



**Community Development Advisory Committee Meeting
Thursday, December 8, 2016 – 10:00 a.m.
The Frontenac Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. **Call to Order**
2. **Adoption of the Agenda**
 - a) **That** the agenda for the December 8, 2016 meeting of the Community Development Advisory Committee be adopted.
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Adoption of Minutes**
 - a) **Minutes of Meeting held November 10, 2016**
That the minutes of the Community Development Advisory Committee meeting held November 10, 2016 be adopted.
5. **Deputations and/or Presentations**
6. **Reports to the Community Development Advisory**
 - a) **2016-136**
Community Development Advisory Committee
Economic Development Report

This report is for information purposes only.
7. **Communications**
8. **Other Business**
9. **Next Meeting**
10. **Adjournment**

2 - 5

6 - 27



**Minutes of the Community Development Advisory Committee Meeting
November 10, 2016**

A meeting of the Community Development Advisory Committee was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, November 10, 2016 at 10:00 AM

Present:

Dr. Robert Clinton
Dr. Barrie Gilbert
Betty Hunter
Tracy John
Wilma Kenny
Darwyn Sproule
Councillor John McDougall, Council Liaison
Warden Frances Smith

Staff Present:

Kelly Pender, Chief Administrative Officer
Anne Marie Young, Manager of Economic Development (Recording Secretary)

1. Call to Order

The Chair called the meeting to order at 10:00 a.m.

2. Adoption of the Agenda

Moved By: Mrs. Betty Hunter
Seconded By: Warden Frances Smith

That the agenda for the November 10, 2016 meeting of the Community Development Advisory Committee be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

a) Correspondence from Wayne Conway, Verona Community Association regarding potential kiosk for trail head in Verona

Moved By: Warden Frances Smith
Seconded By: Councillor John McDougall

That the Council of the County of Frontenac accept the donation of a kiosk from the Verona Community Association;

And Further That it be placed at the K&P trailhead located at the corner of Bellrock Road and South Frontenac Road 38 in Verona; recognizing that the kiosk will be moved and maintained by South Frontenac;

And Finally That the designer and the volunteers for installation of the kiosk be acknowledged at the new location.

Carried

b) Correspondence from Bob Clinton regarding potential uses for the pending vacancy of the Sydenham Beer Store

The committee received the correspondence for information purposes only.

c) Correspondence from Scott Gordon regarding a potential purchase of the pending vacancy of the Sydenham Beer Store

The committee received the correspondence for information purposes only.

d) Local Food Hub Initiatives

Dr. Robert Clinton updated the committee on the food hub initiative that is on-going in the area. County residents Sue Clinton and Diane Dowling are part of the group and will forward information to the committee as required.

8. Other Business

Mrs. Betty Hunter reported she will be attending the Ecological Farmers Conference in Kingston at the end of November.

Mr. Darwyn Sproule informed that North Frontenac will be hosting the Ontario Federation of All-Terrain Vehicles Annual General Meeting in the spring of 2017.

9. Next Meeting

The next meeting of the Community Development Advisory Committee is scheduled for Thursday, December 8, 2016 at 10 a.m. at the County Administrative Building.

10. Adjournment

Moved By: Mrs. Wilma Kenny
Seconded By: Dr. Barrie Gilbert

That the meeting hereby adjourn at 11:30 a.m.

Carried



FRONTENAC

Report 2016-136

Committee Report

To: Chair and Members of the Community Development Advisory Committee

From: Anne Marie Young, Manager of Economic Development

Date of meeting: December 8, 2016

Re: Community Development Advisory Committee – Economic Development Report

Recommendation

This report is for information purposes only.

Background

At its July 2015 regular meeting County Council approved the Terms of Reference for the Community Development Advisory Committee (CDAC) as follows:

Mandate

Set priorities for sustainability in the Frontenacs, implementing the visions outlined in Directions for Our Future, the Economic Development Charter & Implementation Plan, and the Trails Master Plan.

Key Activities

- Create short-term project teams for focused development within priorities
- Evaluate project team recommendations through a sustainability lens
- Proactively advise and inform Council to ensure decisions account for regional and long-term implications
- Improve community engagement in the activities that will lead to a sustainable future for the Frontenacs

Comment

The following information on current activities with regard to economic development, sustainability and trail development is offered to the committee members for perusal:

Economic Development**First Impressions Community Exchange (FICE)**

FICE provides an opportunity for communities to gain a fresh perspective on how they are seen through the eyes of first-time visitors. The program provides a structured opportunity for communities to learn about the first impressions they convey to visitors.

Volunteer teams from partnered exchange communities each conduct an unannounced visit and record their observations on a variety of topics such as community entrances, downtown amenities, services available in the community, and tourist attractions. The observations from the visit serve as the basis of a report back to that community. The report can assist decision makers with economic development planning.

The villages of Verona, Harrowsmith and Sydenham were visited by volunteers from Highlands East Township in Hastings County sometime before the end of October. Similarly volunteers from here visited Cardiff, Wilberforce and Gooderham by the first week of November.

A follow-up meeting with the South Frontenac volunteers was held to review findings and consider dates to present back to Highlands East. We will report back to that community the evening of December 5, 2016. A date for us to receive a report is to yet be determined.

Eastern Ontario Food Conference

The CDO attended this conference on November 22nd and 23rd 2016. The Manager attended one afternoon to present in a session on the municipal role in local food.

Implementation Plan – Advancing Economic Development in Frontenac through collaboration

Branding – The new brand is being used at every possible opportunity and is being received at a faster rate than ever anticipated.

Community Development Officer (CDO) - A CDO has now signed up 50 Brand Ambassadors.

Community Opportunities Grant (COG) - This program was not supported by County Council in the 2017 budget deliberations.

Web-based portal - The Economic Development Manager, Community Development Officer are writing content for the website. The project is to be completed by December 31, 2016.

Accommodation Study - a request for proposal has been drafted and sent to North Frontenac Economic Development Task force for review and comment were received. The draft is attached for review and comment.

Directions for Our Future – the County's Integrated Community Sustainability Plan.

Age-Friendly Community Plan (AFCP) –Two Age-Friendly Senior Expos were held; one in Sydenham on November 18th and one in Sharbot Lake on November 19th.

Both Expos had good attendance. A total of 77 surveys were completed during the events. Ten exhibitors participated in Sydenham and nine in Sharbot Lake. Many hoped there will be other opportunities offered or hosted in order to showcase their businesses/organizations.

This plan adheres to a guiding principle in Sustainable Actions 2014 as follows:
Age-friendly rural and remote communities should be supported so that residents can live fulfilled lives without having to locate to urban centres. Rural-urban migration depletes the countryside, increases unsustainable urban sprawl and diminishes traditional rural culture. It can also separate families and friends, removing supports and creating alienation.

Action for CDAC: Receive progress reports and recommend the draft AFCP to County Council for approval in February 2017.

K&P Trail Development

Letters of Intent have been sent to landowners between Tichborne and Sharbot Lake to purchase land required for the final development of the K&P.

A request for proposal for the construction of approximately 4 km of trail has been issued. The manager facilitated a site visit this week with the contractors. The tender closes December 7, 2016.

Sustainability Implications

In all that we do in the name of economic development in the Frontenacs, we will live by a set of principles that balance the economy, environment, social, and cultural interest of our communities.

Financial Implications

There is an allotment in the 2016 budget for the K&P Trail development, activities for monitoring Directions for Our Future, and the implementation plan for economic development.

Organizations, Departments and Individuals Consulted and/or Affected

Members of Community Development Advisory Committee
County Council & staff
Township of Frontenac Islands
Township of South Frontenac
Township of Central Frontenac
Township of North Frontenac
Central Frontenac Economic Development Advisory Committee
North Frontenac Economic Development Task Force
Frontenac Community Futures Development Corporation
Residents of the County of Frontenac



2069 Battersea Road
Glenburnie, ON K0H 1S0
Tel. 613-548-9400
Fax 613-548-8460



**FRONTENAC COUNTY
REQUEST FOR PROPOSAL
Consultant for Review of Overnight Accommodations and Provision of a Strategy to
Grow the Range of Opportunities Available in Frontenac**

1. Background Information

For the purpose of procurement, this project is being coordinated by the County of Frontenac in cooperation with the four (4) member municipalities in the County, namely:

- Township of Frontenac Islands
- Township of South Frontenac
- Township of Central Frontenac
- Township of North Frontenac

Collectively the above are herein after referred to as the “Municipalities”. Background information on each of the Municipalities is appended to this document, **Schedule “A”**. For the purpose of all contractual aspects of this agreement, the County of Frontenac is the only party to this RFP and any subsequent agreements.

For the purpose completing this assignment, the Frontenac County Manager of Economic Development shall act the capacity of Project Manager and will assist the consultant with logistical matters related to the efficient delivery of the work of the consultant.

2. Intent of the Proposal

To this intent, the County and member municipalities requires the creation of a region-wide review of the potential to identify opportunities for growth in the overnight accommodations sector throughout Frontenac. Increasing the number and variety of overnight accommodations is seen as a positive step in generating more economic opportunities for local business by stretching out visits and providing the opportunity to host multi-day events.

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 1 of 19

Throughout this process, it will be important to recognize regional differences and priorities. These issues must be reflected in the final product. It is equally important that this project reflects the sustainability imperatives stated in both the County Official Plan¹ and the Directions for our Future² plan. The County's Economic Development Charter (**Schedule "B"**) sums up this commitment as follows:

"In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities."

Frontenac recognizes that growth in **four season** accommodation options will assist local business to grow and expand the range of options available to them to operate in a sustainable manner. The completion of the K&P Trail in 2017 will provide a connecting link from the scenic vistas of Wolfe Island in the south, through the City of Kingston, north to the vast trail network of South, Central and North Frontenac, and the rolling farmland and Canadian Shield opportunities of the region. Expanded accommodation options will be a key opportunity for growing the economic and commercial base in Frontenac.

Building upon the new Frontenac Brand³, the Economic Development Charter and the development of the K&P Trail, the Consultant will examine the full spectrum of options Including:

- the new sharing economy
- cottage rentals
- Bed and Breakfast
- camping
- family resorts
- full service motels and conference centres.

The report will first look at the existing Frontenac market, including availability and range of options currently available, including current vacancy rates. The consultant will utilize the current network of Frontenac "Brand Ambassadors"⁴ to gauge potential and identify opportunities.

The report will highlight opportunities for expansion of the accommodation market, including expanding the current providers and growing the total accommodation portfolio, as well as opportunities to bundle various accommodation options and products to maximum effect.

The resources of the County's GIS team will be available to the consultants as part of their efforts. Working with County and municipal planning staff, the consultant will also identify opportunities to reduce barriers to growth of the accommodation network.

¹ <http://www.frontenacounty.ca/en/corporate/resources/County-of-Frontenac-Official-Plan---Consolidate-Copy.pdf>

² http://www.frontenacounty.ca/en/corporate/resources/Sustainability/Frontenac_ICSP_-_Directions_for_Our_Future.pdf

³ <http://www.frontenacounty.ca/en/corporate/frontenac-brand.asp>

⁴ <http://www.frontenacmaps.ca/brandambassadors/>

Finally, the report will present a series of “best bets” for growing the accommodation market place in Frontenac, including marketing strategies, new digital approaches and leveraging the network of existing businesses to maximum effect. The consultant may choose to use a case study method to illustrate best practices. At the end of this process, County Council, member municipalities and staff will be presented with a “tool kit” of opportunities and work plan covering a five year time horizon. The tool kit will include key performance indicators to gauge success and adjust targets and strategies.

3. Scope of Work

Submissions are being accepted by the County of Frontenac for a Proposal seeking the services of an experienced marketing firm / consultant with experience in rural economic development and relevant work in the hospitality sector.

This RFP outlines the base deliverables; for the design and development of a region-wide accommodation strategy. Work under this contract will include all labour, material, design and other associated costs required to complete the above mentioned work in accordance with general conditions and specifications herein.

4. Deliverables

The successful supplier will be required to provide:

- A regional review of the existing accommodation market across the entire spectrum as noted above. This review will also look at a high level examination of the Kingston market and options to leverage this market.
- An engagement strategy for current businesses (in particular Frontenac Brand Ambassadors) to identify opportunities and challenges. The consultant is expected to deliver a creative and interactive engagement process for existing businesses, such that they feel that their opinions are valued and are reflected in the recommendations.
 - The final product will include a recommended strategy for the ongoing engagement of Brand Ambassadors as a driving force in this project.
- An engagement strategy for ensuring that members of County Council, member municipality Councillors, the economic development committees of North and Central Frontenac, the County’s Community Development Advisory Committee and related staff are fully utilized to evaluate opportunities, identify challenges and create “buy-in” for the final product.
- An evaluation of current social, environmental, economic, cultural and tourism assets that can be utilized to promote longer “stays” in Frontenac and recommend a strategy to leverage these assets.
- An evaluation of planning policies and suggested amendments that will encourage and support the accommodation sector and remove barriers to entry.
- A “tool kit” of projects and proposals, including estimated costs and timelines that are intended to formulate a work plan for County and Township staff.
- Potential options for grants opportunities to support the overall strategy.

- The development of a recommended set of five to 10 key performance indicators (KPIs) that can be utilized by Council, the community and staff to evaluate progress and if necessary adjust goals and strategies.

The budget for this project cannot exceed \$50,000 including disbursement.

The consultant will provide a 90% “draft” report to the Project Manager approximately one month prior to a final report being presented to County Council at a date to be confirmed in July 2017. The draft will be reviewed with the Community Development Advisory Committee at a date to be confirmed in June 2017 with feedback provided to the consulting team.

A final report will be presented by the consultant to a County Council meeting in July 2017.

The County and member municipalities will assist the consultant by cooperating on providing meeting room spaces, access to planning staff and related resources, including GIS staff and products, plus promotion through County social media channels as required.

5. Proposal Structure and Content Requirements

5.1 Proposal Submission Structure

The proposal document should be structured in sections that refer to the headings addressed in the Proposal Content Requirements of this section and should be numbered and tabbed accordingly. We recommend a maximum of ten (10) pages for the body of the submission.

5.2 Proposal Content Requirements

5.2.1 Applicable Expertise and Resources

Describe the expertise and qualifications that you would bring to the completion of this study. Please provide resumes of all individuals who may be involved in this study and whether any portion of the study will be contracted out and to whom/what firm.

5.2.2 Related Experience

Please provide examples of related work completed. The County may use this list as a further reference.

5.2.3 References

Please provide a list of references, whom the County may contact, complete with telephone numbers to supplement this information. Please restrict this list to three references.

5.2.4 Methodology/Understanding of the Requirements

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 4 of 19

Please outline in detail how you will undertake the exercise with the estimated number of hours to undertake each step of your methodology.

A project plan/timeline should be included with the submission.

The plan shall be completed by **June 30, 2017**.

5.2.5 Budget

Please provide a budget summary, including the following:

- a) The maximum amount payable by the County for the consultant’s services associated with the completion of this study.
- b) The hourly rate that would be applied should additional services be required outside the scope of the original contract.

5.2.6 Corporate Information

Please provide the following:

- a) Proponents complete name, address (postal, e-mail and Internet), telephone and fax number and the name of the contact for this proposal.
- b) Philosophy on customer service and quality assurance.

5.2.7 Other Considerations

Please include any other items, not covered in the previous sections, which will identify why your firm should be selected by the County as the consultant to complete this study.

Please note that the County of Frontenac will own the rights to use of the final report produced by the Consultant. The report will also include appropriate attribution to the consultant and will not be altered or misrepresented by the County. The consultant will retain full rights to all methodology, calculations and trademarks related to the production of the report.

6: Proposal Process

6.1 Timeline

The following timeline has been established for the Consultant selection process:

Request for Proposals Issued	Monday January 9, 2017
Deadline for Questions	Thursday January 26, 2017 at 2:00 p.m.
Proposal Submission	Thursday February 2, 2017 at 3:00 p.m.
Determine Short List for Interviews	Monday February 6, 2017

Request for Proposals – Frontenac Accommodation Review
 Closes Thursday **February 2, 2017 at 3:00 p.m.**
 Page 5 of 19

Consultant Interviews/Presentations	Thursday February 9, 2017 (am)
Notification of Award	Tuesday February 14, 2017

The submissions and interviews will be juried by a committee composed of the following:

- Chair (or Designate) of the County's Community Development Advisory Committee;
- One Chief Administrative Officer from the member municipalities;
- One Brand Ambassador representing the Frontenac Business Community
- County of Frontenac Staff, including:
 - Director of Planning and Economic Development;
 - Manager of Economic Development (Project Manager);
 - Community Development Officer.

6.2 Date & Place for Receiving Proposals

a) Proposals must be addressed to:

**County of Frontenac
2069 Battersea Road
Glenburnie, ON K0H 1S0
Attn: Marian VanBruinessen**

and clearly marked:

RFP – Consultant for Frontenac Accommodation Review

b) BY MAIL OR PERSONAL DELIVERY:

(i) Proposals by mail or personal delivery will be received by **3 p.m. local time on Thursday, February 2, 2017**

(ii) Proposals received after **3 p.m. local time on Thursday, February 22, 2017** will be returned unopened.

(iii) Before being officially received, the proposal envelope will be marked by the Office of the County, with the time and the date that the envelope was received in the office.

c) BY ELECTRONIC MAIL:

Documents can be sent by email in PDF FORMAT to the attention of Nancy Elliott, Finance Clerk, at ap@frontenacounty.ca. It is the responsibility of the proponent to ensure that the email has been received by Ms. Elliott before the closing time and date. The County server does restrict the receipt of attachments exceeding 5.5 mb.

Files over 5.5mb will be accepted using 2big4email.
Go to the website at [Frontenac County](#) for application.
Bottom right hand corner, click on 2big4email
Follow instructions on the right hand side.
Please email [Branding Proposal Submissions](#) that you have used this application to send your proposal.

- d) FAX COPIES WILL NOT BE ACCEPTED
- e) All proposal submissions are appreciated. However, the County will be contacting only those selected for an interview.

6.3 Documentation

- a) **Five (5) copies** of the proposal are required for paper submission or 1 copy if emailed.
- b) Three (3) references
- c) The submission must not be more than ten (10) pages (excluding appendices)
- d) All proposals must be legible and typewritten.
- e) A Certificate of Clearance from the Workplace Safety & Insurance Board (W.S.I.B.) certifying that the proponent is in good standing with the Board, and confirming that their account is active and up to date;
- f) Proof of professional liability insurance with a minimum limit of \$2,000,000;

6.4 Interview

An interview may be necessary as part of the evaluation process. Short-listed proponents will be advised on Monday **February 9, 2017** for an interview on Thursday **February 9, 2017**.

Please ensure your firm is available on **February 9, 2017** for an interview.

6.5 Negotiations

In the event that a prepared proposal does not precisely and entirely meet the County of Frontenac's requirements, the County of Frontenac reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

6.6 Communications

All requests for information and/or clarification as well as questions regarding the interpretation of the terms set out in this document should be referred to [Questions - Branding Proposal](#) and emailed to ap@frontenacounty.ca.

The County reserves the right to distribute any or all questions and answers to the other proponents.

Deadline for questions: Thursday **January 26, 2017** at 2:00 p.m.

6.7 Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of his/her proposal at any time up to the official closing time. The last proposal received shall supercede and invalidate all proposals previously submitted by that proponent for this proposal.

A proponent may withdraw or qualify his/her proposal at any time up to the official closing time, by submitting a letter bearing the signature as in his/her proposal to the Clerk, who will mark thereon the time and date of receipt and will place the letter in the tender box. **No telephone calls or telephone transmissions by facsimile copies will be considered.**

6.8 Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the County unless authorized in writing in accordance with the procedure set out in Communications 4.6.

6.9 Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the County's request for proposal documents.

8. Proposal Evaluation

7.1 Qualification evaluations will be carried out based on the following criteria:

1	Applicable expertise and resources	15
2	Related Experience	15
3	Quality and nature of the proposed engagement process	15
4	Project Understanding	15
5	Interview	10
6	Overall Quality of Proposal	10
7	References	10
8	Cost	10
	Total	100

The submissions will be assessed on the merits of the information provided. Proposals should address the categories listed above to enable the Review Committee to undertake adequate assessment.

LOWEST BID OR ANY PROPOSAL NOT NECESSARILY ACCEPTED.

7.2 Review Committee

The review committee will be comprised of County staff and the County Warden.

7.3 Acceptance of this Proposal and Contract

It is expected that one proponent will be selected to conduct this study. Upon selection, the successful proponent will be required to enter into a contract with the County. The contract will be based on the specifications, terms and conditions expressed in this document, the successful proponent's proposal and documented negotiations and will include the requirement of proof of professional liability insurance.

The RFP results will be advertised on the website with only the successful Proponent being contacted.

8. Other

8.1 Incurred Costs

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the County of any proposal by reason of any delay in the acceptance of a proposal.

8.2 Confidentiality

The Proposal must not be restricted by any statement, covering letter or alteration by the Proponent(s) in respect of confidential or proprietary information. The County will treat all Proposals as confidential. The County will comply with the Municipal Freedom of Information and Protection of Privacy Act, and its retention by-law pursuant to the Municipal Act, in respect of all Proposals. All public reports approved by the Council of the County will become public information. Such public reports will not include Proposal documents. The County will not return or destroy all copies of any successful Proposal. All unsuccessful Proposals will be destroyed within a year of determining the successful Proposal.

8.3 Errors and Omissions

The County shall not be held liable for any errors or omissions in any part of this RFP. While the County has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the County, nor is it necessarily comprehensive or exhaustive.

8.4 Bid Cancellation

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 9 of 19

The County reserves the right to cancel this bid request at any time up to the Award of a Contract.

8.5 Legislative and Licensing Requirements

All Proponents and Proposals must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the RFP. Please be advised that a condition of the agreement will be a requirement that the Successful Proponent comply with the applicable laws of Ontario and Canada, including the:

The Occupational Health and Safety Act (Ontario)
Ontario Human Rights Code
Pay Equity Act (Ontario)
The Accessible Customer Service Standard.

Any agreement that results from this RFP will be subject to the laws of the Province of Ontario and Canada.

Schedule “A” – Municipal Background Information



Township of Frontenac Islands

Frontenac Islands was formed in 1998 by the amalgamation of two of Ontario's oldest rural municipalities: Howe Island and Wolfe Island. Both islands can trace their European roots back to New France, but it was only in the years after the War of 1812 that settlement took place in any numbers.

The islands are named after two of Britain's generals from the time period of the Seven Year's War: James Wolfe (d. Sept 13, 1759) and William Howe (d. 1814), a subordinate of Wolfe's at the Plains Of Abraham and later Commander-in-Chief of British troops in North America during the American Revolution. The islands' current names first appeared on a map in 1818 when Captain William Fitzwilliam Owen of the Royal Navy conducted a naval survey of the 1,000 Islands.

Today, the islands have a mixture of agricultural and rural lifestyles with a growing proportion of residents working off the islands in Kingston or elsewhere in Frontenac County.

Islands was formed in 1998 by the amalgamation of two of Ontario's oldest rural municipalities: Howe Island and Wolfe Island. Both islands can trace their European roots back to New France, but it was only in the years after the War of 1812 that settlement took place in any numbers.

The islands, situated as they are at the beginning of the St. Lawrence River, provide a unique location to live and work. Access to the mainland is by boat: both islands are serviced by ferries year-round with the addition of a seasonal ferry to the USA from Wolfe Island from May to November

Website: <http://municipality.frontenacislands.on.ca/>



Township of South Frontenac

The Township of South Frontenac is a rural lower tier municipality, within the County of Frontenac, located in Eastern Ontario north of the City of Kingston. The total population of the Township is approximately 18,100 with 10,054 households across 970 sq. km., amongst over 75 lakes.

The Township of South Frontenac is responsible for providing the following services:

- Transportation including 800 center lane km of local roads and bridges (Provincial Highways and County Roads are all assumed by Township, most winter maintenance and some road construction done in house)
- Fire protection (9 fire halls, approximately 150 volunteer firefighters, full time chief)
- Building inspection and permits (approximately 450 permits and \$27.6 million in Construction value, with a CBO and two inspectors)
- By-law enforcement (by contracted services provider)
- Parks and recreational services (Full time supervisor, 14 parks, 7 community halls, Summer swim and day camp programs staffed by students, manage single pad arena owned by joint board)
- Environmental services including solid waste collection/disposal and waste diversion (5 waste sites, township wide household pick up and full blue box program)
- Planning (typical year includes 65 consents, 20 minor variances, and more recently several sub divisions per year)
- Taxation (\$27 million dollar capital and operating budget, 10,000 plus tax accounts)
- Water treatment and distribution in the village of Sydenham (by contracted service)
- Cemetery (8 active cemeteries)
- 51 full time staff including, a management team of 13 members. All non-management staff represented by CUPE including 4 lead hands.

Township Council is made up of 9 members including the Mayor. (see appendix B for Council and committee structure)

Website: <http://www.southfrontenac.net/>

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 12 of 19



Township of Central Frontenac

The Township of Central Frontenac is located in Eastern Ontario in the heart of the Land O' Lakes Region and Frontenac County. It is the traditional territory of the Algonquin First Nations. Spread across 1025 square kilometres of unspoiled granite terrain, its rolling hills, winding roads, rippling waters and rugged terrain characterize this rural area and foster a traditional Canadian environment and lifestyle. Approximately midway between Toronto and Montreal, north of Kingston and Napanee (map link) with access to major transportation corridors such as Highway 7, Road 38 and the Highway 401 corridor, residents and businesses have access to markets, goods and services in cities such as Toronto, Kingston and Ottawa.

The permanent population of 4,555 is scattered throughout small villages and hamlets, along rural roads, and nestled beside shorelines. The population almost doubles in summer when cottagers retreat to the pristine lakes and quiet wooded areas.

Website: <http://www.centralfrontenac.com/>



Township of North Frontenac

The Township of North Frontenac is a 1,164.73 square km lower-tier municipality, part of Frontenac County, and home to over 1,842 permanent residents (and 7,000+ seasonal residents). The low density of the population (1.7 people per sq. km) makes for the preservation of an amazing landscape. Also, North Frontenac is beautifully set in the heart of eastern Ontario's cottage country. For these reasons it one of the best destinations for outdoor activities and relaxing living in southeastern Ontario.

Website: <http://www.northfrontenac.com/>



County of Frontenac

The Council of the County of Frontenac is comprised of eight members and is made up of the four Mayors from the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands, as well as a selected Councillor from each Township Council.

Mission Statement

The County of Frontenac's mission is the effective, efficient and sustainable delivery of services to citizens.

Vision Statement

The County of Frontenac is recognized for its unique pristine natural environment and lifestyle choices and commitment to - and promotion of - strong, resilient, diverse, rural communities. The municipalities that are partners of the County are the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. The total population of the County is approximately 27,000, has an area of 3,200 square kilometers and an assessment base which is almost 96% residential.

The County provides long term care and paramedic services on behalf of both County residents and the City of Kingston, plus regional planning/economic development, emergency planning and Howe Island Ferry Service to County residents.

In 2015, the County of Frontenac proudly celebrated its 150th anniversary.

The region is rich in diversity in areas such as tourism, agriculture, forestry, services and government. The County is home to well-known areas of interest and boasts of some of the most beautiful natural features to be found, possessing more than 1,000 lakes, is part of the Canadian Shield, and has many islands; the largest being Wolfe Island. The attractiveness of these features draws seasonal residents, outdoor recreational enthusiasts, artists, artisans and crafts-people. The region's tourism sector is also strongly linked to this pristine environment.

One of 3 goals in the County's 2013 strategic plan is to support economic development. In March 2015 County stakeholders were brought together in a 2-day workshop which resulted in a signed Economic Development Charter and later was endorsed by County Council. A June workshop - to define actions for an implementation plan which was approved in the County's 2016 budget.

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 14 of 19

The Council of the County of Frontenac has established as a goal to improve economic opportunities in Frontenac. The County held a series of meetings in early spring of 2015 to develop an economic development charter and focus efforts in order to maximize impact. The resulting economic development charter included three themes: Trips and Trails, (2) Local Food & Beverage, and (3) Recreation Lifestyle and two demographic targets: Seniors, and (2) Families and Youth. The outcome of a June workshop defined actions for an economic development implementation plan which was approved in the County's 2016 budget.

Website: [Frontenac County](#)

DRAFT

Request for Proposals – Frontenac Accommodation Review
Closes Thursday **February 2, 2017 at 3:00 p.m.**
Page 15 of 19

Schedule “B” – Economic Development Charter

EXECUTIVE SUMMARY

An Economic Development Charter for the Frontenacs

March 5, 2015

We believe a strong economy is essential for vibrant, enduring communities, for the happiness, health, and satisfaction of our residents, and for the security of our citizens as well as our businesses, organizations and local governments.

We value collaboration and pledge to work together to develop, gather support for, implement and measure the themes in this Charter.

We share a Vision of an economy that is rooted in the character of the Frontenacs and its people: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction.

We agree that success in bringing the Vision to life will come from proactive implementation of initiatives developed within the inter-related themes outlined in this Charter.

We pledge that the Frontenacs will be a stronger by focusing on the following themes:

	Activities		
	Trips and Trails	Local Food and Beverage	Recreation Lifestyle
Describe scope of priority	<ul style="list-style-type: none"> Providing safe community linkages for recreation, active transportation and tourism will provide opportunities for business and assessment growth. 	<ul style="list-style-type: none"> Food and beverage products that are grown, processed and sold locally, regionally and internationally will reinforce the character and reputation of the Frontenacs, while providing local jobs and support for tourism. 	<ul style="list-style-type: none"> Promotion of the Frontenacs lifestyle, with access to the natural beauty and amenities of the Frontenacs will appeal to families and businesses. The recreation lifestyle will be complemented by a “connected” community.
Describe “why” of priority	<ul style="list-style-type: none"> The geography of the Frontenacs is vast and beautiful. Lifestyle and recreation opportunities will be supported by the successful implementation of a trips and trails strategy. 	<ul style="list-style-type: none"> The unique geography and environment of the Frontenacs offers the opportunity to provide a rich and diverse range of product offerings for residents and visitors. Will take advantage of a growing demand for local, healthy food options. 	<ul style="list-style-type: none"> Youth and families that yearn for a rural lifestyle with access to nature, connection to trails and opportunities to work from home will help provide balance to our economy.
Describe general	<ul style="list-style-type: none"> Assessment growth in proximity to trails 	<ul style="list-style-type: none"> Growth in value added agriculture, agri-business, 	<ul style="list-style-type: none"> Attraction of families and retention of our youth.

Request for Proposals – Frontenac Accommodation Review
 Closes Thursday **February 2, 2017 at 3:00 p.m.**
 Page 16 of 19

definition of success	<ul style="list-style-type: none"> • Business growth in trips and trails support industries i.e., B&B's, outfitters, restaurants. 	specialty products and artisan foods <ul style="list-style-type: none"> • Development of breweries, distilleries and wineries. • Ensuring the required supports are in place. 	<ul style="list-style-type: none"> • Growth in home based businesses.
------------------------------	--	---	--

	Demographics	
	Seniors	Families and Youth
Describe scope of priority	<ul style="list-style-type: none"> • Ensuring that seniors can remain in their home and transition to independent living options will strengthen the fabric of our communities. • The health and quality of life of our seniors is important to our community. 	<ul style="list-style-type: none"> • The demography of the Frontenacs needs a balance that includes youth and families. The themes of recreation lifestyle, trips and trails will be the key to the attraction and retention of people that crave the natural beauty and attributes of the Frontenacs.
Describe "why" of priority	<ul style="list-style-type: none"> • Seniors are a vibrant and diverse component of our communities. From the newly retired, to the active senior promoting an "aging-in-place" strategy as an economic development and planning framework will improve our communities. 	<ul style="list-style-type: none"> • A diverse population for the Frontenacs will ensure our economy is broadly based.
Describe general definition of success	<ul style="list-style-type: none"> • Improved "aging-in-place" options. • Improved transportation and access for seniors. • Private sector involvement in providing seniors solutions. 	<ul style="list-style-type: none"> • Demographic growth in the 0 to 40 age groups.

Implementation Tools

We recognize that by focusing on these themes, local jobs will be the outcome. We will leverage the power of these themes by utilizing a **coordinated approach to infrastructure, access to grants opportunities, business loans and counseling** and **regional marketing**.

Principles

In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities.

These principles are summarized as follows:

- **Be prepared** – plan, balance risk and take advantage of opportunities
- **Work collaboratively** – as a community of communities and across political boundaries
- **Be accountable** – listen to our citizens and making tough decision and correcting course when required
- **Communicate effectively** – ensure quality, timely communications with our stakeholders and be clear in our intent
- **Recognize the rural lifestyle** – our economy is a reflection of our rural communities

Request for Proposals – Frontenac Accommodation Review
 Closes Thursday **February 2, 2017 at 3:00 p.m.**
 Page 17 of 19

DRAFT

Request for Proposals – Frontenac Accommodation Review
Closes Thursday February 2, 2017 at 3:00 p.m.
Page 18 of 19

Measurement

We will track our progress and report back to our communities every year. We will identify where we have excelled or fallen short, celebrating or refining our work as we track progress using these indicators:

- Increased food and beverage business and supporting infrastructure
- More people living and working in the Frontenacs
- More youth in our communities
- Decreased poverty rates
- More seniors staying and arriving
- Increased partnerships
- Increased sense of community pride
- Success in our schools
- More diverse/larger tax base
- Increased year round tourism
- Increased permanent population
- Use of technology to track businesses and data
- Diversity in demographics – age and race
- More kilometers of trails and related facilities
- More opportunities for self-employment
- Ability to adapt to change

Signed as individuals, this 5th day of March 2015

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____