Frontenac County Council Meeting
Wednesday, July 15, 2026, 09:00 AM
County of Frontenac Administration Building
2069 Battersea Road, Glenburnie, ON

Council will resolve into Closed Meeting and will reconvene as regular Council at 9:30 a.m.
Meeting YouTube link

1. Call to Order

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

2. Closed Session

2.1. Move into closed session

Resolved That Council resolve itself into Committee of the Whole closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Adoption of Closed Minutes of Meetings held June 16, 2026
2. Personal matters about an identifiable individual, including municipal or local board employees - as it relates to the Performance Appraisal of the Chief Administrative Office
3. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; - as it relates to the Howe Island Ferry

2.2. Return to Council

Resolved That Council rise from Committee of the Whole closed session with/without reporting

3. Approval of Addendum

4. Disclosure of Pecuniary Interest and General Nature Thereof

5. Adoption of Minutes

5.1. Minutes of Meeting held June 17, 2026

Resolved That the minutes of the regular Council meeting held June 17, 2026 be adopted.

26-06-17 Regular Council Minutes — Page 9

5.2. Minutes of Special Meeting held June 29, 2026

Resolved That the minutes of the special Council meeting held June 29, 2026 be adopted.

26-06-29 Special Council Meeting Minutes — Page 19

6. Delegations and or Presentations

7. Proclamations

8. Move into Committee of the Whole

That Council adjourn and meet as Committee of the Whole Council, with the Warden in the Chair.

9. Briefings

9.1. Monthly CAO Briefing

Mr. Kevin Farrell , Chief Administrative Officer, will provide County Council with his monthly CAO Briefing.

2026-07-15 CAO Monthly Report — Page 22

10. Unfinished Business

11. Consent Reports from the Chief Administrative Officer

12. Committee of Management of Fairmount Home

13. Recommend Reports from the Chief Administrative Officer

13.1. Report 2026-065 - Corporate Services Authorization to Replace Financial ERP System

Be It Resolved That Council authorize staff to proceed with the procurement of SylogistGov and implementation process through Endeavour Solutions for a replacement Financial Enterprise Resource Planning system;

And Further That staff include the operating costs, associated implementation costs, and transfer from reserves to offset the implementation costs, as part of the 2027 budget process.

[Report 2026-065 - Corporate Services Authorization to Replace Financial ERP System] Page 31

13.2. Report 2026-066 - Corporate Services Prudent Investor Standard for the County of Frontenac

Be It Resolved That staff be authorized to work with ONE Investment on the steps necessary to join the ONE Joint Investment Board as a participating municipality under the Prudent Investor Standard;
And Further That staff report back to Council with an appropriate Investment Policy, the ONE Joint Investment Board (ONE JIB) agreement, and an authorizing/enabling bylaw by September 16, 2026.
[Report 2026-066 - Corporate Services Prudent Investor Standard for the County of Frontenac] Page 34

13.3. Report 2026-069 - Corporate Services Restricted acts after Nomination Day Delegation of Authority to Chief Administrative Officer

Be it Resolved That By-law 2025-012, being by-law to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the *Municipal Act, 2001* , the *Planning Act* and other Acts, be amended to add Schedule C as follows:

4. That in addition to those delegations of authority listed in Schedule B provided to the Chief Administrative Officer, the Chief Administrative Officer, or their delegate, is delegated the authority to:Approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities.

That in addition to those delegations of authority listed in Schedule B provided to the Chief Administrative Officer, the Chief Administrative Officer, or their delegate, is delegated the authority to:

5. Approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities.
6. That upon the termination of this delegation of authority, the Chief Administrative Officer shall report to Council of any exercise of a power or duty delegated under this By-Law;

That the delegation of powers and authority under this By-Law will only take effect and be limited to the time that County Council is subject to the restricted acts under Section 275 of the *Municipal Act* .
[Report 2026-069 - Corporate Services Restricted acts after Nomination Day Delegation of Authority to Chief Administrative Officer] Page 54

13.4. Staff Briefing

Ms. Debbi Miller, Community Development Officer, will brief County Council on the Implementation Plan Healthcare in our Community report.
26-07-15 Healthcare Presentation Page 57

13.5. Report 2026-070 - Planning and Economic Development Update on the Implementation Plan Healthcare in our Community

Be It Resolved That County staff continue to lead, coordinate, and participate in the activities outlined in the Healthcare in Our Community Updated Implementation Plan,
And Further That staff by authorized to access funds from the Strategic Project Reserve for use with the NEST* program, as required, on an ongoing basis.
Report 2026-070 - Planning and Economic Development Update on the Implementation Plan Healthcare in our Community Page 67

13.6. Report 2026-072 - Replacement options for Bolton Creek Bridge and application to the Build Communities Strong Fund

Be It Resolved That the Council of the County of Frontenac authorize staff to apply to the Build Communities Strong Fund for the purpose of replacing the downstream Bolton Creek Bridge located at K and P Trail KM 85.2
And Further That the full project budget for the proposed bridge replacement, including County and partner contributions, be presented to County Council as part of the 2027 Budget deliberations
And Further That the Warden and Clerk be authorized to enter into an agreement with the Federal Economic Development Agency for Southern Ontario for the purpose of this funding program, should the application be successful, and the project approved as part of the 2027 budget process.
Replacement options for Bolton Creek Bridge and application to the Build Communities Strong Fund Page 76

14. Information Reports from the Chief Administrative Officer

14.1. Report 2026-067 - Frontenac Paramedics High Performance Resuscitation (HP CPR) Implementation

This report is for information purposes only.
Report 2026-067 - Frontenac Paramedics High Performance Resuscitation (HP CPR) Implementation Page 80

14.2. Report 2026-068 - Emergency and Transportation Services Community Paramedicine Program Information

This report is for information purposes only.
Report 2026-068 - Emergency and Transportation Services Community Paramedicine Program Information Page 83

14.3. Report 2026-071 - Corporate Services Passage of Bill 100 Better Regional Government Act, 2026

This report is for information purposes only.

Report 2026-071 - Corporate Services Passage of Bill 100 Better Regional Government Act, 2026 Page 86

15. Reports from Advisory Committees of County Council

15.1. Planning and Economic Development Advisory Committee - Report to Council

That the Report of the Planning and Economic Development Advisory Committee be received and adopted.The Planning and Economic Development Advisory Committee reports and recommends as follows:

Report 2026-060
Planning and Economic Development Municipal Accommodation Tax Feasibility Update
Be It Resolved That staff be directed to continue the Municipal Accommodation Tax feasibility review by undertaking the next phase of work outlined in Report 2026-035;
And Further That up to $21,500 be allocated from the Community Development Reserve to support the next phase of work, including a Tourism Economic Impact and Seasonal Analysis, continued project support, and the development of communications materials;
And Further That staff report back to the Planning and Economic Development Advisory Committee in Q2 2027 with findings, options, and recommendations prior to any future decision regarding implementation.

Report 2026-061
Planning and Economic Development Exploring Options for Trail-Oriented Accommodations
Be It Resolved That Planning and Economic Development Staff develop policy and regulatory options to support trail-oriented accommodation opportunities as described in report 2026-061.
And Further That staff be authorized to work with relevant Township staff, committees and councils to develop and implement these policies

2026-060 Municipal Accommodation Tax Feasibility Update Page 92
2026-061 Exploring Options for Trail-Oriented Accommodations Page 101

16. Return to Council

That Council revert from Committee of the Whole Council, to Council.

17. Adoption of the Report of the Committee of the Whole Council

That the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

18. Motions Notice of Which has Been Given

19. Giving Notice of Motion

20. Communications

That Council consent to the following communications of interest to Council listed below be received and filed:

1. From the Municipality of Shuniah regarding a Resolution concerning Hwy 11&17 Rest Stops
2. From the Municipality of Shuniah regarding a Resolution concerning its Opposition to FIPPA Changes
3. From the Municipality of Wawa regarding a Resolution concerning Finlay's Law and ER wait times
4. From the Municipality of Wawa regarding a Resolution concerning School Board Governance
5. From the Town of Petawawa regarding Resolution concerning Sustainable Provincial Grant Funding for Fire Services in Ontario
6. From the Town of Plympton-Wyoming regarding a Resolution concerning the Canada-Ontario Development Charge Reduction Program
7. From the Town of Smiths Falls regarding a Resolution to Support for Sustainable Provincial Grant Funding for Fire Services in Ontario
8. From the Township of Machar regarding a Resolution concerning its Opposition to Change to FIPPA
9. From the Township of McGarry regarding a Resolution concerning Highway 11 and 17 Rest Stops
10. From the Township of Terrace Bay regarding a Resolution of Support for Sustainable Provincial Grant Funding for Fire Services
11. From Prince Edward County regarding a Resolution concerning Reinstating the Requirements for Compliance under FIPPA
12. From the County of Peterborough regarding a Resolution concerning a Request for Provincial Action on the Accuracy of Municipal Voters Lists

13. From the Kingston Frontenac Public Library providing its Board Minutes of May 27 2026 meeting
14. From the Southeast Public Health providing its Response to Correspondence Regarding Surplus Municipal Contributions
15. From the Township of Assiginack regarding a Resolution concerning Highway 11 and 17 rest stations approved
16. From the Township of Assiginack regarding a Resolution concerning rural hospital funding approved
17. From the Township of Cramahe regarding a Resolution concerning a Request for Extension to Designate Heritage Properties
18. From Todd McCarthy, Minister of the Environment, regarding a letter on the Minister's Budget Direction under the Conservation Authorities Act
19. From the City of Mississauga regarding a Resolution concerning a provincial review of women and children experiencing intimate partner violence
20. From the Minister of Municipal Affairs and Housing regarding HOCs Parkland Regulation
21. From the Town of Caledon regarding a Resolution concerning Tick Borne Diseases
22. From the Township of North Stormont regarding a Resolution of support of the EOWC Call to Return to Property Tax Reassessment Cycle
23. From the Village of Burk's Falls regarding a Resolution concerning retention of the Cancer Clinic at Huntsville District Memorial Hospital
24. From Simcoe County regarding a Resolution concerning Intimate Partner Violence

21. Other Business

22. Bylaws General Bylaws and Confirmatory Bylaw

22.1. First and Second Reading

Resolved That leave be given the mover to introduce by-laws 1) through 3) that have been circulated to all Members of County Council and that by-laws 1) through 3) be read a first and second time.

22.2. Third Reading

Resolved That by-laws 1) through 3) be read a third time, signed, sealed and finally passed.

22.3. Bylaws

1. To amend By-law 2025-012 to delegate authority under Section 23.1 (1) of the Municipal Act to the Chief Administrative Officer to approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities (Proposed By-law 2026-019)
2. To authorize the Execution of an Agreement with the Federal Economic Development Agency for Southern Ontario for the Build Strong Communities Strong Fund should an application be successful
3. To confirm all actions and proceedings of County Council on July 17, 2026 (Proposed By-law 2026-021)

23. Adjournment

That the meeting hereby adjourn at

Meeting Minutes
Frontenac County Council Meeting
Wednesday, June 17, 2026, 09:00 AM
County of Frontenac Administration Building

Roll Call

Council Present

Warden B. Saunders, Deputy Warden R. Vandewal, Councillor F. Fowler, Councillor N. Gowdy, Councillor J. Greenwood-Speers, Councillor R. Leonard, Councillor G. Lichty

Staff Present (in-person)

Richard Allen, Manager of Economic Development
Jannette Amini, Manager of Legislative Services/Clerk
Sonya Bolton, Manager of Community Planning
Susan Brant, Administrator
Kevin Farrell, Chief Administrative Officer
Joe Gallivan, Director of Planning and Economic Development
Marc Goudie, Paramedic Chief/Director of Emergency Services
Alex Lemieux, Director of Corporate Services/Treasurer
Brieanna McEathron, Deputy Clerk

1. Call to Order

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

2. Closed Session

2.1. Move into closed session

Motion 084-26

Moved By: Councillor Fred Fowler

Seconded By: Councillor Nicki Gowdy

Resolved That Council resolve itself into Committee of the Whole closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Adoption of Closed Minutes of Meetings held May 20, 2026
2. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; - as it relates to the Howe Island Ferry
3. personal matters about an identifiable individual, including municipal or local board employee - as it relates to an employees remuneration

Motion Carried

2.2. Return to Council

Motion 085-26

Moved By: Councillor Judy Greenwood-Speers

Seconded By: Councillor Ray Leonard

Resolved That Council rise from Committee of the Whole closed session without reporting

Motion Carried

3. Approval of Addendum

4. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

5. Adoption of Minutes

Motion 086-26

Moved By: Councillor Gerry Lichty

Seconded By: Councillor Fran Smith

Resolved That the minutes of the regular Council meeting held May 20, 2026 be adopted.

6. Delegations and or Presentations

7. Proclamations

7.1. National Indigenous Peoples Day June 21, 2026

Motion 087-26

Moved By: Councillor Gerry Lichty

Seconded By: Councillor Fred Fowler

Whereas the Constitution of Canada recognizes the existing rights of the Indigenous peoples of Canada; and,

Whereas in the Constitution of Canada includes the indigenous peoples of Canada; and,

Whereas the Indigenous peoples of Canada have made and continue to make valuable contributions to Canadian society and it is considered appropriate that there be, in each year, a day to mark and celebrate these contributions and to recognize the different cultures of the Indigenous peoples of Canada; and,

Whereas many Indigenous peoples celebrate the summer solstice, which has an important symbolism within their cultures;

Therefore Be It Resolved That the Council of the County of Frontenac hereby proclaims June 21, 2026 as "National Indigenous Peoples Day" in Frontenac County.

Motion Carried

8. Move into Committee of the Whole

Motion 088-26

Moved By: Councillor Judy Greenwood-Speers

Seconded By: Councillor Ray Leonard

That Council adjourn and meet as Committee of the Whole Council, with the Warden in the Chair.

Motion Carried

9. Briefings

9.1. Monthly CAO Briefing

Mr. Kevin Farrell, Chief Administrative Officer, provided County Council with his monthly CAO Briefing.

9.2. Continuous Improvement Briefing

Ms. Kristy Elderhorst, Manager of Continuous Improvement provided County Coucil with a briefing on the County's KPI's and Balanced Score Card.

10. Unfinished Business

11. Consent Reports from the Chief Administrative Officer

12. Committee of Management of Fairmount Home

12.1. Move into Committee of Management of Fairmount Home

Motion 089-26

Moved By: Councillor Ray Leonard

Seconded By: Councillor Fran Smith

That Committee of the Whole Council adjourn and meet as Committee of Management of Fairmount Home, with the Warden in the Chair.

Motion Carried

12.2. Report 2026-059 - Fairmount Home Q1 Quarterly Update Report

This report is for information purposes only.

12.3. Return to Committee of the Whole Council

Motion 090-26

Moved By: Councillor Fran Smith

Seconded By: Councillor Fred Fowler

That the Committee of Management of Fairmount Home adjourn and revert back to Committee of the Whole Council.

Motion Carried

13. Recommend Reports from the Chief Administrative Officer

13.1. Auditors Briefing

Ms. Lori Huber, KPMG, presented County Council with the Audited Financial Statements.

See Recommend Reports from the Chief Administrative Officer, clause 13.2.

13.2. Report 2026-055 - Corporate Services 2025 County of Frontenac Audited Financial Statements

Motion 091-26

Moved By: Councillor Ray Leonard

Seconded By: Councillor Fred Fowler

Be It Resolved That the Council of the County of Frontenac approve the 2025 Audited Financial Statements of the Corporation of the County of Frontenac.

And Finally That the Council of the County of Frontenac approve the transfer of the year-end surplus of $649,333 to the Stabilization Reserve.

Motion Carried

13.3. Report 2026-057 - Emergency and Transportation Services Palace Road HVAC and Roofing Repairs

Motion 092-26

Moved By: Councillor Gerry Lichty

Seconded By: Councillor Nicki Gowdy

Be It Resolved That Council authorize staff to proceed with replacement of the ladder and railing at Palace Road as part of the planned roofing and HVAC repairs;

And Further That a one-time transfer of the County portion required to cover the ladder and railing installation be taken from the Frontenac County Asset Replacement Reserve.

Motion Carried

14. Information Reports from the Chief Administrative Officer

14.1. Report 2026-046 - Corporate Services 2025 Reserve and Reserve Funds

14.2. Report 2026-047 - Corporate Services 2025 County of Frontenac Investment Report

14.3. Report 2026-048 - Corporate Services 2026 Asset Management Plan Annual Update

14.4. Report 2026-049 - Corporate Services Change in Location of the Inaugural County Council Meeting

14.5. Report 2026-050 - Corporate Services Passage of Bill 9 Municipal Accountability Act and Amendments to the Municipal Act regarding Codes of Conduct

14.6. Report 2026-051 - Office of the CAO – 2025 Key Performance Indicators (KPIs) and Balanced Scorecard Update

14.7. Report 2026-052 - Emergency and Transportation Services Call Volume and Response Time Standards Update

14.8. Report 2026-053 - Emergency and Transportation Services PTSD Awareness Month

14.9. Report 2026-056 - Corporate Services 2026 First Quarter Financial Summary and Outlook

15. Reports from Advisory Committees of County Council

16. Return to Council

Motion 093-26

Moved By: Councillor Fran Smith

Seconded By: Councillor Judy Greenwood-Speers

That Council revert from Committee of the Whole Council, to Council.

Motion Carried

17. Adoption of the Report of the Committee of the Whole Council

Motion 094-26

Moved By: Councillor Fred Fowler

Seconded By: Councillor Gerry Lichty

That the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

Motion Carried

18. Motions Notice of Which has Been Given

19. Giving Notice of Motion

20. Communications

That Council consent to the following communications of interest to Council listed below be received and filed:

1) From the Municipality of Morris-Turnberry regarding a Resolution concerning the Conservation Authority Consolidation and Future Funding
2) From the Municipality of Shuniah regarding a Resolution regarding a Resolution concerning a review of the provincial-municipal fiscal framework
3) From the Municipality of Wawa regarding a Resolution to Request concerning Provincial School Board Governance Consultation Process
4) From the Town of Deep River regarding a Resolution in Opposition to the ALTO High-Speed Rail Project in its Current Form
5) From the Town of Halton Hills regarding a Resolution concerning a review of the provincial-municipal fiscal framework
6) From the Town of Parry Sound regarding a Resolution of Support concerning the call for a review of the provincial-municipal fiscal framework
7) From the Township of Brudenell, Lyndoch and Raglan regarding a Resolution in Opposition to the ALTO High-Speed Rail Project in its Current Form
8) From the Ontario Provincial Conservation Agency providing updates on the regional consolidation of Conservation Authorities
9) From the Town of Plympton-Wyoming Regarding a Resolution concerning Sustainable Provincial Grant Funding for Fire Services in Ontario
10) From the Township of Armour regarding a Resolution concerning rest stops and service areas along Highways 11 and 17

11) From the County of Prince Edward regarding a Resolution concerning the Better Regional Governance Act
12) From the County of Prince Edward regarding a Resolution Sustainable Funding for Public Health Units
13) From the Kingston Frontenac Public Library providing its Board Minutes of April 22 2026
14) From the Municipality of Grey Highlands regarding a Resolution concerning Changes to FIPPA
15) From the Municipality of Grey Highlands regarding a Resolution in regard to extending the deadline for issuing notices of Intention to Designate for properties listed on municipal heritage
16) From the Municipality of North Grenville regarding a Resolution concerning Traffic Calming
17) From the Municipality of Wawa regarding a Resolution for Integrated Living and Participation Model for Adults with Developmental Disabilities
18) From the Municipality of Wawa regarding a Resolution of Support for Sustainable Provincial Grant Funding for Fire Services in Ontario
19) From the Municipality of Wawa regarding a Resolution to Request for Provincial Legislation Amendments, Health and Safety Concerns
20) From the Town of Georgina regarding a Resolution concerning the Legislative Amendments for the safety of municipal workers and contractors
21) From the Town of Grimsby regarding a Resolution on Municipal Heritage Register Extension
22) From the Town of Iroquois Falls regarding a Resolution concerning the implementation of Ontario Regulation 343-22 Firefighter Certification
23) From the Town of Northeastern Manitoulin and the Islands regarding a Resolution on Provincial Health Care Spending
24) From the Township of Clearview regarding a Resolution concerning Vacant Commercial Storefront Tax
25) From the Village of Merrickville Wolford regarding a Resolution concerning OPP Detachment Board Resolution of Support
26) From the Town of Parry Sound regarding a Resolution to Request that the Province consult prior to changing school board governance
27) From the EOWC providing its June 2026 Newsletter
28) From the Municipality of South Huron regarding a Resolution in support of Sustainable Provincial Grant Funding for Fire Services in Ontario

29) From the Municipality of St. Charles regarding a Resolution of support for the North eastern Manitoulin & The Islands Resolution concerning chip and tar surface treatement
30) From the Township of Frontenac Islands regarding a Resolution Requesting a Howe Island County Ferry Evacuation Drill

21. Other Business

22. Bylaws General Bylaws and Confirmatory Bylaw

22.1. First and Second Reading

Motion 095-26

Moved By: Councillor Nicki Gowdy

Seconded By: Councillor Judy Greenwood-Speers

Resolved That leave be given the mover to introduce by-law 1) that has been circulated to all Members of County Council and that by-law 1) be read a first and second time.

Motion Carried

22.2. Third Reading

Motion 096-26

Moved By: Councillor Ray Leonard

Seconded By: Councillor Gerry Lichty

Resolved That by-law 1) be read a third time, signed, sealed and finally passed.

Motion Carried

22.3. Bylaws

1) To confirm all actions and proceedings of County Council on June 17, 2026

23. Adjournment

Motion 097-26

Moved By: Councillor Fred Fowler

Seconded By: Councillor Fran Smith

That the meeting hereby adjourn at 10:30 a.m.

Motion Carried

Bill Saunders, Warden	Brieanna McEathron, Deputy Clerk

Meeting Minutes
Frontenac County Council Meeting
Monday, June 29, 2026, 12:00 PM
County of Frontenac Administration Building

Roll Call

Council Present

Warden B. Saunders, Deputy Warden R. Vandewal, Councillor N. Gowdy, Councillor R. Leonard, Councillor G. Lichty, Councillor F. Smith

Council Absent

Councillor F. Fowler, Councillor J. Greenwood-Speers

Staff Present (in-person)

Kevin Farrell, Chief Administrative Officer
Marc Goudie, Paramedic Chief/Director of Emergency Services
Alex Lemieux, Director of Corporate Services/Treasurer

1. Call to Order

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

2. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

3. Recommend Reports from the Chief Administrative Officer

3.1. Report 2026-064 - Emergency and Transportation Services Procurement of Electronic Patient Care Record (ePCR) Software

Motion 098-26

Moved By: Deputy Warden Ron Vandewal

Seconded By: Councillor Fran Smith

Be It Resolved That the Council of the County of Frontenac authorize the procurement of the recommended electronic patient care record (ePCR) software.

And Further That funds be drawn from the Stabilization Reserve for the implementation costs and first year software costs, and training costs be absorbed in the operational budget.

Motion Carried

4. Bylaws General Bylaws and Confirmatory Bylaw

4.1. First and Second Reading

Motion 099-26

Moved By: Councillor Nicki Gowdy

Seconded By: Councillor Ray Leonard

Resolved That leave be given the mover to introduce by-law 1) that has been circulated to all Members of County Council and that by-law 1) be read a first and second time.

Motion Carried

4.2. Third Reading

Motion 100-26

Moved By: Councillor Nicki Gowdy

Seconded By: Councillor Ray Leonard

Resolved That by-law 1) be read a third time, signed, sealed and finally passed.

Motion Carried

4.3. Bylaws

1. To confirm all actions and proceedings of County Council on June 29, 2026

5. Adjournment

Motion 101-26

Moved By: Councillor Gerry Lichty

Seconded By: Councillor Fran Smith

That the meeting hereby adjourn at 12:03 p.m.

Motion Carried

Bill Saunders, Warden	Brieanna McEathron, Deputy Clerk

Administrative Report

July 15, 2026

Report 2026-07

FRONTENAC

CAO Schedule Highlights – July

- Special Council Meeting – June 29
- EOWC Health Care Working Group – June 30
- MTO, Township, and County Partnership meeting – July 8
- Ministers, MPP, MPs visit to Frontenac sites – July 10
- County of Frontenac New Hire Orientation – July 13
- Frontenac County Council – July 15
- Old House Staff Meeting – July 16
- EOWC Board Meeting – July 17
- County / City of Kingston Meeting – July 22
- MTO, Township, and County Meeting – July 27

FRONTENAC

Human Resources Update – Key Activity

Recruitment:

- As of July 1, 2026 – **219 postings**
- Offer out and accepted for the temporary full-time GIS Specialist
- 3 permanent Part Time Ferry Operators have accepted offers – will commence when cleared
- Fairmount Home – recruitment ongoing for casual positions

Labour Relations:

- OPSEU bargaining – Dates confirmed – September 15 & 16, 2026
- Mediations & Arbitrations - 5 OPSEU scheduled in 2026, 2 CUPE to be scheduled
- Supported and resolved 1 of 2 investigations

FRONTENAC

Frontenac Paramedics

Pride Parade

Frontenac Paramedic volunteers helped celebrate Pride Month, attending the Kingston Pride Parade on June 13th.

Bike Team

An eventful June saw our paramedics first Bike Team events, with a working presence at both the Pride Parade and FIFA World Cup Tour event in Kingston.

FRONTENAC

Frontenac Paramedics (2)

PTSD Awareness Day

On June 27th we recognized PTSD Awareness Day, bringing attention to Post Traumatic Stress Injuries and their effects on wellbeing.

Peer Support Dog Pilot Program

Frontenac Paramedics are running a pilot program as part of ongoing wellness and PTSI prevention efforts, bringing a trained peer support dog to bases for regular visits.

Say hello to Maverick!

FRONTENAC

Fairmount Home Butterfly Release

FRONTENAC

Communications Update – June

Website Pageviews	
FrontenacCounty.ca	15,559
VisitFrontenac.ca	8,423
FrontenacMaps.ca	6,872
EngageFrontenac.ca	6,102
Civic Web Calendar	NR

Social Media Engagement	
County Facebook & Instagram	23,762
County X Twitter	30
County Youtube	1,515
County LinkedIn	1,107
FPS X Twitter	108
Visit Frontenac Facebook & Instagram	565
Fairmount Facebook	7,620
K&P Trail Facebook Group	1,186
H.I. Ferry X Twitter	20

Total engagements in September	72,869
Change from May 2026	15
Change from June 2025	30

Economic Development

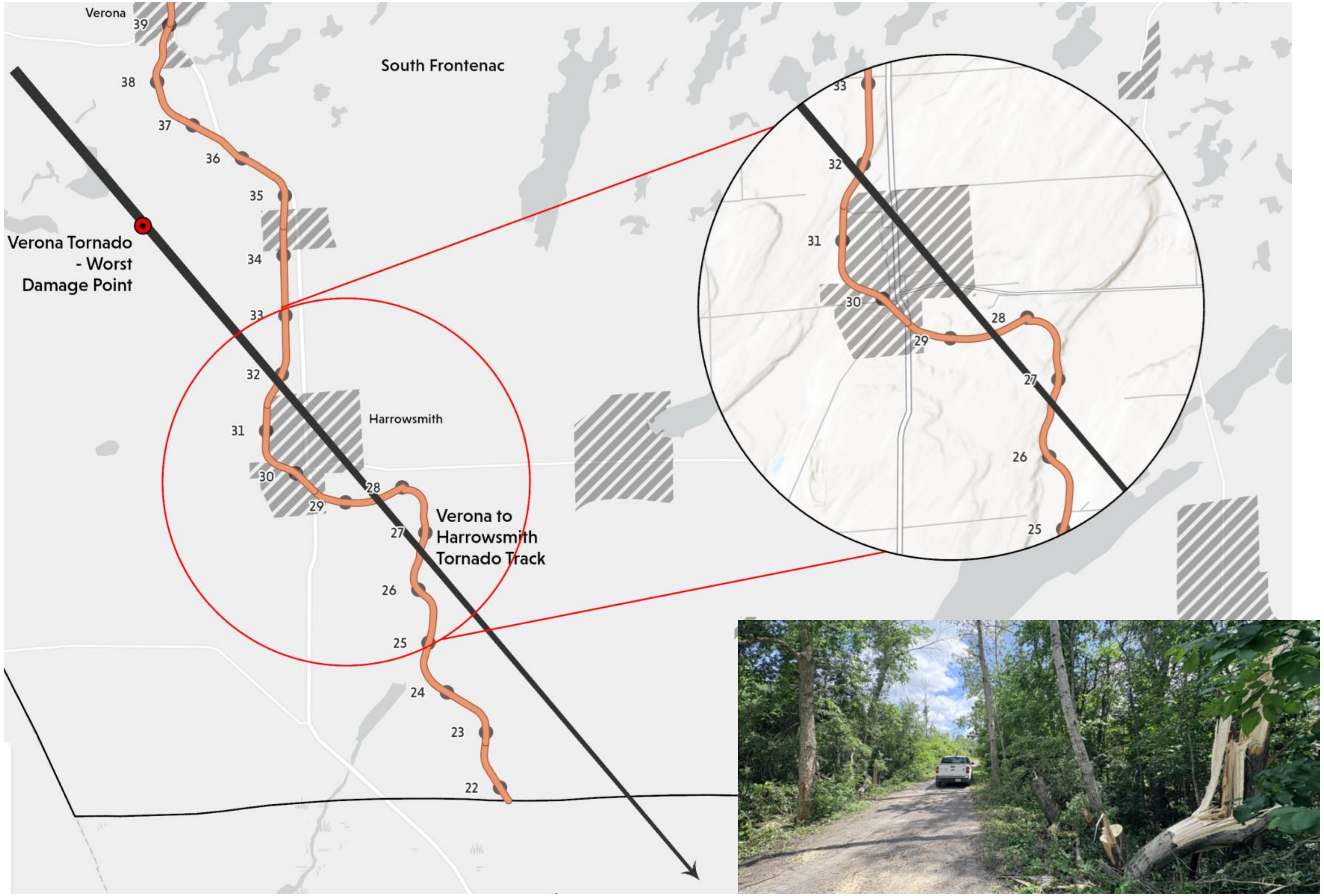
Upcoming Events

Business Networking Event
August 12, 4:00 – 6:00 PM
Co-hosted with Dutch Spice Mill
at Bellrock Community Hall

Eastern Ontario Rail Trail Loop
Bicycle Friendly Business Workshop
September 15, 9:00 – 11:00 AM
Kick & Push Brewery - Presented in
partnership with Ontario by Bike

FRONTENAC

K&P Trail: June 30 Tornado



FRONTENAC

Report 2026-065

Council Recommend Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Alex Lemieux, Director of Corporate Service/Treasurer

Date of meeting: July 15, 2026

Re: **Corporate Services Authorization to Replace Financial ERP System**

Recommendation

Be It Resolved That Council authorize staff to proceed with the procurement of SylogistGov and implementation process through Endeavour Solutions for a replacement Financial Enterprise Resource Planning system;

And Further That staff include the operating costs, associated implementation costs, and transfer from reserves to offset the implementation costs, as part of the 2027 budget process.

Background

The County of Frontenac currently uses the Microsoft Dynamics GP (formerly Great Plains) software for financial reporting. Microsoft Dynamics GP is a widely used financial Enterprise Resource Planning (ERP) software in the municipal environment, with an estimated 60% of all Canadian municipalities using the software as of the end of 2024.

On September 25, 2024, Microsoft Corporation announced that Microsoft GP will no longer be supported as of December 31, 2029.

Comment

Our financial ERP system is a critical piece of our business infrastructure. The County's financial software supports virtually all financial transactions and reporting activities and is relied upon to be secure, reliable, and compliant with legislative and audit requirements.

Given the significant number of municipalities needing to transition to a new ERP, service providers are currently booking into 2027 for implementation. Preliminary estimates for implementation timelines range from 7 to 12 months from time of execution of the contract.

Staff have viewed demonstrations and have reviewed quotations for four different financial providers which specialize in municipal ERPs. Staff's preferred choice is SylogistGov, a municipal, Canadian-focused, ERP powered by Microsoft Business Central.

- Migrating from Microsoft Dynamics GP ERP to SylogistGov SaaS Cloud-ERP is a natural evolution and migration path recommended by Microsoft Canada.

- Existing Microsoft cloud-based services, including Microsoft 365, Active Directory, Role-Based Security, Microsoft Teams, and Outlook all work seamlessly with SylogistGov.

- All core functionality from the legacy program (Microsoft Dynamics GP) has been retained, while added features and integration within the Microsoft 365 suite of programs should lead to greater efficiencies for transaction processing and financial reporting within SylogistGov.

- SylogistGov ERP is hosted by Microsoft within one of their global Azure data centres in Canada, keeping data storage within a Canada-only Tenant while providing enhanced enterprise-grade cyber security and threat protection.

- In staff's opinion, SylogistGov is the most intuitive and functional mid-market financial ERP program available.

Endeavour Solutions has been selected through an RFP process by the Canoe Procurement Group as a preferred vendor for the implementation and supply of SylogistGov. The County of Frontenac would be leveraging the preferential pricing through Canoe to engage Endeavour Solutions to implement SylogistGov.

In order to book a slot to transition for 2027, the County will likely need to enter into an agreement with a provider before the end of the summer. Delaying the procurement process could reduce availability of implementation partners, increase project costs, and create unnecessary operational risks, including a reduced level of support from the legacy service provider as the 2029 support deadline approaches.

Privacy Implications

The County's financial reporting system does not collect personal information. As such, a Personal Impact Assessment (PIA) is not required. It should be noted that business information, such as name and contact information, is not considered personal information under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

Strategic Priority Implications

- Ensure efficient and responsible financial management of County resources.

Financial Implications

One-time implementation costs could range from $120,000 to $150,000 based on estimates. Staff recommend that these implementation costs be funded from reserves.

From a cash flow perspective, operating costs would begin to be incurred in 2027 once implementation was underway and would be built into the 2027 budget. The combined operating costs for hosting and licensing for SylogistGov would be $70,000 per year.

The budgeted support costs for Microsoft GP were $28,000 for 2026, with a further $20,000 per year incurred in server costs. The support contract for Microsoft GP runs from October – September. It is hoped that with an efficient and successful implementation from a new provider, that the support costs can be avoided beyond September 2027.

Organizations, Departments and Individuals Consulted and/or Affected

Phil Piasetzki, Deputy Treasurer
David Millard, Manager of Information Services

Report 2026-066

Council Recommend Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Alex Lemieux, Director of Corporate Services/Treasurer

Date of meeting: July 15, 2026

Re: **Corporate Services Prudent Investor Standard for the County of Frontenac**

Recommendation

Be It Resolved That staff be authorized to work with ONE Investment on the steps necessary to join the ONE Joint Investment Board as a participating municipality under the Prudent Investor Standard;

And Further That staff report back to Council with an appropriate Investment Policy, the ONE Joint Investment Board (ONE JIB) agreement, and an authorizing/enabling bylaw by September 16, 2026.

Background

In 2019, the Province of Ontario introduced the Prudent Investor Standard, providing municipalities with a broader and more flexible investment framework designed to improve long-term, risk-adjusted returns. Under this model, municipalities may invest in any asset a “prudent person” would consider appropriate, given their circumstances.

To participate, a municipality must delegate the management of its money not required immediately (MNRI), as defined in its Council-approved investment policy, to an external professional investment board. The ONE Joint Investment Board is the only approved professional investment board for municipalities unable to create their own boards.

Comment

Ontario municipalities currently have two investment frameworks available: the traditional Legal List approach and the optional Prudent Investor Standard. The County's investment holdings are currently under the Legal List framework and held between corporate debt and high interest savings accounts.

Current Legal List Framework

The Legal List framework (under the Municipal Act, 2001 and O. Reg. 438/97) restricts municipalities to prescribed low-risk investments, including government debt, bank instruments, certain corporate debt, and limited equity exposure through approved municipal investment programs.

Advantages:

- Strong emphasis on capital preservation.
- Simple governance structure.
- Low investment volatility.

Limitations:

- Restricted investment options reduce diversification.
- Portfolios are often concentrated in fixed income investments.
- Lower long-term return potential may not keep pace with inflation.
- Canadian markets represent only a small portion of global investment opportunities.

Prudent Investor Standard

Introduced for Ontario municipalities in 2019, the Prudent Investor Standard allows broader investment authority, provided investments are managed with the care, skill, diligence, and judgment expected of a prudent investor.

Key considerations include:

- Economic conditions and inflation impacts.
- Portfolio diversification.
- Liquidity requirements.
- Long-term return objectives.
- Capital preservation and growth needs.

Funds classified as Money Not Required Immediately (MNRI) may be managed under this framework through an approved investment board. MNRI is defined by the municipality through its investment policy and is usually defined as funds not required for the next two to three years.

Benefits of Prudent Investing

The Prudent Investor Standard enables municipalities to build more diversified portfolios across asset classes, sectors, and geographic markets.

Potential benefits include:

- Improved risk-adjusted returns over the long term.
- Greater diversification and reduced reliance on Canadian fixed income markets.
- Professional investment oversight and expertise.
- Better alignment between investment strategy, asset management, and long-term financial planning.

Governance Considerations

Municipalities adopting the Prudent Investor Standard must transfer management of MNRI funds to an investment board or joint investment board.

While Council retains control through the investment policy (including risk tolerance, objectives, and liquidity requirements), the investment board is responsible for implementing the investment plan and providing oversight.

Establishing a standalone investment board requires significant resources, and to be eligible, a municipality must have either $100,000,000 in MNRI, or $50,000,000 in net financial assets. The County of Frontenac would not be eligible for a standalone investment board.

Recommended Approach: ONE Joint Investment Board (ONE JIB)

The ONE Joint Investment Board (ONE JIB) provides a cost-effective alternative by allowing municipalities to access the Prudent Investor Standard through a shared governance model.

ONE JIB provides:

- Professional investment management.
- Experienced investment and municipal finance expertise.
- Required governance structure.
- Investment policy and implementation support.
- Access to diversified investment portfolios.

Risks and Considerations

The Prudent Investor Standard does not guarantee higher returns. Expanded investment flexibility introduces exposure to broader market risks, and outcomes depend on investment management decisions and market conditions.

However, adopting the Prudent Investor Standard would provide the municipality with a more flexible and strategic investment approach, supporting long-term financial sustainability. Participation through ONE JIB offers a practical and cost-efficient method to achieve professional investment management, enhanced diversification, and improved risk-adjusted return potential.

Should Council provide direction to pursue the Prudent Investor Standard, staff will work with ONE Investment and report back to Council with an appropriate Investment Policy, the ONE Joint Investment Board (ONE JIB) agreement, and an authorizing/enabling by-law by September 16, 2026.

Further details on the ONE Joint Investment Board and the Prudent Investment Standard can be found within the appendices below.

Attachments

- Appendix A – ONE Joint Investment Board Reference Document
- Appendix B – Risk Adjusted Returns
- Appendix C – Comparison of Investment Options

Strategic Priority Implications

- Ensure efficient and responsible financial management of County resources.

Financial Implications

Expected returns (Appendix A – Table 3) based on modelled expected returns of ONE offerings estimate an average annual return of 5.2%. For reference, the benchmark yield on a Government of Canada 5-year bond as of June 29, 2026 is 3.00%.

There is no upfront cost for municipalities to join the ONE Joint Investment Board (ONE JIB). Ongoing expenses consist of investment management fees and governance-related oversight.

Investment management fees are tiered based on the total assets managed through ONE JIB. As additional municipalities participate, economies of scale may reduce overall fee levels for all members. The ONE Governance Fee—covering program administration and Joint Investment Board oversight—is also tiered according to each municipality's assets under management.

Organizations, Departments and Individuals Consulted and/or Affected

ONE Investment – Joint Investment Board

Appendix A – ONE Joint Investment Board Reference Document

Investment and Reserves

In this report, the terms *reserves* and *reserve funds* are used interchangeably.

Municipal reserves support both short-term cash flow management and medium to long-term financial obligations. These include the rehabilitation of existing infrastructure (asset management), growth-related capital projects, long-term employee-related obligations, and other strategic financial requirements.

Municipalities may invest reserve balances to generate returns. These investment earnings help offset pressures on property taxes and user fees. For example, since many capital projects are budgeted in current dollars, investment income can help mitigate inflationary impacts as projects progress from planning to construction. In some cases, investment returns may also be used to directly support operating expenditures.

As of year-end 2025, the municipality holds $27,082,935 in reserves and reserve funds. A high-level summary is provided in *Table 1*.

Table 1: Reserve and Reserve Fund Balances

Category	2025 Actual ($)
Operating Reserves	10,954,314
Capital Asset Reserves	10,234,098
External Agency Reserves	621,785
Strategic Regional Reserves	1,307,861
Stabilization Reserve	2,576,713
Legally Restricted Reserves	220,426
Obligatory Reserves (CCBF and OCIF)	1,167,738
Total	**27,082,935**

In 2019, amendments to the *Municipal Act, 2001* (Section 418.1) and *O. Reg. 438/97* expanded municipal investment options. Municipalities may now continue using the traditional “Legal List” framework or adopt the Prudent Investor Standard, allowing for a broader and more flexible investment strategy.

Legal List

The *Legal List* is the standard investment authority for all Ontario municipalities. Established under Section 418 of the *Municipal Act* and Part 1 of *O. Reg. 438/97*, it outlines a narrow range of permissible, lower-risk investment options. Eligible investments include:

- Government-issued debt
- Bank and financial institution debt, deposit receipts, and notes
- Corporate debt
- Canadian equities and longer-term corporate bonds, through ONE Investment
- A limited selection of asset-backed securities

All investments must meet prescribed credit ratings and other requirements; if an instrument is not included on the Legal List, municipalities may not invest in it. This framework supports the primary objective of capital preservation, while requiring consideration of inflation and long-term value.

Table 2 summarizes the municipality's current Legal List holdings, including all interest-bearing bank accounts as of the end of 2025.

Table 2: Legal List Holdings by Account

Account	2025 Actual ($)
CIBC Wood Gundy, Investment Account	18,142,575
TD Bank, Chequing Accounts	15,116,621
National Bank, High Interest Savings Account	5,242,669
TD Bank, CCBF Account	1,307,861
Total	**39,520,577**

While the Legal List provides a conservative and secure approach, its restrictive nature can result in lower returns over the longer term, which may not keep pace with inflation under certain market conditions.

Prudent Investor Standard - Overview

The optional Prudent Investor Standard removes the restrictions of the traditional "Legal List" framework and allows municipalities to invest in a broader range of assets, provided they exercise the care, skill, diligence, and judgment that a prudent investor would apply.

Originally introduced through Ontario pension fund reforms and incorporated into the *Ontario Trustee Act* in 1999, the Standard was extended to municipalities in 2019 through Part 2 of O. Reg. 438/97. This change enables municipalities to pursue higher risk-adjusted returns over the long term by building more diversified investment portfolios.

To comply with the Prudent Investor Standard, municipalities must consider a series of factors when planning investments, including:

- Overall economic conditions
- Potential impacts of inflation or deflation
- The role of each investment within the broader portfolio
- Expected total returns, including income and capital appreciation
- Requirements for liquidity, income stability, and capital preservation or growth

Municipalities must also ensure appropriate portfolio diversification and seek advice that a prudent investor would reasonably obtain in similar circumstances.

Under the *Municipal Act* framework, the management of Money Not Required Immediately (MNRI), as defined in the Council-approved Investment Policy, must be delegated to an external investment board. Investments outside the MNRI definition would continue to fall under the Treasurer's oversight within the Legal List structure.

Municipalities may establish their own investment board (subject to eligibility criteria), collaborate with other municipalities to form a joint investment board, or join an existing board. The Cities of Toronto (2019), Barrie (2020), and Ottawa (2024) have each created independent boards.

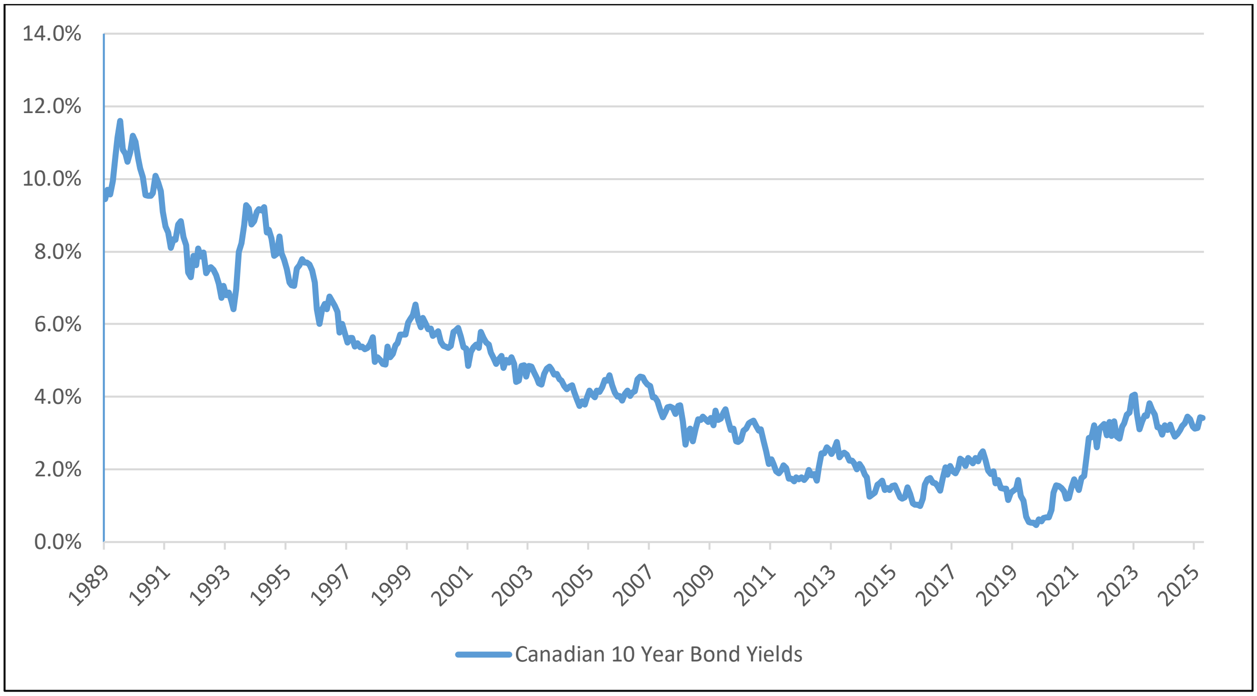
In 2020, ONE Investment launched Ontario's first Joint Investment Board (ONE JIB) with six founding municipalities: Town of Bracebridge, Town of Huntsville, Town of Innisfil, City of Kenora, District Municipality of Muskoka, and Town of Whitby. This model provides municipalities of all sizes with a practical avenue to access the Prudent Investor Standard without creating their own board. As of May 31, 2026, ONE JIB serves 21 municipalities as a joint municipal services board.

Discussion

Limitations to the Legal List

The Legal List framework restricts municipalities to a narrow range of very low-risk investments, prioritizing capital preservation but limiting opportunities for higher returns. As a result, municipal portfolios have historically been concentrated in fixed-income securities. While these assets offer stability and predictable income, overall returns have fluctuated due to long-term declines in Canadian interest rates, which have reduced yields available on fixed income. *Chart 1* illustrates the steady decline in Canadian 10-year government bond yields over the past 35 years.

Chart 1: Historic Canadian 10-Year Bond Yields



Under the Legal List, municipalities may also invest in Canadian equities and longer-term corporate bonds, however, this exposure is only available through ONE Investment's Canadian Equity Portfolio and Corporate Bond Portfolio, as permitted by the *Municipal Act*.

Overall, the limited investment options under the Legal List constrain both return potential and diversification. With Canada representing only about 3% of global investment markets, broadening the investment universe—such as under the Prudent Investor Standard—can significantly improve diversification, enhance risk-adjusted returns, and support capital preservation. Additional detail on risk-adjusted performance and capital protection is provided in ***Appendix B***.

Benefit of the Prudent Investor Standard

The Prudent Investor Standard enables municipalities to access a broader range of investment opportunities, supporting the creation of well-diversified portfolios designed to achieve stronger long-term returns. This approach recognizes that, over extended time horizons, economic fundamentals and international diversification help stabilize performance and protect investors.

Transitioning to the Prudent Investor Standard allows the municipality to achieve higher risk-adjusted returns than would be feasible under the more restrictive Legal List framework. These enhanced returns better support the municipality's financial sustainability and long-term asset management needs.

Municipalities also benefit from professional investment expertise, more rigorous oversight of investments, and the use of an independent investment board with a fiduciary duty to act in the municipality's best interest.

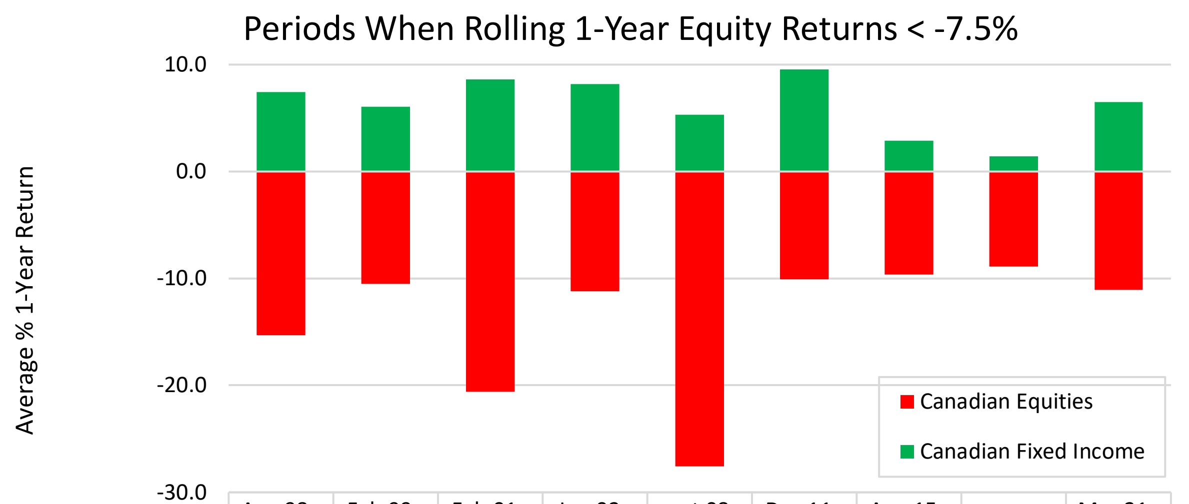
Managing Risk Through Diversification

A key measure in evaluating investment portfolios is *risk-adjusted return*, which reflects the level of return achieved relative to the risk taken. While diversification cannot eliminate risk, it does reduce exposure to any single market event. Under the Prudent Investor Standard, a municipality's portfolio reflects their unique risk tolerance.

Portfolios concentrated in similar securities are more vulnerable to losses from a single adverse event. Research consistently shows that, over longer investment horizons, diversification across asset classes, markets, and sectors helps manage overall portfolio risk. By diversifying across asset classes and markets, a municipality can better protect the portfolio from significant declines and mitigate short-term volatility.

Chart 2 illustrates this effect by comparing Canadian equities and Canadian fixed-income returns from 1995 to 2025 during periods when equities declined by at least 7.5% on a one-year rolling basis. In each of the nine periods when equity markets experienced such declines, fixed-income investments delivered positive returns, helping offset losses. While joint negative performance can occur—as seen in 2022 when both equities and bonds fell—fixed-income returns typically rise during more significant equity downturns.

Chart 2: Offsetting effect of portfolio diversification by asset class



	Aug 98 - Oct 98	Feb 99 - May 99	Feb 01 - Jan 02	Jun 02 - May 03	sept 08 - Aug 09	Dec 11 - Jul 12	Aug 15 - Apr 16	Dec 18	Mar 21 - Apr 21
Canadian Equities	-15.3	-10.5	-20.6	-11.2	-27.6	-10.1	-9.6	-8.9	-11.0
Canadian Fixed Income	7.4	6.1	8.6	8.2	5.3	9.5	2.9	1.4	6.5

The Prudent Investor Standard also enables geographic diversification. Returns from global equities and bonds are influenced by different economic drivers than those in Canada. Because Canada's market and economy are heavily influenced by commodity cycles, international diversification provides exposure to economies driven by different factors, helping to reduce the portfolio's overall sensitivity to any one sector.

Investing Under the Prudent Investor Standard

All Ontario municipalities may adopt the Prudent Investor Standard. The approach available to a municipality depend on its ability to meet the legislative requirements for establishing an investment board and whether creating a standalone board is financially practical. These requirements, including eligibility criteria and governance expectations, are outlined in Part II of *O. Reg. 438/97*.

Municipalities that meet the financial eligibility criteria have the broadest governance options. A standalone investment board may be established if either of the following conditions is met:

- The Treasurer determines that the municipality has at least $100 million in money and investments not required immediately; or
- The municipality has $50 million in net financial assets, as reported in Schedule 70 of its most recent Financial Information Return.

Municipalities that do not meet these thresholds must invest through an existing Joint Investment Board or create a new Joint Investment Board (with other municipalities). Currently, Toronto, Barrie, and Ottawa are the only municipalities with standalone investment boards. ONE Investment currently operates the only Joint Investment Board, which is open to all municipalities and does not require a minimum investment. The Joint Board manages more than $3 billion on behalf of 21 municipalities.

Municipalities adopting the Prudent Investor Standard must transfer control and management of their Money Not Required Immediately (MNRI) to an investment board or joint investment board under section 418.1 of the *Act*. This requirement ensures that investment decisions under the expanded Prudent Investor authorities are made by qualified external experts.

Money Not Required Immediately (MNRI)

The Prudent Investor Standard applies only to funds classified as MNRI.

Neither the *Act* nor its regulations define MNRI, providing municipalities with flexibility in establishing their own criteria. Most municipalities currently use a time-based definition, generally identifying MNRI as funds not required for at least two or three years.

Alternative approaches may also be used. Municipalities may define MNRI based on the source of funds—such as specific reserves, or on the intended purpose of the funds, including future capital projects. Each municipality determines its definition through its Council-approved investment policy.

Funds that do not meet the municipality’s definition of MNRI remain under the Treasurer’s care and control in accordance with the Legal List framework.

Investment Board Structure and Municipal Council

The requirement for an investment board or joint investment board is set out in section 17 of *O. Reg 438/97*. The structure shares some of the features with governance structures found in the pension sector.

A municipality (or the participants of a joint investment board) are free to determine the size of the investment board and the qualifications of its members. Council members and municipal staff cannot be members of the investment board, except for the municipal treasurer. Municipal treasurers cannot constitute more than 25% of the members of a joint investment board.

Despite this structure, Council retains ultimate control by providing direction to the investment board or joint investment board through the Council approved investment policy. The investment policy must define MNRI, and explain the municipality’s investment objectives, risk tolerance, need for liquidity, and any other relevant matters.

The investment board or joint investment board must then develop and approve an investment plan that conforms to the municipality’s investment policy and will include the input of the treasurer.

The *Municipal Act* requires that Council review its investment policy at least annually, and update it as required. The investment plan must also be reviewed/updated at least annually by the investment board or joint investment board, following Council's review of its investment policy, to ensure continued compliance. The investment board is also required to provide an annual investment declaration to Council that must include, among other things, a statement as to whether all investments are compliant with the investment policy and the investment plan.

Investment boards are municipal service boards under the *Municipal Act*, and they are governed by the procedural requirements of the Act (sections 194 to 202). All the services needed to support a municipal service board would similarly need to be provided to an investment board (e.g., committee secretary, integrity commissioner, closed meeting support, etc.).

Joining the ONE Joint Investment Board (ONE JIB)

Established in 2020 by six founding municipalities, the ONE Joint Investment Board (ONE JIB) provides an accessible mechanism for Ontario municipalities to invest under the Prudent Investor Standard. Municipalities that do not qualify independently for an Investment Board, or that prefer a shared and cost-efficient structure, may join as participating members.

ONE JIB operates in partnership with ONE Investment, a not-for-profit corporation created by CHUMS Financing Authority, owned by the Municipal Finance Officers' Association of Ontario (MFOA), and Local Authority Services (LAS) under the Association of Municipalities of Ontario (AMO). ONE Investment offers both Legal List and Prudent Investor Standard investment products and serves as ONE JIB's agent.

The Board consists of nine investment and finance professionals and three municipal treasurers. More information on Board members is available at https://www.oneinvestment.ca/onejointinvestmentboard/one-jib-board.

Staff have identified ONE JIB as the most viable path for the municipality to participate in prudent investing. ONE Investment provides a suite of support services to member municipalities, including:

- Templates and guidance for required Prudent Investor documents.
- Assistance in developing an investment policy that outline objectives, risk tolerance, liquidity needs, and legislative compliance.
- Support to ONE JIB in preparing investment plans aligned with each municipality's policy.
- Access to more than 35 investment fund options through an external Investment Manager.
- Comprehensive reporting to monitor performance and meet obligations under O. Reg. 438/97.

- A competitive cost structure, with new members responsible only for their share of future ongoing costs.
- Municipal finance advice related to capital planning and asset management integration.

ONE Investment also offers investment advisory services, supported by a team that includes a Chartered Financial Analyst, a CPA with municipal finance expertise, and experienced municipal policy staff. The Ontario Securities Commission granted ONE Investment an exemption in 2018 permitting it to provide investment advice to municipalities.

ONE JIB maintains three key relationships: with participating municipalities, with ONE Investment as its agent, and with its Investment Manager.

Twenty-one (21) municipalities of varying sizes are currently investing through ONE JIB, demonstrating that Prudent Investor participation is now accessible to all Ontario municipalities.

Estimating Investment Returns under Prudent Investing

Investing under the Prudent Investor Standard provides municipalities with broader access to diversified asset classes, international markets, and modern portfolio strategies. This enhanced flexibility allows for more effective risk management and can improve overall risk-adjusted returns.

A comparative analysis was completed in mid-2024 by AON Hewitt for ONE Investment *(Table 3).* The analysis demonstrates that a Prudent Investor portfolio—constructed with a lower equity allocation than the Legal List comparator—achieves similar downside risk while delivering higher expected returns. Specifically, the Prudent Investor approach is estimated to produce an annual return approximately 0.5% higher than the Legal List portfolio for the same standardized risk level, defined as a 5% one-year downside scenario.

Overall, the Prudent Investor framework is expected to generate stronger longer-term risk adjusted outcomes by enabling better diversification and more efficient portfolio construction.

Table 3: Modelling expected returns of ONE Offerings[1]

Assumed Asset Allocation Weights	Legal List	Prudent Investor
Government Bonds	18%	21%
Corporate Bonds	42%	24%
High Yield Bonds		25%
Total Fixed Income	**60%**	**70%**
Canadian Equity	40%	
Global Equity		30%
Total Equity	**40%**	**30%**
Expected return	**4.7%**	**5.2%**
Standard Deviation	**6.7%**	**6.8%**
Expected worst-case annual return	**-9.5%**	**-9.5%**

Recent historical returns reinforce the findings from the forward-looking analysis. Using market index data, *Table 4* summarizes the hypothetical performance of the Legal List and Prudent Investor allocations from 2015 to 2023. Over this period, the Prudent Investor allocation outperformed in six of nine years, despite its lower equity weighting. This performance trend supports the recommendation to transition to the Prudent Investor Standard. As always, past performance may not be indicative of future results.

[1] Analysis provided by Aon Hewitt

Table 4: Historical Rates of Return (2015-2023)[2]

Year	Canadian Government Bonds	Canadian Corporate Bonds	Global High Yield Bonds	Canadian Equity	Global Equity	Legal List Allocation	Prudent Investor Allocation
2023	3.3%	6.4%	10.4%	11.8%	14.8%	**9.4%**	**9.5%**
2022	-3.6%	-8.4%	-4.7%	-5.8%	-3.5%	**-5.6%**	**-5.0%**
2021	-1.1%	-1.8%	4.4%	25.2%	12.7%	**4.1%**	**4.2%**
2020	4.7%	7.6%	5.2%	5.6%	13.0%	**9.2%**	**8.0%**
2019	2.4%	5.3%	8.5%	22.9%	16.9%	**9.4%**	**9.0%**
2018	1.9%	1.6%	6.7%	-8.9%	-1.0%	**0.7%**	**2.2%**
2017	-0.3%	2.0%	0.4%	9.1%	20.0%	**8.8%**	**6.5%**
2016	0.4%	1.3%	13.1%	21.1%	9.3%	**4.3%**	**6.4%**
2015	2.4%	3.6%	14.6%	-8.3%	3.4%	**3.3%**	**6.0%**
					Annualized Returns =	**4.7%**	**5.1%**

Investment Allocations

Legal List	18%	42%	-	40%	-
Prudent Investor	21%	24%	25%	-	30%

Risks Associated with the Prudent Investor Standard

While the Prudent Investor Standard allows for a broader range of investment opportunities, all investment strategies involve risk, and this framework is no exception. Expanded investment options also introduce exposure to a wider range of market and performance risks. There is no guarantee that adopting the Prudent Investor Standard will result in higher returns, and past performance does not predict future outcomes. In addition, improved returns—if achieved—may not fully offset the costs associated with operating under this model.

By adopting the Prudent Investor Standard, the municipality relies on the expertise, due diligence, and good-faith decision-making of ONE JIB, ONE Investment staff, and the Investment Manager. Once a municipality adopts this standard through by-law, it cannot revert to the Legal List framework unless authorized by regulation of the Lieutenant Governor in Council.

Next Steps to become a Participating Municipality of the ONE Joint Investment Board adopt the Prudent Investor Standard

A comparison of the municipal investment options is included in ***Appendix C*** of this report. If the municipality wishes to join ONE JIB and adopt the Prudent Investor Standard, Council will need to pass an authorizing and enabling by-law (“Authorizing By-Law”) which will:

[2] Source: Aon Hewit and ONE Investment. Performance based on 2015 -2023 historical index data.

- Approve the municipality's Investment Policy.
- Authorize staff to complete the Municipal Client Questionnaire, which provides ONE Investment and ONE JIB with key information on the municipality's funds "not required immediately," including investment objectives, time horizons associated with reserve balances, and context on the municipality's financial circumstances., which supports the development of an investment plan.
- Authorize entering into an agreement with ONE JIB, through which ONE JIB will invest on the municipality's behalf once the municipality is approved as a Participating Municipality; and
- Formally opt the municipality into the Prudent Investor Standard, effective on a date to be determined.

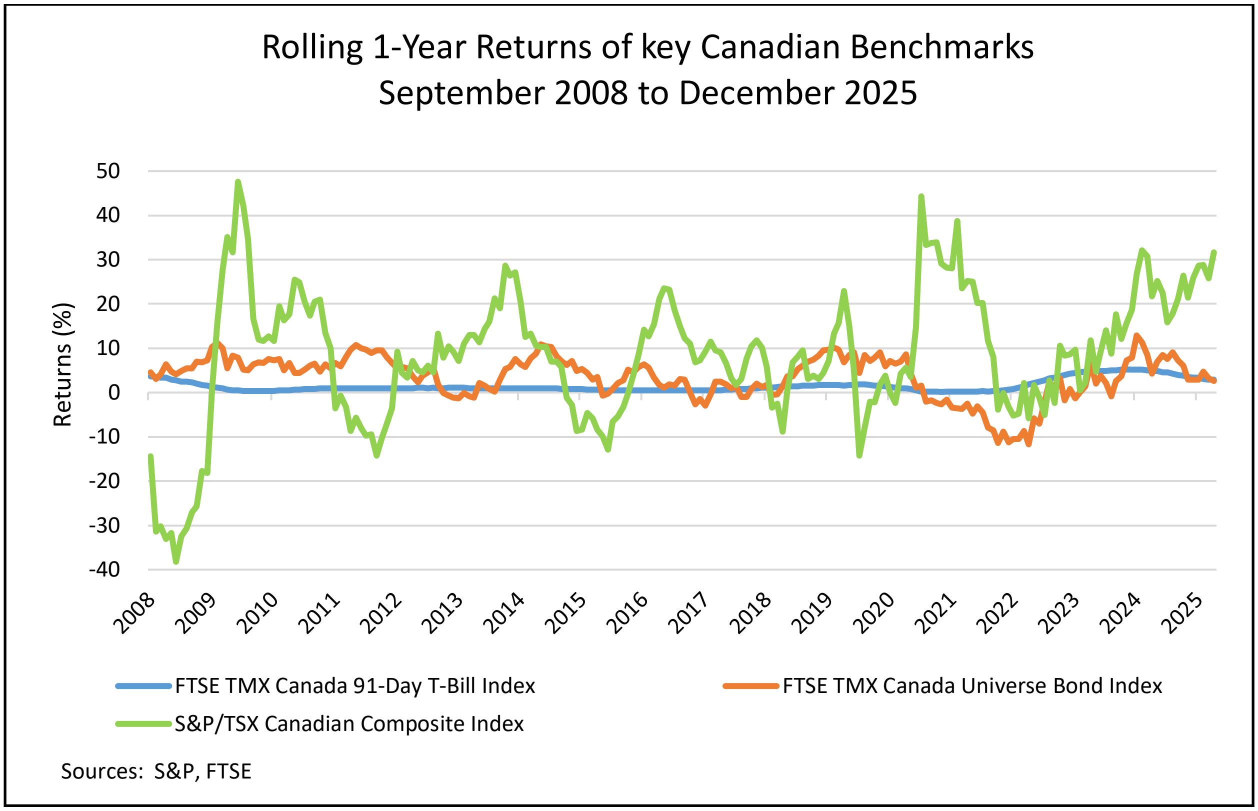
Appendix B – Risk Adjusted Returns

As discussed in the report, for municipalities, preservation of capital is a key priority that needs to be balanced with the need for returns.

Preservation of Capital

Chart 3 below demonstrates the effect of "safe investments" on return potential. When a municipality prioritizes capital preservation, it often invests in short-term treasury bills, GICs, term deposits, or High Interest Savings Accounts (HISA), which ensure low volatility. This chart shows the stability of returns for money market-like investments relative to longer-term investments, like bonds and equities. While the volatility of returns is low, the returns on these short-term investments also tend to be low; in many cases, they may not even keep up with inflation. Average annual inflation from 2015-2023 averaged 3.0%, while average HISA rates have been closer to 2.5%. A heavy emphasis on the preservation of capital can lead to lower overall returns for investors and may lead to lower returns. *If the investment returns do not at least match the inflation rate, the purchasing power of reserves could diminish over time.*

Chart 3: Rolling 1-Year Returns Across Asset Classes



Higher Yield Securities

If a municipality can accept a higher level of risk on a small portion of its investments, it may be able to augment returns while managing overall risk through diversification. Over a more extended period, small differences in returns can have significant impacts. For example, while the difference of a 0.5% return may not sound like a lot, over long periods of time the financial impact can be substantial.

Table 5 shows how 0.5% in added returns compounds into dollars over ten years, depending on the starting value. The compounding effect of a 0.5% return over a 10-year period for $5 million would contribute $256,000 in additional revenue. For a $100 million investment, that additional 0.5 % would contribute $5,114,000 to the municipality.

Table 5: Compounded Value of 0.5% (50 bps) over 10 Years

Starting Investment Value	Incremental Return
$1 million	$51,000
$5 million	$256,000

$20 million	$1,023,000
$50 million	$2,257,000
$100 million	$5,144,000
$500 million	$25,571,000
$1 billion	$51,140,000

Investments can assist municipalities in increasing their non-tax-based revenue. Comparing what a 1% municipal tax rate increase generates to the potential for increased returns (by an amount as small as 0.5% over a 10-year period) shows it can have a major impact on a municipality's budget.

Appendix C – Comparison of Investment Options

Table 6: Comparison of Legal List and Prudent Investment Options

	Remain on Legal List (Prescribed List under *Municipal Act*)	**Prudent Investor through ONE JIB**
Control over investments	• High level of control over narrow range of investments. • Provincial legislation provides significant constraints on what can be invested in.	• Strategic control by municipality exercised through direction in the investment policy. • Ability to participate in oversight and governance through rotating seats for treasurers on ONE JIB and committees. • Ability for municipality to define MNRI in the Investment Policy and control the amount of MNRI invested with ONE JIB. • Full control over all remaining municipal funds that are outside of the Money Not Required Immediately (MNRI) definition. • Professional management of MNRI, is guided by investment goals, objectives and constraints that are set by the municipality in the Investment Policy. • The municipality's investment policy and the portfolio models approved by ONE JIB provide structure. • The ONE JIB approved investment plans for MNRI are liquid to meet municipal investment horizons and/or unplanned circumstances.
Cost	• Status quo	• Fees cover the annual ongoing ONE JIB governance costs that are shared among all participating members. • Investment Management Fund rates are based on cumulative investments for all participating municipalities, allowing for economies of scale and lower rates. • Total fees on investment are typically similar to or less than a comparable allocation under Legal List.

	Remain on Legal List (Prescribed List under *Municipal Act*)	**Prudent Investor through ONE JIB**
		• Fees are transacted on the investment statement and the HST amount can be reclaimed by the municipality.
Risks	• Focus on Canadian only investment creates concentration risk with limited diversification potential. • The emphasis on high credit quality Canadian only fixed income exposure can lead to significant interest rate sensitivity for investment returns.	• Difficult to migrate back to only the Legal List after opting into Prudent Investment. • Provisions in the Municipal Act provide avenue to exit the Prudent Investor Standard. • Can switch over to another IB or JIB in the future.
Opportunities	• N/A	• Potential for improved risk-adjusted returns. • Expert advice of an CFA charter holder and other ONE Investment staff to assist in migrating to the Prudent Investor Standard – this is a part of the turnkey solution. • ONE has developed investment policy templates and investment plan templates that are customizable and in full compliance with the Act. • Set up costs have already been absorbed by ONE Investment.

FRONTENAC

COUNTY OF FRONTENAC

Report 2026-069

Council Recommend Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Brieanna McEathron, Deputy Clerk

Date of meeting: July 15, 2026

Re: **Corporate Services Restricted acts after Nomination Day Delegation of Authority to Chief Administrative Officer**

Recommendation

Be it Resolved That By-law 2025-012, being by-law to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the *Municipal Act, 2001*, the *Planning Act* and other Acts, be amended to add Schedule C as follows:

1. **That** in addition to those delegations of authority listed in Schedule B provided to the Chief Administrative Officer, the Chief Administrative Officer, or their delegate, is delegated the authority to:
    a. Approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities.

2. **That** upon the termination of this delegation of authority, the Chief Administrative Officer shall report to Council of any exercise of a power or duty delegated under this By-Law;

3. **That** the delegation of powers and authority under this By-Law will only take effect and be limited to the time that County Council is subject to the restricted acts under Section 275 of the *Municipal Act*.

Background

Section 275 of the Municipal Act sets out Restricted Acts after Nominations Day for municipal councils. This is typically termed as "Lame Duck". A Council can become Lame Duck in one or both of two separate time periods:

1. The period from nomination day to Election Day (2 p.m. August 21 – October 26);
2. From Election Day to the end of the term of Council (October 26 – November 14).

Section 275 (2) of the *Municipal Act* states:

Basis for determination

(2) If a determination under subsection (1) is made,

(a) after nomination day but before voting day, the determination shall be based on the nominations to the new council that have been certified and any acclamations made to the new council; or

(b) after voting day, the determination shall be based on the declaration of the results of the election including declarations of election by acclamation. 2001, c. 25, s. 275 (2).

For the Council of the County of Frontenac, these restrictions would apply if it can be determined that the new Council will include less than three-quarters of the members of the outgoing council or if 3 or more current members of Council chose not to run in the case of (a) or 3 or more current members of Council are not re-elected in the case of (b).

The following restrictions are set out under Section 275 (3) of the Act should Council become "Lame Duck" in either scenario noted above:

Restrictions

(a) the appointment or removal from office of any officer of the municipality;

(b) the hiring or dismissal of any employee of the municipality;

(c) the disposition of any real or personal property of the municipality which has a value exceeding $50,000 at the time of disposal; and

(d) making any expenditures or incurring any other liability which exceeds $50,000.

Exceptions

Under Section 275 (4) and (4.1) of the Act, clauses (3) (c) and (d) do not apply if the disposition or liability was included in the most recent budget adopted by Council if the budget was passed prior to nominations day and, nothing in this section prevents a municipality taking any action in the event of an emergency. Although "emergency" is not defined in this section of the Act, should Council wish to exercise its authority under this section, it should be prepared to defend its action in the event that a court challenge arises.

Section 275 (6) of the Act states that nothing in section 275 of the Act prevents any person or body from exercising any authority that is delegated to them prior to nominations day. The hiring or dismissal of employees of the County of Frontenac is delegated to staff under the County's Recruitment and Selection Policy A09-HR-02-11 except those statutory positions which are appointed by by-law and as such, subsection (3) (b) above would also be exempt.

Comment

As noted above, Council is unable to approve expenditures in excess of $50,000 should they fall under the Restricted Acts as set out in the Act. On numerous occasions, the Province announces grant opportunities for municipalities to take advantage of in delivery of services. These grant opportunities often fall within a short timeframe window for submitting applications and often require the municipality to contribute to the overall cost of the project, typically one third of the cost.

In addition, as noted in Report 2026-064, Emergency and Transportation Services Procurement of Electronic Patient Care Record (ePCR) Software which went to a special County Council meeting on June 29th, County services may be impacted by external forces which are outside of the County's control.

Staff are recommending that Council authorize the CAO to approve expenditures greater that $50,000 should a similar incident occur as noted in Report 2026-064 where a vendor is no longer able to provide a service and the procurement of a new vendor is required, and / or, in the event that suitable grant opportunities arise, which may require a municipal matching contribution in order to access available external funding.

Strategic Priority Implications

4. Maximize Administrative Leadership within the County Administration

- Ensure efficient and responsible financial management of County resources.

Financial Implications

There are no financial implications directly related to this report. In the event the delegation of authority associated with this report becomes effective and action is taken, there could be financial implications which are unknown at this time.

Organizations, Departments and Individuals Consulted and/or Affected

Alex Lemieux, Director of Corporate Services/Treasurer
Marc Goudie, Chief/Director of Emergency and Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Michael Fisher, Director of Human Resources
Susan Brant, Administrator Fairmount Home

Healthcare, Implementation Plan Update

July 2026

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Overall Update

Through the report the various projects are marked with;

- In progress
- In progress – ongoing
- Paused
- Complete

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Clinic Structure

1.1 - In Progress

- Existing FHO's transitioned to the new FHO+ model.

1.2 - In Progress – ongoing

- Collaboration and discussions continue with the clinics.

1.3 - Complete

1.4 - In Progress

- Integrated health/home hub in South Frontenac, high level discussions.

Clinic Structure (2)

1.5 - In Progress – ongoing

- FLA OHT received funding.
  - Part of the $3.4 billion Primary Care Action plan.
  - Announcement in Sharbot Lake in May. Details of the funding are currently under review.

1.6 - In Progress - ongoing

- Support through North Frontenac for second primary care physician

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Frontenac Islands

2.1 - In Progress

- Explore mobile clinics with the OHT

2.2 - In Progress

- RIO Score, no changes or exceptions

2.3 - In Progress - ongoing

- Nurse Practitioner Pilot Project
  - 255 residents have been seen as of June 24, 2026.
  - Added reception role, paid for by WICMC

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Recruitment & Retention

3.1 - In Progress

- Continue to explore new postings.

3.2 - In Progress – ongoing

- NEST* Program with KEYS
  - Access to program on an as needed basis.

3.3 - In Progress

- FLA OHT working group – focus on recruitment and retention.
- Collaborative approach being discussed with partners.

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Community Working Group

4.1 and 4.2 - Paused

- Once the FLA OHT Recruitment and Retention Working Group has a plan in place, this will be revisited.

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Support Services

5.1 - Complete

- This was initially a placeholder in the event it was needed.

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Productivity

6.1 - Complete

- Tech assisted expertise is being supported by partners and other organizations.

6.2 - Complete

- Partners and other organizations.

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Communications

7.1 - Complete

- Township websites include healthcare information.
- Townships share on social media when tagged.

7.2 - Complete

- Connection with partners

7.3 - Complete

- FLA OHT communication – Frontenac Communications Officer is part of the OHT working group.

Report 2026-070

Council Recommend Report

To:	Warden and Members of County Council
From:	Kevin Farrell, Chief Administrative Officer
Prepared by:	Debbi Miller, Community Development Officer
Date of meeting:	July 15, 2026
Re:	**Planning and Economic Development Update on the Implementation Plan Healthcare in our Community**

Recommendation

Be It Resolved That County staff continue to lead, coordinate, and participate in the activities outlined in the Healthcare in Our Community Updated Implementation Plan,

And Further That staff by authorized to access funds from the Strategic Project Reserve for use with the NEST* program, as required, on an ongoing basis.

Background

Frontenac County Council adopted and implemented support for healthcare recruitment and retention as part of the approval of the County 2024-2028 Budget and Business Plan process. County Council noted that there should be a plan for the use of funds and that use should not be limited to bonuses for physician recruitment. County Council approved contributions to the Strategic Reserve of $22,000 per year beginning in 2023 for the purpose of supporting the recruitment of primary care professionals to clinics located within Frontenac County.

In April 2024, the Planning and Economic Development Committee approved Report 2024-034, outlining a recommendation for an Operational Review with the Frontenac clinics.

In March 2025, the Operational Review and Findings Report 2025-034 was presented and approved at County Council. The purpose of the Operational Review was to determine actions that could be taken to support local healthcare clinics with recruitment and retention of healthcare professionals in our region.

This report was completed with input from the four Frontenac County clinics: Sydenham Medical Clinic and Verona Medical Clinic, who are both part of the Rural Kingston Family Health Organization (RKFHO), Sharbot Lake Family Health Team, and the Wolfe Island Community Medical Clinic.

In May 2025, Report 2025-049 Implementation Plan – Healthcare in our Community was presented and approved at County Council. The report indicated that staff would report back with a progress update at the end of December 2025. An update on the Implementation Plan was presented to County Council at the December 2025 meeting. Report 2025-094.

The County of Frontenac joined the Eastern Ontario Physician Recruitment Alliance (*EOPRA) in the fall of 2024 and has maintained the membership since then. This group is focused on recruitment of primary care physicians from national and international locations. Report 2025-101 provided a review of activities associated with this partnership.

Comment

There are various updates regarding projects and funding for the Frontenac, Lennox and Addington Ontario Health Team (FLA OHT). Dr. Kim Morrison will be invited to provide a briefing at a future County Council meeting. These FLA OHT updates are outside of the scope of the Implementation Plan.

Implementation Plan, Project Updates

Project updates for each of the seven areas in the Implementation Plan that was approved at County Council in May 2025 Report 2025-049 are outlined below.

Each item of the Implementation Plan includes a status of; In progress, In progress-ongoing, Pause or Complete, which is the status of the Implementation Plan work being done or supported by, Debbi Miller, Community Development Officer.

- **In progress** – The project work continues.
- **In progress, ongoing** – The project work continues and is anticipated to be long term.
- **Pause** – the project has stopped and requires action from another area before it is either restarted or determined it is complete.
- **Complete** – The work is done as noted in the Implementation Plan or is the responsibility of another organizations or individual and is no longer being managed by Debbi Miller, Community Development Officer.

1. Clinic Structure

1.1 Investigate employment-based/blended salary models and adapt them to needs of the clinics.

The Rural Kingston Family Health Organization (RKFHO) and Sharbot Lake Family Health Team (FHT) clinics have individually had discussions around model types.

On April 1, 2026, existing FHOs transitioned to the new FHO+ model.

Sharbot Lake continues to explore options for model types.

There have been no other changes in the clinic models.

- **In progress**

1.2 Explore potential collaborations that would deepen partnerships with other clinics in the region

Discussions took place in support of collaboration between the RKFHO and Sharbot Lake FHT Clinics. As opportunities arise, collaborative efforts will continue to be shared. It is anticipated this will be ongoing for the clinics across the region.

Connections will be made for collaboration as opportunities come up.

- **In progress, ongoing**

1.3 If desired, help clinics negotiate building blocks for transition to an employment-based model.

The process and steps involved to move to a different model has been outlined and shared with the clinics. There have been some discussions around a different model.

There have been no changes in the clinic models.

- **Complete**

1.4 Explore options and develop a vision for an integrated health home/hub in South Frontenac.

There have been high-level discussions to understand structures and the need for clinics around an integrated health home/hub in South Frontenac.

- **In progress**

1.5 Support development of a business plan to pursue the best option for sustainability (e.g. for an employment-based model, tapping into the $1.8-billion primary care initiative, or other options).

The FLA OHT has developed and submitted two applications to the Ministry of Health and Ontario Health to connect all residents in the FLA OHT geography to a primary care health home in response to the Primary Care Action Team's mandate. The first two parts of the plan have been submitted and approved. A round three application process is expected to be announced this fall/winter. Visit the FLA OHT Website to learn more about the application.

A second FLA OHT application was submitted in November 2025. This application included a focus on rural attachment. A Letter of Support from Frontenac County Warden was provided. The FLA OHT was successful in their application, FLA OHT received $3.62 million to attach 8,500 community members to primary care.

The funding application work is done through the FLA OHT and the details of the funding are under review.

- **In progress, ongoing**

1.6 Investigate opportunities to connect with clinics in Lennox & Addington (RKFHO physicians).

Conversations with neighbouring municipalities continue to take place.

Frontenac County, through North Frontenac is supporting a second primary care physician at the Northbrook Clinic for 5 years. Annually Frontenac County will contribute $3,000, with the total contribution being $15,000.

- **In progress, ongoing**

2. Frontenac Islands

The Wolfe Island Community Medical Clinic Board and Township of Frontenac Islands CAO have been engaged in various aspects of the work specific to Frontenac Islands.

2.1 Investigate opportunities to deploy mobile clinics (like PORCH – a mobile RV that offers health care and community services as a Portable Outreach Care Hub).

Mobile Clinics are continuing to be explored through various channels as a possible opportunity to deliver services, more specifically in rural areas. The existing PORCH mobile RV is available as an unstaffed unit. There have been discussions about this type of delivery model across the region through the FLA OHT.

- **In progress**

2.2 Support efforts of the Wolfe Island Community Medical Clinic to achieve rural/remote designation.

Frontenac Islands CAO is the lead for this work and has been in touch with the Ontario Medical Association (OMA), there is no mechanism to appeal or adjust the score for an individual community without revisiting the broader RIO scoring. Any review or modification to the methodology would occur through a Ministry-led process.

There have been no changes or exceptions made to the Frontenac Islands RIO Score.

- **In progress**

2.3 Connect with primary care providers

The Nurse Practitioner 52-week Pilot Project at the Wolfe Island Community Medical Clinic (WICMC) was supported by Frontenac County in February 2026. A one-time financial contribution of $17,500 was approved by County Council.

As of June 24, 2026, the pilot project has supported two hundred and fifty residents on Wolfe Island being seen by a Nurse Practitioner at the WICMC. In addition to the Nurse Practitioner, a receptionist was hired by the WICMC to support the Nurse Practitioner Pilot Project.

- **In progress - ongoing**

3. Recruitment and Retention

Recruitment and retention remain a priority for the clinics across Frontenac County. There are a variety of initiatives that Frontenac County has been involved in. The following initiatives are the result of the County's participation in the Eastern Ontario Physician Recruitment Alliance (EOPRA).

- Participated at an in-person recruitment event in Montreal in 2025 and staff are attending the same event in October 2026.
- Regular attendance and participation in monthly meetings with the EOPRA group for updates, presentations, and support from recruiters.

EOPRA continues to be a good source of knowledge, information, resources and connections. Staff will continue to participate and will explore additional recruiting events to attend.

- **In progress, ongoing**

3.1 Develop a more coordinated system to promote openings in Frontenac health care (for physicians, NPs, allied professionals, and admin staff) and reach out to

prospect pools via the Eastern Ontario Physician Recruitment Alliance (EOPRA), the FLA OHT, and websites.

Job postings for physicians in Frontenac County continue to be added to the EOPRA/ OPRA job board as they are received from the clinics. The system with OPRA is being updated and training with OPRA members is in progress. The clinics in Frontenac County also post on the FLA OHT job board, their own websites, and external locations. Various resources and connections continue to be explored.

- **In progress**

3.2 Explore ways to promote practice in rural clinics and highlight community lifestyles as part of the effort to recruit physicians, nurse practitioners, locums, allied health and other clinic resources.

Frontenac County signed an annual agreement with KEYS Employment Services to have access to the NEST* program on an as needed basis. The NEST* Program provides wrap around support to physicians and their families that are relocating to the region. The cost per physician is $1,500.

A tour took place with KEYS lead staff member for this program around Frontenac County to raise awareness for the locations of the clinics, villages, hamlets, and other amenities across the region to support an understanding of the community. KEYS employees have joined Frontenac County business events to network and connect with community members.

- **In progress, ongoing**

3.3 Look for opportunities to collaborate and harmonize recruitment efforts across the County / KFLA.

FLA OHT Health Home Working Group and Subgroup for recruitment and retention have been working on various projects.

- The Health Home Working Group and subgroup for recruitment and retention has been meeting since November 2025. Debbi Miller, Community Development Officer, is the lead for the subgroup keeping rural healthcare recruitment and retention top of mind in our region. The subgroup has a focus on a collaborative regional community approach to recruitment and retention.

- A collaborative approach to hire a regional community recruiter is being led by the FLA OHT and discussed with partners across the region. If this collaborative approach is recommended to move forward, a future report exploring budget implications and other impacts for Frontenac County will be brought forward for consideration by County Council.

- **In progress**

4. Community Working Group

4.1 Convene an advisory group of community volunteers representing the various regions of the County.

With the collaborative recruitment approach being worked on by the FLA OHT, it was determined putting a pause on the Community Working Group was appropriate.

- **Paused**

4.2 The group would focus primarily on serving as a supportive bridge between community and clinics, assisting with recruitment efforts (familiarization tours of the community), and advising municipalities and health sector bodies (like FLA OHT and its Community Council) on local clinic and health needs.

With the collaborative recruitment approach being worked on by the FLA OHT, it was determined putting a pause on the Community Working Group was appropriate.

- **Paused**

5. Support Services

5.1 Continue discussions with clinics and municipalities to identify ways in which municipal infrastructure and services may be accessed to reduce administrative (non-clinical) demands and enhance supports (e.g. exploring options to enrol in benefits plan, collaborative digital communications, and working together to increase efficiencies through scale).

There are no updates.

- **Complete**

6. Productivity

6.1 Develop ways for clinics to access tech-related expertise to reduce time spent on "keeping up" and to assist with implementation of new systems, software updates, EMR support and so on.

There is work being done by partners and other organizations.

- **Complete**

6.2 Support awareness and adoption of productivity software like charting apps, online appointment bookings and Artificial Intelligence (AI).

Opportunities that are relevant for the clinics are shared with the clinics. There is work being done by partners and other organizations.

- **Complete**

7. Communications

7.1 Support communication using existing channels in Frontenac County and the Townships (including but not limited to digital and social media) to advance awareness of healthcare, clinics and opportunities for healthcare human resources in Frontenac County.

Debbi Miller, Community Development Officer worked with the Townships have healthcare information included on each of their websites. The Townships have all indicated they are supportive of amplifying healthcare messaging and exploring additional opportunities across their existing channels to communicate with residents related to healthcare.

- **Complete**

7.2 Help connect clinics to municipalities, other community partners and service providers.

There are no updates.

- **Complete**

7.3 Communication for FLA OHT programs, projects and initiatives.

The FLA OHT has been developing a Communications Plan.

Communications from the FLA OHT will flow through their working group of which the Frontenac County Communications Officer is part of.

- **Complete**

Staff Resource Approach

Healthcare is an important initiative for the economic well-being of the Frontenac region. The Community Development Officer has spent significant time over the past two years building relationships with the various partners, consultants, and others connected to healthcare, in addition to learning about healthcare. From January 2024 to July 1, 2026, the Community Development Officer has spent approximately 535 hours on this project. Debbi Miller, Community Development Officer, will remain the primary point of contact for the project, ensuring that the relationships with physicians, consultants, experts, volunteers, and healthcare organizations remain intact.

Previous discussions and direction from County Council have identified this as an important initiative and discussion around resources, specifically human resources, will need to be considered as this initiative continues to move forward.

Strategic Priority Implications

County Council approved Frontenac County Strategic Plan (2023-2026). This project is aligned with the intent of the priority listed below, with specific items.

Priority 2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County.

- Provide business support and resources to existing and prospective businesses.

Financial Implications

Annually since 2023, $22,000 has been put into the Strategic Project Reserve for Healthcare. At the time of writing this report, there is $41,785.95 remaining in the reserve.

On May 21, 2025, County Council authorized staff to use up to $30,000 from the Strategic Project Reserve for use with consultant support, recruitment events and communications as outlined in Report 2025-049.

In 2026 the following funds were approved at County Council to be used from the Special Project Reserve.

- Wolfe Island Community Medical Clinic, Nurse Practitioner Pilot Project for one year. $17,500
- North Frontenac, support for a second doctor in Northbrook. $3,000 per year for 5 years. Totalling $15,000 for 2026 until 2031.
- Eastern Ontario Physician Recruitment Alliance Membership - $3,500

Organizations, Departments and Individuals Consulted and/or Affected

Rural Kingston Family Health Organization (RKFHO), Verona Medical Clinic,
Sharbot Lake Family Health Team
Wolfe Island Community Medical Clinic Board Members
Frontenac CAO's – Corey Klatt, Cathy MacMunn, Louise Fragnito, Vanessa Latimer
Frontenac Lennox and Addington Ontario Health Team (FLA OHT)
Joe Gallivan, Director of Planning and Economic Development
Richard Allen, Manager of Economic Development
Phil Piasetzki, Deputy Treasurer

FRONTENAC

Report 2026-072

Council Recommend Report

To:	Warden and Members of County Council
From:	Kevin Farrell, Chief Administrative Officer
Prepared by:	Richard Allen, Manager of Economic Development
Date of meeting:	July 15, 2026
Re:	**Replacement options for Bolton Creek Bridge and application to the Build Communities Strong Fund**

Recommendation

Be It Resolved That the Council of the County of Frontenac authorize staff to apply to the Build Communities Strong Fund for the purpose of replacing the downstream Bolton Creek Bridge located at K and P Trail KM 85.2

And Further That the full project budget for the proposed bridge replacement, including County and partner contributions, be presented to County Council as part of the 2027 Budget deliberations

And Further That the Warden and Clerk be authorized to enter into an agreement with the Federal Economic Development Agency for Southern Ontario for the purpose of this funding program, should the application be successful, and the project approved as part of the 2027 budget process.

Background

The K&P Trail has been a strategic economic development and recreation infrastructure project in Frontenac County for more than 15 years. Approximately 78 kilometres of the former Kingston & Pembroke Railway corridor have been rehabilitated into a high-quality, multi-use recreational trail, connecting communities across South, Central, and North Frontenac. The trail also supports broader regional tourism initiatives which help increase visitation, support local businesses, and strengthen Frontenac County’s profile as a trail destination.

Recent County investments have focused on completing the northern portion of the trail between Sharbot Lake and Wilbur. Rural Economic Development Program funding in 2020 and 2024 supported 22 kilometres of rehabilitation between Sharbot Lake and the Mississippi River.

There are six bridges on the K&P Trail between Orser Road and Sharbot Lake and eight bridges between Sharbot Lake and Wilbur. The southern bridges at Millhaven Creek, Hardwood Creek, White Creek, Elbow Creek and Fish Creek all were procured as part of the County's trail development efforts over the past 17 years as the previous bridges had all been removed with the decommissioning of the railway. The Northern bridges are a mix of railway and trail bridges that were already in operation. The County has included these in regular inspections and coordinated repairs where necessary.

On June 11, 2026, the Federal Economic Development Agency for Southern Ontario launched the Build Communities Strong Fund – Local Impact Stream. This program will invest $330 million across southern Ontario between 2026 and 2030 to support community infrastructure projects that strengthen local economies, enhance public spaces, and improve quality of life. Municipalities can apply for non-repayable contributions typically ranging from $250,000 to $1 million per project to support the construction, expansion, renovation, or modernization of publicly accessible facilities such as community centres, recreation amenities, cultural facilities, parks, and trails. For projects starting after April 7, 2027 applications must be submitted by August 6, 2026 at 4:59 Eastern Time.

This report seeks the endorsement of County Council for staff to pursue funding from the Build Communities Strong Fund for the purpose of replacing the downstream Bolton Creek Bridge located at K&P Trail KM 85.2.

Comment

This report considers one of three bridges crossing Bolton Creek near Clarendon Station, located at KM 85.2, sometimes referred to as the “downstream” bridge. This bridge is an original railway structure built in 1920. The structure is made primarily of concrete, with two spans over the creek.

During the regular 2026 OSIM inspections of all bridges on the K&P Trail, engineers at Keystone Bridge Management identified that the bridge had reached its end of life and is due for replacement. County staff have been anticipating this news, as the need to replace this structure was also identified in the 2024 inspection. If the county were to replace the structure “as built,” it would result in an estimated cost of $1,056,000.

Considering the above cost implications, County staff contracted Keystone Bridge Management to evaluate options for replacement. The three options considered were:

1. Twin precast concrete box culverts

2. Prefabricated steel bridge

3. A single large box culvert.

Based on capital cost, lifecycle cost, hydraulic performance, anticipated maintenance and construction duration, Keystone recommends replacing the existing structure with twin 3.6-metre by 1.8-metre precast concrete box culverts. This option is expected to provide a 75-year service life, meet the required hydraulic capacity, and have the lowest initial and lifecycle cost of the alternatives considered.

The recommended work includes removing the existing bridge; installing the twin culverts, precast wingwalls, a reinforced concrete distribution slab and waterproofing; reinstating the existing 3.5-metre trail; and adding pedestrian and cyclist railings. Construction is estimated at $488,300, including a 20 per cent contingency and a 5 per cent allowance for construction management and inspection. The work is expected to require a full trail closure for approximately four weeks and should be completed before mid-October within a single construction season.

Using this information, County staff are seeking Council's support and authorization to apply to the Building Communities Stronger Fund – Local Impact Stream for up to 50% of overall project costs. To maximize and leverage the County's contribution on this project, staff will also seek funding partnerships with trail groups as described in the Partnership Funding Options below.

Strategic Priority Implications

Priority 2: Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

Financial Implications

This project is budgeted at $488,300 with contributions anticipated from the following:

- $244,150 Federal Economic Development Agency for Southern Ontario

County Contribution Options:

- The County can leverage funding from the Ontario Community Infrastructure Fund (OCIF) for its share of bridge works. There is currently a balance of $297,135 with another $125,000 expected in 2027. This fund should support the entirety of the County's contribution.
- In 2025, the County established a reserve fund for K&P Trail projects. There is $250,000 remaining in this reserve, and if necessary, it could be used for this project, but at the moment, no regular funding mechanism is in place to replenish it as it draws down.

Partnership Funding Options:

- The County has successfully coordinated with local snowmobile clubs to receive funding from the Ontario Federation of Snowmobile Clubs in 2023 and 2025 for the replacement of the Elbow Creek and Antoine Creek bridges.

- The Frontenac ATV Club financially supports many capital projects on the K&P Trail in addition to its annual contribution towards trail maintenance.

- The Eastern Ontario Trails Alliance has supported capital funding of trails projects in the past. It may consider partnership on this project.

- This project may be of interest to the Trans Canada Trail, who can provide funding of up to $60,000 for capital projects.

Organizations, Departments and Individuals Consulted and/or Affected

Phil Piasetzki, Deputy Treasurer
Keystone Bridge Management
Snow Road Snowmobile Club
Ontario Federation of Snowmobile Clubs
Eastern Ontario Trails Alliance
Frontenac ATV Club
Trans Canada Trail
Eastern Ontario Rail Trail Loop

FRONTENAC

Report 2026-067

Council Information Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Marc Goudie, Chief of Paramedics

Date of meeting: July 15, 2026

Re: **Frontenac Paramedics High Performance Resuscitation (HP CPR) Implementation**

Recommendation

This report is for information purposes only.

Background

Out-of-hospital cardiac arrest (OHCA) remains a leading cause of death with over 60,000 events occurring annually throughout Canada. Outcomes are highly dependent on the quality and consistency of resuscitation care. Variability in chest compression quality, interruptions during resuscitation, and inconsistent team coordination are known barriers to optimal outcomes.

High-Performance Resuscitation (HP-CPR) is an evidence-informed, team-based approach designed to improve cardiac arrest management by: 1) minimizing interruptions in chest compressions; 2) standardizing team roles and responsibilities; and 3) emphasizing measurable performance metrics.

Implementation of HP-CPR has been shown to improve rates of return of spontaneous circulation (ROSC – when a patient's heart responds to treatment and begins to beat on its own again) and survival outcomes through a systems-level approach to care.

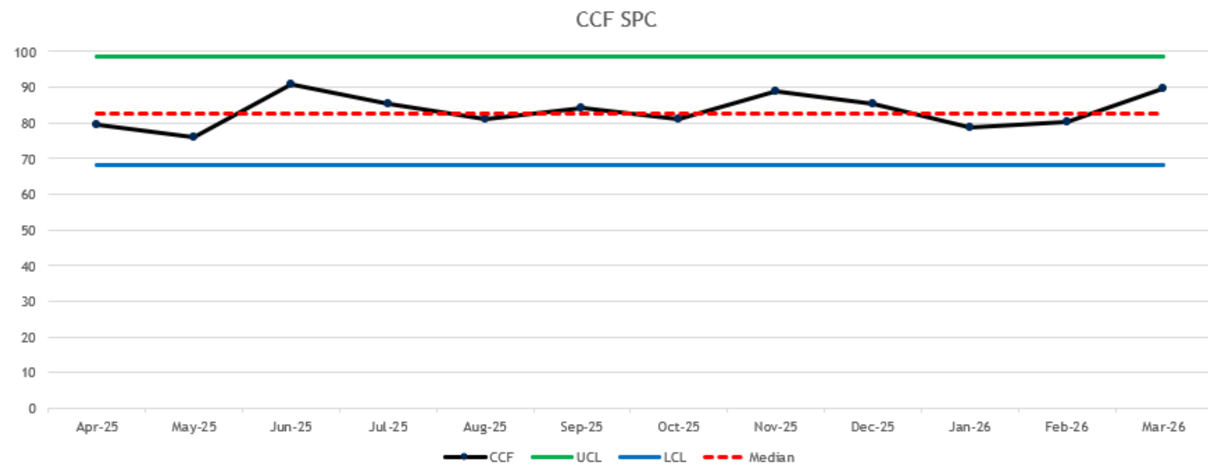
In some prehospital systems across Canada, this approach has led to significant improvements in outcomes, an example of this is British Columbia, where they improved their resuscitation success rates by 11% (Grunau et al., 2018).

Comment

Table 1 outlines the performance targets that we will be striving to achieve throughout this program.

Metric	Target
Compression Fraction	95%
Peri-Shock Pause	<10s
Rate	100 - 120
Release Velocity	>400mm/s

Table 2 illustrates our current performance. You will see that the chest compression fraction at this time is still considered high performance and is above the American Heart Association's recommendation of 60-80%; however, we know that there is room to improve and that we have the opportunity to provide higher quality care and improve outcomes in our system.



Implementation and Training

The service is implementing a standardized HP-CPR model focused on:

- Defined "pit crew" role assignments based on arrival order.
- Optimized defibrillation practices to reduce peri-shock pauses.
- Early airway management to enable continuous compressions.
- Structured scene management prioritizing high-quality on-scene resuscitation.

Training was delivered through existing Continuing Medical Education (CME) days. No additional training hours or staffing resources were required, as the initiative was fully integrated into the existing education schedule.

The rollout occurred through hands-on, scenario-based training to ensure consistent application across all paramedic teams. The Kingston Fire Department was also included in the education, and the education team collaborated with them to ensure a consistent and shared approach to these scenarios.

Continuous Measurement and Improvement

Performance will be continuously monitored using key resuscitation metrics, including:

- Chest Compression Fraction
- Peri-shock pause duration

*ROSC rates and survival outcomes will be evaluated quarterly – it is expected that we will see changes in performance measures prior to seeing increases in patient related outcomes such as ROSC.

Data will be tracked and analyzed using established quality improvement methods (e.g., statistical process control charts) to:

- Identify trends and performance gaps
- Provide targeted feedback to staff
- Support ongoing refinement of practice

This approach ensures the program remains adaptive, evidence-based, and focused on improving patient outcomes over time.

Financial Implications

There are no financial implications at this time.

Organizations, Departments and Individuals Consulted and/or Affected

Jakob Rodger, Superintendent of Professional Standards, Education

Report 2026-068

Council Information Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Marc Goudie, Chief of Paramedics

Date of meeting: July 15, 2026

Re: **Emergency and Transportation Services Community Paramedicine Program Information**

Recommendation

This report is for information purposes only.

Background

On a weekday morning north of the 401, a Frontenac Paramedics vehicle turns into a gravel laneway. There is no siren, and nobody called 911. The paramedic is expected; the kettle may already be boiling. Over the next hour, she checks blood pressure and oxygen levels, reviews a medication list, asks about last week's dizzy spell, and observes how her patient moves from the kitchen to the sitting room. Before she leaves, she notes the dizzy spell to the patient's family doctor and schedules the next visit.

Versions of this visit have occurred thousands of times across Kingston and Frontenac County over the past five years. Each visit is quiet and unremarkable on its own, but together, they have transformed what paramedicine means in this community. They are helping some of our most vulnerable residents avoid emergency departments and stay in their own homes.

Frontenac Paramedics have been dedicated to prevention for over a decade. Council approved the initial community paramedicine proposals in 2014, and paramedics started operating wellness clinics with health system partners across the County and in the city of Kingston that same year. Over the years, the work grew gradually but steadily, fitting in around the demands of emergency response.

The turning point came in 2021 when the Province allocated $6.5 million over three years, with an additional two years funded through what became the Community Paramedicine for Long-Term Care (CPLTC) program. This funding enabled the service to serve many more clients and provide in-home diagnostics, assessments, testing, and routine monitoring of vital signs. What began as a promising pilot project evolved into a dedicated program with its own paramedics, caseload, and a clear objective: to help people who are eligible for, or awaiting, long-term care to live safely and independently at home for as long as possible.

Most of the program's clients are seniors either on or nearing eligibility to be on a long-term care waitlist. Some live alone in rural Frontenac, a long drive from the nearest clinic; others are in Kingston but can no longer manage trips to a doctor's office. Referrals come from family physicians, hospital teams, Ontario Health at Home’s Care Coordinators, community agencies, and frontline paramedics who notice someone struggling. Patients and families can also refer themselves directly.

Community paramedics visit on a scheduled basis rather than during emergencies. They monitor chronic conditions, perform point-of-care tests, administer vaccinations, assess homes for fall hazards, and keep each client's primary care provider informed. They can link clients with a nurse practitioner who can prescribe medication and arrange further referrals. Often, their most valuable contribution is simply guiding patients through a health system that can be hard to navigate even when healthy, and even harder when people are lacking supports or struggling with health issues.

Locally, much of the impact appears in things that did not occur: the 911 call avoided because a paramedic adjusted a care plan two days earlier, the emergency department visit prevented because a problem was identified at the kitchen table, and the long-term care admission delayed for months because someone checked in weekly. Each avoided crisis spares a resident and their family significant distress, and each one frees an ambulance and an emergency bed for the next real emergency.

The program has also transformed the local profession. Community paramedicine provides Frontenac Paramedics with a career path centred on prevention and relationships, and it has strengthened the service's partnerships with primary care, hospitals, and the Frontenac, Lennox and Addington Ontario Health Team.

Comment

Twelve years ago, Council supported an idea: that paramedics could prevent emergencies rather than just respond to them. Five years of dedicated funding have transformed that idea into thousands of daily visits and has resulted in fewer 911 calls for Community Paramedic clients.

During the first six months of 2026, the Community Paramedicine (CP) team completed 2,259 client service activities in support of program participants. Key activities included wellness checks, phlebotomy services, virtual check-ins, rabies vaccinations, and urinalyses. The team also conducted 370 assessments and 239 additional client support activities, helping ensure continuity of care and timely intervention when needed. The program continues to maintain a significant client roster, with 609 active clients enrolled as of June 30, 2026.

With permanent provincial funding secured, the focus now shifts to increasing reach and depth: expanding caseload capacity as the population ages, broadening routine monitoring, and expanding clinic and home visit services to more of the County's rural townships.

Strategic Priority Implications

Insert text.

Financial Implications

In August 2025, the Province made the funding of community paramedicine permanent, representing a stable foundation of financing, covering $1,980,000 of our costs from the Community Paramedic for Long-Term Care program. The other portion of our funding is from Ontario Health, amounting to $375,625. Both funding sources remain unchanged from the 2024-2025 to 2025-2026 fiscal years, with no adjustments for services provided or inflation.

CPLTC has faced higher operational costs due to increasing fuel prices, elevated vehicle and maintenance expenses, and general inflation pressures impacting daily operations.

Organizations, Departments and Individuals Consulted and/or Affected

Jeremie Hurtubise, Deputy Chief of Performance Standards, Frontenac Paramedics
Kathie Shaw, Senior Financial Analyst, Corporate Services
Michael van Hartingsveldt, Superintendent, Community Paramedicine, Frontenac Paramedics

Report 2026-071

Council Information Report

To: Warden and Members of County Council

From: Kevin Farrell, Chief Administrative Officer

Prepared by: Jannette Amini, Clerk's Office

Date of meeting: July 15, 2026

Re: **Corporate Services Passage of Bill 100 Better Regional Government Act, 2026**

Recommendation

This report is for information purposes only.

Background

On April 2, 2026, the Minister of Municipal Affairs and Housing Robert Flack introduced Bill 100, Better Regional Governance Act, 2026 ("Bill 100") with the stated goal of helping local leaders speed up decision-making, reduce costs, and expedite housing and infrastructure. The Bill amends the Municipal Act, 2001, and the Municipal Elections Act, 1996. The Bill received Royal Assent on May 7, 2026.

The Bill makes a number of changes to the Municipal Act, specifically:

1. The timing of the requirement for regional municipalities to review, for each of their lower-tier municipalities, the number of members of their council that represent each lower-tier municipality.

2. New section 218.0.1 authorizes the Minister to make regulations governing the votes of the members of councils of upper-tier municipalities. The regulations would apply only after the 2026 regular election.

3. Section 218.1 is re-enacted to provide rules governing the appointment of the head of council of certain municipalities, beginning after the regular election in 2026. Related regulation making authority is provided. Currently, the appointment of the head of Council is just for the following:

   - The Regional Municipality of Durham.

- The Regional Municipality of Halton
- The District Municipality of Muskoka.
- The Regional Municipality of Niagara.
- The Regional Municipality of Peel.
- The County of Simcoe.
- The Regional Municipality of Waterloo.
- The Regional Municipality of York.

4. New section 218.2 sets out the composition of the council of the County of Simcoe beginning after the regular election in 2026. Related regulation making authority is provided.

5. New section 218.2.1 sets out the composition of the council of The Regional Municipality of Niagara beginning after the regular election in 2026. Related regulation making authority is provided.

6. New section 218.2.2 authorizes the Minister to make regulations prescribing the composition of council of the City of Thorold, the City of Port Colborne and the Town of Niagara-on-the-Lake for the term of office beginning in 2026.

7. Sections 218.3 and 218.6 apply with respect to the term of office beginning in 2022 for certain municipalities. These sections have been repealed.

Comment

At present, the only proposed changes that would affect the County would be the amendments that introduce a new section 218.0.1 which authorizes the Minister to make regulations governing the votes of the members of councils of upper-tier municipalities. The changes proposed in Bill 100 will enable the Minister to implement weighted voting in an upper-tier municipality and establish rules for weighted voting to ensure composition maintains fair local representation. Currently, upper-tier municipalities have the option of using weighted voting whereby an upper-tier municipality may change the number of votes given to any member so long as each member has at least one vote. Bill 100 would authorize the Minister to make regulations prescribing the number of votes to be given to each member, the rules for when the number of votes given to any member is more than one vote, and the matters or questions for which the numbers of votes given to any member is more than one vote. Weighted voting could be established not only by a by-law of council passed via the triple majority process under existing legislative authority, but also by a regulation made by the Minister of Municipal Affairs and Housing in relation to a particular upper tier municipality.

Currently the County of Frontenac, through the passage of By-law 2009-0042, being a By-law to change the composition of County Council, provides every member of County Council with one (1) vote with the exception of the Mayor of the Township of South Frontenac who shall have two (2) votes. The Minister of Municipal Affairs has not yet formally enacted regulations under this new Section 218.0.1 of the Municipal Act; however any regulations would apply only after the 2026 regular election.

Appointment of Head and Strong Chair Powers

The re-enactment of Section 218.1 now allows the Minister to appoint Heads of Council to 7 Regional municipalities and 1 upper tier County. Prior to these amendments the Minister had the authority to appoint Heads of Council to only 3 Regional municipalities (Niagara, Peel and York). In addition, the Province has indicated it's intention to amend the strong mayor powers regulation of the Municipal Act, 2001, Part VI.1. to grant strong chair powers and duties to select upper-tier heads of council with technical modifications to support implementation in a two-tier structure, as necessary. The Province has indicated that the "strong chair" powers would mirror the strong mayor powers and would include the following:

- Appoint/dismiss the Chief Administrative Officer.
- Hire/dismiss division heads and determine the organizational structure of the region.
- Create committees of council, assign their functions and appoint chairs and vice-chairs of committees.
- Bring forward matters tied to provincial priorities for council consideration.
- Appoint the chairs and vice-chairs of prescribed local boards.
- Direct staff in relation to the head of council's exercise of powers and duties.
- Veto certain by-laws if the head of council is of the opinion that all or part of the by-law could potentially interfere with a provincial priority, subject to a council override process.
- Propose the municipal budget and in-year budget amendments, which would be subject to council amendments and a separate head of council veto and council override process.
- Propose certain municipal by-laws if the head of council is of the opinion that the proposed by-law could potentially advance a prescribed provincial priority. The by-law can then be passed if more than one third of council members vote in favour.

Although these amendments only apply to those above noted municipalities, this is a similar approach to how the Province rolled out Strong Mayors Powers, which was implemented in 4 distinct stages, those being:

1. In the fall of 2022, the Province introduced the Strong Mayors, Building Homes Act, 2022 (Bill 3), which initially took effect in the City of Toronto and the City of Ottawa.

2. On July 1st, 2023, these powers expanded to 26 large municipalities, including the City of Kingston.

3. In October 2023, it added an additional 18 municipalities that committed to provincially assigned housing targets, including the City of Belleville.

4. On May 1, 2025, these powers expanded to an additional 169 single and lower-tier municipalities, including the Townships of North, Central and South

Frontenac. The Township of Frontenac Islands did not receive these powers as the minimum Council size required to have the Strong Mayor Powers is 6 members of Council, including the head.

The Ontario County Clerk's group and the EOWC Clerk's, both of which the Manager of Legislative Services/Clerk belong to, continue to watch this legislation closely as there is a consensus that this will likely be rolled out similar to that of the Strong Mayors Powers. Staff will report back to Council on any key regulations impacting the County's governance model.

Strategic Priority Implications

Priority 4. Maximize Administrative Leadership within the County Administration.

- Ensure efficient and responsible financial management of County resources
- Ensure transparency and accountability of the governance of the County of Frontenac (Council and its Committees).

Financial Implications

There are no financial considerations associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Brieanna McEathron, Deputy Clerk
Alex Lemieux, Director of Corporate Services/Treasurer

Planning and Economic Development Advisory Committee Report

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: July 15, 2026

Re: Planning and Economic Development Advisory Committee - Report to Council

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All items listed on the Planning and Economic Development Advisory Committee Report shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Planning and Economic Development Advisory Committee Report to be separated from that motion and considered separately, whereupon the Planning and Economic Development Advisory Committee Report without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

That the Report of the Planning and Economic Development Advisory Committee be received and adopted.

The Planning and Economic Development Advisory Committee reports and recommends as follows:

1. **Report 2026-060**
   Planning and Economic Development Municipal Accommodation Tax Feasibility Update

   Be It Resolved That staff be directed to continue the Municipal Accommodation Tax feasibility review by undertaking the next phase of work outlined in Report 2026-035;

   And Further That up to $21,500 be allocated from the Community Development Reserve to support the next phase of work, including a Tourism Economic Impact and Seasonal Analysis, continued project support, and the development of communications materials;

And Further That staff report back to the Planning and Economic Development Advisory Committee in Q2 2027 with findings, options, and recommendations prior to any future decision regarding implementation.

2. **Report 2026-061**
   Planning and Economic Development Exploring Options for Trail-Oriented Accommodations

   Be It Resolved That Planning and Economic Development Staff develop policy and regulatory options to support trail-oriented accommodation opportunities as described in report 2026-061.

   And Further That staff be authorized to work with relevant Township staff, committees and councils to develop and implement these policies

Report 2026-060

Report to the Planning and Economic Development Advisory Committee

To: Chair and Members of the Planning and Economic Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Prepared by: Richard Allen, Manager of Economic Development

Date of meeting: June 25, 2026

Re: **Planning and Economic Development Municipal Accommodation Tax Feasibility Update**

Recommendation

Be It Resolved That the Planning and Economic Development Advisory Committee receive Report 2026-035, Municipal Accommodation Tax Feasibility Update;

And Further That the committee recommends to County Council that staff be directed to continue the Municipal Accommodation Tax feasibility review by undertaking the next phase of work outlined in Report 2026-035;

And Further That the committee recommends to County Council that up to **$21,500 be allocated from the Community Development Reserve** to support the next phase of work, including a Tourism Economic Impact and Seasonal Analysis, continued project support, and the development of communications materials;

And Further That staff report back to the Planning and Economic Development Advisory Committee in Q2 2027 with findings, options, and recommendations prior to any future decision regarding implementation.

Background

The Municipal Accommodation Tax (MAT) is a visitor-paid fee applied to short-term stays in eligible accommodations. If implemented, it would be collected by accommodation businesses from visitors and remitted through an approved municipal process. Provincial requirements include that a minimum share of net proceeds be directed to an eligible tourism entity to support tourism promotion and development.

On June 5, 2025, the Planning and Economic Development Advisory Committee received Report 2025-051, Municipal Accommodation Tax Feasibility. Following that report, County Council directed staff to explore the feasibility of a MAT in Frontenac County and allocated funding from the Community Development Reserve to support facilitation and engagement costs associated with the review.

Since that direction was provided, staff have undertaken an initial phase of feasibility work. This has included public information and project updates through Engage Frontenac, discussions with Township administrative staff, engagement with residents, hosts, and accommodation businesses, discussions with peer municipalities and tourism organizations, and preliminary analysis of accommodation inventory, revenue potential, governance options, and administration considerations.

This report does not recommend implementation of a MAT at this time. The purpose of this report is to summarize the work completed to date, identify what has been learned, outline the key issues that remain unresolved, and recommend a focused next phase of feasibility work before any future implementation recommendation is considered.

Detailed supporting information is provided through the appendices. The body of this report focuses on staff analysis and the implications of the work completed to date.

Project Timeline:

- June 2025 – Committee and Council directed staff to undertake a feasibility review and approved limited funding to support this work.
- July & August 2025 – Staff engaged Township administration, developed a project website and began discussions with other municipalities and destinations
- September – November 2025: Formal public engagement, operator outreach, survey work, and peer municipality review were completed.
- December 2025 - April 2026 – findings were compiled and recommendations to launch a second phase of targeted work established and are described in this report.

Comment

Project Activities to Date:

The initial feasibility review has focused on understanding whether a MAT could be workable in the Frontenac County context, what conditions would need to be in place, and what concerns or implementation issues would need to be addressed before any formal recommendation is brought forward.

To date, County staff and project partners have undertaken five main streams of work:

1. **Public information and communications**
   A dedicated project page was established on Engage Frontenac to provide general information, project updates, engagement opportunities, and plain-language responses to common questions.

2. **Engagement with residents, hosts, and accommodation businesses**
   Public engagement included in-person open houses in each of the four Townships, a virtual public session, an online survey, and direct discussions with accommodation operators. Bannikin was retained to support public engagement and prepare an engagement summary report.

3. **Township and municipal administration discussions**
   Staff held discussions with administrative staff from each of the four Township partners to understand local considerations, administrative concerns, potential implementation issues, and areas where coordination would be needed.

4. **Peer municipality and best-practices review**
   Staff reviewed examples from other Ontario municipalities and tourism organizations to understand how MAT is structured, administered, governed, and reported in different local contexts.

5. **Initial feasibility analysis**
   Staff reviewed preliminary accommodation inventory, short-term rental revenue estimates, governance requirements for an eligible tourism entity, possible third-party administration models, and the potential relationship between MAT and short-term rental oversight.

The information gathered through these activities provides a useful starting point. However, it does not yet provide a sufficient basis for a final recommendation on implementation.

Research and Engagement Results

The feasibility work completed to date confirms that Frontenac County's accommodation market is different from many larger Ontario destinations that have already implemented MAT. Frontenac does not have a large hotel base. Instead, the local accommodation market is heavily weighted toward short-term rentals, cottage resorts, lodges, inns, bed and breakfasts, and other small-scale operators.

Based on the best available inventory estimates compiled through this project, there are approximately 430 short-term rentals available during the summer season, compared with a smaller number of traditional roofed accommodation businesses. This accommodation mix is important because it affects how any future MAT would need to be communicated, collected, administered, and reported.

Many of the accommodation businesses in Frontenac County are small, seasonal, and operated with limited staff capacity. This creates a practical consideration for any future program: requirements would need to be clear, simple, and realistic for operators who may not have dedicated administrative staff or year-round operations.

Engagement also identified that bookings are managed in different ways. Some operators rely primarily on third-party platforms such as Airbnb or Vrbo, while others use direct bookings through websites, phone, email, or a combination of approaches. A future MAT model would need to work across these different booking channels in a consistent and fair manner.

The engagement process identified several recurring themes:

- Participants asked for clear information about who pays MAT, who remits it, what types of accommodations would be included, and how funds would be used.
- Participants emphasized transparency, including clear separation of funds, public reporting, and visible decision-making.
- Accommodation businesses raised concerns about fairness, especially if some operators comply while others do not.
- Participants wanted assurance that benefits would be visible across communities in Frontenac County.
- Small operators raised concerns about administrative effort and the need for standardized tools and support.
- Some participants raised concerns about competitiveness with nearby destinations that do not currently apply MAT.

The preliminary revenue analysis suggests that MAT could generate a meaningful new revenue source for tourism promotion and destination development. However, the current revenue estimate is based primarily on short-term rental performance data. A more complete estimate would require additional information from traditional roofed accommodation businesses, including room or unit counts, seasonal occupancy, and average rates.

The governance analysis also identified a significant issue for Frontenac County. Provincial requirements require a portion of net proceeds to be directed to an eligible tourism entity. Frontenac County does not currently have a local destination organization that clearly serves this role across the County. As a result, staff have been exploring whether a tourism-focused Municipal Services Corporation could provide an appropriate made-in-Frontenac model.

Staff Analysis

The information gathered to date suggests that there may be potential to continue exploring MAT in Frontenac County. However, the work also shows that any future approach would need to be designed carefully to reflect the County's rural context, small and seasonal accommodation base, and need for transparent reinvestment in tourism and visitor-facing priorities.

The current market mix means that administration would be one of the most important feasibility considerations. A program designed around larger hotels would not necessarily work well in Frontenac County. If MAT were ever implemented, the remittance process would need to be practical for small operators and hosts, and the County and Township partners would need access to accurate information about eligible accommodations.

The engagement results also suggest that public understanding remains uneven. Many questions and concerns raised through the process were not only about whether MAT should proceed, but about how it would work, how funds would be protected, who would make decisions, and whether the benefits would be visible. This points to the need for plain-language communications before any more detailed implementation discussion takes place.

The preliminary revenue estimate is useful for understanding potential scale, but it should not be treated as a final forecast. Additional data from traditional roofed accommodations is needed to provide a more complete County-wide picture. This is particularly important because a revenue discussion based mainly on short-term rentals may not fully reflect the overall accommodation sector.

The governance question remains central. In municipalities with an existing destination organization, the eligible tourism entity question may be relatively straightforward. In Frontenac County, a new or adapted structure is likely required. A Municipal Services Corporation is the preferred model at this time for further exploration because it may offer benefits related to transparency, geographic representation, industry participation, and public reporting. Developing a business plan would allow this model to be considered in greater detail before any future recommendation is brought forward.

The relationship between MAT and short-term rental oversight also requires careful consideration. Some Township partners are already exploring their own approaches to short-term rental licensing. For example, the Township of North Frontenac is exploring the creation of a licensing program. In this context, County staff do not recommend advancing a separate County-wide licensing program through this report. However, if local licensing programs are developed by Township partners, there may be value in considering how those programs could be harmonized where appropriate to support consistency, fairness, and future administrative readiness.

The work completed to date does not point to immediate implementation. Instead, it points to a focused second phase of feasibility work centred on communications, direct industry engagement, improved local data, administration options, governance design, and coordination with Township partners.

Preliminary Conclusions

Based on the work completed to date, staff have identified the following conclusions:

1. **There is enough potential to continue the feasibility review.**
   The preliminary revenue analysis and peer municipality review suggest that MAT could provide a dedicated source of funding for tourism promotion, destination development, and visitor-facing priorities.

2. **The current information is not yet sufficient to support an implementation recommendation.**

Additional direct engagement with accommodation businesses and hosts is needed. More complete market data is also required, particularly from traditional roofed accommodations.

3. **Any future model would need to be transparent and clearly separated from general municipal revenue.**
   Public reporting, clear governance, and visible reinvestment would be essential to building confidence.

4. **Fairness and compliance readiness are core design issues.**
   A future approach would need to apply consistently across eligible accommodations and avoid creating an unfair situation where only some businesses remit.

5. **Administration must be simple and practical.**
   Given the number of small and seasonal operators, third-party administration and standardized tools should be explored further.

6. **Governance remains unresolved.**
   A tourism-focused Municipal Services Corporation is the preferred model for further exploration at this time, but a business plan and governance framework are required before any recommendation to create such an entity is considered.

Recommended Next Steps

The next phase of feasibility work should focus on improving public understanding, broadening direct input from accommodation businesses and hosts, strengthening the local evidence base, and developing the preferred governance model. These activities are recommended before any future report on implementation is prepared.

1. **Communications and Industry Outreach**
   Continue direct engagement with accommodation businesses and hosts while strengthening plain-language communications about MAT, including who pays, who remits, what is included, and how funds would be used and reported. This would be led by Economic Development staff, with consultant support as required.
   Timeline: August to January 2027
   Budget: $5,000 for graphic design and printing costs. Staff time for coordinating face to face meetings with accommodation industry partners.

2. **Tourism Economic Impact Analysis**
   Ask project consultant Bannikin to prepare a Tourism Economic Impact Analysis describing the scale and seasonality of tourism and accommodations in Frontenac County. This work would strengthen the current preliminary revenue analysis and provide a clearer evidence base for future discussion on tourism's role in the economy.
   Timeline: July 2026 to February 2027
   Budget: $11,000.

3. **Industry Advisory Group**
   Establish an informal advisory group with representation from different accommodation types, geographies, and tourism businesses to provide practical input during the next phase of feasibility work.
   Timeline: Recruitment in 2026; meetings through the next phase as required.
   Budget: Staff time

4. **Administration of MAT and Short-Term Rental Licensing**
   Review third-party MAT administration options and monitor short-term rental licensing work being considered by Township partners, including North Frontenac. The County should not replace local licensing work currently being explored by Township partners. However, staff should consider where harmonization may be useful across the County to support fairness, consistency, and future administration.
   Timeline: May to December 2026
   Budget: Primarily staff time, with some consultant support

5. **Municipal Services Corporation Business Plan**
   Develop a business plan and governance framework for a tourism-focused Municipal Services Corporation as the preferred model at this time for serving as the County's eligible tourism entity. The business plan would explore mandate, governance, accountability, reporting, geographic representation, and high-level operating requirements. This does not approve creation of the corporation; it provides the information needed for future Committee and Council consideration.
   Timeline: December 2026 to April 2027
   Budget: Staff Time, with some legal review required.

Staff would report back to the Planning and Economic Development Advisory Committee in the Spring of 2027 following completion of the above steps with updated findings, options, and recommendations concerning a MAT in Frontenac County.

Strategic Priority Implications

County Council approved the Frontenac County Strategic Plan for 2023–2026. This project is aligned with the intent of the priorities listed below.

Priority 2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County.

This work supports the County's efforts to strengthen tourism, support local businesses, attract investment, and improve visitor-facing infrastructure and services. Tourism is an important part of the local economy and supports a wide range of businesses, including accommodations, food and beverage, retail, outdoor recreation, local events, arts and culture, and farm-based experiences.

This work also aligns with the following areas identified under Priority 2:

- Work with Townships to improve and sustain the villages and hamlets across the region.

- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.

Priority 4. Maximize Administrative Leadership within the County Administration.

The recommended next phase supports administrative leadership by emphasizing transparent governance, evidence-based decision-making, responsible financial planning, and collaboration with Township partners.

This work also aligns with the following areas identified under Priority 4:

- Ensure efficient and responsible financial management of County resources.
- Ensure transparency and accountability of the governance of the County of Frontenac, Council, and its Committees.
- Ensure community engagement remains a continued priority and develop dynamic solutions to improve citizen awareness and involvement in County activities and promote collaboration with member municipalities.

The work is also consistent with the Frontenac County Destination Development Plan. That plan emphasizes sustainable tourism growth, stronger coordination across the County, outdoor recreation, culinary tourism, arts and culture, and local business development. Any future consideration of MAT should be grounded in these tourism development priorities.

Financial Implications

The recommendation in this report does not approve implementation of a Municipal Accommodation Tax and does not create a new revenue stream at this time. The financial implications relate to the next phase of feasibility work.

Staff recommend that up to **$21,500 be allocated from the Community Development Reserve** to support the next phase of work, as follows:

- **$11,000** for a consultant-led Tourism Economic Impact and Seasonal Analysis;
- **$5,500** for a Bannikin advisory retainer to support ongoing MAT project work, including research, engagement support, and review of key implementation considerations;
- **$5,000** for graphic design, printing, and plain-language communications materials.

Bannikin has provided a proposed scope for continued support. The proposal identifies an Economic Impact of Tourism and Seasonal Analysis Report, including project setup, research and analysis, and development of an economic profile of tourism. The quoted cost for this work is $10,750, excluding HST. The proposal also identifies an advisory retainer model to provide flexible support for tasks such as MAT administration model review, short-term rental oversight considerations, Municipal Services Corporation business plan input, and traditional accommodation data collection. A retainer of approximately $5,500 would allow Bannikin to assist with selected tasks as staff capacity and project needs are confirmed.

Organizations, Departments and Individuals Consulted and/or Affected

- Township of South Frontenac
- Township of Central Frontenac
- Township of North Frontenac
- Township of Frontenac Islands
- Regional Tourism Organization 9 – Southeastern Ontario
- Regional Tourism Organization 11 – Ontario’s Highlands
- Tourism Industry Association of Ontario
- Ontario Restaurant Hotel & Motel Association
- Haliburton County
- Town of Huntsville
- Township of Lake of Bays
- Town of The Blue Mountains
- City of Brockville
- Tourism Kingston
- Kingston Accommodation Partners
- Bay of Quinte Regional Marketing Board
- County of Renfrew
- Bannikin

Report 2026-061

Report to the Planning and Economic Development Advisory Committee

To: Chair and Members of the Planning and Economic Development Advisory Committee

From: Emma Stucke, Community Development Officer

Prepared by: Emma Stucke, Community Development Officer

Date of meeting: June 25, 2026

Re: **Planning and Economic Development Exploring Options for Trail-Oriented Accommodations**

Recommendation

Be It Resolved That the Planning and Economic Development Committee recommends to County Council that Planning and Economic Development Staff develop policy and regulatory options to support trail-oriented accommodation opportunities as described in report 2026-061.

And Further That the Committee recommends to Council that staff be authorized to work with relevant Township staff, committees and councils to develop and implement these policies.

Background

Frontenac County continues to invest in trails as a driver of tourism, economic development, and community vitality. Trails are generating visitation, supporting local business and are increasingly recognized not only as local recreation assets, but as part of broader regional tourism initiatives. As part of the Eastern Ontario Rail Trail Loop, the trails are also emerging as part of a multi-day destination, with the opportunity to attract longer stays and higher-value visitors.

The purpose of this report is to seek direction to explore policy and regulatory options that would support trail-oriented accommodations along the K&P, Cataraqui, and Tay-Havelock Trails. This work is proposed in response to identified gaps in accommodations along the trail network which is a barrier to attract multi-day trail users and their associated economic impacts to Frontenac County.

Economic Impact of Trails

Trails continue to be an important recreation asset and economic driver for Frontenac County. For example, in 2025, the K&P Trail recorded 142,378 total visits, with an average of 415 user per day. The 2025 K&P Trail user survey indicates that 52% of respondents stopped at nearby business before, during or after their trail visit. Based on the 2025 trail count data and average reporting spending, the K&P Trail generated an estimated $1.81 million in direct visitor spending, reinforcing its role as an economic driver for our trail communities.

While comparable usage and spending data has not been formally collected for the Cataraqui Trail and the Tay Havelock Trail in Frontenac County, both trails are part of the Trans Canada Trail network and contribute to similar recreational and tourism experiences. As such, it is reasonable to assume that users of these trails also support local businesses and generate economic activity in our communities.

While the trails in Frontenac County are heavily used for day trips, there is a growing opportunity to transition toward longer stays and higher-value tourism, particularly among cycling and bikepacking markets.

Frontenac County’s Position within the Eastern Ontario Rail Trail Loop

Frontenac County is part of the Eastern Ontario Rail Trail Loop (the Loop), a 360-kilometre rail trail circuit that will connect the Cataraqui, K&P, Ottawa Valley, and Algonquin trails into a continuous multi-day cycling experience in Eastern Ontario. Partners across Frontenac, Lanark, and Renfrew Counties have developed a shared 2030 Vision to position the Loop as a multi-day cycling destination marketed towards domestic and international visitors.

The Loop partners are working towards objectives including supporting trail town development and coordinating trail readiness including completion of a comprehensive Market Readiness Assessment. The assessment identifies hybrid cyclists as the primary target market for the Loop as they represent the largest and highest-value segment of off-road cycling tourism.

Within the Loop, the Frontenac K&P Trail is recognized as one of the most consistently maintained and well-positioned segments of the Loop supported by through recent surface improvements, informative signage, and policies established through the K&P Trail Management Plan. However, there are gaps in services along the Loop in Frontenac County that need to be addressed to attract and support multi-day users.

More details on Frontenac County’s role in the Loop were presented in Report 2026-007 at the January 29, 2026 PEDAC meeting.

Comment

Identified Gaps and Recommendations for Trails in Frontenac County

The Market Readiness Assessment provides directions to achieve market readiness for the Loop for multi-day cycling tourism. While the assessment confirms the strong potential of the Loop, it identifies that the Loop is not yet market-ready for long-distance cycling tourism primarily due to a lack of accommodations between Calabogie and Smith Falls, specifically in Frontenac County. Long-distance cyclists typically travel over multiple days and spend between $250-$300 per day but require reliable access to overnight accommodations and services along the route.

Key challenges include:

- Long stretches of trail with limited or no overnight accommodations
- Gaps between existing accommodation locations and realistic daily riding distances
- Insufficient supply and diversity of accommodations along the Loop

For example, the distance between Sharbot Lake and Smith Falls is approximately 136 km which exceeds the preferred travel distance for most cyclists and there is a severe lack of accommodations in the northern segments of the Loop from Sharbot Lake to Calabogie. The assessment acknowledges that while there are some accommodations in Sharbot Lake, additional accommodations could be supported and would help support its function as a trail hub.

The Market Readiness Assessment identifies that addressing the accommodation gaps is an important step in bringing the Loop to market. The assessment recommends expanding accommodation options along the Loop through a combination of public and private approaches, including:

- Supporting private landowners and entrepreneurs in development of small-scale, trail-oriented accommodations in rural areas
- Engaging potential investors and operators to increase supply in strategic locations
- Exploring partnerships with community facilities such as community centre, churches and other local organizations to provide basic overnight options for trail users.

Exploring policy and regulatory options that would enable private landowners to provide small-scale trail-oriented accommodations is a necessary next step in advancing Frontenac County's role within the Loop and ensuring that the Loop can support a transition from day-use recreation to a fully developed, multi-day tourism product.

Although the Market Readiness Assessment focuses on the K&P Trail and Cataraqui Trail and the Loop, the recommendations specific to accommodations can also be applied to the Tay Havelock Trail as it is contextually similar and connects directly to the Loop

Trail Accommodations Examples

The Market Readiness Assessment identifies that a range of strategically placed flexible, and low-impact accommodation options (e.g. camping, huts etc.) are needed to support multi-day trail users on the Loop. These types of accommodations are intended to complement rural contexts while meeting the needs of long-distance cycling and bikepacking markets.

The assessment includes potential ideas for accommodations on the K&P Trail based on other trail systems, including:

- Hut-to-hut style accommodations, like on the Sentier Nepisiguit Mi'gmaq Trail in New Brunswick, which features 22 designated camping sites along its 150km route. This trail features three types of campsites including tent platforms, roofed structures and primitive campsites which provide simple low-impact overnight infrastructure that supports long-distance hikers while protecting sensitive landscapes.

- Alternative low impact roofed accommodations, such as oTENTik structures, Oasis Pods, Yurts and Rustic cabins in Parks Canada parks used for front-country and back-county options.

- Community Hostel accommodations, like on the Camino de Santiago which features a network of hostels called albergues that are run by religious organizations, local authorities and community groups which demonstrate how modest community-based accommodations can enable multi-day travel over long distances.

In addition to these potential ideas, jurisdictions in North America are responding to similar accommodation gaps by introducing policies to permit low-impact, rural accommodations on private land, including:

- California amended state park and land management regulations to allow limited, low-impact rural camping on private rural/agricultural properties. Each County in California can choose to adopt the legislation and sets rules for private campground hosts to follow.

- Chaffee County Colorado and Leelanau Township Michigan have updated planning regulations to support micro-campgrounds, farm stays, and seasonal accommodations in rural and agricultural areas.

These examples show that a variety of low-impact accommodation options are being implemented elsewhere and provide an example on the types of options that could be explored in Frontenac County.

Next Steps

If supported by the committee, staff will explore policy and regulatory approaches to enable trail-oriented accommodations in Frontenac County. This work will focus on trail adjacent accommodations on private property along the K&P, Cataraqui and Tay Havelock Trails. The work will focus on low-impact rural accommodations models that align with the current land-use planning framework, environmental stewardship, servicing constraints and economic development objectives that are appropriate in the Frontenac context.

The proposed approach is as follows:

- Conduct a review of planning policies and zoning that would currently apply to trail-oriented accommodations including additional residential units
- Review best practices from comparable trail jurisdictions including assessing low-impact, rural appropriate options such as bike-in camping, seasonal campgrounds, use of existing community spaces to accommodate overnight groups, second residential units, etc.
- Engage with county staff, township staff and agency partners (e.g. Conservation Authorities) to ensure alignment with the existing planning framework, environmental protection, and local servicing capacity
- Identify potential approaches for trail-oriented accommodations suitable for the Frontenac context
- Report findings and recommended options back to the Planning and Economic Development Advisory Committee in the spring of 2027.

Summary

Trails in Frontenac County have demonstrated strong usage and clear economic impact and are positioned within or in proximity to a developing regional, multi-day trail destination – the Eastern Ontario Rail Trail Loop.

The Market Readiness Assessment for the Loop identifies that the lack of accommodations along the Loop, including in Frontenac County, is a barrier to attracting multi-day cycling visitors. As the current distance between accommodations exceeds the distance most cyclists can reasonably travel within a day. Addressing these gaps is necessary to support multi-day users on the trails, increase length of stay, and capture higher levels of visitor spending.

Exploring policy and regulatory options to enable trail-oriented accommodations represents an opportunity to build on existing trail investments by supporting longer stays, increased visitor spending, and stronger connections between trail users and local communities.

Charter for Economic Development Alignment

Exploring options for trail-oriented accommodations supports the “Tourism” pillar of the Charter for economic Development, specifically with respect to implementation of the Destination Development Plan which identifies establishing Tourism Trails connecting a variety of recreational experiences, culinary offerings and creative pursuits.

Strategic Priority Implications

Goal 2: Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.

Financial Implications

This work is included the Community Development Officer’s work plan for 2026/2027.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac, Planning and Economic Development Department

Township of South Frontenac

Township of Central Frontenac

Township of North Frontenac

Township of Frontenac Islands

Ontario Highlands Tourism Organization (RTO 11)

Trans Canada Trail

By-Law No. 2026-019

of

The Corporation of the County of Frontenac

being a by-law to amend By-law 2025-012 to delegate authority under Section 23.1 (1) of the *Municipal Act* to the Chief Administrative Officer to approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities

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Whereas Section 9, 10, and 11 of the *Municipal Act* provides natural person powers and spheres of jurisdiction to municipalities;

And Whereas Section 23.1 (1) of the *Municipal Act* authorizes municipalities to delegate its powers and duties to a person or body subject to the restrictions set out in this Part;

And Whereas the Council of the County of Frontenac at its meeting held July 15, 2026 deemed it necessary to delegate its authority under Section 23.1 (1) of the *Municipal Act* to the Chief Administrative Officer to approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** By-law 2025-012. Schedule B be amended to add that the Chief Administrative Officer be delegated the authority to approve any expenditures, enter into any agreements and/or other legal documents, and incur any other liability for unbudgeted expenditures related to time sensitive issues or funding opportunities; and to delegate to staff as required:
2. **That** the delegated authority shall be revoked should County Council not be subject to the Restricted Acts set out in Section 275 (2) of the *Municipal Act*; and,
3. **That** this By-law shall come into force and take effect on August 21st, 2026.

Read a First and Second Time this 15th day of July, 2026.

Read a Third Time, Signed, Sealed and Finally Passed this 15th day of July, 2026.

The Corporation of the County of Frontenac

Bill Saunders, Warden

Jannette Amini, Clerk

By-Law Number 2026-020

of

The Corporation of the County of Frontenac

being a by-law to authorize the Execution of an Agreement with the Federal Economic Development Agency for Southern Ontario for the Build Strong Communities Strong Fund should an application be successful

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Whereas Sections 5 of the *Municipal Act, 2001,* as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

Whereas the County of Frontenac wishes to enter into an Agreement with the Federal Economic Development Agency for Southern Ontario for the Build Strong Communities Strong Fund should an application be successful;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac enacts as follows:

1. **That** the Warden and Clerk are hereby authorized to enter into an Agreement with the Federal Economic Development Agency for Southern Ontario for the Build Strong Communities Strong Fund for the purpose of replacing the downstream Bolton Creek Bridge located at K & P Trail KM 85.2 should an application be successful.

2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 15th day of July, 2026.

Read a Third Time, Signed, Sealed and Finally Passed this 15th day of July, 2026.

The Corporation of the County of Frontenac

Bill Saunders, Warden

Jannette Amini, Clerk

By-Law No. 2026-021

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on July 15, 2026

Whereas Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other *Act*; and;

Whereas Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

Whereas the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 15, 2026, be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.

2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 15, 2026, be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.

3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on July 15, 2026 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 15th day of July 2026

Read a Third Time and Finally Passed, Signed and Sealed this 15th day of July 2026.

The Corporation of the County of Frontenac

Bill Saunders, Warden	Jannette Amini, Clerk