFT000000006364 11/1/2016		16/10-01	NOONAN, MIKE	GRASS CUTTING 16/10	\$309.62
Total EFT000000006364					\$309.62
Total Health					\$2,955.38

Total Cem

\$2,955.38

80 Rec

8000 Rec

Cheque	Date	Inv #	Vendor	Description	Amount
067908	11/1/2016	49970	AVANTISPORTS GROUP INC	SOCCER NETS	\$77.64
Total 067908					\$77.64
067909	11/1/2016	12656	BARRETT'S FARM & FAMILY CENTRE	INSTALL 8 STRAND HT FENCE	\$3,241.68
Total 067909					\$3,241.68
067917	11/1/2016	16/10/19	DARLING, GORD	RAFT DISCONNECTIONS	\$53.33
		16/10/19		RAFT DISCONNECTIONS	\$53.33

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

		16/10/19	RAFT DISCONNECTIONS	\$53.34
Total 067917				\$160.00
067920	11/1/2016		FISHER, DAVE	
		16/10/24- STORR REC	16/10/24- STORR REC	\$30.30
Total 067920				\$30.30
067923	11/1/2016		GOWER, TERRA	
		16/10/24-LOUGH REC	16/10/24-LOUGH REC	\$30.30
Total 067923				\$30.30
067924	11/1/2016		HAMBLY GROUP	
		15 094	HARROWMSITH PAVILLION INSPECT	\$686.88
Total 067924				\$686.88
067925	11/1/2016		HOLLAND, TRACY	
		16/10/11- SF REC	16/10/11- SF REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$3.41
		16/10/24-LOUGH REC	16/10/24-LOUGH REC	\$30.30
Total 067925				\$64.01
067926	11/1/2016		HOWE, MIKE	
		16/10/11- SF REC	16/10/11- SF REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$5.50
		16/10/24-LOUGH REC	16/10/24-LOUGH REC	\$30.30
Total 067926				\$66.10
067929	11/1/2016		LENNOX SNOW FENCE COMPANY LTD.	
		1000010793	SUPPLY AND INSTALL FENCING	\$58,862.92
Total 067929				\$58,862.92
067930	11/1/2016		MACADAM ASPHALT SEALING	
		20160013	ASPHALT SEALING	\$744.88
Total 067930				\$744.88
067932	11/1/2016		MOREY, PAM	
		16/09/26-PORT REC	16/09/26-PORT REC SECRETARY	\$65.00
Total 067932				\$65.00
067933	11/1/2016		MOREY, DOUG	
		16/09/26-PORT REC	16/09/26-PORT REC	\$27.28
Total 067933				\$27.28
067935	11/1/2016		O. BETTSCHEN	
		37543	5/8" GRAVEL	\$3,025.65
		37562	404.73 STONE DUST	\$4,736.38
		37561	230.86 T 5/8" GRAVEL	\$1,973.35
Total 067935				\$9,735.38
067944	11/1/2016		UNITY SOD FARM LTD.	
		13964	40 SQ FT SOD	\$8.95
Total 067944				\$8.95
EFT000000006311	10/28/2016		LEONARD, ELIZABETH	
		16/10	16/10 MAINTENANCE	\$142.50
Total EFT000000006311				\$142.50
EFT000000006320	11/1/2016		BELL, DAN	
		16/09/26-PORT REC	16/09/26-PORT REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$8.25
Total EFT000000006320				\$68.85
EFT000000006326	11/1/2016		BROWN, DONNA	
		16/10/11- SF REC	16/10/11- SF REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$49.50
Total EFT000000006326				\$79.80
EFT000000006327	11/1/2016		CAMPBELL, ANNIE	
		16/10/24- STORR REC	16/10/24- STORR REC	\$30.30
Total EFT000000006327				\$30.30
EFT000000006329	11/1/2016		CANADIAN TIRE	
		120347	TURF BUILDER	\$167.85
Total EFT000000006329				\$167.85
EFT000000006338	11/1/2016		DOWKER, MARY JO	
		16/09/26-PORT REC	16/09/26-PORT REC	\$30.30
Total EFT000000006338				\$30.30
EFT000000006342	11/1/2016		ERLICHMAN, WOLFE	
		16/10/11- SF REC	16/10/11- SF REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$41.25
Total EFT000000006342				\$71.55
EFT000000006344	11/1/2016		FOX, KEVIN	
		16/10/24- STORR REC	16/10/24- STORR REC	\$30.30
		16/10/11- SF REC	16/10/11- SF REC	\$30.30

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

Total EFT000000006344	16/10/11- SF REC	16/10/11- SF REC	\$35.20
EFT000000006353 11/1/2016			\$95.80
Total EFT000000006353	8128	JODY CAMPBELL'S SEPTIC SERVICE PORTABLE TOILET RENTAL	\$117.02
EFT000000006357 11/1/2016			\$117.02
Total EFT000000006357	16/10/24- STORR REC	KOT, JOHN 16/10/24- STORR REC	\$30.30
EFT000000006358 11/1/2016			\$30.30
Total EFT000000006358	0838-706474	LEONARD FUELS 86.6 L @ \$0.707	\$62.31
EFT000000006361 11/1/2016			\$62.31
Total EFT000000006361	186128	LONDRY ALARMS 16/09 MONITORING/RENTAL	\$26.46
EFT000000006364 11/1/2016	186128	16/09 MONITORING/RENTAL	\$26.46
			\$52.92
Total EFT000000006364	16/10-01	NOONAN, MIKE GRASS CUTTING 16/10	\$592.12
EFT000000006367 11/1/2016			\$592.12
Total EFT000000006367	16/10/24- STORR REC	PANTREY, AMANDA 16/10/24- STORR REC SECRETARY	\$65.00
EFT000000006376 11/1/2016			\$65.00
Total EFT000000006376	4306	SIMMONS PLUMBING & PUMP SERV. start up water at wilmer park	\$127.71
EFT000000006377 11/1/2016	4238	TOILET NOT FLUSHING	\$106.85
	4320	replace taps and water leak	\$742.85
			\$977.41
Total EFT000000006377	16/10/21-12	SLEETH, SARAH HALL CLEANING	\$325.00
EFT000000006378 11/1/2016	16/10/21-12	HALL BOOKING	\$40.00
			\$365.00
Total EFT000000006378	16/10/24- STORR REC	SMITH, ROBERTA 16/10/24- STORR REC	\$30.30
EFT000000006380 11/1/2016			\$30.30
Total EFT000000006380	13010944	SUPERIOR PROPANE INC. 1288.70 l @ \$0.5224	\$705.21
EFT000000006384 11/1/2016			\$705.21
Total EFT000000006384	64045	TROUSDALE'S HOME HARDWARE GRASS SEED	\$111.88
EFT000000006385 11/1/2016	64084	BOAT SNAP	\$6.81
	64084	BOAT SNAP	\$11.17
	64084	BOAT SNAP	\$6.81
	64373	SCREWS	\$12.20
	64273	DRILLS & CLIP	\$13.89
			\$162.76
Total EFT000000006385	6745	TRUE ELECTRIC STORRINGTON CENTRE LIGHTS	\$559.07
EFT000000006389 11/1/2016			\$559.07
Total EFT000000006389	16/10/11- SF REC	VANDEWAL, SARAH 16/10/11- SF REC SECRETARY	\$65.00
EFT000000006391 11/1/2016	16/10/11- SF REC	16/10/11- SF REC	\$4.29
	16/10/24-LOUGH REC	16/10/24-LOUGH REC SECRETARY	\$65.00
			\$134.29
Total EFT000000006391	16/10/24-LOUGH REC	WASH, PAUL 16/10/24-LOUGH REC	\$30.30
EFT000000006393 11/1/2016			\$30.30
Total EFT000000006393	16/10/24- STORR REC	WOOD, ALVIN 16/10/24- STORR REC	\$30.30
	16/10/11- SF REC	16/10/11- SF REC	\$30.30
	16/10/11- SF REC	16/10/11- SF REC	\$24.20
			\$84.80
Total Rec			\$78,457.08

8205 Pumpkinfest

Cheque	Date	Inv #	Vendor	Description	Amount
067906	11/1/2016		A PARTY CENTRE		
		53129		TABLE CLOTHS	\$60.55
Total 067906					\$60.55
067911	11/1/2016		BOVEY, EDIE		

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

		2016-PUMPKIN	PUMPKINFEST SUPPLIES	\$52.81
Total 067911				\$52.81
067921	11/1/2016	13126	FORMAN, CHARLES PUMPKINS	\$500.00
Total 067921				\$500.00
067934	11/1/2016		NETTEN, MIRJAM 2016-PUMPKINFEST PUMPKIN FEST SUPPLIES	\$56.48
Total 067934				\$56.48
067936	11/1/2016		POTTERTON, DARLENE 2016-SUPPLIES PUMPKINFEST SUPPLIES	\$78.64
Total 067936				\$78.64
067947	11/1/2016		WARD, BRIAN 2016-PUMPKINFEST PUMPKIN FEST SUPPLIES	\$270.87
Total 067947				\$270.87
EFT000000006367	11/1/2016		PANTREY, AMANDA 2016-PUMPKINFEST PUMPKIN FEST SUPPLIES	\$75.53
Total EFT000000006367				\$75.53
EFT000000006393	11/1/2016		WOOD, ALVIN 2016-PUMPKINFEST PUMPKIN FEST SUPPLIES	\$626.16
Total EFT000000006393				\$626.16
Total Pumpkinfest				\$1,721.04

8210 VCA

Cheque	Date	Inv #	Vendor	Description	Amount
067915	11/1/2016	70701	COMMISSIONAIRES SECURITY SOLUTIONS	CAR SHOW SECURITY	\$250.21
Total 067915					\$250.21
067946	11/1/2016	2016-074	VERONA LIONS CLUB	VELEY FIELD PARKING AREA	\$1,000.00
Total 067946					\$1,000.00
Total VCA					\$1,250.21

8215 VCA-xms4kds

Cheque	Date	Inv #	Vendor	Description	Amount
067945	11/1/2016	2016-075	VAN CAMP, NICOLE	CFK GIFTS PETTY CASH	\$7,564.15
Total 067945					\$7,564.15
Total VCA-xms4kds					\$7,564.15

8220 VMC

Cheque	Date	Inv #	Vendor	Description	Amount
067910	11/1/2016	45125	BAYSIDE MEDICAL SUPPLIES INC	PHLEBOTOMY CHAIR	\$772.36
Total 067910					\$772.36
Total VMC					\$772.36

8405 Ver&Dis Hist

Cheque	Date	Inv #	Vendor	Description	Amount
067940	11/1/2016	16-10-25	STEWART, BARBARA	HERITAGE SOCIETY EXPENSES	\$455.98
Total 067940					\$455.98
Total Ver&Dis Hist					\$455.98

Total Rec

\$90,220.82

90 Plan

9000 Plan

Cheque	Date	Inv #	Vendor	Description	Amount
067951	11/1/2016	Z-16-11 REFUND	CRANBERRY LAKE COTTAGES	Z-16-11 PLANNING FEES	-\$1,500.00
Total 067951					-\$1,500.00
EFT000000006349	11/1/2016	K281322	GRAND & TOY LIMITED	office supplies	\$18.49

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

K250011	OFFICE SUPPLIES	\$1.02
Total EFT000000006349		\$19.51
Total Plan		-\$1,480.49

9010 Plan-com adj

Cheque	Date	Inv #	Vendor	Description	Amount
067949	11/1/2016		BULMER, MICHAEL		
		MV-39-16-P REFUND		MV-39-16-P REFUND	\$650.00
Total 067949					\$650.00
EFT000000006330	11/1/2016		CDW CANADA INC		
		FQF1652		5 APPLE IPADS	\$2,584.40
Total EFT000000006330					\$2,584.40
Total Plan-com adj					\$3,234.40
Total Plan					\$1,753.91

99

9999

Cheque	Date	Inv #	Vendor	Description	Amount
067950	11/1/2016		CIBC MORTGAGES INC.		
		TAX REFUND		tax refund 080-030-12400	\$1,161.28
Total 067950					\$1,161.28
067952	11/1/2016		MARTIN, TERENCE		
		2016 - TAX REFUND		TAX REFUND 1-3-04000	\$328.90
Total 067952					\$328.90
067953	11/1/2016		MCAP SERVICE CORPORATION		
		TAX REFUND		TAX REFUND 060-010-14430	\$1,107.00
Total 067953					\$1,107.00
EFT000000006395	11/1/2016		ROSEN ENERGY GROUP		
		600717		P 1265.3 L MKD @ \$0.6520	\$839.50
		600716		P 1454.7 L CLR @ \$0.7830	\$1,159.08
		600509		F 1358.6 L GAS @ \$0.8565	\$1,184.12
		600403		B 526.3 L MKD @ \$0.6610	\$354.00
		600401		B 321.6 L GAS @ \$0.8435	\$276.04
		600402		B 512.4 L CLR @ \$0.7940	\$414.01
		600398		F 1349 L GAS @ \$0.8435	\$1,157.91
		600400		F 1270.4 L MKD @ \$0.6610	\$854.50
		600399		F 1945.8 L CLR @ \$0.7940	\$1,572.16
		600358		SUN 800.1 L CLR @ \$0.7870	\$640.76
Total EFT000000006395					\$8,452.08
Total					\$11,049.26
Total					\$11,049.26
Total					\$990,348.70



STAFF REPORT TREASURY DEPARTMENT

Prepared for Council: **October 21, 2016**

Agenda Date: **November 1^t, 2016**

SUBJECT:

Year to date financials to September 30th, 2016

RECOMMENDATION:

This report is for information only.

ANALYSIS:

Attached are the year to date financials to September 30th with a comparison to year to date budget as well as a column which reflects the total 2016 budget.

Year to date revenues totalling \$2,899,590 are \$91,712 under budget while year to date expenses \$17,872,976 are \$755,613 under budget for a net year to date surplus of \$663,901. The variances for both revenues and expenses are primarily due to timing.

Variances have been identified under roads construction were several projects are over their budget however through a discussion with the Public Works manager, he has confirmed that savings from bridge projects will offset any overage in other projects. Further, the original priorities and listing presented at the September 6th, 2016 Council meeting remain unchanged.

As mentioned in the previous year to date financials, conservation authorities are over budget \$47,132 due to a levy from Quinte conservation that is higher than budgeted.

Providing this statement assures council that the direction given from the 2016 budget is being carried out. Managers are receiving detailed financial reports on a monthly basis.

ATTACHMENT

2016 Financial report to September 30th

Submitted/approved by:
Louise Fragnito, Treasurer

Prepared by:
Louise Fragnito, Treasurer

	2016 Year Budget	2016 YTD Budget	2016 YTD Actuals	YTD Actual vs YTD Budget Variance
REVENUE				
Property Taxation	16,722,642	16,663,142	16,616,228	(46,914)
User Charges	2,248,104	1,973,045	1,919,480	(53,566)
Licenses, Permits and Rents	723,705	527,391	603,019	75,628
Government Grants	1,762,879	1,354,554	1,296,653	(57,901)
Grants from Other Municipalities	672,953	0	0	0
Investment Income	151,600	114,225	116,290	2,065
Penalties and Interest on taxes	360,000	270,000	256,563	(13,437)
Donations	158,500	4,500	45,181	40,681
Other	2,065	2,065	92,270	90,205
Transfer from Reserves/Reserve Funds	5,003,802	2,082,380	1,953,907	(128,473)
Total Revenues	27,806,249	22,991,302	22,899,590	(91,712)
OPERATING EXPENSE				
General Government	3,435,499	2,851,991	2,821,231	(30,760)
Protection to Persons and Property				
Fire	2,748,409	1,099,621	1,030,451	(69,169)
Police	2,958,010	2,218,507	2,201,515	(16,993)
Conservation Authorities	207,670	207,295	253,677	46,382
Protective Inspections and Control	117,350	89,728	72,284	(17,444)
Emergency Measures	1,960	1,470	473	(997)
Building Department	492,955	348,717	232,705	(116,012)
Transportation Services				
Roadway Maintenance	3,861,783	3,022,478	2,951,767	(70,711)
Capital Projects	7,216,751	4,589,469	4,301,221	(288,248)
Winter Control	1,979,819	1,145,044	1,180,727	35,682
Environmental Services				
Water System	363,547	166,769	174,471	7,702
Solid Waste Management	2,678,150	1,778,261	1,628,319	(149,941)
Parks, Recreation and Cemeteries	1,417,033	861,257	819,095	(42,162)
Planning and Development	327,312	247,984	205,042	(42,942)
Total Expenses	27,806,249	18,628,589	17,872,976	(755,613)
TOTAL	0	(4,362,713)	(5,026,614)	(663,901)

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget

Including:

- High Level Summary of Changes
- Draft Budget - High Level Summary
- Summary of Changes
- Draft Budget (Option 1)
- Departmental Operating Budgets
- Summary of Capital Changes
- Capital Budget
- Linear Asset Construction
- Reserve & Reserve Funds

For presentation:

Saturday November 12, 2016
9:00 AM
Council Chambers

Distributed to Council on Tuesday, November 1, 2016
Please bring handout with you to Saturday's session

TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016
High Level Summary of Changes

Below is a high level summary of key changes from last year's budget.

The listing below incorporates all items directed by Council, originally requested by staff and recommended by committees. The impact of \$925,273 net change exceeds Council's 2.2% target as illustrated on the next page.

<u>Variances in presented budget</u>	
Costs Savings	
Reduced recreation students	-7,433
	<u>-7,433</u>
Lost Revenues	
Student funding	16,600
Loughborough Garage rent	21,772
	<u>38,372</u>
Increased Revenues	
OCIF	-113,289
Investment Income	-104,500
Recycling funding & processing	-22,000
	<u>-239,789</u>
Increased Costs	
Current Year Asset Investment Reserve Impact	183,920
SCBA Reserve	40,000
OPP	63,794
Verona Medical Clinic Allowance for Maintenance	10,000
Committed Staffing Costs	290,997
Hydro incl streetlights	54,352
	<u>643,063</u>
Enhanced Services	
Community Grants:	
-S&A Canada 150th	10,000
-CFDC	35,000
- Ken Garrett Park	35,000
-NFCS after school program	5,000
-Bradshaw school program	3,000
Organizational review staffing (5 months)	44,300
PW - Light Equipment Operator converted from weekend OT	31,872
PW - Mechanic - offset with reduced contracted services	22,064
Staffing - Co-op student	13,350
Expanded Roads Construction	262,500
	<u>462,086</u>
Other	28,973
Total	925,273

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (High Level Summary)

Summary of Revenue and Expense

	Actuals			2016-2017 Budget	
	2016 Budget \$	30-Sep-16 \$	2017 Budget \$	Variance \$	%
REVENUE					
Property Taxation	188,000	16,616,228	187,750	-250	-0.13%
User Charges	2,227,404	1,906,261	2,302,789	75,385	3.38%
Licenses, Permits and Rents	724,405	603,909	696,339	-28,066	-3.87%
Government Grants	1,762,879	1,296,653	2,119,735	356,856	20.24%
Grants from Other Municipalities	672,953	0	579,025	-93,928	-13.96%
Investment Income	151,600	113,732	251,000	99,400	65.57%
Penalties and interest on taxes	360,000	256,562	360,000	0	0.00%
Donations	158,500	43,780	38,500	-120,000	-75.71%
Other	22,065	108,300	16,065	-6,000	-27.19%
Transfers From Reserves/Reserve Funds	5,259,206	1,953,907	4,482,943	-776,263	-14.76%
TOTAL Revenue	11,527,012	22,899,332	11,034,146	-492,866	-4.28%
OPERATING EXPENSE					
<i>General Government</i>	3,445,047	2,838,193	3,735,996	290,949	8.45%
<i>Protection to Persons and Property</i>					
Fire	2,748,408	1,032,429	3,108,204	359,796	13.09%
Police	2,958,010	2,201,515	3,022,718	64,708	2.19%
Conservation Authorities	207,670	253,677	220,392	12,722	6.13%
Protective Inspections and Control	117,350	72,284	119,683	2,333	1.99%
Emergency Measures	1,960	473	1,951	-9	-0.47%
Building Department	492,955	236,338	543,246	50,291	10.20%
<i>Transportation Services</i>					
Roadway Maintenance	11,313,935	7,254,806	10,855,218	-458,717	-4.05%
Winter Control	1,979,819	1,180,727	1,912,992	-66,827	-3.38%
<i>Environmental Services</i>					
Water System	363,547	165,873	391,842	28,295	7.78%
Solid Waste Management	2,698,152	1,636,591	2,435,368	-262,784	-9.74%
<i>Parks, Recreation and Cemeteries</i>	1,407,489	818,812	1,721,408	313,919	22.30%
<i>Planning and Development</i>	327,311	207,785	425,043	97,732	29.86%
TOTAL Expense	28,061,653	17,899,501	28,494,060	432,407	1.54%
TO BE RAISED BY TAXATION	16,534,641	-4,999,831	17,459,914	925,273	5.60%

IMPACT ON TAXPAYER:

BASED ON AVERAGE PHASE-IN ASSESSMENT THE TOWNSHIP'S SHARE OF THE TAX BILL ON A \$251,167 PROPERTY WILL INCREASE 4.22% WHICH EQUALS \$62.09

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016

Summary of Changes

In order to meet the Council direction of 2.2% taxpayer impact based the average phased-in residential property, a net impact of \$363,495 in changes is required.

Two scenarios were considered in meeting this required change.

- 1) At the October 14th Committee of the Whole meeting, staff were asked to consider the impact of removing the \$120 sanitation charge from the tax bill.

In addition to removing the sanitation charge, a further reduction of \$180,327 would be needed.

- 2) Removing enhancements or reducing budget lines to meet the required net impact of \$363,495

Option 1 is being presented to Council as a complete package and will be presented on November 12th. Below is a summary of items removed from the budget through staff discussion and CAO recommendations to bring the budget to 2.2% taxpayer impact based on the average phased-in residential property

Staff/ CAO Adjustments	
Community Grant - Ken Garrett Park	-35,000
Community Grant - CFDC	-35,000
PW - Light Equipment Operator	-31,872
PW- Mechanic	-22,064
Reserve - Arena Floor	-50,000
Outdoor Movie screen operating costs	-6,600
Other adjustment	209
Total	-180,327

Option 2 - The alternative to removing the sanitation charge from the tax bill (option 1 is to find an additional \$182,959 in savings. The CAO in consultation with management would search to find such savings if directed.

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (Option 1)

Summary of Revenue and Expense

	Actuals		2016-2017 Budget		
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
REVENUE					
Property Taxation	188,000	16,616,228	187,750	-250	-0.13%
User Charges	2,227,404	1,906,261	1,017,469	-1,209,935	-54.32%
Licenses, Permits and Rents	724,405	603,909	696,339	-28,066	-3.87%
Government Grants	1,762,879	1,296,653	2,119,735	356,856	20.24%
Grants from Other Municipalities	672,953	0	579,025	-93,928	-13.96%
Investment Income	151,600	113,732	251,000	99,400	65.57%
Penalties and interest on taxes	360,000	256,562	360,000	0	0.00%
Donations	158,500	43,780	38,500	-120,000	-75.71%
Other	22,065	108,300	16,065	-6,000	-27.19%
Transfers From Reserves/Reserve Funds	5,259,206	1,953,907	4,482,943	-776,263	-14.76%
TOTAL Revenue	11,527,012	22,899,332	9,748,826	-1,778,186	-15.43%
OPERATING EXPENSE					
<i>General Government</i>	3,445,047	2,838,193	3,677,259	232,212	6.74%
<i>Protection to Persons and Property</i>					
Fire	2,748,408	1,032,429	3,108,204	359,796	13.09%
Police	2,958,010	2,201,515	3,022,718	64,708	2.19%
Conservation Authorities	207,670	253,677	220,392	12,722	6.13%
Protective Inspections and Control	117,350	72,284	119,683	2,333	1.99%
Emergency Measures	1,960	473	1,951	-9	-0.47%
Building Department	492,955	236,338	543,246	50,291	10.20%
<i>Transportation Services</i>					
Roadway Maintenance	11,313,935	7,254,806	10,801,282	-512,653	-4.53%
Winter Control	1,979,819	1,180,727	1,912,992	-66,827	-3.38%
<i>Environmental Services</i>					
Water System	363,547	165,873	391,842	28,295	7.78%
Solid Waste Management	2,698,152	1,636,591	2,435,368	-262,784	-9.74%
<i>Parks, Recreation and Cemeteries</i>	1,407,489	818,812	1,664,804	257,315	18.28%
<i>Planning and Development</i>	327,311	207,785	425,043	97,732	29.86%
TOTAL Expense	28,061,653	17,899,501	28,324,784	263,131	0.94%
TO BE RAISED BY TAXATION	16,534,641	-4,999,831	18,575,958	2,041,317	12.35%

IMPACT ON TAXPAYER:

BASED ON AVERAGE PHASE-IN ASSESSMENT THE TOWNSHIP'S SHARE OF THE TAX BILL ON A \$251,167 PROPERTY WILL INCREASE 2.20% WHICH EQUALS \$32.41

**TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016 (Option 1)**

General Government Detail

	Actuals			2016-2017 Budget	
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
1. GENERAL MUNICIPAL ACTIVITY					
2. Revenue					
3. Taxation - Supplementary & PIL	188,000	16,616,228	187,750	-250	-0.13%
4. Government Grants	1,481,300	1,110,975	1,481,300	0	0.00%
5. Investment Income	146,500	110,837	251,000	104,500	71.33%
6. Penalties and interest on taxes	360,000	256,562	360,000	0	0.00%
7. Other	0	53,759	0	0	0.00%
8. Total Revenue	2,175,800	18,148,361	2,280,050	104,250	4.79%
9. Expense					
10. Operations	0	25	0	0	0.00%
11. Transfer to Reserves	1,599,674	1,653,431	1,783,594	183,920	11.50%
12. Total Expense	1,599,674	1,653,456	1,783,594	183,920	11.50%
13. TOTAL GENERAL MUNICIPAL ACTIVITY	-576,126	-16,494,905	-496,456	79,670	-13.83%
14. COUNCIL					
15. Revenue					
16. Grants from Other Municipalities	14,000	0	14,000	0	0.00%
17. Transfer from Reserves	0	0	5,000	5,000	100.00%
18. Total Revenue	14,000	0	19,000	5,000	35.71%
19. Expense					
20. Remuneration	147,857	109,618	154,887	7,030	4.75%
21. Benefits	2,594	3,169	3,476	882	33.98%
22. Memberships, Training and Travel	34,000	22,703	34,000	0	0.00%
23. Communications	9,880	8,848	12,613	2,733	27.66%
24. Council Operations	27,262	20,855	29,593	2,331	8.55%
25. Grants	152,000	31,668	175,000	23,000	15.13%
26. Transfer to Capital	0	0	0	0	0.00%
27. Transfer to Reserves	10,000	10,000	10,000	0	0.00%
28. Total Expense	383,593	206,861	419,568	35,975	9.38%
29. TOTAL COUNCIL	369,593	206,861	400,568	30,975	8.38%
30. ELECTIONS					
31. Revenue					
32. Transfer from Reserves	0	0	0	0	0.00%
33. Total Revenue	0	0	0	0	100.00%
34. Expense					
35. Remuneration	0	0	0	0	0.00%
36. Benefits	0	0	0	0	0.00%
37. Memberships, Training and Travel	0	0	0	0	0.00%
38. Communications	0	0	0	0	0.00%
39. Elections Operations	0	0	0	0	0.00%
40. Transfer to Reserves	25,000	25,000	25,000	0	0.00%
41. Total Expense	25,000	25,000	25,000	0	0.00%
42. TOTAL ELECTIONS	25,000	25,000	25,000	0	0.00%

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (Option 1)

General Government Detail	Actuals			2016-2017 Budget	
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
43. CORPORATE SERVICES					
44. Revenue					
45. User Charges	12,200	10,341	11,950	-250	-2.05%
46. Licenses, Permits and Rents	1,600	757	1,600	0	0.00%
47. Government Grants	1,000	2,875	0	-1,000	-100.00%
48. Other	0	0	0	0	0.00%
49. Transfer from Reserves	56,500	7,123	40,000	-16,500	-29.20%
50. Total Revenue	71,300	21,096	53,550	-17,750	-24.89%
51. Expense					
52. Remuneration	618,186	465,130	664,042	45,856	7.42%
53. Benefits	191,327	138,842	214,339	23,012	12.03%
54. Inter Departmental Transfer	0	0	0	0	0.00%
55. Memberships, Training and Travel	21,050	14,618	23,450	2,400	11.40%
56. Communications	45,135	36,946	45,936	801	1.77%
57. Professional and Consulting Fees	93,260	83,941	56,650	-36,610	-39.26%
58. Administrative Operations	145,539	68,688	109,608	-35,931	-24.69%
59. Transfer to Capital	32,500	7,123	40,000	7,500	23.08%
60. Total Expense	1,146,997	815,288	1,154,025	7,028	0.61%
61. TOTAL CORPORATE SERVICES	1,075,697	794,191	1,100,475	24,778	2.30%
62. ADMINISTRATIVE FACILITIES					
63. Revenue					
64. Facilities Revenue	208,139	157,075	198,755	-9,384	-4.51%
65. Donations	0	50	0	0	0.00%
66. Transfer from Reserves	30,000	18,729	25,000	-5,000	-16.67%
Total Revenue	238,139	175,854	223,755	-14,384	-6.04%
67. Expense					
68. Remuneration	0	2,175	0	0	0.00%
69. Inter Departmental Transfer	0	129	300	300	100.00%
70. Professional and Consulting Fees	2,500	8,462	2,500	0	0.00%
71. Facilities Operating Costs	155,619	103,094	169,489	13,870	8.91%
72. Transfer to Capital	30,000	18,729	25,000	-5,000	-16.67%
73. Transfer to Reserves	101,664	5,000	97,783	-3,881	-3.82%
74. Total Expense	289,783	137,589	295,071	5,288	1.82%
75. TOTAL ADMINISTRATIVE FACILITIES	51,644	-38,265	71,316	19,672	38.09%
76. Total General Government	945,808	-15,507,118	1,100,904	155,096	16.40%

Explanation of Significant Variances	
Line 5	Investment - AMO - One Investment Program
Line 11	In year - AIR
line 24	website - vendor and planning subscription feeds \$3,000
line 25	grants to organizations
line 71	Hartington site ongoing monitoring \$7,500

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (Option 1)

Protection to Persons and Property Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
1. FIRE						
2. Revenue						
3. User Charges		59,500	14,035	69,500	10,000	16.81%
4. Grants from Other Municipalities		0	0	0	0	0.00%
5. Other		0	0	0	0	0.00%
6. Transfer from Reserves		1,325,615	93,382	1,638,212	312,597	23.58%
7. Total Revenue		1,385,115	107,418	1,707,712	322,597	23.29%
8. Expense						
9. Remuneration		447,265	239,423	448,154	889	0.20%
10. Benefits		64,523	45,486	65,405	882	1.37%
11. Memberships, Training and Travel		12,300	2,956	11,200	-1,100	-8.94%
12. Communications & Public Education		76,731	23,311	73,503	-3,228	-4.21%
13. Professional and Consulting Fees		3,300	1,928	2,500	-800	-24.24%
14. Fire Operations		228,782	151,172	228,663	-119	-0.05%
15. Transfer to Capital		1,390,615	93,382	1,710,212	319,597	22.98%
16. Transfer to Reserves		374,500	369,353	414,500	40,000	10.68%
17. Total Expense		2,598,016	927,012	2,954,138	356,122	13.71%
18. TOTAL FIRE		1,212,901	819,595	1,246,426	33,525	2.76%
19. FIRE FACILITIES						
20. Expense						
21. Facilities Operating Costs		141,392	96,749	145,066	3,674	2.60%
22. Total Expense		141,392	96,749	145,066	3,674	2.60%
23. TOTAL FIRE FACILITIES		141,392	96,749	145,066	3,674	2.60%
24. 911 SERVICE						
25. Expense						
26. 911 Operations		9,000	8,667	9,000	0	0.00%
27. Total Expense		9,000	8,667	9,000	0	0.00%
28. TOTAL 911 SERVICE		9,000	8,667	9,000	0	0.00%
29. TOTAL FIRE		1,363,293	925,011	1,400,492	37,199	2.73%

Explanation of Significant Variances	
line 16	SCBA reserve

**TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016 (Option 1)**

Protection to Persons and Property Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
1. POLICE						
2. Revenue						
3. User Charges		10,500	8,854	10,500	0	0.00%
4. Government Grants		0	0	0	0	0.00%
5. Transfer from Reserves		2,500	0	3,000	500	20.00%
6. Total Revenue		13,000	8,854	13,500	500	3.85%
7. Expense						
8. Remuneration		1,200	0	1,200	0	0.00%
9. Memberships, Training and Travel		1,600	75	1,700	100	6.25%
10. Communications		1,000	1,618	1,814	814	81.40%
11. Police Operations		2,941,010	2,197,672	3,004,804	63,794	2.17%
12. Total Expense		2,944,810	2,199,365	3,009,518	64,708	2.20%
13. TOTAL POLICE		2,931,810	2,190,511	2,996,018	64,208	2.19%
14. RIDE PROGRAM						
15. Revenue						
16. Government Grants		13,200	8,829	13,200	0	0.00%
17. Total Revenue		13,200	8,829	13,200	0	0.00%
18. Expense						
19. Ride Operations		13,200	2,149	13,200	0	0.00%
20. Total Expense		13,200	2,149	13,200	0	0.00%
21. TOTAL RIDE PROGRAM		0	-6,680	0	0	100.00%
22. Total Police		2,931,810	2,183,832	2,996,018	64,208	2.19%
23. CONSERVATION AUTHORITIES						
24. Expense						
25. Remuneration		1,500	1,100	1,530	30	2.00%
26. Conservation Authority Transfers		206,170	252,577	218,862	12,692	6.16%
27. Total Expense		207,670	253,677	220,392	12,722	6.13%
28. TOTAL CONSERVATION AUTHORITIES		207,670	253,677	220,392	12,722	6.13%

Explanation of Significant Variances

Line 11 OPP contract

TOWNSHIP OF SOUTH FRONTENAC 2017 Draft Budget - November 1, 2016 (Option 1)

	Actuals		2016-2017 Budget		
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
Protection to Persons and Property Detail					
1. PROTECTIVE INSPECTIONS AND CONTROL					
2. Revenue					
3. User Charges	5,625	2,614	5,625	0	0.00%
4. Licenses, Permits and Rents	61,500	53,628	54,090	-7,410	-12.05%
5. Government Grants	21,000	8,571	21,000	0	0.00%
6. Other	2,065	0	2,065	0	0.00%
7. Total Revenue	90,190	64,813	82,780	-7,410	-8.22%
8. Expense					
9. Inter Departmental Transfer	0	0	0	0	0.00%
10. Memberships, Training and Travel	12,800	8,363	12,800	0	0.00%
11. Communications	3,125	2,603	3,125	0	0.00%
12. Professional and Consulting Fees	2,800	2,620	4,000	1,200	42.86%
13. Protective Operations	98,625	58,698	99,758	1,133	1.15%
14. Transfer to Reserves	0	0	0	0	0.00%
15. Total Expense	117,350	72,284	119,683	2,333	1.99%
16. TOTAL PROTECTIVE INSPECTIONS AND CONTROL	27,160	7,471	36,903	9,743	35.87%
17. EMERGENCY MANAGEMENT					
18. Revenue					
19. Transfer from Reserves	0	0	0	0	0.00%
20. Total Revenue	0	0	0	0	100.00%
21. Expense					
22. Remuneration	400	0	400	0	0.00%
23. Memberships, Training and Travel	200	0	200	0	0.00%
24. Communications	660	473	651	-9	-1.38%
25. Emg Management Operations	700	0	700	0	0.00%
26. Total Expense	1,960	473	1,951	-9	-0.47%
27. TOTAL EMERGENCY MANAGEMENT	1,960	473	1,951	-9	-0.47%

Explanation of Significant Variances

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TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (Option 1)

Protection to Persons and Property Detail	Actuals			2016-2017 Budget	
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
1. BUILDING					
2. Revenue					
3. User Charges	13,000	9,334	12,000	-1,000	-7.69%
4. Licenses, Permits and Rents	361,200	337,003	371,200	10,000	2.77%
5. Government Grants	0	0	0	0	0.00%
6. Other	20,000	350	10,000	-10,000	-50.00%
7. Transfer from Reserves	75,060	0	127,101	52,041	69.33%
Total Revenue	469,260	346,687	520,301	51,041	10.88%
8. Expense					
9. Remuneration	218,886	111,729	264,193	45,307	20.70%
10. Benefits	72,737	37,254	87,534	14,797	20.34%
11. Inter Departmental Transfer	0	0	0	0	0.00%
12. Memberships, Training and Travel	12,400	1,304	10,600	-1,800	-14.52%
13. Communications	3,770	3,033	5,330	1,560	41.38%
14. Professional and Consulting Fees	26,000	3,387	15,000	-11,000	-42.31%
15. Building Operations	79,467	42,881	81,645	2,178	2.74%
16. Transfer to Capital	35,000	0	35,000	0	0.00%
17. Transfer to Reserves	21,000	21,000	21,000	0	0.00%
18. Total Expense	469,260	220,587	520,301	51,041	10.88%
19. TOTAL BUILDING	0	-126,101	0	0	100.00%
20. CIVIC NUMBERS					
21. Revenue					
22. User Charges	2,600	3,000	2,600	0	0.00%
23. Total Revenue	2,600	3,000	2,600	0	0.00%
24. Expense					
25. Remuneration	14,995	11,264	14,995	0	0.00%
26. Benefits	5,200	3,900	5,200	0	0.00%
27. Civic Numbers Operations	3,500	587	2,750	-750	-21.43%
28. Total Expense	23,695	15,751	22,945	-750	-3.16%
29. TOTAL CIVIC NUMBERS	21,095	12,751	20,345	-750	-3.55%
30. TOTAL BUILDING	21,095	-113,350	20,345	-750	-3.55%
31. Total Protection to Persons and Property Detail	4,552,988	3,257,114	4,676,101	123,113	2.70%

Explanation of Significant Variances

line 9/10

Percentage of Manager of Development Services

**TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016 (Option 1)**

Transportation Services Detail

	Actuals			2016-2017 Budget	
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
1. ROADS					
2. Revenue					
3. User Charges	6,000	8,745	31,000	25,000	416.67%
4. Licenses, Permits and Rents	80,616	43,424	58,844	-21,772	-27.01%
5. Government Grants	113,779	109,279	222,568	108,789	95.61%
6. Grants from Other Municipalities	658,953	0	565,025	-93,928	-14.25%
7. Other	0	50,213	4,000	4,000	100.00%
8. Transfer from Reserve	2,741,086	1,591,911	1,768,997	-972,089	-35.46%
Total Revenue	3,600,434	1,803,572	2,650,434	-950,000	-26.39%
9. Expense					
10. Remuneration	1,112,398	868,234	1,176,602	64,204	5.77%
11. Benefits	367,642	414,610	401,002	33,360	9.07%
12. Inter Departmental Transfer	-766,980	-536,501	-781,605	-14,625	1.91%
13. Memberships, Training and Travel	41,500	25,408	41,500	0	0.00%
14. Communications	31,366	24,721	58,166	26,800	85.44%
15. Professional and Consulting Fees	37,000	7,861	47,000	10,000	27.03%
16. Roads Operations * (see details below)	2,538,854	1,720,284	2,631,188	92,334	3.64%
17. Transfer to Capital	7,264,300	4,269,533	6,693,500	-570,800	-7.86%
18. Transfer to Reserves	687,857	460,659	533,929	-153,928	-22.38%
19. Total Expense	11,313,937	7,254,808	10,801,282	-512,655	-4.53%
20. TOTAL ROADS	7,713,503	5,451,236	8,150,848	437,345	5.67%
21. WINTER CONTROL					
22. Expense					
23. Remuneration	407,503	239,145	387,423	-20,080	-4.93%
24. Benefits	141,848	0	130,618	-11,230	-7.92%
25. Inter Departmental Transfer	547,997	337,373	527,105	-20,892	-3.81%
26. Winter Control Operations	882,471	604,209	867,846	-14,625	-1.66%
27. Transfer to Capital	0	0	0	0	0.00%
28. Total Expense	1,979,819	1,180,727	1,912,992	-66,827	-3.38%
29. TOTAL WINTER CONTROL	1,979,819	1,180,727	1,912,992	-66,827	-3.38%
30. Total Transportation Services	9,693,322	6,631,962	10,063,840	370,518	3.82%

31. Roads Operations Breakdown	YTD Actual			2016-2017 Budget	
	2016 Budget	30-Sep-16	2017 Budget	Variance	
	\$	\$	\$	\$	%
32. Maintenance - Structures	24,451	13,676	19,755	-4,696	-19.21%
33. Roadside Maintenance	316,500	213,401	395,500	79,000	24.96%
34. Hardtop Maintenance	372,000	252,431	341,000	-31,000	-8.33%
35. Loose Top Maintenance	313,700	185,132	226,000	-87,700	-27.96%
36. Safety Devices	312,500	224,165	310,500	-2,000	-0.64%
37. Street Lights	26,028	43,971	83,000	56,972	218.89%
38. Overhead	1,173,675	787,507	1,255,433	81,758	6.97%
39. TOTAL ROADS MAINTENANCE	2,538,854	1,720,284	2,631,188	92,334	3.64%

Explanation of Significant Variances	
Line 5	OCIF increase
Line 6	City Funding decrease
Line 14	AVL in vehicles
Line 29	Adjusted to rolling 5 year average
Line 33	Enhanced weedspraying and drainage
Line 37	Increase streetlight costs including hydro

TOWNSHIP OF SOUTH FRONTENAC

2017 Draft Budget - November 1, 2016 (Option 1)

Environmental Services Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
1.	WATER SYSTEM					
2.	Revenue					
3.	User Charges	361,147	240,270	369,442	8,295	2.30%
4.	Licenses, Permits and Rents	2,400	1,800	2,400	0	0.00%
5.	Government Grants	0	0	0	0	0.00%
6.	Other	0	100	0	0	0.00%
7.	Transfer from Reserves	0	0	20,000	20,000	100.00%
8.	Total Revenue	363,547	242,170	391,842	28,295	7.78%
9.	Expense					
10.	Remuneration	3,030	428	3,030	0	0.00%
11.	Inter Departmental Transfer	0	109	500	500	100.00%
12.	Communications	3,785	3,257	4,420	635	16.78%
13.	Professional and Consulting Fees	138,000	86,287	151,000	13,000	9.42%
14.	Water System Operations	77,543	75,792	90,400	12,857	16.58%
15.	Transfer to Reserves	141,189	0	122,492	-18,697	-13.24%
16.	Transfer to Capital	0	0	20,000	20,000	100.00%
17.	Total Expense	363,547	165,873	391,842	8,295	2.28%
18.	TOTAL WATER SYSTEM	0	-76,297	0	0	0.00%
19.	SOLID WASTE AND FACILITIES MANAGEMENT					
20.	Revenue					
21.	User Charges	1,570,431	1,461,602	313,992	-1,256,439	-80.01%
22.	Government Grants	114,600	41,739	131,000	16,400	14.31%
23.	Transfer from Reserves	410,500	61,920	129,300	-281,200	-68.50%
24.	Total Revenue	2,095,531	1,565,261	574,292	-1,521,239	-72.59%
25.	Expense					
26.	Remuneration	272,992	236,065	276,185	3,193	1.17%
27.	Benefits	91,762	79,567	95,527	3,765	4.10%
28.	Inter Departmental Transfer	65,000	11,895	64,500	-500	-0.77%
29.	Memberships, Training and Travel	3,300	693	3,300	0	0.00%
30.	Communications	26,960	20,213	24,647	-2,313	-8.58%
31.	Professional and Consulting Fees	106,500	46,138	106,500	0	0.00%
32.	Solid Waste Management Operations	1,681,138	1,140,100	1,695,409	14,271	0.85%
33.	Transfer to Capital	410,500	61,920	129,300	-281,200	-68.50%
34.	Transfer to Reserves	40,000	40,000	40,000	0	0.00%
35.	Total Expense	2,698,152	1,636,591	2,435,368	-262,784	-9.74%
36.	TOTAL SOLID WASTE MANAGEMENT	602,621	71,330	1,861,076	1,258,455	208.83%
37.	Total Environmental Services	602,621	-4,967	1,861,076	1,258,455	208.83%

Explanation of Significant Variances

Line 14

Renewed contract with Utilities Kingston

**TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016 (Option 1)**

Parks, Recreation and Cemeteries Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
1.	PARKS AND RECREATION PROGRAMS					
2.	Revenue					
3.	User Charges	45,301	45,156	39,760	-5,541	-12.23%
4.	Government Grants	18,000	14,385	6,500	-11,500	-63.89%
5.	Donations	4,500	43,230	4,500	0	0.00%
6.	Other	0	3,878	0	0	0.00%
7.	Transfers From Reserves/Reserve Funds	0	0	0	0	0.00%
8.	Total Revenue	67,801	106,649	50,760	-17,041	-25.13%
9.	Expense					
10.	Remuneration	132,040	141,886	137,410	5,370	4.07%
11.	Benefits	22,356	21,656	19,960	-2,396	-10.72%
12.	Inter Departmental Transfer	7,500	1,429	6,500	-1,000	-13.33%
13.	Memberships, Training and Travel	8,450	6,033	8,200	-250	-2.96%
14.	Communications	10,554	10,506	13,850	3,296	31.23%
15.	Professional and Consulting Fees	200	206	200	0	0.00%
16.	Parks and Recreation Programs - Operations	60,880	110,547	71,544	10,664	17.52%
17.	Grants	0	0	0	0	0.00%
18.	Transfer to Capital	0	0	0	0	0.00%
19.	Transfer to Reserves	0	0	0	0	0.00%
20.	Total Expense	241,980	292,264	257,664	15,684	6.48%
21.	TOTAL PARKS AND RECREATION PROGRAMS	174,179	185,615	206,904	32,725	18.79%
22.	PARKS AND RECREATION FACILITIES					
23.	BUILDINGS					
24.	Revenue					
25.	User Charges	1,000	6,960	2,000	1,000	100.00%
26.	Licenses, Permits and Rents	8,450	9,169	8,950	500	5.92%
27.	Government Grants	0	0	244,167	244,167	100.00%
28.	Grants from Other Municipalities	0	0	0	0	0.00%
29.	Donations/Contributions	154,000	500	34,000	-120,000	-77.92%
30.	Transfer from Reserves	438,000	152,451	545,833	107,833	24.62%
31.	Total Revenue	601,450	169,080	834,950	233,500	38.82%
32.	Expense					
33.	Remuneration	0	8,618	0	0	0.00%
34.	Benefits	0	0	0	0	0.00%
35.	Inter Departmental Transfer	7,000	8,753	11,300	4,300	61.43%
36.	Communications	740	504	786	46	6.18%
37.	Professional and Consulting Fees	7,600	1,221	7,600	0	0.00%
38.	Building Operations	146,597	97,979	168,280	21,683	14.79%
39.	Transfer to Capital	592,000	152,451	824,000	232,000	39.19%
40.	Total Expense	753,937	269,525	1,011,965	258,028	34.22%
41.	TOTAL BUILDINGS	152,487	100,445	177,015	24,528	16.09%

TOWNSHIP OF SOUTH FRONTENAC 2017 Draft Budget - November 1, 2016 (Option 1)

Parks, Recreation and Cemeteries Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
42.	PARKS					
43.	Revenue					
44.	User Charges	1,000	1,235	1,000	0	0.00%
45.	Licenses, Permits and Rents	500	1,052	500	0	0.00%
46.	Government Grants	0	0	0	0	0.00%
47.	Donations/Contributions	0	0	0	0	0.00%
48.	Other	0	0	0	0	0.00%
49.	Transfer from Reserves	115,500	28,390	105,500	-10,000	-8.66%
50.	Total Revenue	117,000	30,677	107,000	-10,000	-8.55%
51.	Expense					
52.	Remuneration	0	27,828	0	0	0.00%
53.	Benefits	0	0	0	0	0.00%
54.	Inter Departmental Transfer	15,000	16,906	13,000	-2,000	-13.33%
55.	Professional and Consulting Fees	8,000	712	8,000	0	0.00%
56.	Parks Operations	116,855	56,561	119,112	2,257	1.93%
57.	Transfer to Capital	115,500	28,390	105,500	-10,000	-8.66%
58.	Total Expense	255,355	130,397	245,612	-9,743	-3.82%
59.	TOTAL PARKS	138,355	99,721	138,812	257	0.19%
60.	ARENA					
61.	Revenue					
62.	User Charges	0	0	0	0	0.00%
63.	Transfer from Reserves	0	0	0	0	100.00%
64.	Total Revenue	0	0	0	0	100.00%
65.	Expense					
66.	Remuneration	1,200	750	1,200	0	0.00%
67.	Transfer to Others	69,489	69,076	73,354	3,865	5.56%
68.	Transfer to Reserves	0	0	0	0	0.00%
69.	Total Expense	70,689	69,826	74,554	3,865	5.47%
70.	TOTAL ARENA	70,689	69,826	74,554	3,865	5.47%
71.	TOTAL PARKS AND RECREATION FACILITIES	361,531	269,992	390,182	28,651	7.92%
72.	TOTAL PARKS AND RECREATION	535,710	455,607	597,086	61,376	11.46%
73.	CEMETERIES					
74.	Revenue					
75.	User Charges	44,000	23,370	36,000	-8,000	-18.18%
76.	Investment Income	5,100	2,895	0	-5,100	-100.00%
77.	Donations	0	0	0	0	100.00%
78.	Transfer From Reserves	0	0	0	0	100.00%
79.	Total Revenue	49,100	26,265	36,000	-13,100	-26.68%
80.	Expense					
81.	Cemetery Operations	75,528	46,799	75,008	-520	-0.69%
82.	Transfer to Capital	0	0	0	0	100.00%
83.	Transfer to Reserves	10,000	10,000	0	-10,000	-100.00%
84.	Total Expense	85,528	56,799	75,008	-10,520	-12.30%
85.	TOTAL CEMETERIES	36,428	30,534	39,008	2,580	7.08%
86.	Total Parks, Recreation and Cemeteries	572,138	486,141	636,094	63,956	11.18%

Explanation of Significant Variances

Line 16	Recreation guide increased cost
	Bedford 150th celebration - additional \$5,000
Line 38	Sand and protective netting at several facilities
	Grass cutting increased cost
Line 83	Elimination of the lot addition reserve contribution

**TOWNSHIP OF SOUTH FRONTENAC
2017 Draft Budget - November 1, 2016 (Option 1)**

Planning and Development Detail		Actuals			2016-2017 Budget	
		2016 Budget	30-Sep-16	2017 Budget	Variance	
		\$	\$	\$	\$	%
1.	PLANNING					
2.	Revenue					
3.	User Charges	95,100	70,745	112,100	17,000	17.88%
4.	Government Grants	0	0	0	0	0.00%
5.	Grants from Other Municipalities	0	0	0	0	0.00%
6.	Transfer from Reserves	64,445	0	75,000	10,555	16.38%
7.	Total Revenue	159,545	70,745	187,100	27,555	17.27%
8.	Expense					
9.	Remuneration	133,990	99,891	199,213	65,223	48.68%
10.	Benefits	42,615	32,390	63,739	21,124	49.57%
11.	Inter Departmental Transfer	0	0	0	0	0.00%
12.	Memberships, Training and Travel	7,200	2,759	10,535	3,335	46.32%
13.	Communications	5,450	4,902	6,707	1,257	23.06%
14.	Professional and Consulting Fees	30,000	38,913	64,000	34,000	113.33%
15.	Planning Operations	98,056	18,929	80,850	-17,206	-17.55%
16.	Transfer to Capital	0	0	0	0	100.00%
17.	Transfer to Reserves	10,000	10,000	0	-10,000	-100.00%
18.	Total Expense	327,311	207,785	425,043	97,732	29.86%
19.	TOTAL Planning and Development	167,766	137,039	237,943	70,177	41.83%

Explanation of Significant Variances

line 9/10/12	Manager of Dev Services
line 14	legal fees - OMB
line 6/15	Source Water

2017 Capital Budget- Draft November 1, 2016

Summary of changes

Capital budget details were presented at the October 11th and 25th Committee of the Whole meetings. The targeted capital budget based on the long range financial plan is \$9.5 million

The attached represents the updated capital schedule after staff review and CAO recommendations

Total as Presented		14,568,512
Removed:		
Storrington Patrol Yard - Site Paving	-300,000	
Centennial Park - Purchase Adjacent land	-50,000	
Centennial Park - Outdoor Movie Screen & Equipment	-26,000	
Gerald Ball Park - Fencing for New Dog Park	-10,000	
Keeley Patrol Yard - Pave Plow Storage Area	-15,000	
LIDAR 3D Imaging GIS	-5,000	
Subtotal	-406,000	
Amended:		
Bedford Patrol Yard - Fire seperation reduced to \$5,000	-15,000	
Water Tower from 100,000 to 20,000 for repairs, business case needed for filling station	-80,000	
Linear Asset Construction:		
- Remove Sunbury Road	-4,500,000	
- Sunbury Road for design and shovel ready project	150,000	
- remove Harrowsmith Phase 2	-700,000	
- update description of intersection improvement to reflect Harrowsmith Intersection		
-Stars Corner added for design and preliminary work	550,000	
Subtotal	-4,595,000	
Total Adjustment		-5,001,000
Revised Value		9,567,512
Further Staff Comments:		
Garbage Truck	250,000	
-Could be placed on hold pending business case and review of funding sources, impact on recreation service levels and staffing		

2017 CAPITAL BUDGET - Draft November 1, 2016

BUDGETED EXPENDITURE PROPOSED FINANCING TAX LEVY RESERVES OTHER

GENERAL GOVERNMENT

Corporate Services
New Projects

Great Plains - Customer Self Serve Module / e-send	40,000		40,000		Working Funds
Total	40,000	0	40,000	0	

PROTECTIVE SERVICES

Building

Carried Forward from 2016

Pick up Truck/SUV (replacing 2007)	35,000		35,000		Building Equipment
Sub-total	35,000	0	35,000	0	

Fire

Carried Forward from 2016

Replacement extrication equipment - Station 4	35,000		35,000		Fiscal-Working Funds
1/2 ton truck - Replace 2003-Unit 27	45,000		45,000		Rolling - Fire Reserve

New Projects

New-Commercial bunker gear washer/dryer-Station 8	35,000	5,000	30,000		Fiscal-Working Funds (unspent Capital)
New Recruits - Pagers/Gear X 30	60,000	60,000			
Thermal Imaging Camera	7,000	7,000			
Pumper Replacement - 1991 GMC	350,000		350,000		Rolling - Fire Reserve
Sub-total	532,000	72,000	460,000	0	
Total	567,000	72,000	495,000	0	

TRANSPORTATION DEPARTMENT

Carried Forward from 2015

Sand Dome - Doors - Hartington	50,000		50,000		Vertical - Facilities Res
Sand Dome - Doors - Bedford	50,000		50,000		Vertical - Facilities Res
Keeley- Paint Booth Conversion to service bay	10,000		10,000		Vertical - Facilities Res

Carried Forward from 2016

* Radio Communication (Fire and P/W)	300,000		300,000		Working Funds
Street Lights - New LED Installation	28,000		28,000		Working Funds
Picadilly Patrol Yard Decommissioning	10,000		10,000		Vertical - Facilities Res
Keeley Patrol yard - Generator replacement	60,000		60,000		Vertical - Facilities Res
New Projects					
Bedford Patrol yard - Fire Separation	5,000		5,000		Vertical - Facilities Res
Keeley Patrol yard - Garage Door replacements	30,000		30,000		Vertical - Facilities Res
Keeley Patrol yard - Front power gate	35,000		35,000		Vertical - Facilities Res (10k from 2016)
Keeley Admin - Finalize renovations	35,000		35,000		Vertical - Facilities Res
Portland Yard - New Overhead doors & operators	15,000		15,000		Vertical - Facilities Res
Half ton - 4 X 4 - Replace FT-51	35,000		35,000		Rolling - Capital - Roads
3/4 ton 4 X 4 with Plow/Sander-replace FT-02	60,000		60,000		Rolling - Capital - Roads
Bulldozer - replace FT-92 and BT-92	120,000		120,000		Rolling - Capital - Roads
Wood Chipper - replace FT-85	60,000		60,000		Rolling - Capital - Roads
** Garbage Truck - replace 2010 and transfer to recreation	250,000		250,000		75,000 Rolling - Capital - Roads, 50,000 Recreation, 125,000 Landfill closure
Truck Scanner	7,500	7,500			
Box Paver for Tandem	6,000	6,000			
Inverary Intersection - Traffic Signals - Back up solar	12,000	12,000			

Linear Asset Construction-Villages/Local Roads/Arterial Roads	5,500,000	4,205,339	600,997	693,664	Dev Chgs 200,000 OCIF 222,568 AIR 400,997 County FGT 471,096 (City 93,929 to 2018)
Total	6,678,500	4,230,839	1,753,997	693,664	

SYDENHAM WATER

Water Tower	20,000		20,000		Water Reserve
Total	20,000	0	20,000	0	

ENVIRONMENTAL SERVICES

Sanitation-Disposal

Attendant Building	20,000		20,000		Landfill Closure
Establish Transfer Station	25,000		25,000		Landfill Closure
Sub-total	45,000	0	45,000	0	
Total	65,000	0	65,000	0	

2017 CAPITAL BUDGET - Draft November 1, 2016

	BUDGETED EXPENDITURE	PROPOSED FINANCING			
		TAX LEVY	RESERVES	OTHER	
TOWNSHIP FACILITIES MANAGEMENT					
Carried Forward from 2013					
Asbestos Assessment	33,000		33,000		Rec Res 10,000
Energy Audit	32,500		32,500		Vert-Fac Res 23,000 Federal Gas Tax
Carried Forward from 2014					
OPP Building -Garage Floor Drains	20,000		20,000		Vertical - Facilities Res
New Hall-Perth Rd- Station 6 (Land/ Architect)	118,212		118,212		DCF 103,212 Vert-Fac Res 15,000
Bradshaw- Station 1 paving - per study	8,000		8,000		Fiscal-Working Funds (unspent Capital)
Wash Curtains (Stn 5 & 8)	12,000		12,000		Fiscal-Working Funds (unspent Capital)
Verona-Station 3 repairs as per study	5,000		5,000		Fiscal-Working Funds (unspent Capital)
Carried Forward from 2015					
Facility Signage	18,800		18,800		Vertical - Facilities Res
New Hall - Perth Road-Station 6	1,000,000		1,000,000		Carry over 2015: DCF 87,000 FGT 250,000 Vert-Fac 663,000
Carried Forward from 2016					
Paving - Station 7	10,000		10,000		Vertical - Facilities
New Projects					
Verona Medical - Lighting and Flooring upgrade	5,000		5,000		Vertical - Facilities
Windows/insulation - Station 5	25,000		25,000		11,000 Vertical Fac Res 2016-14,000-Fiscal- Working Funds (unspent Capital)
Total	1,287,512	0	1,287,512	0	
RECREATION					
Carried Forward from 2013					
Recreation buildings - re-keying	11,000		11,000		(8,000 from 2013)
Carried Forward from 2015					
Museum - Window Replacement	8,000		4,000	4,000	Parkland
Carried Forward from 2016					
* Fermoy Hall - Building upgrades, well, paint insulation, septic system	30,000		30,000		Parkland
* Glendower Hall - Front Step Replacement	40,000		40,000		Parkland
Centennial Park - Upper Ball Diamond Repair	19,000		19,000		Parkland
Boat Launch upgrades (Buck Lake & Knowlton)	60,000		60,000		Parkland
New Projects					
Storrington Centre - accessible washrooms, update septic, parking lot improvements, retrofitting, kitchen update, space reconfiguration	500,000		333,333	166,667	CIP 150 application Parkland
Point Park- accessible pathway, washroom & building upgrades, reconstruct tennis court for multi-use, replace play structure	155,000		77,500	77,500	ON 150 application Parkland
Wilmer Ball Park - Repair Retaining Wall	10,000		10,000		Parkland
Wilmer Ball Park - Install New Fence	5,000		5,000		Parkland
Gilmour Point - Design of New Public Wash/Changerooms	20,000		20,000		Parkland
Battersea Ball Park - New Playground Equipment	30,000		15,000	15,000	Fundraising Parkland
Inverary Ball Park - New Playground Equipment	30,000		15,000	15,000	Fundraising Parkland
Tett Park - Swing Set Replacement	5,000		5,000		Parkland
Centennial Park - Portable Soccer Nets	6,500		6,500		Parkland
Total	929,500	0	651,333	278,167	
TOTALS					
	9,567,512	4,302,839	4,292,842	971,831	
* 2016 Project on hold pending follow up report to, and approval from Council					
** 2017 Project recommended to be put on hold pending follow up report with business case and further information on funding sources, impact on service levels and staffing					

Year 2017

Linear Asset Construction

Sunbury Road	Engineering	150,000
Stars Corner (Wilton & Yarker)	Design/Preliminary Work	550,000
Harrowsmith Phase 2		1,000,000
Devil Lake Culvert #9		50,000
Green Bay Bridge #28		600,000
Moreland Dixon Culvert #2		150,000
Bridge Replacement Study/Design		50,000
Hard Surface Preservation		800,000
Bedford Road		1,000,000
Buck Bay Road		300,000
Randy Clark Road		350,000
York Road		100,000
Bradshaw Road		250,000
Deer Creek Subdivision		150,000
Total		5,500,000

RESERVES & RESERVE FUNDS FORECAST - 2017 Budget

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	BALANCE BEGINNING OF YEAR	CONTRIBUTION				BALANCE END OF YEAR
		FROM		TO		
		TAXATION BDGTD	OTHER REVENUES	REVENUE FUND	CAPITAL FUND	
RESERVE						
Fiscal						
Working Funds	2,562,502	425,500		80,000	472,000	2,436,002
Equipment and Infrastructure						
General						
Asset Investment Reserve	1,609,344	893,094			450,997	2,051,441
Infrastructure	1,750,180	275,000				2,025,180
SCBA - Fire	40,000		-40,000			0
Vertical						
Facilities/Property	1,496,341	307,283			1,065,800	737,824
Recreation	22,813				10,000	12,813
Rolling						
Capital - Building Department	41,936	21,000			35,000	27,936
Capital - Fire Department	664,586	405,000	40,000		395,000	714,586
Capital - Roads Department	-142,874	440,000			299,000	-1,874
Capital - Solid Waste Dept	51,000				51,000	0
Linear						
Cemetery Lot Addition	43,538					43,538
Roads - Const/Imp	187,857		93,929			281,786
Stabilization						
Planning	66,784					66,784
Policing Costs	858,466			3,000		855,466
Recycling	273,641					273,641
Revenue-Severance Appl.	20,000					20,000
Winter Control - Roads Dept.	670,148					670,148
Wages-Fire Department	139,934					139,934
Building Department	241,811			92,101		149,710
Water Reserve Fund	598,109	122,492			20,000	700,601
<i>Sub-total</i>	<i>11,196,114</i>	<i>2,889,369</i>	<i>93,929</i>	<i>175,101</i>	<i>2,798,797</i>	<i>11,205,514</i>
OBLIGATORY RESERVE FUNDS						
5% Parkland	586,852		155,340		651,333	90,859
Development Charges	2,131,389		372,616		390,212	2,113,793
Environmental Enhancement	168,912		1,550			170,462
Federal Gas Tax	325,200	550,692	8,000		282,500	601,392
Subdivider Contributions	37,171					37,171
<i>Sub-total</i>	<i>3,249,524</i>	<i>550,692</i>	<i>537,506</i>	<i>0</i>	<i>1,324,045</i>	<i>3,013,677</i>
RESERVE FUNDS & TRUSTS						
Election	58,165	25,000				83,165
Highway #38 Reconstruction	734,314		5,000			739,314
Landfill Closure	683,713	40,000	10,250		170,000	563,963
Trusts						
Fire Donations	19,221		2,600			21,821
Portland Historical	19,992		100			20,092
Grant Memorial	26,752		350			27,102
OHRP	22,462					22,462
Cemetery - PC	431,456					431,456
Cemetery M. Burns Trust	25,000					25,000
Cemetery - Monument PC	54,008					54,008
Cemetery - Monument PC Inc	15,499					15,499
<i>Sub-total</i>	<i>1,930,582</i>	<i>65,000</i>	<i>18,300</i>	<i>0</i>	<i>170,000</i>	<i>2,003,882</i>
TOTAL	16,376,221	3,505,061	649,735	175,101	4,292,842	16,223,074

NORTHERN FRONTENAC COMMUNITY SERVICES CORPORATION
"We Believe in Strong Communities"

October 14, 2016

RECEIVED

OCT 21 2016

TOWNSHIP OF
SOUTH FRONTENAC

Ron Vandewal, Mayor
Township of South Frontenac
4432 George Street
P.O. Box 100
Sydenham, Ontario
K0H 2T0

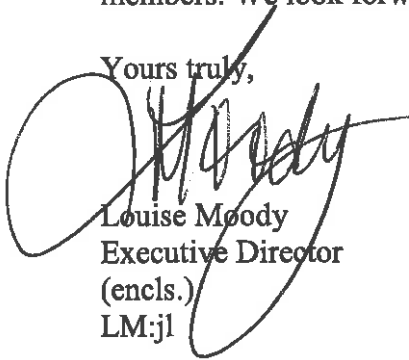
Dear Ron:

2015-2016 was a busy and successful year for Northern Frontenac Community Services. The Board of NFCS focused on strengthening our partnership with other agencies to support our multi-service model and our Staff have been actively engaged in the community, participating on various networks and groups. In April we hosted a Rural Summit on Homelessness and Poverty. Many partners and stakeholders were present to contribute to an action plan that will be implemented this year.

Thanks to the generous support of the Ontario Trillium Foundation and the Community Foundation of Kingston and Area two new vans were purchased. Our annual NFCS Community Barbecue was held in August with well over 200 people joining us at Oso beach for games, music and fun.

Please find enclosed our Annual Report, audited Financial Statements and our Fall Insert which was distributed with the Frontenac News. We appreciate all the support from our partners and community members. We look forward to many more years of serving the residents in rural Frontenac.

Yours truly,


Louise Moody
Executive Director
(encls.)
LM:jl

ADULT SERVICES
P.O. Box 250, 1020 Elizabeth St.,
Sharbot Lake, ON K0H 2P0
613-279-3151 Fax: 613-279-2565
Email: info@nfcs.ca
www.nfcs.ca



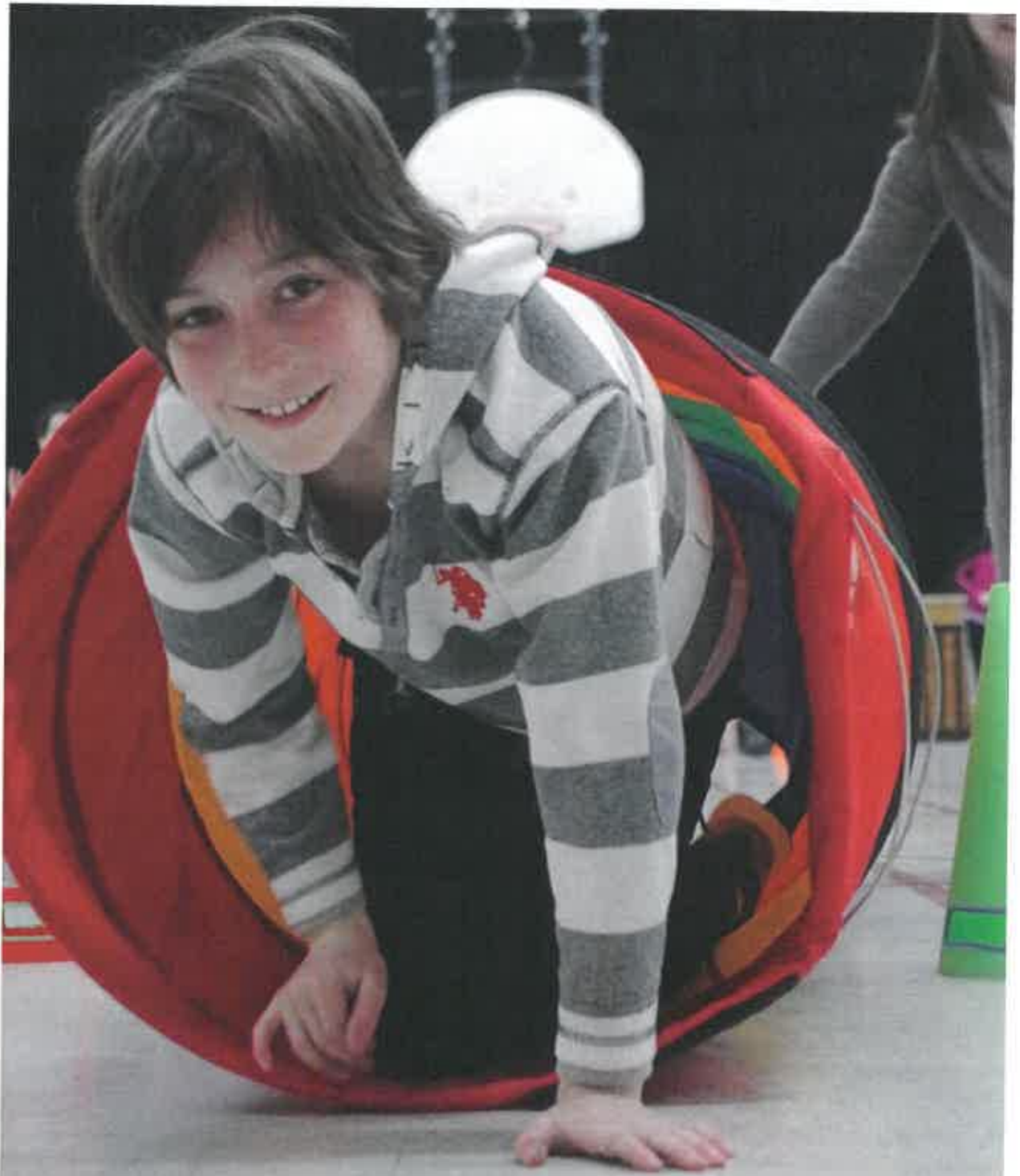
CHILDREN'S SERVICES
RR #2, 1004 Art Duffy Road,
Sharbot Lake, ON K0H 2P0
613-279-2244 Fax: 613-279-3355
Email: kids@nfcs.ca
www.nfcs.ca



NFCS.CA

NORTHERN FRONTENAC COMMUNITY SERVICES

ANNUAL REPORT 2015



OUR MISSION

To provide opportunities that will enhance the well-being and self-sufficiency of all community members.

MEMORIAL



Reverend Martin P. Walsh

1926-2016

Reverend Walsh was one of our many champions. He was a founder and Treasurer of the original 'Communication Group' in 1971 when NFCS was being formed. We pay tribute to his contribution to NFCS and will continue to honour his legacy. He will be missed.

YEAR IN REVIEW

Over the last year the Board of Directors turned their attention to the priorities identified in our 2014-2017 strategic plan. We reviewed our communications and identified strategies to increase awareness of the organization. To date, we have updated our brochures, published three newspaper inserts, expanded our social media presence and produced a video. In 2017 we will launch a broad community awareness campaign.



Louise Moody
Executive Director

This year, the board also focused on strengthening our partnerships with other agencies to support our multi service model. The Board of Directors reached out to other community service organizations to further our interagency collaboration. The staff actively participated on various community networks and in April we hosted a Rural Summit on Homelessness and Poverty. Over 75 participants were invited and many partners and stakeholders were present to contribute to an action plan that will be implemented in the coming year.

The Ministry of Education announced this spring that our Ontario Early Years funding will be moved to the local municipalities in 2018. We will work closely with the City of Kingston Children's Services Department over the next year to ensure that young families in Frontenac County are supported and that their children are school ready.



Linda Chappel
Board Chair

Through all these changes the staff at NFCS remain committed and passionate about their work in the community. Nowhere is this more evident than in the number of long standing employees who are dedicated in their service to the community. This year we recognize Joyce Lewis's 30 years of service, Marcie Asselstine's 25 years of service and Maribeth Scott's 20 years of service. Thank you to all our staff.



2015 HIGHLIGHTS



**David Yerxa
Swimathon**
David raised over \$833 for the Drop In by swimming 550 meters (22 lengths) without a break! Thank you!



98
**Volunteers
Celebrated**



**Marion Barker
Volunteer of
the Year**
Often changes her own appointments so she can drive for us. Thank you!

COMMUNITY SUPPORT SERVICES

3,283

Meals Delivered

2,440

Hours of Respite

FTS VOLUNTEER DRIVERS

727,848

Km

17,638

Hours

"Fantastic job you guys! Very stimulating, engaging and fun programming"
(Parent Comment - Summer Camp Program)



Trillium and Community Foundations grants were essential in the purchase of our two new vans, which transport our programs around the county.



"My child has developed and grown so much in the past year. Lots of credit to the staff for all of their hard work. Thanks!" (Parent Comment - Early Years Program)

PARTNERSHIP HIGHLIGHTS



Rural Homelessness Collaborative

In a partnership between NFCS, Southern Frontenac Community Services and United Way KFL&A, we hosted the Rural Summit on Poverty and Homelessness in Frontenac County. The conversations informed the 10-Year Municipal Housing and Homelessness Plan Implementation, the United Way's Ending Youth Homelessness in KFL&A Plan and the Housing and Homelessness Services System of the City of Kingston and Frontenac County.

Food Sharing Project

We provided over 900 healthy snacks in our after school program thanks to the Food Sharing Project.



Shabot-Obaadjiwan First Nation

With support from the Shabot-Obaadjiwan First Nation we were able to provide a workshop on the traditional ways of snow shoe making where our youth had the opportunity to take an active role in the learning.



North Frontenac Food Bank

Our Youth Department's Leaders in Training ran a successful campaign this year raising over 300 hygiene items for the food bank with our local Pharmasave, Connections Adult Learning Centre and St Lawrence Employment Services.



Salvation Army Mississippi-Rideau Lakes Corps

155 Christmas Hampers were distributed through NFCS to local families in need thanks to the support of the Salvation Army Mississippi-Rideau Lakes Corps in Smiths Falls.



OUR PEOPLE



Seniors Support

Catherine Tysick (Manager)
Vikki Newlove
Pat Rhyno
Karin Reynolds
Leigh Russell
Sandra Thiel

Early Years Centre

Maribeth Scott (Manager)
Jan MacPherson
Penny Cota
Marcie Asselstine
Melissa Elliot
Tabitha Morton

Board members

Laura Baldwin
Linda Chappel (Chair)
Keith Conboy
Jeff Green (Vice Chair)
Susan Irwin
Steve Magee
Christine Poulter
Bob Webster (Treasurer)
Francis Wooby

Community Services

Mike Proctor
Joyce Lewis
Branden Leach

Youth Services

Brian Dunford
Jasmine Dopking

Welcome New Staff!

Transportation

Gail Young (Coordinator)
Dianne MacPherson
Nikki Gowdy

Daycare

Susan Wilby (Supervisor)
Lisa Hamilton
Marcy Paradis
Brittany Cowdy
Maggie Asselstine
Cali Brennan
Eve Korhonen

Sandra



Jasmine



Branden



FINANCIALS

Financial results for the 2015/16 fiscal year reflected modest increases in revenues of 4% and in operating expenditures of 6%. The organization recorded a small deficit of \$25,761 for the year compared to a surplus of \$19,746 in the prior year.

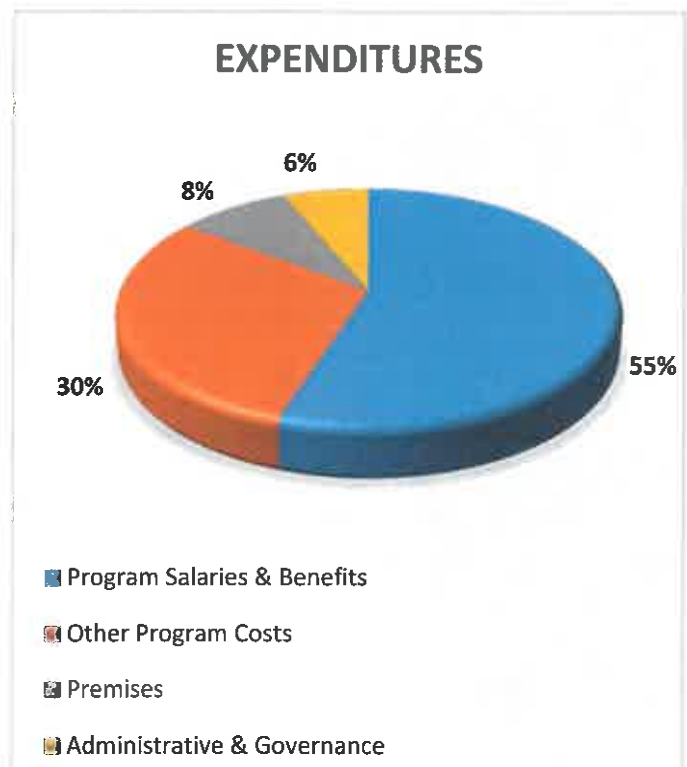
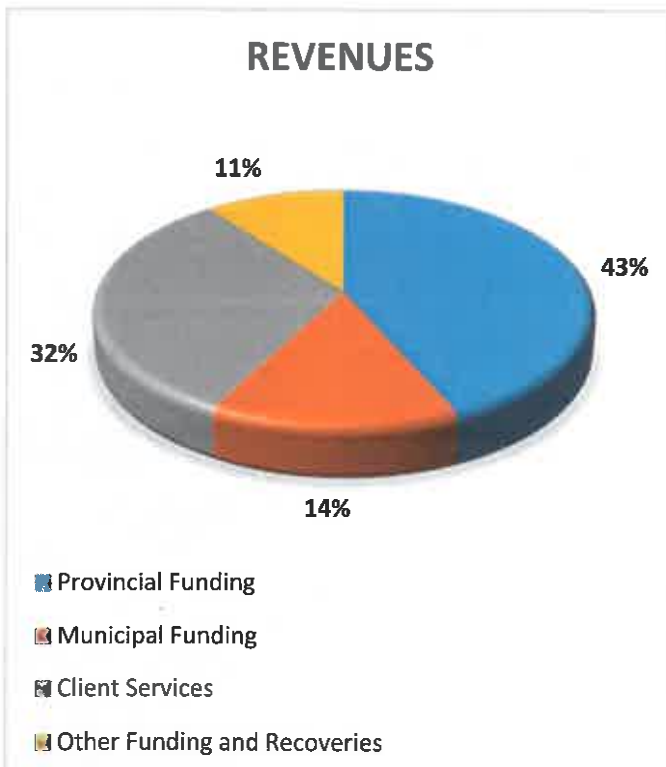
The financial condition of NFCS remained stable with a cash position at year-end of \$276,287 compared to \$288,956 at the previous year end. As we have noted in prior years' reports, financial and operational stability is crucial to our ability to offer the broad array of services we provide to clients in need across a large geography.

The efforts of NFCS staff ensured that the two new vans required for service delivery were almost fully funded by the Ontario Trillium Foundation, the Community Foundation of Kingston and Area, and the Ministry of Education. NFCS continued to modernize its information technology during the year with gains made in the offsite serving and backup of email, and the broader adoption of electronic funds transfer for payment of expenditures.

I would be remiss if I did not express the heartfelt gratitude we feel to our funders, staff and volunteers. Their contributions make possible the comprehensive services we strive to provide to our community.

Bob Webster, CMA

Treasurer



Audited financial statements are available upon request.





NFCS.CA

NORTHERN FRONTENAC COMMUNITY SERVICES

Our Main Sites

Adult Centre

1020 Elizabeth St.
Sharbot Lake, ON
K0H 2P0
1-855-279-2052
613-279-3151
info@nfcs.ca

Child Centre

1004 Art Duffy Rd.
Sharbot Lake, ON
K0H 2P0
613-279-2244
kids@nfcs.ca

Frontenac Transportation

1095 Garrett St.
Sharbot Lake, ON
K0H 2P0
1-877-279-2044
613-279-2044
transportation@nfcs.ca

Our Funders

Ontario Ministry of Health and Long Term Care

Ontario Ministry of Education

Ontario Ministry of Community and Social Services

Ontario Ministry of Children and Youth Services

County of Frontenac

Township of North Frontenac

Township of Central Frontenac

Township of South Frontenac

United Way - Kingston, Frontenac, Lennox & Addington

The Ontario Trillium Foundation

Community Foundation for Kingston & Area





Eastern Ontario
Mayors' Caucus



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!

October 13, 2016

MEDIA RELEASE

Eastern Ontario Wardens and Mayors meet with Premier Wynne

NEWS

Members of the Eastern Ontario Wardens' Caucus (EOWC) and the Eastern Ontario Mayors' Caucus (EOMC) met with the Premier of Ontario, Kathleen Wynne, in Kingston on Wednesday afternoon to discuss key issues and concerns for Eastern Ontario.

The face-to-face meeting with the region's representatives was held at the request of Premier Wynne, who was in the City in Kingston to address the Chamber of Commerce.

Chair of the EOWC and Warden of Renfrew County, Peter Emon, moderated the discussion with the Premier.

QUOTES

"This was an important opportunity for the EOWC and the EOMC to speak directly to the Premier about the situation here in Eastern Ontario facing our communities, our residents and our businesses," stated Peter Emon, Chair of the EOWC and Warden of the County of Renfrew. "We certainly appreciated the Premier's invitation to talk to her about some of our key issues and projects."

"It was an open and frank discussion," said Chair Emon. "The Wardens and Mayors spoke about the need for further, real relief to the high costs of electricity for our residents, particularly those who have low or limited incomes. These residents simply can't manage the financial burden caused by these soaring rates."

"We informed the Premier that there were a number of specific issues and projects that her Government should consider to help drive our local economies forward as well as several issues the Government should take action on – all of which help municipalities

control their operating costs going forward,” said Bryan Paterson, Chair of the EOMC and Mayor of the City of Kingston.

“Our group conveyed the importance of making our citizens and business owners feel included in the Province’s current agenda. For example, investments in road systems and energy infrastructure are just as important to smaller communities across eastern Ontario, as funding for public transit is to the major urban centres,” added Emon.

“The Premier heard a coordinated and collaborative message from municipal leaders that represent more than a million people across our region and we are hopeful that she will take action once she returns to Queen’s Park,” concluded Emon and Paterson.

Specific Actions for the Province of Ontario

- Investing \$1.5 billion over the next 20 years to expand natural gas in rural communities and farmers across eastern and southwestern Ontario.
- Supporting the Picton Terminals and Marmora Pump Storage projects.
- Supporting the expansion of mobile broadband and emergency first responder services in eastern Ontario through improved cellular networks and a public safety broadband network.
- Investing significant additional funding in critical municipal infrastructure such as roads, bridges, water and wastewater facilities.
- Helping control municipal operating costs by fixing the interest arbitration system and the heavy financial burden created by the joint and several liability approach currently being taken by the courts.

-30-

For more information, please contact:

Peter Emon, EOWC Chair
(613) 401-7186
PEmon@countyofrenfrew.on.ca

Jim Hutton, EOWC Secretary
(613) 735-7288
jhutton@countyofrenfrew.on.ca

TOWNSHIP OF SOUTH FRONTENAC

BY-LAW 2016-69

A BY-LAW TO CONFIRM GENERALLY PREVIOUS ACTIONS OF THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC.

THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. The actions of the Council of the Corporation of the Township of South Frontenac at its Council Meeting of November 1, 2016 be confirmed.
2. Execution by the Mayor and the Clerk-Administrator of all Deeds, Instruments and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal to any such Deed, Instruments or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and take effect on the date of its passage.

Dated at the Township of South Frontenac this 1 day of November, 2016.

Read a first and second time this 1 day of November, 2016.

Read a third time and finally passed this 1 day of November, 2016.

THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC

Ron Vandewal, Mayor

Wayne Orr, Chief Administrative Officer