

**TOWNSHIP OF SOUTH FRONTENAC  
COUNCIL MEETING  
AGENDA**



TIME: 7:00 PM,  
DATE: Tuesday, May 5, 2020  
PLACE: Electronic Participation.

1. Call to Order
  - a) Roll Call (Council Members and Staff)
  - b) Resolution
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
  - a) Resolution
4. Scheduled Closed Session - not applicable
5. \*\*\*Recess\*\*\*\* - n/a
6. Delegations - not applicable
7. Public Meeting - not applicable
8. Approval of Minutes - not applicable
9. Business Arising from the Minutes - not applicable
10. Reports Requiring Action
  - a) Procedural By-law Amendment 3 - 5
  - b) Temporary Delegated Authority Amendment 6 - 8
  - c) Support for Residential Construction - Verbal Report from Mayor Vandewal 9 - 10
11. Committee Meeting Minutes - not applicable
12. By-laws - not applicable
13. Reports for Information
  - a) **Building Activity Report - First Quarter 2020** 11 - 12
  - b) **Capital Works and Essential Services** 13 - 21
  - c) **Procurement Agreement with the City of Kingston** 22 - 23

- d) **COVID-19 Financial Impacts** 24 - 25
  
- 14. Information Items
  - a) **South Frontenac Museum - Strategic Plan 2020-2023 (to be officially presented at a later date)** 26 - 39
  
- 15. Notice of Motions
- 16. Announcements/Statements by Councillors
- 17. Question of Clarity (from the public on outcome of agenda items)
  - a) **COVID-19 Pandemic - Questions from the Community** 40 - 43
  
- 18. Closed Session (if requested)
- 19. Confirmatory By-law
  - a) **By-law 2020-24** 44
  
- 20. Adjournment
  - a) Resolution



## REPORT TO COUNCIL CLERK'S DEPARTMENT



**AGENDA DATE:** May 5, 2020

**SUBJECT:** By-law 2020-18 – Procedural By-law Amendment

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### **RECOMMENDATION:**

That Council approve an amendment to the wording in Schedule A to By-law 2020-18, item 6 d) Motions – Voting, by removing the following language:

*“ a recorded vote shall be conducted on all motions/resolutions...”*

And replacing it with:

*“...the Chair shall ask if any member wishes to oppose the proposed resolution/motion. If a member indicates that they oppose the motion by way of a verbal “no” or other remark, then a recorded vote shall be conducted on the said motion/resolution so that the Clerk can accurately document the way in which each Councillor votes on each matter. If there is no opposition to the proposed motion then the motion will be considered approved and the Chair shall state that is “carried”.”*

### **BACKGROUND:**

Having had an opportunity to reflect on the first electronic participation at Council meetings, the amendment to the Procedural By-law presented at the April 14, 2020 Council meeting did not accurately reflect the manner in which votes were taken. It had been anticipated that for clarity the Clerk would conduct a recorded vote on each motion, however due to the number of reports, the Chair asked if any Council member wishes to vote against the motion as read and if there was opposition, then a recorded vote would be taken.

While this worked very well given the number of reports at that meeting, it did not follow the amended version of the procedural by-law. This report and recommendation simply addresses the way in which motions/resolutions will be addressed going forward when electronic participation is utilized.

### **FINANCIAL/STAFFING IMPLICATIONS:**

Not at this time.

### **ATTACHMENTS:**

- By-law 2020-18 (Amended Version – new wording highlighted)

### **Submitted by:**

Angela Maddocks, Clerk

### **Approved by:**

Neil Carbone, CAO

**TOWNSHIP OF SOUTH FRONTENAC  
BY-LAW 2020-18**

**BEING A BY-LAW TO AMEND SCHEDULE A OF BY-LAW 2017-76 TO ALLOW FOR ELECTRONIC PARTICIPATION BY COUNCIL MEMBERS AT COUNCIL MEETINGS.**

**WHEREAS** Bill 187, the Municipal Emergency Act amended the Municipal Act, 2001, provide that, during emergencies, should they choose to, members of councils, local boards and committees who participate electronically in open and closed meetings may be counted for purposes of quorum;

**AND WHEREAS** the Council of the Township of South Frontenac deems it wise and expedient to allow for electronic participation in Council meetings;

**AND WHEREAS** Bill 187 has provided that Section 238 of the Municipal Act, 2001 is amended by adding the following subsections: Electronic participation, emergencies (3.3) The applicable procedure by-law may provide that, during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act, (a) despite subsection (3.1), a member of a council, of a local board or of a committee of either of them who is participating electronically in a meeting may be counted in determining whether or not a quorum of members is present at any point in time; and (b) despite subsection (3.2), a member of a council, of a local board or of a committee of either of them can participate electronically in a meeting that is closed to the public. Same, procedure by-law (3.4) A municipality or local board may hold a special meeting to amend an applicable procedure by-law for the purposes of subsection (3.3) during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act and despite subsection (3.1), a member participating electronically in such a special meeting may be counted in determining whether or not a quorum of members is present at any time during the meeting.

**NOW THEREFORE BE IT RESOLVED THAT** Sections 1, 2 (d) and (e) 4 (a) of Schedule A of By-law 2017-76 be amended to include the electronic participation of Council members for the purposes of being counted towards having quorum.

This By-law shall come into force and take effect on the date of its passing.

Read and first and second time this 14 day of April, 2020.

Read a third time and finally sealed this 14 day of April, 2020.

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

\_\_\_\_\_  
**Ron Vandewal, Mayor**

\_\_\_\_\_  
**Angela Maddocks, Clerk**

**BY-LAW 2020-18**  
**Amendment to Schedule A of By-law 2017-76**

**1 - DEFINITIONS**

- v) **ELECTRONIC PARTICIPATION** - shall mean the participation in a meeting by means of telephone conferencing, or use of "skype" along with the use of iPads and the CivicWeb portal.

**2 - MEETINGS**

- a) **MEETING LOCATION** - All meetings of Council shall be held at the municipal complex, 4432 George Street, Sydenham, Ontario, unless otherwise stipulated as permitted under Bill 187, the Municipal Emergency Act allowing for electronic participation by Council members and staff.
- e) **CONVENING MEETINGS** - Unless otherwise stipulated, Council shall meet at 7:00 p. m. on the first and third Tuesday in each month from January to December inclusive with the exception of the months of July and August when only one meeting will be held each month, on the first Tuesday of the month. In the case of meetings being convened under the authority of Bill 187, the Municipal Emergency Act, the Clerk will notify members of the public through the events calendar on the township website and through the CivicWeb Portal if there is a change in the date or time of any Committee of the Whole or Council meeting.

**4 – QUORUM AND PRESIDING OFFICER**

- a) **REGULAR MEETINGS** - As soon as there is a quorum, either in person or via electronic participation after the hour fixed for the meeting, the Presiding Officer will assume the role as Chair and call the members to order. The Clerk will then take note of attendance.
- b) **TIME LIMIT** - The time limit for a quorum is 30 minutes after the time appointed for the meeting. If no quorum is present after 30 minutes, the Council or Committee will stand adjourned until the next regular day of meeting or until a special meeting is called. The special meeting will deal with the matters intended to be addressed at the adjourned meeting. The Clerk will record the names of the members present at the expiration of the time limit and append this record to the next agenda.

As permitted by Bill 187, the Municipal Emergency Act, Electronic participation will be permitted and counted as attendance by members of Council at Council and Committee meetings in order to participate under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act and despite subsection (3.1), a member participating electronically in such a special meeting may be counted in determining whether or not a quorum of members is present at any time during the meeting.

**6 – MOTIONS**

- d) **VOTING** – When electronic participation in a Council meeting is permitted, the Chair shall ask if any member wishes to oppose the proposed resolution/motion. If a member indicates that they oppose the motion by way of a verbal "no" or other remark, then a recorded vote shall be conducted on the said motion/resolution so that the Clerk can accurately document the way in which each Councillor votes on each matter. If there is no opposition to the proposed motion then the motion will be considered "carried" and the Chair will state this verbally.



## REPORT TO COUNCIL CLERK'S DEPARTMENT



**AGENDA DATE:** May 5, 2020

**SUBJECT:** Temporary Delegation of Authority – By-law Clarity

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### **RECOMMENDATION:**

That Council approve an amendment to the wording in By-law 2020-16, item 2 by removing the following language:

*“That this by-law shall come into force on March 18, 2020 and remain in effect until such time as Council is reconvened.”*

And replacing it with:

*“That this by-law shall come into force on March 18, 2020 and remain in effect until such time as the State of Emergency by both South Frontenac and the Province of Ontario is lifted or Council votes to revoke the by-law”.*

### **BACKGROUND:**

The authority delegated by the original version of By-law 2020-16 passed by Council on March 17, 2020 was intended by staff to be in place until such time as the current states of emergency were lifted.

This was in recognition of the need for added procurement flexibility, delegated signing authority and greater discretion over the scheduling and timing of meetings in order to better respond to the implications of the pandemic and any emergency orders that are put in place.

However, the wording included in the original by-law could be interpreted to mean that the delegated authority was revoked upon Council convening its very next meeting, which was not the intent in bringing the by-law forward.

### **DISCUSSION/ANALYSIS:**

To ensure Council maintains discretion over the delegation of authority, the proposed amendment includes language allowing for the revocation of the delegated authority by Council at any time.

Notwithstanding this temporary delegation of authority, Section 2 g) of the Township's Procedural By-Law also allows for a Special meeting of Council to be called at any time by the Mayor or upon the Clerk's receipt of a petition of the majority of the members of Council.

If approved, the proposed wording will amend the original by-law to provide clarity to the intended terms of expiry.

### **FINANCIAL/STAFFING IMPLICATIONS:**

Not at this time.



## REPORT TO COUNCIL CLERK'S DEPARTMENT



### **ATTACHMENTS:**

- By-law 2020-16 (Amended Version)

### **Submitted by:**

Angela Maddocks, Clerk

### **Approved by:**

Neil Carbone  
Chief Administrative Officer

**TOWNSHIP OF SOUTH FRONTENAC  
BY-LAW 2020-16**

**BEING A BY-LAW TO TEMPORARILY DELEGATE AUTHORITY TO THE CHIEF ADMINISTRATIVE OFFICER, DIRECTOR OF CORPORATE SERVICES AND TREASURER, THE MAYOR AND THE CLERK**

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**WHEREAS** Section 23.1 of the *Municipal Act, 2001, S.O. 2001, c.25 as amended* (the Act) provides that without limiting sections 9, 10 and 11 of the Act, those sections authorize a municipality to delegate its powers and duties under this or any other Act to a person or body subject to the restrictions set out in this Part;

**AND WHEREAS** The Council of the Township of South Frontenac adopted By-law 2007-81 on the 20th day of November 2007, being a by-law to adopt a delegation of authority policy as per Section 270(1) of the Act;

**AND WHEREAS** Section 5(i) of By-law 2007-81 states that all delegations of Council powers, duties or functions shall be by-law;

**AND WHEREAS** the global outbreak of the COVID-19 virus threat has impacted the ability to conduct regular Council and Committee of the Whole meetings due to self isolating and concern about the spread of the virus;

**AND WHEREAS** the Council of the Township of South Frontenac may be restricted from meeting regularly as provided for in the Procedural By-law 2017-76 due to regulations put in place by the provincial government with respect to the gathering of people in public places;

**AND WHEREAS** South Frontenac Council does not wish the operations of the municipality to be limited by these restrictions;

**NOW THEREFORE** the Council of the Corporation of the Township of South Frontenac deems it expedient to enact as follows:

1. That the Chief Administrative Officer, Director of Corporate Services and Treasurer be delegated the following authority from Council:
  - To expend or incur liability, in the best interests of the Municipality, which may exceed the threshold of \$50,000 for budgeted items to a maximum of 20% and to notify the Mayor and Council prior to these decisions being jointly approved by the CAO and Director
  - The Chief Administrative Officer and the Clerk to execute contracts in the best interests of the municipality
  - The Mayor and the Clerk with respect to the cancelling and calling to order of Council meetings and Committee of the Whole as they deem necessary.
2. That this by-law shall come into force on March 18, 2020 and remain in effect until such time as the State of Emergency by both South Frontenac and the Province of Ontario is lifted or Council votes to revoke the by-law.

Read a first and second time this 17 day of March 2020.

Read a third time, signed and sealed this 17 day of March 2020.

**CORPORATION OF THE TOWNSHIP  
OF SOUTH FRONTENAC**

\_\_\_\_\_  
**Ron Vandewal, Mayor**

\_\_\_\_\_  
**Angela Maddocks, Clerk**



## Agenda Item #:

## TOWNSHIP OF SOUTH FRONTENAC RESOLUTION

Resolution No.: 2020-

Date:

Moved by Councillor \_\_\_\_\_

Seconded by Councillor \_\_\_\_\_

**WHEREAS** on March 17, 2020 the government of Ontario announced that it was declaring a state of emergency under s 7.0.1 (1) of the *Emergency Management and Civil Protection Act* so that the Province could use every power possible to protect the health and safety of all individuals and families during the COVID-19 pandemic;

**AND WHEREAS** On Friday, April 3, 2020, the government of Ontario gave notice of changes to Ontario Regulation 82/20 being the Order for the temporary closure of places of non-essential business made under subsection 7.0.2 (4) of the *Emergency Management and Civil Protection Act*, which reduced the list of essential businesses permitted to continue operation during the provincial state of emergency;

**AND WHEREAS** Section 30 of the new Schedule 2 of Ontario Regulation 82/20 has been generally interpreted to prohibit residential construction where a building permit had not been issued prior to April 4, 2020;

**AND WHEREAS** residential construction represents a significant number of jobs in rural Ontario and forms an integral part of the rural Ontario economy through considerable direct, indirect and induced impacts;

**AND WHEREAS** on Monday, April 27, 2020 the government of Ontario released *A Framework for Reopening our Province*, which outlines the criteria Ontario's Chief Medical Officer of Health and health experts will use to advise the government on the loosening of emergency measures, as well as guiding principles for the safe, gradual reopening of businesses, services and public spaces;

**AND WHEREAS** Stage 1 of the *Framework* will consider the opening of workplaces that can immediately meet or modify operations to meet public health guidance and occupational health and safety requirements;

**AND WHEREAS** residential construction in rural areas is characterized by single-family dwelling types situated on large lots, which are attended by a very limited number of tradespersons and contractors at any given time, and are being constructed for specific clientele with planned occupancy dates;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Township of South Frontenac requests that the government of Ontario consider lifting the prohibition on residential construction where no building permit had been issued prior to April 4, 2020, in all instances where such construction can take place in accordance with the principles outlined in the government's *Framework for Reopening our Province* at its earliest opportunity in order to alleviate the economic hardships being experienced by rural Ontario's construction sector and the residents and families which it serves;

**AND THAT** this resolution be forwarded to the Office of the Honourable Doug Ford, Premier of Ontario and the Honourable Steve Clark, Minister of Municipal Affairs and Housing;

**AND FURTHER THAT** a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Eastern Ontario Warden’s Caucus (EOWC), and to all rural Ontario municipalities, requesting their support.

CARRIED \_\_\_\_\_ DEFEATED \_\_\_\_\_ DEFERRED \_\_\_\_\_

MAYOR \_\_\_\_\_

I certify that this is a true copy of No. \_\_\_\_\_ Dated \_\_\_\_\_ and approved at \_\_\_\_\_.

CLERK-ADMINISTRATOR \_\_\_\_\_

RECORDED VOTES

	YES	NO
P. Barr		
R. Leonard		
D. Morey		
A. Revill		

	YES	NO
N. Roberts		
R. Ruttan		
R. Sleeth		
R. Sutherland		
R. Vandewal		



## REPORT TO COUNCIL

### DEVELOPMENT SERVICES DEPARTMENT ~BUILDING~



**AGENDA DATE:** May 5<sup>th</sup>, 2020

**SUBJECT:** 1<sup>st</sup> Quarter Building Activity Report for 2020

#### Summary of Report:

The following report details Quarterly Construction Values from 2017 to present, as well as types of construction that have occurred, building permits that have been issued and closed, and Walk-in inquiry data in 2020.

#### Quarterly Construction Values for all projects:

	2017		2018		2019		2020	
	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED
January-March	\$2,077,900.00	48	\$2,990,962.00	57	\$2,211,814.00	44	\$2,130,500.00	38
April-June	\$12,728,150.00	148	\$13,050,757.00	146	\$14,794,702.00	142		
July-September	\$11,499,769.00	129	\$10,174,862.00	126	\$11,678,813.00	134		
October-December	\$5,650,400.00	93	\$5,501,998.00	77	\$7,112,000.00	67		
<b>Totals</b>	<b>\$31,956,219.00</b>	<b>418</b>	<b>\$31,718,579.00</b>	<b>406</b>	<b>\$35,797,329.00</b>	<b>387</b>	<b>\$2,130,500.00</b>	<b>38</b>

#### Quarterly Construction Values for Single Family Dwellings:

	2017		2018		2019		2020	
	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED	CONSTRUCTION VALUE	PERMITS ISSUED
January-March	\$1,010,000.00	4	\$900,000.00	2	\$1,283,000.00	3	\$1,392,000.00	4
April-June	\$8,108,000.00	28	\$7,844,000.00	24	\$11,770,355.00	39		
July-September	\$7,169,000.00	25	\$7,027,500.00	26	\$8,042,000.00	23		
October-December	\$3,290,500.00	13	\$3,787,000.00	14	\$4,405,000.00	13		
<b>Totals</b>	<b>\$19,577,500.00</b>	<b>70</b>	<b>\$19,558,500.00</b>	<b>66</b>	<b>\$25,500,355.00</b>	<b>78</b>	<b>\$1,392,000.00</b>	<b>4</b>

#### Building Permits Issued:

Type of Construction	JAN-MAR	APR-JUNE	JULY-SEPT	OCT-DEC	YTD
Single Family Dwellings	4				4
Seasonal Dwellings	0				0
Additions & Renovations	10				10
Garage, Accessory Bldgs, Decks	9				9
Woodstove/Pellet/Chimney	7				7
Agricultural Buildings	0				0
New ICI/Multi-Res Bldgs.	0				0
Reno/Additions to ICI/Multi-Res Bldgs.	0				0
Demolitions	5				5
Pool enclosure	1				1
Other (Signs, Solar Panels, Investigations)	2				2
<b>TOTAL PERMITS</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38</b>

**Building Permits Closed:**

Type of Construction	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	YTD
Single Family Dwellings	12				12
Seasonal Dwellings	0				0
Additions & Renovations	9				9
Garage, Accessory Bldgs, Decks	23				23
Woodstove/Pellet/Chimney	69				69
Agricultural Buildings	2				2
New IC/Multi-Res Bldgs.	2				2
Reno/Additions to IC/Multi-Res Bldgs.	4				4
Demolitions	5				5
Pool enclosure	3				3
Other (Signs, Solar Panels, Investigations)	3				3
<b>TOTALS</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>132</b>

**Building Department Walk-In Inquiries:**

Type of Inquiry	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	YTD
New Inquiry	69				69
Inquiry about existing building file	53				53
Other**	35				35
<b>TOTALS</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>157</b>

\*\*Other = Real Estate agent inquiries, inquiries meant for other departments etc.

Note: No March data recorded due to office renovations and COVID-19/closure of office to public.

**Prepared by:**  
Peggy Spafford  
Administrative Assistant – Building Department

**Submitted/Approved by:**  
Tom Berriault  
Chief Building Official

**Approved by:**  
Neil Carbone  
Chief Administrative Officer



**INFORMATION REPORT  
TO COUNCIL**

**PUBLIC SERVICES DEPARTMENT**



**AGENDA DATE:** May 5, 2020

**SUBJECT:** Capital Construction during the COVID-19 Pandemic

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**RECOMMENDATION:**

This report is for information purposes only.

**BACKGROUND:**

Essential Services Order

Following advice from Ontario's Chief Medical Officer of Health, on April 3, 2020, Ontario updated the list of essential businesses that can remain open *under [O.Reg 82/20 of the Emergency Management and Civil Protection Act](#)*. The restrictions are aimed at further reducing contact between people and stopping the spread of COVID-19. The complete listing can be found [here](#).

The province announced that only critical construction projects will continue, including industrial projects such as refineries and petrochemical plants, and infrastructure projects such as new hospitals, roads and bridges.

The following excerpts from the updated essential services list describe the activities permitted to continue which are relevant to municipal capital projects:

Maintenance

20. Maintenance, repair and property management services strictly necessary to manage and maintain the safety, security, sanitation and essential operation of institutional, commercial, industrial and residential properties and buildings.

Construction

28. Construction projects and services required to ensure safe and reliable operations of, or to provide new capacity in, critical provincial infrastructure, including transit, transportation, energy and justice sectors beyond the day-to-day maintenance.

Community Services

34. Businesses that deliver or support the delivery of services including:
- i. Sewage treatment and disposal.
  - ii. Collecting, transporting, storing, processing, disposing or recycling of any type of waste.
  - iii. Potable drinking water.
  - iv. Critical infrastructure repair and maintenance including road, dams, bridges, etc.
  - v. Environmental rehabilitation, management and monitoring, and spill clean-up and response.
  - vi. Administrative authorities that regulate and inspect businesses.
  - vii. Professional and social services that support the legal and justice system.

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**INFORMATION REPORT  
TO COUNCIL  
PUBLIC SERVICES DEPARTMENT**



- viii. Government services including but not limited to policing and law enforcement, fire and emergency services, paramedics, coroner and pathology services, corrections and court services, licences and permits.

**Township Capital Works**

Staff have done their due diligence by participating in conference calls with various municipal organizations (e.g. Ontario Good Roads Association) and discussions with several of our neighbours in Eastern Ontario for assistance in interpreting the new orders.

In addition, Township staff obtained a recommendation from our solicitor regarding an approach to defending any decision to move ahead with capital works. This involves documentation of a review of the criteria applying to each project.

Letters from both our solicitor and the Medical Officer of Health for KFL&A Public Health have also been attached and help to provide clarity to our interpretation of “essential services”.

Based on this information, staff have assessed and categorized the various Capital Construction Projects on the attached 2020 Capital Budget List.

At this time, we will be proceeding with those construction projects we have defined as “Yes” in the far right column of the attachment.

For clarity, design work on some projects can continue although construction cannot commence at this time.

**FINANCIAL/STAFFING IMPLICATIONS:**

This is not a complete listing of all the 2020 approved Capital Budget. There are several multi-year projects in the design phase that have not been listed that will be proceeding.

The total approved 2020 Capital, with previous years carryover, is \$13,491,775.

Staff will provide an update on anticipated capital expenditures for 2020 once we know if projects must be rescheduled for a future year or simply delayed.

**ATTACHMENTS:**

- a) Cunningham Swan Opinion
- b) Letter from Medical Officer of Health
- c) Listing of 2020 Construction Projects

**Prepared by:**

Mark Segsworth, P. Eng.  
Director of Public Services

**Submitted/approved by:**

Neil Carbone  
Chief Administrative Officer

*“Natural, Vibrant and Growing – a Progressive Rural Leader”*

## **Updated Essential Businesses and Potential Impacts on Municipalities**

On Friday, April 3, 2020, the government of Ontario gave notice of changes to Ontario Regulation 82/20, being the Order for the temporary closure of places of non-essential business. The updated regulation reduced the list of essential businesses during the COVID-19 emergency.

Beginning at 11:59 p.m. on Saturday, April 4<sup>th</sup>, every person responsible for a place of business that is not listed in the new Schedule 2 of the regulation must close the business. Attached is a copy of the order amending the regulation, including the new Schedule 2.

Nothing in the original Order or its amendments precludes a non-essential business from operating remotely, without attending at the place of business, for the purpose of providing goods by mail or making goods available for pick-up or providing services online or by other remote means. Further, the amendments do not change the permitted temporary access to a closed place of business for, among other things: performing work at the place of business in order to comply with any applicable law; allowing for inspections, maintenance and repairs to be carried out at the place of business; attending at the place of business temporarily, (i) to deal with other critical matters relating to the closure of the place of business, if the critical matters cannot be attended to remotely; or (ii) to access materials, goods or supplies that may be necessary for the business to be operated remotely.

Certain sections of Schedule 2 will impact municipalities more than others, particularly those sections dealing with the construction industry (sections 27-31) and community services (34).

### **“Critical” Infrastructure – Suspending and Delaying Projects**

Section 28 of the Schedule 2 provides as follows:

*Construction projects and services required to ensure safe and reliable operations of, or to provide new capacity in, critical provincial infrastructure, including transit, transportation, energy and justice sectors beyond the day-to-day maintenance.*

We view section 28 as being infrastructure that is critical to the safe and reliable operation of the province, it is not restricted to provincially-owned infrastructure. This would allow municipal projects that add capacity to critical infrastructure to continue. Further, in our view, section 28 would also permit work that is “critical” for the repair and maintenance of infrastructure, even if the infrastructure is not critical (see section 34(iv)).

A difficulty with the amended regulation is that what is considered “critical” has been left undefined. Without a clear definition of this and some other concepts it is difficult to know at this early stage what to advise *generally*. The words of the regulation must be read in their entire context and in their grammatical and ordinary sense, harmoniously with the scheme of the legislation.

The word “critical” is variously defined as having a decisive or crucial importance in the success, failure, or existence of something – being indispensable, vital. The intent of the Order is to close down as much of the province as possible to limit the further spread of the virus. Therefore, unless the project needs to continue, it should be shut down. That shutdown process, to make it safe and protect the integrity of work already done, is exempt (s. 31). If it continues, it must do so with strict distancing and health and safety concerns respected.

If the municipality has a project that is at a stage where the safety of the public or the integrity of the project make completion (or at least completing certain stages before closing it down) “critical”, our assessment is that this work can continue. That same applies for repairs and maintenance – if the work has a safety component that makes doing the work now versus delaying it “critical” then the work can proceed. Provided that the municipality turns its attention to these issues, gives due consideration and makes a reasonable assessment, it should be better positioned if controversies arise in the future.

For strength of a due diligence defense, consider having a professional engineer provide the municipality with a written opinion about the need to continue the project and what the implications are if it does not go ahead. We are also available to provide opinions interpreting and applying the regulation in circumstances specific to each municipality.

We are also available to assist in giving consideration to the underlying contracts and tenders and what implication suspension of work will have in terms of delay provisions, force majeure clauses, and whether certain contracts have been frustrated. It is important to ensure that proper notices are issued as required by the underlying agreements.

### **Residential Construction – Permits and Continuing Inspections**

Section 30 of the new Schedule 2 deals with residential construction projects. It permits the following projects to continue:

*Residential construction projects where,*

- i. *a footing permit has been granted for single family, semi-detached and townhomes,*

- ii. *an above grade structural permit has been granted for condominiums, mixed use and other buildings, or*
- iii. *the project involves renovations to residential properties and construction work was started before April 4, 2020.*

In our opinion section 30 needs to be read with the overall intent of the regulation in mind as a guiding principle – the intent being to close all non-essential workplaces to limit the number of people who are interacting and furthering the spread of the virus.

Therefore, when we read subparagraphs i. and ii. we interpret “has been granted” to mean permits issued before April 4, 2020. Any permit issued after that does not allow construction to start.

Subparagraph iii. is not dependent on a permit, it is dependent on work actually having been started, regardless of when the permit was issued. This would mean that if permit holders have started renovation work they can finish, so that a potentially unsafe condition is not left for the duration of the Order. For new construction, if a holder already had a permit, whether work has started or not, the permit holder can finish that work, but no new work under a permit that has not already been issued can commence.

The municipality therefore should not be undertaking any inspections for any work that would contravene the emergency order. You should consider adding to the information to be provided to builders that any person who continues construction in breach of the emergency order may be prosecuted (and each municipality can decide if it will be enforcing that aspect of the order). It would also be appropriate to remind builders that any work done in contravention of the order that cannot be inspected may need to be uncovered/modified for purposes of inspection/correction of deficiencies once the order is lifted.

It appears that you can issue permits still – but you need to make it clear that no new construction can proceed under that permit.

April 16, 2020

Neil Carbone  
Chief Administrative Officer  
Township of South Frontenac  
Box 100, Sydenham, ON K0H 2T0

**Sent via Electronic Email to [ncarbone@southfrontenac.net](mailto:ncarbone@southfrontenac.net)**

Dr. Kieran Moore, MOH  
KFL&A Public Health  
221 Portsmouth Avenue  
Kingston, ON  
K7M 1V5

**Re: Support and guidance for continuing road infrastructure development in the Township of South Frontenac**

Dear Mr. Neil Carbone,

With the rapidly evolving COVID-19 pandemic, governments at all levels in Ontario have taken responsible and decisive action to prioritize the control of the disease. I am grateful for this enduring effort by the Township of South Frontenac. I am writing this letter of support to provide guidance for safely continuing to work on local road infrastructure development during the pandemic. The health and safety of workers remains a top concern.

Social distancing aims to minimise physical contact between people to reduce the possibility for new infections. Decisions on when and how to implement social distancing measures in order to keep job sites open is always informed by the latest COVID-19 evidence, but also, these decisions must be considered and weighed against additional health and safety concerns. Improving our roads prevents injury and reduces harm from road traffic collisions; these important factors must also be taken into account.

I support the Township of South Frontenac to forge ahead with road infrastructure development and to do so following best practices to protect co-workers. All measures taken to prevent the spread of COVID-19 should be done in compliance with requirements under the *Occupational Health and Safety Act*. The novel coronavirus is spread through respiratory droplets. Practicing the following list of guidance tips will help to prevent coronaviruses and other germs spreading through close contact at work.

- As much as possible, practice physical distancing (maintain 2m/6 ft distance from others) while at work
- Wash your hands often with soap and water or alcohol-based hand sanitizer.
- Sneeze and cough into your sleeve.
- If you use a tissue, discard immediately and wash your hands afterward.
- Avoid touching your eyes, nose or mouth.
- Avoid contact with people who are sick.
- Stay home if you are sick.
- Avoid high-touch areas, where possible, or ensure you clean your hands after.
- Where possible, wear gloves when interacting with high-touch areas. Do not touch your face with gloved hands. Take care when removing gloves. Ensure you wash your hands after removing them.
- Wash your clothes as soon as you get home.

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**Kingston, Frontenac and Lennox & Addington Public Health**

[www.kflaph.ca](http://www.kflaph.ca)

Main Office 221 Portsmouth Avenue  
Kingston, Ontario K7M 1V5  
613-549-1232 | 1-800-267-7875  
Fax: 613-549-7896

Branch Offices Cloyne 613-336-8989 Fax: 613-336-0522  
Napanee 613-354-3357 Fax: 613-409-6267  
Sharbot Lake 613-279-2151 Fax: 613-279-3997

- When not at work, practice physical distancing to reduce your exposure to other people. Do your best to avoid close contact with people outside of your immediate family.
- If you are ill: notify your supervisor immediately, complete the [self-assessment](#) and follow the instructions you get.

In order to promote physical distancing on work sites, the Township of South Frontenac should consider a number of options outlined [throughout government communications](#), such as:

- staggering start times
- staggering breaks
- staggering lunches
- restricting the number of people on-site and where they are assigned to work
- controlling site movement (by limiting the potential for workers to gather, including personnel in material hoists and site trailers)
- limiting the number of people who use elevators and hoists at one time
- holding meetings in an outside or large space to enable physical distancing
- limiting unnecessary on-site contact between workers, and between workers and outside service providers, and encourage physical distancing in these areas (for example, by removing coffee trucks from site)

We all have roles and responsibilities to prevent the spread of COVID-19 in our communities, as well as continuing the essential work to protect and prevent people from injury. Thank you so much for all you do.

Sincerely,



Dr. Kieran Michael Moore, MD, CCFP(EM), FCFP, MPH, DTM&H, FRCPC  
Medical Officer of Health

## 2020 CAPITAL BUDGET

	PROJECT	PROJECT	TOTAL	2020 REVISED	CRITERIA AS PER	HEALTH & SAFETY	RECOMMEND
	YEAR(S)	PROJECT		BUDGET (with carryovers)	ONTARIO REGULATIONS	RISK	TO PROCEED AT THIS TIME
<b>SYDENHAM WATER</b>							
<b>Carryovers</b>							
Water Hauling Station	18-18	2018	55,000	54,267	34	NO	NO
<b>New Projects</b>							
Mechanical, instrumentation and electrical upgrades (Utilites Kingston recommended)	20-23	2020	50,000	50,000	34	YES	YES
<b>TOWNSHIP FACILITIES MANAGEMENT</b>							
<b>Carryovers</b>							
Bradshaw - station 1-paving (per study)	14-18	2014	8,000	8,000	34	NO	NO
Paving - station 7 - Latimer	16-31	2016	10,000	10,000	34	NO	NO
Energy Retrofits	18-23	2018-2020	75,000	23,466	20	NO	NO
Keeley Road Garage - Communications tower relocation	19-29	2019	50,000	50,000	28	NO	YES
Hartington Sand/Salt Storage Building - Replace building cover	19-30	2019	100,000	10,000	20	NO	YES
Town Hall - air conditioning in server room	19-32	2019	15,000	15,000		YES	YES
Verona Medical Centre - roof shingles	19-35	2019	15,000	14,412	34	YES	YES
Verona Medical Centre - Stretcher accessibility	19-36	2019	15,000	13,741	34	YES	YES
OPP Station - Asphalt repairs	19-37	2019	10,000	10,000	34	NO	NO
OPP Station - Generator	18-24	2018-19	180,000	180,000			
Sydenham - Station 5 - Front Eavesthrough/ asbestos tile removal and replacement	19-40		8,500	8,500	34	YES	YES
<b>New Projects</b>							
Townhall - Charging Station for Electric Vehicles	20-26	2020	30,000	30,000	34	NO	NO
Townhall - Accessible Entrance Ramp & Front Step	20-27	2019-20	125,000	115,000	34	YES	YES
Glendower Hall- Gravel Parking Lot Extension	20-30	2020	15,000	15,000	34	NO	NO
Keeley Admin Office - Window Replacement	20-31	2020	12,000	12,000	34	NO	NO
Verona Fire Hall - Repairs to Septic System	20-33	2020	10,000	10,000	34	YES	YES
Keeley Road Improvements (including office/washroom/lunchroom upgrades)	19-27	2019-2020	450,000	348,865	24	YES	YES
<b>RECREATION</b>							
<b>Carryovers</b>							
Fermoy Hall - Building Upgrades -Structural Integrity - Walls/Chimney/Foundation	16-39	2016	80,000	75,687	34	NO	NO
Gerald Ball Park - Resurface Tennis Court & 1 new court	18-45	2018	10,000	5,573		NO	NO
Davidson Beach - Floating Dock (swimming lessons back up location)	19-43	2019	10,000	10,000		NO	NO
Sydenham Point - Bunker roof replacement	19-46	2019	20,000	20,000		NO	NO
Sydenham Point - Multi-purpose pad work incl painting, basketball/tennis posts/netting	19-47	2019	25,000	25,000		NO	NO
Centennial Park & Gerald Ball Park - securing movable soccer nets	19-50	2019	5,000	5,000		NO	NO
Gerald Ball Park - Playground structure near soccer field	19-56	2019	35,000	35,000		NO	NO
Boat Launch Fencing	19-58	2019	5,000	5,000		NO	NO
<b>New Projects</b>							
Centennial Park - Ice Stock Dedicated Lanes	20-35	2020	100,000	100,000		NO	NO
Centennial Park - Resurface & Paint - Pickle Ball & Tennis Courts	20-36	2020	40,000	40,000		NO	NO
Gerald Ball Park - Resurface & Paint - Pickle Ball & Tennis Courts	19-55	2019-2020	40,000	40,000		NO	NO
Point Park - Paint - Pickle Ball	20-38	2020	10,000	10,000		NO	NO
Point Park - Pedestrian Access to Tennis Court & Pickle Ball	20-39	2020	25,000	25,000		NO	NO
Point Park - Additional Dock for paddle sports	20-40	2020	6,000	6,000		NO	NO
Davidson Beach - Access Road to swim area	20-41	2020	50,000	50,000		YES	NO
Playground Rubberized Surfaces & Equipment - various sites	20-43	2020	40,000	40,000		YES	NO
Bowes/Centennial/Inverary/Point Ball Diamonds-Lighting key switches & timers - Safety concern	20-45	2020	10,000	10,000		YES	NO
Boat Launch Upgrades - Shipyards	20-46	2019-20	30,000	25,000		NO	NO

Year 2020

<b>Linear Asset Construction Schedule</b>		<b>Project Year(s)</b>	<b>Total Project</b>	<b>2020 Budget</b>	<b>Criteria as Per Ontario Regulations</b>	<b>Health &amp; Safety Risk</b>	<b>Recommend To Proceed at this Time</b>
<b>Carryover Projects</b>							
Guide Rail - New installation		2019	50,000	50,000	28	YES	YES
Green Bay Bridge		2017	261,572	115,830	28	YES	YES
Desert Lake Causeway		2018	501,018	57,785	28	YES	YES
Petworth Culvert		2018	301,384	286,919	28	YES	YES
Masonville Road		2018	50,000	31,835	28	NO	NO
Deyos/Bunker Hill Roads		2019	350,000	85,581	28	YES	YES
Perth Road Preservation		2019	520,000	520,000	28	YES	YES
<b>New Projects</b>							
Buck Bay Road Bridge	Replace and widen for two lanes	2020	550,000	550,000	28	YES	YES
Bunker Hill Road Bridge	Removal, Close Road at Structure	2020	110,000	110,000	28	YES	YES
Carrying Place Road	Complete Ditching and Surface Road, End to Fire Hall	2018 - 2020	867,300	196,835	28	YES	YES
Deyos Road	Complete Ditching	2020 - 2021	400,000	110,000	28	YES	YES
Fish Creek Road Bridge	Design 2019 - 2020, Replace 2020	2019-2020	820,000	820,000	28	YES	YES
Hinchinbrooke Road	Design in 2020, Relocate Poles, Complete 2021	2020 - 2021	846,200	440,000	28	YES	YES
Hinchinbrooke Road Culvert	Replace 2020	2020	345,000	345,000	20	YES	YES
Northshore Road	Reconstruction from North Shore Crescent to Leland Rd	2020	660,000	660,000	28	YES	YES
Petworth Road	Kerr Road to Road 38, Reconstruction	2020	660,000	660,000	28	YES	YES
Road 38 at Portland WDS	Mill asphalt, Profile surface, Pave with Fibres	2020	86,000	86,000	20	YES	YES
Sunbury Village	Start 2019, Complete July 2020	2019 - 2020	2,115,600	2,102,087	28	YES	YES
Hard Surface Preservation	Various Roads	2020	1,129,000	1,129,000	20	YES	YES
<b>Total</b>			<b>10,444,900</b>	<b>9,057,680</b>			



## INFORMATION REPORT TO COUNCIL

Office of the Chief Administrative Officer



**AGENDA DATE:** May 5, 2020

**SUBJECT:** Procurement Partnership with the City of Kingston

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### RECOMMENDATION:

This report is for information purposes only.

### BACKGROUND:

The Township requires things like crack sealing, micro-surfacing, and surface treatment to be completed annually as part of its pavement preservation program, along with other road construction and related capital works. While the Township has had relative success in the past procuring these services through the issuance of tenders, other municipalities have experienced challenges with their relatively low volume of work sometimes making it challenging to attract a desired number of competitive bids resulting in higher prices.

A strategy to ensure the Township's procurement is competitive into the future is to combine the purchasing power of multiple municipalities to leverage the economies of scale. By combining the procurements of municipalities that are geographically appropriate, municipal partners can attract more interest from construction service providers and reduce administrative burdens.

The strategy of entering into these sorts of agreements with other municipalities is allowed under the Municipal Act, specifically section 20:

*A municipality may enter into an agreement with one or more municipalities or local bodies, as defined in section 19, or a combination of both to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries.*

The Township has already partnered with some of our neighbours on several projects through informal arrangements.

Over the past several months the Public Services Department has been meeting with the City of Kingston Engineering Services Group to investigate the viability of joint procurement for some road construction services given our many shared arterial roads and other common interests. Both parties concluded that there is mutual benefit for the procurement of some services annually. Furthermore, the two municipalities share the same standardized specifications for quality and construction of these services.

### ANALYSIS/DISCUSSION:

As a result of the above discussions, the Township has entered into an agreement with the City that allows the parties to partner on procurement of those construction and related services that can be combined to increase the volumes to be tendered.

The agreement provides for local discretion for which procurements are conducted jointly and which party will serve as the lead on each procurement.

The agreement does not bind the Township to any capital expenditures and Council retains approval for capital items within the annual budget. All tenders would continue to be bound by tender law in Ontario.

*"Natural, Vibrant and Growing – a Progressive Rural Leader"*



# INFORMATION REPORT TO COUNCIL

Office of the Chief Administrative Officer



The agreement is for an initial year with the option for up to two additional one-year extensions.

It is anticipated that this agreement will foster increased collaboration between the Township and the City, benefitting our mutual interests and resulting in cost savings on the procurement of construction services over time.

**FINANCIAL/STAFFING IMPLICATIONS:**

None for the purposes of this report.

**STRATEGIC PLAN ALIGNMENT:**

This report aligns with **Priority #1 - Position South Frontenac as a Regional Leader** and the related action items:

A	3	<b>Assess opportunities to collaborate with regional partners</b>
A	3b	Develop 1:1 relationships with senior governments and City of Kingston
A	3c	Regional Roads leadership & explore partnership opportunities

Mission

- Managing our operations and assets in a financially sustainable manner;
- Planning for the future, being proactive and having the capacity to adapt to change;

Values

- Communication & Collaboration
- Financial Sustainability
- Progressive and Flexible

**ATTACHMENTS:**

- None

**Submitted/Approved by:**

Mark Segsworth, P.Eng  
Director of Public Services

**Approved by:**

Neil Carbone  
Chief Administrative Officer



## REPORT TO COUNCIL TREASURY DEPARTMENT



**AGENDA DATE:** May 5<sup>th</sup>, 2020

**SUBJECT:** COVID-19 Financial Impacts

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### **RECOMMENDATION:**

This report is for information.

### **BACKGROUND:**

A state of emergency was declared by the province on March 17, 2020 due to the outbreak of the Novel Coronavirus/COVID-19. As a result, essential services and day-to-day operations have been modified to reduce the spread of the virus, follow public health recommendations and to comply with Federal and Provincial emergency orders.

Lost revenues and unforeseen expenses have been incurred by the Township due to the current situation and required changes. At this time, it is difficult to quantify the impact of individual items as well as the overall impact to the Township. The following provides a list of areas where financial impacts are anticipated as well as mitigating measures being assessed on an on-going basis.

#### Lost Revenues

- Tax and Utility penalties
- Tipping fees at landfills
- Building permits
- Planning applications
- Possible impact to swim and day camp revenues
- Interest Income due to prime rate reductions and adjustments to due dates
- Investment earnings due to volatility in markets. Our investments are long-term based which provides the ability for funds to recover in the long-term but it is unknown how quickly they will recover in 2020.

#### Additional Expenses

- Additional personal protective equipment and cleaning supplies
- Technology related expenses including software and hardware requirements to work from home and hold electronic meetings
- Signage
- Purchase of 2 sanitizing units for vehicles and workspaces
- Accelerated the retrofit of 3 existing fire vehicles with rapid response units for medical emergencies

#### Availability of Staff and Capacity

In order to adapt to the requirements from the health unit and other levels of government, changes to day to day operations were put in place in March and April and continue with some modifications in May. During the months of March and April, the Township had staff who were required to be in isolation or quarantine and in April, unionized staff worked reduced schedules in order to observe appropriate health and safety measures including social distancing. Staff wages were maintained during these situations. .



## REPORT TO COUNCIL TREASURY DEPARTMENT



### Assessment and Assessment Growth

The provincial government announced that the 2020 assessment update has been postponed. From this review, property assessments would have been updated as of 2021 for a four year period. For 2021, assessment values will remain the same as 2020 unless a property has had changes such as a new home, a renovation or the addition of auxiliary buildings. As of March 16<sup>th</sup>, MPAC has also suspended all inspections except for those related to upcoming appeals. This provides uncertainty as to the amount of growth that will be recorded within the 2021 tax roll which is normally finalized by mid-November. This could have a significant impact on the 2021 budget.

### Reduced Expenditures and other Mitigating Factors

While the impact of the pandemic on the Township's expenses is still being assessed, a preliminary listing of anticipated savings are shown below:

- Reduction in the number of summer student positions
- Cancellation of meeting and conferences including related mileage and travel expenses
- Since mid-March, cancellation of weekly training for volunteer firefighters
- Short/medium term savings due to drop in fuel prices and reduced consumption
- Short term savings in electricity cost from time of day rate change and reduced use of facilities

Staff continues to review programs offered by the provincial and federal governments but to date, the Township is only eligible for the Temporary Wage subsidy program which will provide up to \$25,000 in subsidy. This would allow the Township to recoup some of the wage costs associated with staff absences due to mandatory self-isolations and reduced schedules.

Staff will continue to track, monitor and assess the financial implications related to COVID-19 and will provide updates to Council with respect to year-end projections and any action that may be required as more details become known.

### **ATTACHMENTS:**

None

### **Prepared by:**

Louise Fragnito  
Director of Corporate Services & Treasurer

### **Submitted/approved by:**

Neil Carbone  
Chief Administrative Officer

April 22, 2020

To: The Council and Staff of the Township of South Frontenac

From: The South Frontenac Museum Society

**The South Frontenac Museum Society 2020- 2023 Strategic Plan**

Over the past six months, the Society has been working on a new three-year Strategic Plan for the Museum, under the direction of Rob Wood of 8020Info Inc. The process was funded through the generosity of the Province of Ontario through the Regional Tourism Organization 11, The Township of South Frontenac and the SFMS Society.

The Plan, complete with its Mission, Vision and Strategic Priorities, was accepted by the Board of Directors at its Annual General Meeting on Feb.11, 2020 and is attached for your consideration.

We had hoped to introduce our new Plan to Council at a Committee of the Whole, but the pandemic will not permit this. We will arrange an update in the future to keep you informed of our progress.

We deeply appreciate the on-going support of Council and Staff as we move ahead with the three year implementation activities.

Yours most sincerely,

**Wilma Kenny,**  
Secretary, South Frontenac Museum Society

**THE MISSION OF THE SOUTH FRONTENAC MUSEUM SOCIETY**

**At the South Frontenac Museum, our job is to fascinate and educate residents and visitors by bringing our history, creativity and culture to life.**

**We honour the people who have lived in this region over the centuries by collecting, preserving and sharing their authentic stories and artifacts. We also present stimulating experiences and exhibitions from other communities as a complement to this educational work.**



**South Frontenac Museum - Strategic Plan 2020-2022**

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Introduction & Trends, Issues and Forces for Change ..... Page 2

Mission/Statement of Purpose and Desired Outcomes ..... Page 5

Our Vision and Core Values ..... Page 6

Strategic Priorities and Other Important Activities..... Page 8

- Strengthen/expand capacity to deliver on the vision
- Expand, renew & better structure collections & exhibits
- Attract more visitors — residents and tourists
- Connect with educators to develop active programs

Implementation Overview ..... Page 13

**Board Participants and Contributors:**

- |                   |                  |                  |
|-------------------|------------------|------------------|
| Andy Adamson      | JoAnne Himmelman | Stephen Paul     |
| John Angus        | Lynne Hutcheson  | Paul Robertson   |
| Irene Bauder      | Wilma Kenny      | Carol Rogers     |
| Alan Boyce        | Kristen Koen     | Janice Templeman |
| Margaret Brand    | Tim Laprade      | Denise Tipton    |
| Gerrit Buitenhuis | Ian Mackay       | Nicole Van Camp  |
| Neil Carbone      | John McDougall   | Ron Vandewal     |
| Floyd Deyo        | Doug Morey       | Alvin Wood       |



## South Frontenac Museum: An Introduction to the Plan

In the late spring of 2019, the South Frontenac Museum Board launched a process to renew the organization's strategic plan to guide its focus and priorities for action over the next three years.

The project was funded with support from RTO9, the regional tourism organization that promotes tourism product development initiatives.

**Consultations:** The first phase of the project involved an online survey with museum visitors as well as potential visitors in the community. The museum also reached out to other comparable (small rural) museums with similar focus and to the president of the Ontario Museum Association to invite their perspectives.

Support from the Township of South Frontenac is critical to the museum's long-term future, and consultations were also conducted with the Mayor, CAO, and Arena & Recreation Supervisor.

**Strategy Development:** Board members met several times in workshop format, facilitated by 8020Info, to consider findings, clarify issues and determine strategic priorities.

The following plan, finished in January 2020, is a product of that work.

## Context: Trends, Issues and Forces for Change

The priorities in this plan reflect a number of significant issues, external conditions and trends that will affect the museum's future success. Some key points include:

- How the Museum Came to Be:** The story of the South Frontenac Museum begins with the formation of the Verona Area Heritage Society, which was registered as a corporation in 2004. Three years later, the name was changed to Portland District & Area Heritage Society. In June 2008, the society became a Committee of South Frontenac Township Council and, in 2012, the society was contracted by the municipality to manage the museum, which is located at 5595 Road 38 in the hamlet of Hartington. More recently (in 2019) the Society changed its name to the South Frontenac Museum Society.
  - Continuing Transition:** More recently, it has pursued renewal of the board, collections management, development of new exhibitions (e.g. *South Frontenac from 1900 to 1929 – Before, During, and After the Great War*) and this new plan.
- 
- Preparing for Future Expectations:** More is expected of museums today — more stimulating exhibits and speakers, use of digital technologies, and always something interesting to see, which means more and higher quality offerings.
  - Resource Pressures:** The museum has been well supported by the Township of South Frontenac and past volunteers, but to realize its future plans, the SF Museum will need to expand its resources in a variety of ways — financially, and through more volunteers and staff, partnerships and community support.
  - Varied Audiences:** While the ambition of the museum is not restricted to the local area and year-round residents, it's worth noting that a significant proportion of the population that lives, works or visits Frontenac County includes many seasonal residents and cottagers. Students are also a priority.

- **Change in the Community:**

South Frontenac is experiencing significant growth and change in its population, bringing new residents to the area and influencing the community's identity and culture.

The museum has an important role to play in preserving the stories, history and artifacts from the community's past as well as new ones that will emerge in the future. It also can play a role in uniting the area in a shared identity across Loughborough, Bedford, Portland, Storrington and beyond.



- **Working with South Frontenac Township:**

The Township is considering a number of potential future initiatives that may influence opportunities for the museum.

One involves a desire to develop clear brand positioning for its community, economic and tourism development (much as Frontenac County has done with its award-winning effort to build its reputation for trips and trails, food and beverage, and recreational lifestyle.) Another option involves potential support from Township staff in terms of community programming.

- **Opportunities to Play a Bigger Role:** While the museum has enjoyed regular traffic from visitors during summer months when it is open, it could potentially expand its value significantly as a signature community asset, education partner, tourism attraction and promoter of South Frontenac's identity, history, rural lifestyle and natural environment.
- **Opportunities to Partner:** The Frontenac County region has many festivals and attractions that present opportunities for the South Frontenac Museum to partner — both to help other organizations succeed as well as promote the museum's profile and attract visits to its exhibitions/programs.
  - o Interviews conducted with other museums in the region also indicate some potential to partner in various ways with the Kingston Association of Museums, Art Galleries and Historic Sites (KAM), the Frontenac County Schools Museum, and L&A County Museum and Archives among others.
  - o Indigenous peoples in the area are also important potential partners.



## SF Museum Mission: Statement of Purpose

Any organization operates within the context of its core purpose, aim or mandate. The South Frontenac Museum's mission statement has been slightly revised as follows:

### ***Bringing Our History, Art and Culture To Life:***

At the South Frontenac Museum, our job is to fascinate and educate residents and visitors by bringing our history, creativity and culture to life.

We honour the people who have lived in this region over the centuries by collecting, preserving and sharing their authentic stories and artifacts. We also present stimulating experiences and exhibitions from other communities as a complement to this educational work.

*[Note: "Local history and culture" is taken to include natural, social and economic dimensions. The "region" is taken to mean South Frontenac and Eastern Ontario.]*

### **Defining Success and Priority Outcomes:**

Specific outcomes have been identified to frame the direction of this strategic plan:

- To serve as a **signature attraction or cultural hub** for the community, and becoming better known as an interesting, changing, entertaining place to visit. This also implies continuing work on the museum's brand and visual identity.
- To attract **more visits and interactions** with students, residents and visitors.
- To enhance **collections**, content, genealogy resources, exhibitions & **programming**.
- To engage more **volunteers/members** and, in time, curatorial staff/expertise.
- To continue seeking and increasing **financial support** and other resources, such as expanding active **partnerships**, especially within South Frontenac.

## The Museum's Long-Term Vision

The South Frontenac Museum plays a unique stewardship role as a champion for local history, heritage and culture. Our focus is on sharing local stories, artifacts and experiences that help visitors, residents, students and future generations to better understand our identity.

### Collect. Preserve. Share. Learn.

In moving forward, the South Frontenac Museum will become an essential cultural asset of the community as:

- an engaging centre for learning, fun and education,
- an attraction for visitors, students, current and former residents alike,
- a platform for promoting the identity of South Frontenac and Eastern Ontario,
- a safe place to preserve artifacts, archives and historical materials.

Our collections will reflect the diversity of our community with a distinctly local perspective on a wide range of disciplines and themes — from history and heritage to the arts and culture, geographic features, the natural environment, the story of Indigenous peoples and our agricultural, economic, military and social development. Our educational activities, programs and outreach will be pro-active, using the museum, community sites and new technologies.



### Our Vision as an Organization:

As a growing organization, we will be financially stable and well supported by the community, well resourced with volunteers and staff, innovative and professional in our practices, and a sought-after partner to build on the rich culture and traditions of South Frontenac.

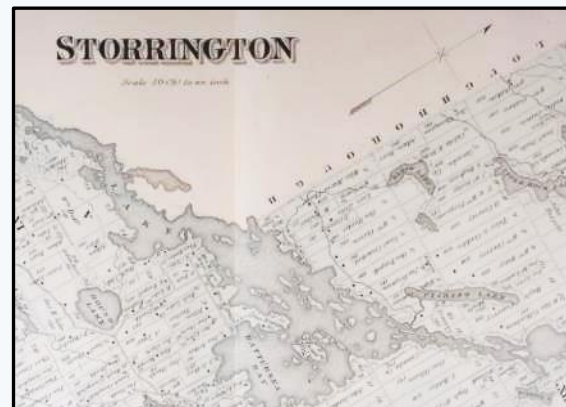
## Core Values that Guide Organizational Strategy:

The following values have been identified as being particularly pivotal in shaping how the South Frontenac Museum will fulfill its organizational mission and vision.

In our goals, strategies and day-to-day practices, we shall strive to:

- Be stable, secure and supported (financially & with sufficient volunteers/staff).
- Celebrate a love of local history, heritage and culture.
- Be unique — grounded locally and within the context of the broader stage.
- Focus on learning, education, knowledge and understanding.
- Be creative, innovative, resourceful, ingenious and imaginative.
- Be community focused and “grassroots” oriented.
- Place priority on preservation of artifacts, materials, archives and collections.
- Operate with well-organized and effective professional approaches.





## Strategic Priorities and Objectives:

Strategic planning involves making choices — sometimes about which path forward should be taken and sometimes to identify areas most in need of special effort, attention and resources. For this plan, four strategic priorities have been identified:

- ☑ **Strengthen and expand SF Museum’s capacity to deliver on its vision.**
- ☑ **Expand, renew and better structure Museum collections and exhibits.**
- ☑ **Attract more visitors — full-time/seasonal residents and tourists.**
- ☑ **Connect with educational leaders to develop active learning programs.**

## Other Important Activities:

While these four top priorities have been identified for strategic planning purposes, and will need special effort, attention and resources, other functions remain equally important on a day-to-day basis over the next three years, including:

- Collections management, artifact documentation, research and display
- Exhibits, programs and presentations
- Branding, Communications, Marketing and Promotions
- Fundraising, grant-writing, sponsorship development & financial management
- Township, community and partner relations
- Governance and Board development (e.g. recruitment, skill set and training)

## Strategic Priority #1

### Strengthen and expand SF Museum's capacity to deliver on its vision.

In practice, this means that over the next three years, the South Frontenac Museum will significantly grow and mature as an energetic organization well prepared to:

- ☑ serve as a signature attraction or cultural hub for the community,
- ☑ attract more visits and interactions with students, residents and visitors, and
- ☑ have good policies and processes in place to enhance collections, exhibitions and programming.

#### Supporting Action Objectives for 2020-2022:

- Develop a new governance model over the next three years, with various functional roles to be defined and filled to manage the work.
- Attract more volunteers (e.g. triple current levels) with the necessary skills, time and interest to help.
- Attract more members (financial supporters, advisors and supporters).
- Secure additional financial support, sponsorships, grants and funding.
- Connect with curatorial expertise and, as possible, engage dedicated staff. (This might include hiring a curator on a contract, seasonal/part-time or full-time basis when and as resources permit.)
- Develop capacity through new and deeper community partnerships.
- Enhance the museum's marketing and communications expertise/capability.
- Advance the organization's digital/technological capabilities.

*Initiatives led by:* The Board, Volunteer Coordinator and/or Working Groups.

*Timelines:* Attracting volunteers, members and partnerships would be the priority for Year 1. Other milestones will be determined later.

*Measures of Success:* Numbers of individuals engaged and the level of engagement, increased funds, & completion of organizational growth projects.

## Strategic Priority #2

### **Expand, renew and better structure Museum collections and exhibits.**

In practice, this means that a continuing effort will be needed to establish policies, enlist curatorial expertise and undertake extensive work to manage the existing collection as well as new artifacts and materials that may be important to the museum's future role.

#### Supporting Action Objectives:

- Develop a collections management and de-accessioning plan.
- Reach out into the full region to identify lost stories and overlooked sites.
- Accelerate documentation of artifacts, materials and archives in a database.
- Plan how best to structure exhibits (permanent overview, rotating themes).
- Explore ways to present exhibits, stories and artifacts outside the museum.
- Explore ways to bring in or participate in joint/rotating/touring exhibits.
- Explore collaborative programming opportunities with KAM, Schools Museum, Indigenous peoples, and other partners as may be possible and productive.
- Provide more training and "crib sheets" for docents, enabling them to engage visitors with more informative explanations of exhibits, stories and artifacts.

*Initiatives led by:* The Board/Work Team, contracted curator or expert volunteers.

*Timelines:* Planning and policy work would be the priority for Year 1.  
Documentation of artifacts and materials would be on-going.

*Measures of Success:* Effective plans and policies in place, milestones reached in processing collections, new exhibits presented in and outside of the South Frontenac Museum.

## Strategic Priority #3

### **Attract more visitors – full-time/seasonal residents and tourists.**

In practice, this means developing plans that identify key audiences, what their interests might be and how to satisfy them – preferably on a recurring basis. Channels to engage them, including social media, would be part of the planning.

Key audiences are expected to include both full-time local residents as well as cottagers/lake associations and other seasonal residents, new residents, students at all levels, businesses and commuters working in the Township, those passing through the township (e.g. on Road 38) for work or pleasure, day-trippers attending local festivals and events, tours and self-guided tourists.

#### Supporting Action Objectives:

- Develop an overall plan for positioning the museum with target audiences (brand strategy), ensuring the value proposition is appealing to each, and coordinating the overall approach consistent with audience development, work on collections/exhibits, communications, staffing, finances and so on.
- Develop a promotional/editorial plan that covers content, messaging, timing, and channels such as website, social media, traditional media, events etc.
- Develop outreach displays, presentations or other supports to engage audiences outside the museum site.
- Develop collaborative marketing partnerships with other organizations (e.g. RTO9, other attractions and museums, business sponsors and/or media).

*Initiatives led by:* The Board and/or Working Group.

*Timelines:* Brand positioning and communications planning would be the priority for Year 1. Other milestones will be determined later.

*Measures of Success:* Increased numbers of visits tracked against the various target audiences, more repeat visits, and measures of engagement.

## Strategic Priority #4

### Connect with educational leaders to develop active learning programs.

In practice, this means the South Frontenac Museum team will work closely with schools, colleges and universities, adult education programs, curators, pedagogical experts and other learning-oriented partners to align museum exhibits and programs with curriculum goals, standards, and with the interests of students and other learners.

- Research educational requirements, curriculum standards and teacher needs.
- Identify resources and program partnerships required.
- Develop formal partnerships with teachers and other key leaders in regional education systems.
- Develop programs to offer learning opportunities in the community/off-site (might be combined with promotional appearances or “pop-ups” at events).

*Initiatives led by:* The Board and/or Working Group.

*Timelines:* Exploratory discussions and planning work would be the priority for Year 1. Formal programs and implementation would follow.

*Measures of Success:* Well crafted and aligned exhibits and programs, supported by strong working relationships, that engage high numbers of students and adult learners. (Potential projects, for example, might feature Indigenous peoples or local Women’s Institutes.)



## Implementation Overview:

Strategy is activated through operational plans. South Frontenac Museum will develop annual workplans that respond to the future challenges and opportunities outlined in this document. This work will be led by the Board's executive.

The workplans will be expected to translate the board's strategic goals and objectives into ongoing activities and initiatives. These plans will provide more specific direction for the Museum's work and identify responsibilities and timelines — detailing who will do what by when.

A successful roll-out of this strategic plan will also depend on effective two-way communications to develop understanding of what it means — both for volunteers and members of the Museum as well as for the municipality, funders, community and museum partners.

Related best practices in the areas of change management, capacity building, and community and partner relations will also be employed.

As with any well-managed implementation, progress on these strategic priorities will be reviewed regularly. Operational plans will be updated when necessary (as will the strategic plan itself, as appropriate from time to time).

This will help ensure the South Frontenac Museum continues to anchor its activities in its mission and vision, adapt to the latest conditions and best practices, and respond effectively to circumstances as they may change through 2022 and beyond.

This planning project has been funded by the RTO9 Regional Tourism Organization and the Province of Ontario, the Township of South Frontenac, and the South Frontenac Museum Society.



SOUTH  
FRONTENAC



SOUTH FRONTENAC  
MUSEUM SOCIETY



## QUESTIONS FOR COUNCIL



**AGENDA DATE:** May 5, 2020

**SUBJECT:** Public Service Announcement – COVID 10 – Pandemic Community Questions

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**Do you have a pandemic related question for Council?**

**1. Submitted at Tuesday April 28th 2020 5:23 PM**

I am one of the public health resident physicians working at KFLA public health. I live in Inverary. Unfortunately our street does not have access to high speed fibre internet. It's available in our community and the next street over has access. This makes working from home very difficult. Does council have a plan to encourage WTC to extend the fibre lines by one street and provide better access to the community?

**Township Response:**

The Canadian Radio-television and Telecommunications Commission (CRTC), has released a Broadband Fund to provide funding support for providers wishing to “close the digital divide” in areas of the Country, particularly rural areas, where broadband access is limited. The Township has provided letters of support to companies who are making application to the fund in order to improve broadband access within South Frontenac.

<https://crtc.gc.ca/eng/internet/internet.htm>

The Eastern Ontario Regional Network (EORN) is a non-profit organization established by the Municipalities of Eastern Ontario which is dedicated to improving rural connectivity, supporting economic growth and enhancing quality of life. You can learn more about EORN's efforts to expand broadband into rural areas here: <https://www.eorn.ca/en/index.aspx>

**2. Submitted at Tuesday April 28th 2020 8:07 PM**

As times are tough for many and community resources like South Frontenac Community Services will see increases of use such as the food bank, is South Frontenac approving an increase in some funding being provided this year to assist with this very essential service?

**Township Response:**

Many organizations have experienced challenges associated with the COVID-19 pandemic. In response, the Township has deferred payments, waived interest and penalties, and taken other financial measures to ease the impact of the pandemic on all taxpayers including commercial and NFP property owners. This attempts to provide relief across the Township to all those affected.

The Township has been a financial supporter of South Frontenac Community Services for many years. In addition to funding which has been earmarked annually for SFCS (one of few organizations which has received a specific budget allocation annually) the Township provided additional financial support in each of the past two years (2019 and 2020) through an arrangement with the Kingston Kinsmen Dream Home Lottery.



## QUESTIONS FOR COUNCIL



The Township also considers applications from various organizations for community grants, a merit-based application process which allocates a set amount of funding for worthwhile community initiatives.

Council is not currently considering additional funding for any of these purposes. We are also mindful that there may be significant need for financial support across many other organizations and sectors, and that the Township is unable to provide support to all those in need.

### 3. Submitted at Tuesday April 28th 2020 8:07 PM

Due to state of emergency and not wanting to tie up fire departments, there is a burn ban in place.

The offer of the brush drop off, and opening dumps are only helpful if you have a vehicle to transport the yard waste.

Will we have to wait till the state of emergency is over before the burn ban is lifted? Or, could we have a day where twp truck could pick up yard waste? Twp employees might be able to work this into their schedule this year with them having a disruption to their regular workload.

Piles of paper products & yard waste is piling up, attracting rodents, and also a fire liability. Thanks so much for setting up this format & keeping us informed.

#### **Township Response:**

While part of the reason for the burn ban is to ensure sufficient fire department capacity for pandemic-related emergency response, cool, windy weather and dryness of brush continue to support enacting a ban. Even with a few days of recent rain, numerous large grass fires have had to be extinguished in the past few weeks.

The Ministry of Natural Resources and Forestry (MNRF) has also enacted a province-wide fire ban for its entire restricted fire zone which encompasses the entire northern portion of the Township including all of Bedford district and Frontenac Provincial Park. The Township has no discretion over this provincial ban.

Regular seasonal work has not subsided for public works personnel during the pandemic, and for various logistical reasons a separate residential yard waste door to door collection program is not possible at this time.

The Township recognizes the challenges posed by the fire ban and will begin to lift its restrictions at the earliest possible opportunity.

### 4. Submitted at Wednesday April 29th 2020 6:52 AM

When are you going to lift the total fire ban?

#### **Township Response:**

Part of the reason for the burn ban is to ensure sufficient fire department capacity for pandemic-related emergency response; however, cool, windy weather and dry conditions continue to support the need for a ban as well.

Natural, Vibrant and Growing – A Progressive Rural Leader



## QUESTIONS FOR COUNCIL



Even with a few days of recent rain, numerous large grass fires have had to be extinguished in the past few weeks.

The Ministry of Natural Resources and Forestry (MNR) has also enacted a province-wide fire ban for its entire restricted fire zone which encompasses the entire northern portion of the Township including all of Bedford district and Frontenac Provincial Park. The Township has no discretion over this provincial ban.

The Township recognizes the challenges posed by the fire ban and will begin to lift its own restrictions at the earliest possible opportunity.

### 5. Submitted on Wednesday April 29th 2020 10:43 AM

Do you have an idea of when the dog park will be opened up? Dog owners were practicing social distancing before things were closed down. If the boat ramps can be safely opened, surely the dog park can be.

#### **Township Response:**

The government of Ontario has enacted Ontario Regulation 104/20 which requires that all outdoor recreation amenities including dog parks be closed to the public at least until May 6, 2020 – unless that date is extended (again) by the Province. As such, the Township has no discretion in reopening the dog park at this time.

O.Reg 104/20 can be found here for your reference:  
<https://www.ontario.ca/laws/regulation/200104>

Boat Launches are not included in this order, and have been interpreted to fall under a separate essential services order which generally permits transportation-related infrastructure or infrastructure that is used to access individuals' residences to remain in operation. Notwithstanding, some other municipalities have elected to close their boat launches to the public.

### 6. Submitted at Wednesday April 29th 2020 5:16 PM

Hi I am curious why staff have decided to cancel committee of adjustment meetings? Why aren't we joining other municipalities and holding virtual meetings to ensure we can ensure things are still progressing. If we hold off then there will be considerable back log.

#### **Township Response:**

The Township elected to postpone only its April and May Committee of Adjustment meetings, as did many other municipalities, while we waited for guidance from the Province on acceptable ways of satisfying the public participation requirements of statutory public meetings so that decisions of the Committee could be deemed procedurally lawful.

Also, earlier Provincial directives suggested that appeal periods for any Committee of Adjustment decisions would not begin until the Provincial State of Emergency was lifted, which would prevent any decisions from taking effect.



## QUESTIONS FOR COUNCIL



The Township has since determined how it can comply with the public participation requirements of the Planning Act through electronic/virtual means and the Province has clarified that appeal periods can begin and conclude in the typical manner during the state of emergency. For these reasons, we are preparing to reconvene Committee of Adjustment in late May or Early June.

Notice of these meetings will be posted through the Township website and other usual avenues.

### 7. **Seen submitted at Thursday April 30th 2020 6:43 AM**

Will council spell out a policy on short-term cottage rentals? And explain a system for complaint/enforcement.

#### **Township Response:**

In response to the COVID-19 pandemic, the government of Ontario enacted an essential workplaces order (O. Reg 82/20 under the Emergency Management and Civil Protection Act which requires that short-term rental properties are only permitted to operate if they are providing longer-term residential accommodations. Typical short-term, transient/vacation-type accommodations are prohibited at this time. That order can be found [here](#) under schedule 3 s. 3.(1).

If you feel that a property is in contravention of this or any other Provincial emergency orders you can report it locally to Kingston Frontenac Lennox and Addington Public Health (KFL&APH) using the form on the following KFL&APH webpage: <https://www.kflaph.ca/en/healthy-living/covid-19-enforcement.aspx>

Notwithstanding the COVID-19 pandemic, the Township of South Frontenac is in the process of reviewing and updating its Official Plan which governs land use planning within the Township. Regulations for Short-term rentals typically begin with policies within an Official Plan followed by zoning by-law regulations and/or licensing requirements. Any policies or eventual regulations related to short-term rentals will be informed by public input, research, data collection and Council's direction.

**TOWNSHIP OF SOUTH FRONTENAC  
BY-LAW 2020-24**

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

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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 May 5, 2020 be confirmed.
2. Execution by the Mayor and the Clerk 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 5 day of May, 2020.

Read a first and second time this 5 day of May, 2020.

Read a third time and finally passed this 5 day of May, 2020.

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

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**Ron Vandewal, Mayor**

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**Angela Maddocks, Clerk**