



FRONTENAC



# 2024 – 2028 Business Plan Planning & Economic Development

County of Frontenac – Department Presentation  
FINAL September 2023

# Department Objectives

1. Integrate land use planning and economic development actions
2. Implement **strategic, regional planning policy**
3. Develop and support innovative regional projects that can bring vitality to Frontenac County
4. Work collaboratively with member Townships to enhance service levels
5. Manage workload capacity

# Department Objectives (continued)

6. Continue to provide sound planning opinions to County and Township Councils
7. Engage and support the Frontenac business community
8. Attract new businesses, residents and visitors to Frontenac County.
9. Use the themes identified in the Charter for Economic Development to focus economic development activity.
10. Manage & Develop the K&P Trail as a strategic Economic Development initiative.



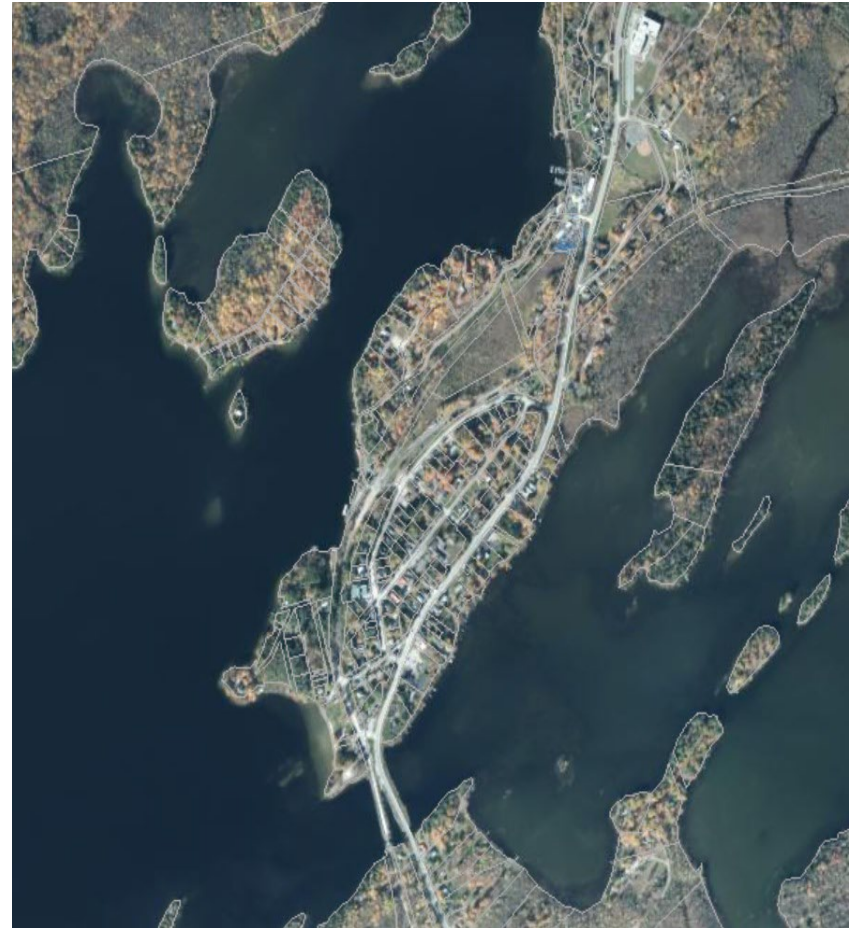
# Planning Priorities



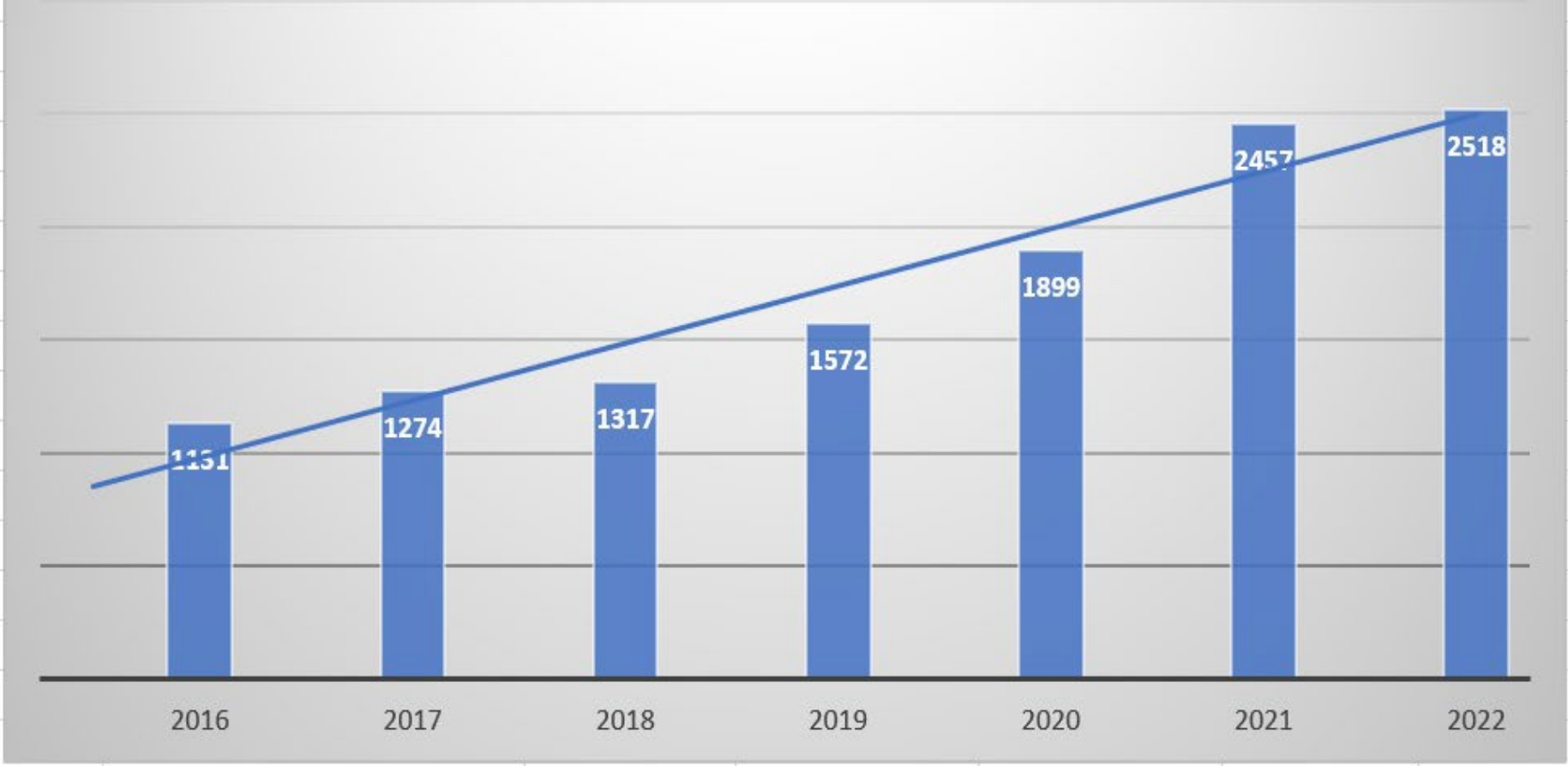
- Champion regional planning priorities
- Work with Townships to plan and deliver 'good planning' and growth opportunities
- Work to foster economic prosperity by collaborating with economic development
- Develop and support a planning approvals system that is consistent across the region and easy to access for both citizens and investors.

# 2023 Achievements

- Communal Services – Municipal Services Corporation endorsed by the County and all 4 Townships
- Ontario Planning Legislation Changes
- Review of planning fees for the townships
- Sharbot Lake – community engagement on the future uses for the former school site
- Continued high volume of planning applications



# Township Planning Hours



# Township Application Numbers



# Township Planning Work

- Development/planning applications continue to be steady in terms of volume; numbers have not returned to pre-pandemic levels.
- Official Plan Reviews
  - » South Frontenac 2021-2023 (County approval authority)
  - » Frontenac Islands – expected start-up 2023/2024
- Major Projects
  - » Marysville Secondary Plan implementation
  - » Central Frontenac Zoning By-Law – Housekeeping Amendments
  - » Sharbot Lake former public school site redevelopment
  - » North Frontenac Zoning By-Law – Housekeeping Amendments

# County Planning Work

- Major projects
  - » Communal Services (roll out in 2024)
  - » Natural Heritage Study (2023-2024)
  - » Community Planning Permit System Implementation (2024)
  - » Population Projections (every 5 years)
  - » Regional Community Improvement Plan (CIP) (2023-2024)
- County Official Plan update (2024 to 2025)
- Subdivision activity
  - » Could increase if municipal services corporation put in place by end of 2023.

# Risk Analysis and Mitigation - Planning

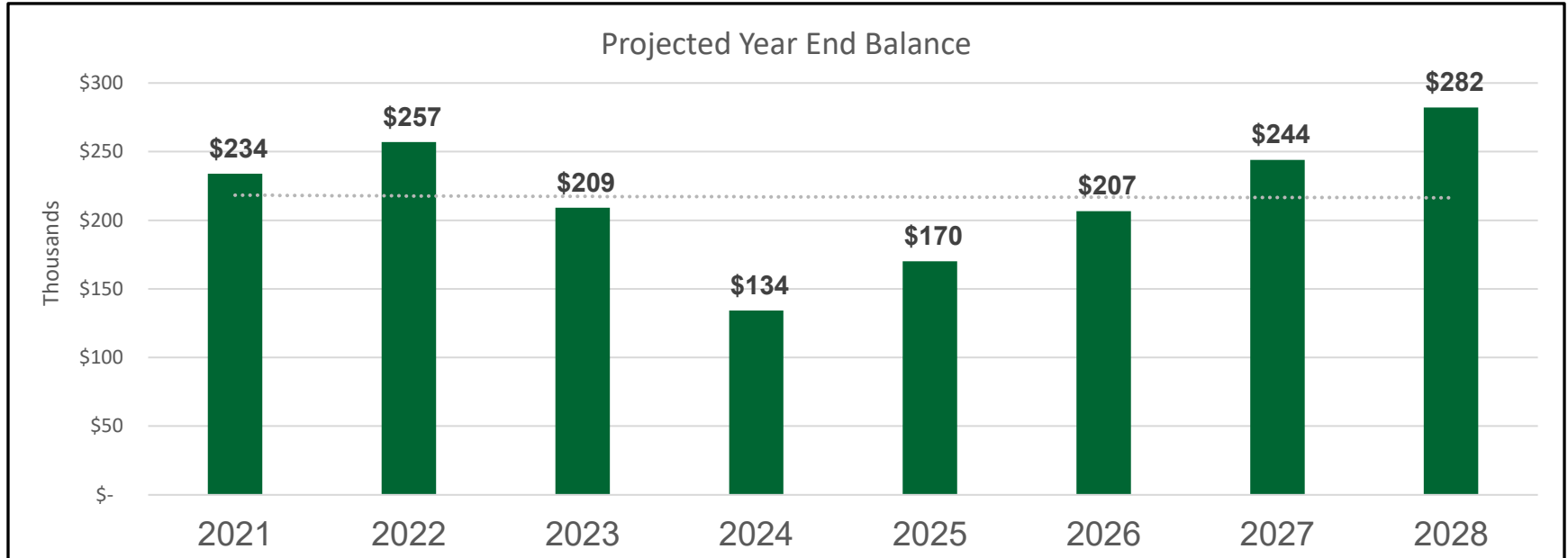
Level	Issue
Advisement	<p data-bbox="372 297 1431 339"><b>Delays to Timelines for Planning Applications</b></p> <ul data-bbox="372 382 1692 661" style="list-style-type: none"><li data-bbox="372 382 1692 539">• Volume of planning applications for 3 Townships expected to continue to be steady and higher than pre-pandemic levels.</li><li data-bbox="372 554 1692 661">• Risk of delays in planning applications for the 3 Townships being reviewed within Planning Act timelines (Bill 109)</li></ul>
Mitigation	
<p data-bbox="108 765 846 808"><b>Delays to Planning Applications</b></p> <ul data-bbox="108 851 1634 1065" style="list-style-type: none"><li data-bbox="108 851 1634 893">• Adopt Community Planning Permit System (in process)</li><li data-bbox="108 908 1634 951">• Delegate some planning approvals to staff (in process)</li><li data-bbox="108 965 1634 1065">• Work with Township staff to make internal process improvements for receiving and processing planning applications</li></ul>	

# Risk Analysis and Mitigation – Planning

Level	Issue
<b>Caution</b>	<b>Delays to Strategic Initiatives</b> <ul style="list-style-type: none"><li>• Major policy reviews continue to be delayed/suspended</li><li>• Only 11% of time in 2022 dedicated to policy work</li><li>• Housekeeping updates and consolidation not occurring</li></ul>

Mitigation
<b>Delays to Strategic Initiatives</b> <ul style="list-style-type: none"><li>• Townships may need to retain consultants to do policy work depending on workload (e.g., Central Frontenac Zoning By-law update)</li></ul>

# Sustainability Reserve



From 2024-2028, these projects are planned to be supported by reserve:  
- Natural Heritage Study (2024)



# Charter for Economic Development (2015)



## Trips and Trails

Providing safe community linkages for recreation, active transportation and tourism will provide opportunities for business and assessment growth.



## Food and Beverage

Food and beverage products that are grown, processed and sold locally, regionally and internationally will reinforce the character and reputation of the Frontenac Region, while providing local jobs and support for tourism.



## Recreation Lifestyle

Promotion of the Frontenac lifestyle, with access to the natural beauty and amenities of the region will appeal to families and businesses. This lifestyle will be complemented by a “connected” community.

# Economic Development Services

- Business Support Services
- Investment Attraction
- Destination Management
- Open Farms
- K&P Trail
- Administration & Business Planning



# Business Support

## 2023 Achievements

- Annual survey
- Weekly communications
- Experience Workshop
- Wolfe Island FAM Tour
- 2<sup>nd</sup> annual business awards
- 75 business support requests responded to



## Business Plan Focus for 2024-2028

- Business surveys
- Weekly communications
- Increased opportunities for in person networking & education
- Business Awards

# Investment Attraction

## Business Plan Focus 2024-2028

- Finalize County-wide Community Improvement Plan Strategy and Complete implementation
- Trail Neighbouring Land-Use Policy Opportunity Review
- Trails Market Readiness Assessment & Investment Plan via Trans Canada Trail
- *\*\*Physician Recruitment (if additional staff capacity is available)*



# Ongoing Project:

## County-wide Community Improvement Plan

The County-wide Community Improvement plan will provide both existing businesses and prospective new businesses with incentives to invest or grow in alignment with the Charter for Economic Development and Council's Strategic Priorities.

- Strategy Approval (Q1 2024)
- Policy Implementation (2024)
- Program Launch (2025)



# Tourism

## 2023 Achievements

- Tourism Brand Development
- Frontenac Discovery Guide Promotion
- Evolution of Open Farms

## Business Plan Focus 2024-2028

- *Website Refresh*
- *Implementation of Destination Development Plan*



# Destination Management Plan Implementation

The various responsibilities outlined in the plan require a dedicated tourism resource to oversee Tourism development and marketing, including the development of a new tourism website.

## Project Proposals 2024:

- Community Development Officer
- Tourism Website Refresh



# Open Farms

## 2023 Achievements:

- Dedicated event website launched
  - [www.openfarms.ca](http://www.openfarms.ca)
  - 79 Event listings, including Farmers Markets
  - 18 Farms, businesses, community groups
- Event coordinated in partnership with Township of South Frontenac, City of Kingston and Tourism Kingston

Next to trail responsibilities, Open Farms continues to be the second-highest use of Economic Development Team's time.



# Missed Opportunities

Due to the growing number of responsibilities and initiatives in the Economic Development Team business plan, it is difficult to respond to challenges or opportunities as they arise.

- Additional Familiarization Tours in different areas of Frontenac County
- Film & Television Development.
- More support for Doctor Recruitment
- Additional agricultural initiatives – such as farm familiarization tours
- Destination Development Plan Implementation
- Delayed completion of County-wide Community Improvement Plan

# Risk Analysis and Mitigation – Economic Development

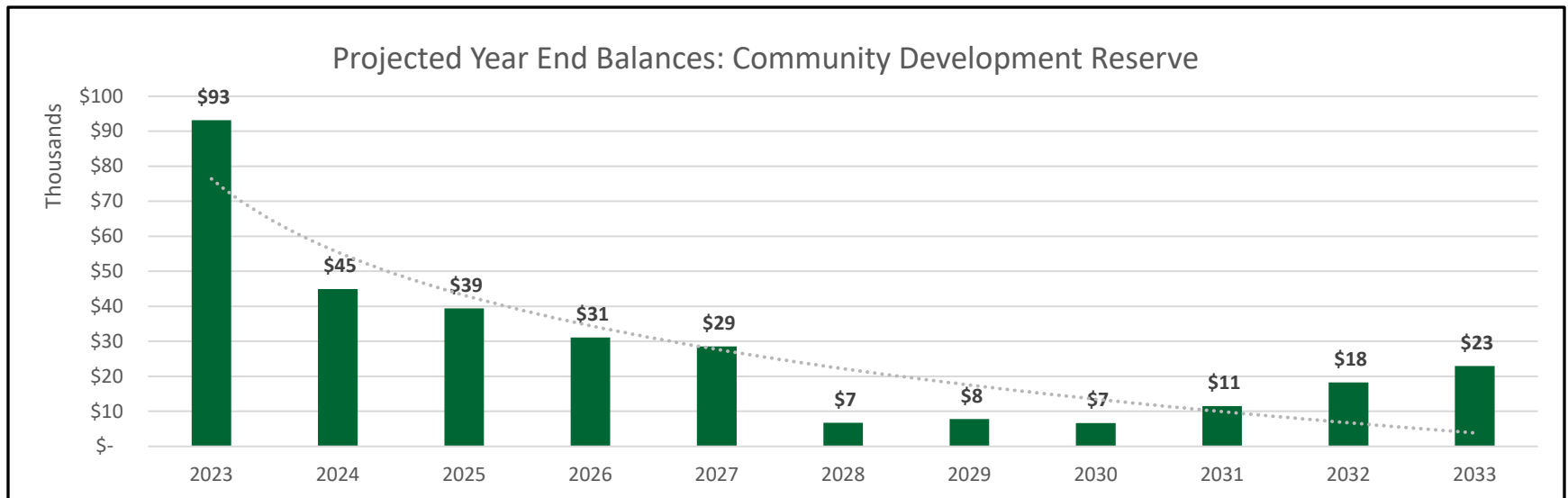
Level	Issue
<b>Risk</b>	<b>Staff Capacity</b>
Mitigation	
<ul style="list-style-type: none"><li>• Hire an additional Community Development Officer (see project proposal)</li><li>• Continue to utilize project management contractor to assist with trail management and maintenance</li><li>• Increase the Summer Student Staff Complement</li></ul>	

# Community Development Reserve

The Community Development Reserve has been instrumental in the sustainability and growth of various Economic Development initiatives including the creation and sustainment of the Ambassador program.

From 2024-2028, these projects are planned to be supported by reserve:

- Execution of County-wide Community Improvement Plan (2024-2029)
- Tourism Website Refresh (2024)



# Intangibles to Business Plan 2024 - 2028

- Economic Development Partner Collaboration
- Capacity to implement Destination Plan Recommendations
- K&P Trail – Increased Work & Management Demands
- Volume of Planning Applications
- Township Planning Policy Work
- Ontario Land Tribunal (OLT) Appeals
- Provincial Planning Legislation Changes 2024 – Natural Heritage and Environment policies

# Questions?