



**Community Development Advisory Committee Meeting
Thursday, March 9, 2017 – 10:00 a.m.
Bud Clayton Memorial Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. Call to Order

2. Adoption of the Agenda

- a) **That** the agenda for the March 9, 2017 meeting of the Community Development Advisory Committee be adopted.

3. Disclosure of Pecuniary Interest and General Nature Thereof

4. Adoption of Minutes

3 - 6

- a) **Minutes of Meeting held February 6, 2017**

That the minutes of the Community Development Advisory Committee meeting held February 6, 2017 be adopted.

5. Deputations and/or Presentations

6. Reports to the Community Development Advisory

- a) **Briefing:** MDB Insight will provide the Community Development Advisory Committee with a briefing on Report 2017-032, Accommodation Study (Project Launch)

7 - 25

- b) **2017-032
Community Development Advisory Committee
Accommodation Study (Project Launch)**

For information purposes only.

26 - 29

- c) **2017-031
Community Development Advisory Committee
Highway 401 Area Profile Signage**

Be It Resolved That the Community Development Advisory Committee receive and accept this report;

And Further That staff apply for Highway 401 Area Profile Signs to be

located Eastbound at Exit 599 – Wilton Road, and Westbound at Exit 623 – Highway 15.

30 - 31

- d) **2017-033**
Community Development Advisory Committee
Northern Frontenac Cycle Tourism

For information purposes only.

32 - 33

- e) **2017-034**
Community Development Advisory Committee
Hazelnut Production Potential in Kingston-Frontenac

For information purposes only.

7. Communications

8. Other Business

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, April 6, 2017 at 10:00 a.m. in the Bud Clayton Memorial Room.

10. Adjournment



**Minutes of the Community Development Advisory Committee Meeting
February 6, 2017**

A meeting of the Community Development Advisory Committee was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Monday, February 6, 2017 at 10:00 a.m.

Present:

Robert Clinton, Chair
Betty Hunter, Vice-Chair
Barrie Gilbert
Tracy John
Darwyn Sproule
Councillor Ron Higgins

Regrets:

Councillor John McDougall, Council Liaison
Wilma Kenny

Staff Present:

Richard Allen, Manager of Economic Development
Kelly Pender, Chief Administrative Officer
Alison Vandervelde, Communications Officer (Recording Secretary)

1. Call to Order

Mr. Allen called the meeting to order at 10:00 a.m. and proceeded to the Election of Officers.

2. Election of Officers

a) Election of Chair

Moved By: Ms. John
Seconded By: Councillor Higgins

That Bob Clinton be elected Chair of the Community Development Advisory Committee for 2017.

Carried

Moved By: Mr. Gilbert
Seconded By: Councillor Higgins

THAT nominations for Chair be closed.

Carried

b) Election of Vice-Chair

Moved By: Councillor Higgins
Seconded By: Mr. Gilbert

THAT Betty Hunter be elected Vice-Chair of the Community Development Advisory Committee for 2017.

Carried

Moved By: Ms. John
Seconded By: Councillor Higgins

THAT nominations for Vice-Chair be closed.

Carried

Mr. Clinton assumed the Chair.

3. Adoption of the Agenda

Moved By: Ms. Hunter
Seconded By: Councillor Higgins

That the agenda for the February 6, 2017 meeting of the Community Development Advisory Committee be adopted.

Carried

4. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

5. Adoption of Minutes

a) Minutes of Meeting held December 8, 2016

Moved By: Ms. John
Seconded By: Councillor Higgins

That the minutes of the Community Development Advisory Committee meeting held December 8, 2016 be amended to correct the location for Environmental Forum to Queen's University Biological Station and as amended be adopted.

Carried

6. Deputations and/or Presentations

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**7. Reports to the Community Development Advisory Committee**

- a) **2017-010  
Community Development Advisory Committee  
Community Development Officer Activity Report, November 2016 to  
January 2017**

Ms. Vandervelde reviewed the report and highlighted recent successes.

- b) **2017-011  
Community Development Advisory Committee  
Economic Development Web Based Portal**

Mr. Allen gave the Committee a tour through the portal. Suggestions included:

- Adding information around environmental services/conservation authorities under Local Business;
- Adding North Frontenac Parklands under Trails & Recreation;
- Involving the community in building a strong photo collection through a photo contest;
- Strengthen the call to action regarding investment opportunities under Invest in Frontenac;
- Ensuring reference to environmental preservation (i.e., light pollution, natural shorelines, etc) is present throughout verbiage on the site, and perhaps adding a page specifically about the Frontenac sustainability mindset.

The committee was supportive of the web portal – clean, informative, easily accessible information.

- c) **2017-012  
Community Development Advisory Committee  
Accommodation Study**
- d) **2017-013  
Community Development Advisory Committee  
Hastings County Economic Development Review**

Mr. Allen and Mr. Pender highlighted key points from the report, and suggested that given the next steps in the Hastings report, Frontenac is doing lots of things right. The Committee was congratulatory about the amount of good work staff is able to do, given limited resources.

Conversation suggested that we need to ensure proactive review of long-term plan for securing funding, especially those line items that are currently funded externally.

**e) 2017-014  
Community Development Advisory Committee  
Goat Milk in the Frontenacs**

Moved By: Ms. Hunter  
Seconded By: Ms. John

**Be It Resolved That** the Community Development Advisory Committee accept and receive this report;

**And Further That** staff continue to pursue opportunities associated with the new Feihe International facility in the City of Kingston, with a focus on supply chain implications for goat farms and goat dairy;

**And Further That** staff report back the Community Development Advisory Committee with next steps by October 2017.

**Carried**

**8. Communications**

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9. Other Business

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**10. Next Meeting**

The next meeting of the Community Development Advisory Committee is scheduled for March 9, 2017

**11. Adjournment**

Moved By: Ms. Hunter  
Seconded By: Ms. John

**That** the meeting hereby adjourn at 12:07pm

**Carried**



**Report 2017-032**

**Committee Information Report**

**To:** Chair and Members of the Community Development Advisory Committee

**From:** Richard Allen, Manager of Economic Development

**Date of meeting:** March 9, 2017

**Re:** **Community Development Advisory Committee – Accommodation Study (Project Launch)**

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**Recommendation**

This report is for information purposes only.

**Background**

In 2016 the County of Frontenac launched the “Advancing Economic Development Through Collaboration” strategy in partnership with each of the four townships along with financial support from the Ontario Ministry of Farms, Agriculture and Rural Affairs through the Rural Economic Development (RED) program.

This regional strategy at the County level supports several grassroots economic development initiatives through the new Frontenac brand.

One of the initiatives included as part of this strategy is the completion of an Accommodation Study with the purpose of identifying strategies to sustainably grow the number of accommodation opportunities across Frontenac County.

After completing a competitive RFP process, the submission from MDB Insight received the highest ranking while also having the lowest proposed cost to Frontenac County.

**Next Steps**

Members of the consultant team will provide a briefing on the project plan with the Community Development Advisory Committee and seek advice regarding accommodations and Frontenac County at the March 9, 2017 meeting to launch the project.

**Sustainability Implications**

The Frontenac County Integrated Community Sustainability Plan (ICSP) identifies recreation and leisure as a focus area. This is also reflected in the County Economic Development Charter as a key pillar and strength. As visitors seek adventures and recreational activities in Frontenac, a strong network of accommodation options and partners should be in place to ensure the long term viability of this tourism industry.

**Financial Implications**

The accommodation study has a budget maximum of \$50,000 and is funded through the Rural Economic Development (RED) program as part of the “Advancing Economic Development in the Frontenacs through Collaboration” project.

**Organizations, Departments and Individuals Consulted and/or Affected**

Community Development Advisory Committee  
Economic Development Task Force (North Frontenac)  
Central Frontenac Township  
Frontenac Islands Township  
North Frontenac Township  
South Frontenac Township



## **County of Frontenac: Overnight Accommodations Opportunities**

### **Agenda: Project Launch Meeting**

**Date: March 9, 2017**

**Time: 10:00 a.m. - 12:00 p.m.**

**Location: County of Frontenac Office**

**Dial In: 1-855-367-3535 x6 Code 5229**

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### Participants

#### **Consulting Team**

Paul Blais, Jason Dias, Giulia Ilacqua, Libby Smith

#### **County of Frontenac**

Richard Allen, Members of Community Development Advisory Committee

### Agenda

- 1. Introductions**
- 2. Discussion of Study Goals and Objectives**
  - a. Vision of final deliverables and audience (County)
  - b. Overview of project schedule and deliverables (see attached Workplan) (Paul)
  - c. Anticipated obstacles/barriers? (All)
- 3. Information Requirements and Engagement**
  - a. Background research and data needs (see attachment) (Jason)
  - b. Engagement plan and selecting dates of future meetings (see attachment) (Paul)
- 4. Initial Strategic Discussion (Appended Questions)**
- 5. Adjournment**

Attachments: Workplan; Background Research and Data Needs; Engagement Plan;  
Discussion Questions

DETAILED WORKPLAN - Updated 2017-03-03

| DETAILED WORKPLAN<br>Updated: 2017-03-02                    | Start                 | End                   | Status    | Notes                                                                                                    |
|-------------------------------------------------------------|-----------------------|-----------------------|-----------|----------------------------------------------------------------------------------------------------------|
| <b>Phase 1: Project Start-Up and Ongoing CDAC Meetings</b>  |                       |                       |           |                                                                                                          |
| <b>Start Up Meeting</b>                                     | Mar 9                 | Mar 9                 | Scheduled | Paul/Libby to attend in person. Jason/Giulia to call in advance. Agenda to be sent out the Friday prior. |
| <b>CDAC Meetings</b>                                        | --                    | --                    | TBD       | To be scheduled after Mar 9 Meeting                                                                      |
| <b>Phase 2: Asset Inventory</b>                             |                       |                       |           |                                                                                                          |
| <b>Background Review and Asset Inventory</b>                | Week of Mar 13        | Week of April 10      |           |                                                                                                          |
| <b>Review Existing Land Use Policies</b>                    | Week of Mar 20        | Week of April 10      |           |                                                                                                          |
| <b>Research Best Practices in Accommodation Development</b> | Week of Mar 20        | Week of April 10      |           |                                                                                                          |
| <b>Phase 3: Engagement</b>                                  |                       |                       |           |                                                                                                          |
| <b>Interviews with Brand Ambassadors</b>                    | Week of Mar 27        | Week of April 24      |           | MDB / Terra Consulting to connect with 46 brand ambassadors. Telephone interviews.                       |
| Develop Stakeholder List                                    | Week of Mar 9         | Week of Mar 27        |           | MDB/Terra Consulting and Richard to build stakeholder list                                               |
| Develop Interview Guide                                     | Week of Mar 9         | Week of Mar 20        |           | MDB/Terra Consulting to share guide with Richard                                                         |
| Review and Approve Guide                                    | Week of Mar 27        | Week of Mar 27        |           | Richard to approve guide                                                                                 |
| Send introductory email                                     | Week of Mar 20        | Week of Mar 27        |           | Richard to send introductory email                                                                       |
| <b>County Council Interviews</b>                            | Week of April 17      | Week of Apr 24        |           | MDB / Terra Consulting will interview all 8 members of County Council                                    |
| Develop Interview Guide                                     | Week of Mar 9         | Week of Mar 20        |           | MDB/Terra Consulting to share guide with Richard                                                         |
| Review and Approve Guide                                    | Week of Mar 27        | Week of Mar 27        |           | Richard to approve guide                                                                                 |
| Send introductory email and assist in booking interviews    | Week of Mar 27        | Week of April 3       |           | Interviews to be scheduled between April 17-May 3 (In Person)                                            |
| <b>Municipal Workshops</b>                                  | Weeks of April 17, 24 | Weeks of April 17, 24 |           | Groups: North Frontenac ED Task Force; Central Frontenac (?); South Frontenac (?); Frontenac Islands (?) |
| Determine Municipal Workshop Groups                         | Week of Mar 6         | Week of Mar 6         |           | MDB/Terra/Richard to determine municipal workshop groups. North Frontenac ED TF confirmed.               |
| Confirm Municipal Workshop Dates                            | Weeks of April 17, 24 | Weeks of April 17, 24 |           | North Frontenac ED TF - April 19                                                                         |
| Develop and Review Workshop Agenda                          | Week of Mar 27        | Week of Mar 27        |           | Richard to review agenda                                                                                 |
| Arrange for venue and site logistics and handle RSVPs       | Week of Mar 27        | Week of Apr 17        |           | Richard/Team to invite participants and handle RSVPs, arrange for venue and site logistics               |
|                                                             |                       |                       |           |                                                                                                          |

DETAILED WORKPLAN - Updated 2017-03-03

|                                                                      |                  |                |     |                                                                                                           |
|----------------------------------------------------------------------|------------------|----------------|-----|-----------------------------------------------------------------------------------------------------------|
| <b>Interviews with External Organizations, Investors and Brokers</b> | Week of Apr10    | Week of Apr 24 |     |                                                                                                           |
| Develop Interview Guide                                              | Week of Mar 27   | Week of Mar 27 |     | MDB/Terra Consulting to share guide with Richard                                                          |
| Review and Approve Guide                                             | Week of Mar 27   | Week of Mar 27 |     | Richard to approve guide                                                                                  |
| <b>Individual Conversations with Potential Investors</b>             | Week of May 1    | Week of May 15 |     | MDB / Terra Consulting to undertake short interviews to identify a list of 15-20 investment opportunities |
| Develop Stakeholder List                                             | Week of April 17 | Week of Apr 24 |     | MDB/Terra Consulting and Richard to build stakeholder list                                                |
| Draft Questions                                                      | Week of April 17 | Week of Apr 24 |     | MDB/Terra Consulting to share questions list with Richard                                                 |
| Review and Approve Questions                                         | Week of April 17 | Week of Apr 24 |     | Richard to approve questions                                                                              |
| Send introductory email                                              | Week of Apr 24   | Week of Apr 24 |     | Richard to send introductory email                                                                        |
| Book and Conduct Interviews                                          | Week of May 1    | Week of May 15 |     |                                                                                                           |
| <b>Phase 4: Prioritizing Investment Opportunities</b>                |                  |                |     |                                                                                                           |
| <b>Develop Prioritization Methodology</b>                            | Week of Apr 10   | Week of Apr 17 |     |                                                                                                           |
| <b>Finalize Prioritization Methodology</b>                           | Week of May 15   | Week of May 22 |     |                                                                                                           |
| <b>Prioritize Opportunities</b>                                      | Week of May 8    | Week of Jun 6  |     |                                                                                                           |
| <b>Phase 5: Investment Tool Kit</b>                                  |                  |                |     |                                                                                                           |
| <b>Marketing Action Plan</b>                                         | Week of Jun 12   | Week of Jun 26 |     |                                                                                                           |
| <b>Investment prospectuses for high priority opportunities</b>       | Week of Jun 12   | Week of Jun 26 |     |                                                                                                           |
| <b>Target list of 30 investors</b>                                   | Week of May 29   | Week of Jun 26 |     |                                                                                                           |
| <b>Presentation to County Council</b>                                | July TBD         | July TBD       | TBD |                                                                                                           |

Blue indicates report / deliverable meeting  
 Grey indicates client action required  
 Green indicates items we need to be focused on next

TBD to be determined  
 TBC to be confirmed

DETAILED WORKPLAN - Updated 2017-03-03

| WORKPLAN Updated: 2017-03-03                                  | March |    |    |    | April |            |    |    | May |   |            |    |    | June |    |    |            | July       |
|---------------------------------------------------------------|-------|----|----|----|-------|------------|----|----|-----|---|------------|----|----|------|----|----|------------|------------|
|                                                               | 6     | 13 | 20 | 27 | 3     | 10         | 17 | 24 | 1   | 8 | 15         | 22 | 29 | 5    | 12 | 19 | 26         |            |
| <b>Phase 1: Project Start-up</b>                              |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Start Up Meeting                                              | ***   |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| CDAC Meetings                                                 |       |    |    |    |       | TBD<br>*** |    |    |     |   | TBD<br>*** |    |    |      |    |    | TBD<br>*** |            |
| <b>Phase 2: Asset Inventory</b>                               |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Background review and asset inventory                         |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Review existing land use policies                             |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Research best practices in accommodation development          |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| <b>Phase 3: Engagement</b>                                    |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Interviews with Brand Ambassadors                             |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| County Council Interviews                                     |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Municipal Workshops                                           |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Interviews with External Organizations, Investors and Brokers |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Individual Conversations with Potential Investors             |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| <b>Phase 4: Prioritizing Investment Opportunities</b>         |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Develop Prioritization Methodology                            |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Finalize Prioritization Methodology                           |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Prioritize Opportunities                                      |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| <b>Phase 5: Investment Tool Kit</b>                           |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Marketing Action Plan                                         |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Investment prospectuses for high priority opportunities       |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Target list of 30 investors                                   |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            |            |
| Presentation to County Council                                |       |    |    |    |       |            |    |    |     |   |            |    |    |      |    |    |            | TBD<br>*** |

\*\*\* in community



## **County of Frontenac: Overnight Accommodations Opportunities**

### **Background Research and Data Needs**

- Any and all data, reports, visitor related data, and policy related information to tourism and accommodation from the County, Land O'Lakes Tourism Association, Great Waterway (RTO9), Ontario Highlands (RTO11)
- Upper Tier and Lower Tier Official Plans and Community Improvement Plans
- Business Directory related to tourism sector (e.g. tourism businesses and accommodation)
- Local directories or sources of information on assets... Any tourism, culture, social, environmental and economic assets (e.g. museums, art galleries, trails, hiking destinations, parks, festivals and events)
- Boat launches and slip information for the County and lower-tier municipalities
- Municipal Property Code data (see attached MPAC Land Use Codes)
- Recent accommodation investment opportunity process (e.g. farm stays, tree houses, cycle pods along the K&P)

| Prop_Code | Description                                                                                                                                                                    |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 102       | Conservation Authority land                                                                                                                                                    |
| 103       | Municipal park (excludes Provincial parks, Federal parks, campgrounds)                                                                                                         |
| 107       | Provincial park                                                                                                                                                                |
| 108       | Federal park                                                                                                                                                                   |
| 110       | Vacant residential/recreational land on water                                                                                                                                  |
| 111       | Island under single ownership                                                                                                                                                  |
| 120       | Water lot (entirely under water)                                                                                                                                               |
| 134       | Land designated and zoned for open space                                                                                                                                       |
| 140       | Common land                                                                                                                                                                    |
| 201       | Farm with residence - with or without secondary structures; no farm outbuildings                                                                                               |
| 210       | Farm without residence - with secondary structures; with farm outbuildings                                                                                                     |
| 211       | Farm with residence - with or without secondary structures; with farm outbuildings                                                                                             |
| 220       | Farm without residence - with commercial/industrial operation                                                                                                                  |
| 221       | Farm with residence - with commercial/industrial operation                                                                                                                     |
| 222       | Farm with a winery                                                                                                                                                             |
| 226       | Exotic farms i.e emu, ostrich, pheasant, bison, elk, deer                                                                                                                      |
| 229       | Farm with campground/mobile home park                                                                                                                                          |
| 240       | Managed forest property, vacant land not on water                                                                                                                              |
| 241       | Managed forest property, vacant land on water                                                                                                                                  |
| 242       | Managed forest property, seasonal residence not on water                                                                                                                       |
| 243       | Managed forest property, seasonal residence on water                                                                                                                           |
| 244       | Managed forest property, residence not on water                                                                                                                                |
| 245       | Managed forest property, residence on water                                                                                                                                    |
| 260       | Vacant residential/commercial/ industrial land owned by a non-farmer with a portion being farmed                                                                               |
| 261       | Land owned by a non-farmer improved with a non-farm residence with a portion being farmed                                                                                      |
| 262       | Land owned by a farmer improved with a non-farm residence with a portion being farmed                                                                                          |
| 302       | More than one structure used for residential purposes with at least one of the structures occupied permanently                                                                 |
| 306       | Boathouse with residence above                                                                                                                                                 |
| 360       | Rooming or boarding house – rental by room/bedroom , tenant(s) share a kitchen, bathroom and living quarters.                                                                  |
| 363       | House-keeping cottages - no American plan – typically a mini resort where you rent a cabin. No package plan available. All activities, meals, etc. are extra.                  |
| 364       | House-keeping cottages - less than 50% American plan – typically a mini resort where you rent a cabin and package plans are available. Activities, meals, etc. maybe included. |
| 366       | Student housing (off campus) – residential property licensed for rental by students.                                                                                           |

|     |                                                                                                                                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 368 | air rights associated with the slip. Similar to condominium properties, all common elements are detailed in the declaration.                                                                              |
| 381 | Mobile home – one or more mobile home on a parcel of land, which is <u>not</u> a mobile home park operation.                                                                                              |
| 382 | Mobile home park – more than one mobile home on a parcel of land, which is a mobile park operation.                                                                                                       |
| 383 | Bed and breakfast establishment                                                                                                                                                                           |
| 385 | Time-share, fee simple                                                                                                                                                                                    |
| 386 | Time share, right-to-use                                                                                                                                                                                  |
| 391 | Seasonal/recreational dwelling - first tier on water                                                                                                                                                      |
| 392 | Seasonal/recreational dwelling - second tier to water                                                                                                                                                     |
| 395 | Seasonal/recreational dwelling - not located on water                                                                                                                                                     |
| 408 | Freestanding Beer Store or LCBO - not associated with power or shopping centre                                                                                                                            |
| 409 | Retail - one storey, generally over 10,000 s.f.                                                                                                                                                           |
| 410 | Retail - one storey, generally under 10,000 s.f.                                                                                                                                                          |
| 411 | Restaurant - conventional                                                                                                                                                                                 |
| 412 | Restaurant - fast food                                                                                                                                                                                    |
| 413 | Restaurant - conventional, national chain                                                                                                                                                                 |
| 414 | Restaurant - fast food, national chain                                                                                                                                                                    |
| 415 | Cinema/movie house/drive-in                                                                                                                                                                               |
| 416 | Concert hall/live theatre                                                                                                                                                                                 |
| 417 | Entertainment complex - with a large cinema as anchor tenant                                                                                                                                              |
| 425 | Neighbourhood shopping centre - with more than two stores attached, under one ownership, with anchor - generally less than 150,000 s.f.                                                                   |
| 426 | Small box shopping centre less than 100,000 s.f. minimum 3 box stores with one anchor (large grocery or discount store)                                                                                   |
| 427 | Big box shopping/power centre greater than 100,000 s.f. with 2 or more main anchors such as discount or grocery stores with a collection of box or strip stores and in a commercial concentration concept |
| 428 | Regional shopping centre                                                                                                                                                                                  |
| 429 | Community shopping centre                                                                                                                                                                                 |
| 430 | Neighbourhood shopping centre - with more than 2 stores attached, under one ownership, without anchor - generally less than 150,000 s.f.                                                                  |
| 431 | Department store                                                                                                                                                                                          |
| 434 | Freestanding supermarket                                                                                                                                                                                  |
| 435 | Large retail building centre, generally greater than 30,000 s.f.                                                                                                                                          |
| 436 | Freestanding large retail store, national chain - generally greater than 30,000 s.f.                                                                                                                      |
| 438 | Neighbourhood shopping centre with offices above                                                                                                                                                          |
| 441 | Tavern/public house/small hotel                                                                                                                                                                           |
| 444 | Full service hotel                                                                                                                                                                                        |

|     |                                                                                                                                                                                       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 445 | Limited service hotel                                                                                                                                                                 |
| 446 | Apartment hotel                                                                                                                                                                       |
| 447 | Condominium Hotel Unit                                                                                                                                                                |
| 450 | Motel                                                                                                                                                                                 |
| 451 | Seasonal motel                                                                                                                                                                        |
| 460 | Resort hotel                                                                                                                                                                          |
| 461 | Resort lodge                                                                                                                                                                          |
| 462 | Country inns & small inns                                                                                                                                                             |
| 463 | Fishing/hunting lodges/resorts                                                                                                                                                        |
| 465 | Child and community oriented camp/resort                                                                                                                                              |
| 470 | Multi-type complex - defined as a large multi-use complex consisting of retail/office and other uses (multi res/condominium/hotel)                                                    |
| 471 | Retail or office with residential unit(s) above or behind - less than 10,000 s.f. gross building area (GBA), street or onsite parking, with 6 or less apartments, older downtown core |
| 472 | Retail or office with residential unit(s) above or behind - greater than 10,000 s.f. GBA, street or onsite parking, with 7 or more apartments, older downtown core                    |
| 477 | Retail with office(s) - less than 10,000 s.f., GBA with offices above                                                                                                                 |
| 478 | Retail with office(s) - greater than 10,000 s.f., GBA with offices above                                                                                                              |
| 486 | Campground                                                                                                                                                                            |
| 489 | Driving range/golf centre - stand alone, not part of a regulation golf course                                                                                                         |
| 490 | Golf course                                                                                                                                                                           |
| 491 | Ski resort                                                                                                                                                                            |
| 492 | Marina - located on waterfront - defined as a commercial facility for the maintenance, storage, service and/or sale of watercraft                                                     |
| 493 | Marina - not located on waterfront - defined as a commercial facility for the maintenance, storage, service and/or sale of watercraft                                                 |
| 521 | Distillery/brewery                                                                                                                                                                    |
| 599 | GO transit station/rail yard                                                                                                                                                          |
| 601 | Post secondary education - university, community college, etc                                                                                                                         |
| 702 | Cemetery                                                                                                                                                                              |
| 703 | Cemetery with non-internment services                                                                                                                                                 |
| 710 | Recreational sport club - non commercial (excludes golf clubs and ski resorts)                                                                                                        |
| 711 | Bowling alley                                                                                                                                                                         |
| 713 | Casino                                                                                                                                                                                |
| 715 | Racetrack - auto                                                                                                                                                                      |
| 716 | Racetrack - horse, with slot facility                                                                                                                                                 |

|     |                                           |
|-----|-------------------------------------------|
| 717 | Racetrack - horse, without slot facility  |
| 718 | Exhibition grounds/fair grounds           |
| 720 | Commercial sport complex                  |
| 721 | Non-commercial sports complex             |
| 722 | Professional sports complex               |
| 725 | Amusement park                            |
| 726 | Amusement park - large/regional           |
| 730 | Museum and/or art gallery                 |
| 731 | Library and/or literary institutions      |
| 733 | Convention, conference, congress centre   |
| 734 | Banquet hall                              |
| 735 | Assembly hall, community hall             |
| 736 | Clubs - private, fraternal                |
| 737 | Federal airport                           |
| 738 | Provincial airport                        |
| 739 | Local government airport                  |
| 740 | Airport leasehold                         |
| 741 | Airport Authority                         |
| 744 | Private airport/hangar                    |
| 745 | Recreational airport                      |
| 755 | Lighthouses                               |
| 760 | Military base or camp (CFB)               |
| 761 | Armoury                                   |
| 824 | Government - wharves and harbours         |
| 826 | Government - special educational facility |
| 828 | Government - canals and locks             |
| 830 | Government - navigational facilities      |
| 832 | Government - historic site or monument    |
| 840 | Port authority - port activities          |
| 842 | Port authority - other activities         |



# **Frontenac County Review of Accommodation and Strategy to Grow Consultation Plan**

**March 2017**



| Action                  | MDB Insight Responsibilities                                                                                                                            | Frontenac County Responsibility                                                                                                                                            | Target Markets                                                                                                                                                                                                 | Method                                                        | Sample Questions                                                                                                                                                                                                                                                                                                                                | Timing        |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Start-Up Meeting</b> | <ul style="list-style-type: none"> <li>• Develop agenda for meeting</li> <li>• Prepare questions for workshop</li> <li>• Facilitate workshop</li> </ul> | <ul style="list-style-type: none"> <li>• Develop launch meeting participant list</li> <li>• Invite participants</li> <li>• Arrange for venue and site logistics</li> </ul> | <ul style="list-style-type: none"> <li>• Community Development Advisory Committee</li> <li>• Sr. County Staff (e.g. Director of Planning and Economic Development, Manager of Economic Development)</li> </ul> | <ul style="list-style-type: none"> <li>• In Person</li> </ul> | <ul style="list-style-type: none"> <li>• What is currently working well in terms of tourism in the County?</li> <li>• What types of accommodation offerings exist in the County?</li> <li>• What types of accommodation offerings are missing from the County?</li> <li>• How do the tourism opportunities differ across the County?</li> </ul> | March 9, 2017 |



| Action                                   | MDB Insight Responsibilities                                                                                                                                                                | Frontenac County Responsibility                                                                                                                      | Target Markets                                                        | Method                                                                      | Sample Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Timing                  |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Interviews with Brand Ambassadors</b> | <ul style="list-style-type: none"> <li>• Develop interview guide</li> <li>• Book and conduct interviews</li> <li>• Create a summary analysis and integrate into overall findings</li> </ul> | <ul style="list-style-type: none"> <li>• Develop contact list</li> <li>• Review and approve questions</li> <li>• Send introductory e-mail</li> </ul> | <ul style="list-style-type: none"> <li>• Brand Ambassadors</li> </ul> | <ul style="list-style-type: none"> <li>• In person and telephone</li> </ul> | <ul style="list-style-type: none"> <li>• What are the growing tourism trends in the County? In the Region?</li> <li>• How effective has the Brand Ambassador Program been?</li> <li>• Why/how did you become a participant in the Brand Ambassador Program?</li> <li>• What do you consider to be the major tourism strengths and challenges of the County?</li> <li>• What types of accommodation offerings are missing from the County?</li> <li>• Who do you believe are your typical tourists in Frontenac County (e.g. origin, demographics, activities while in the County etc)?</li> </ul> | Week of Mar 27-April 24 |



| Action                           | MDB Insight Responsibilities                                                                                                                                                                | Frontenac County Responsibility                                                                                                                      | Target Markets                                                     | Method                                                        | Sample Questions                                                                                                                                                                                                                                                                                                                                                                  | Timing                    |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <b>County Council Interviews</b> | <ul style="list-style-type: none"> <li>• Develop interview guide</li> <li>• Book and conduct interviews</li> <li>• Create a summary analysis and integrate into overall findings</li> </ul> | <ul style="list-style-type: none"> <li>• Develop contact list</li> <li>• Review and approve questions</li> <li>• Send introductory e-mail</li> </ul> | <ul style="list-style-type: none"> <li>• County Council</li> </ul> | <ul style="list-style-type: none"> <li>• In Person</li> </ul> | <ul style="list-style-type: none"> <li>• What is already working well in terms of tourism opportunities within the County?</li> <li>• What types of tourism experiences could be further leveraged?</li> <li>• What are the important tourism assets in the County/Region?</li> <li>• What should be the top priority for accommodation development within the County?</li> </ul> | Week of April 17 - Apr 24 |



| Action                                                                                                                                                                                                                                                                                                            | MDB Insight Responsibilities                                                                                                                                                                                                   | Frontenac County Responsibility                                                                                                                                                                                                   | Target Markets                                                                                                                                                                                                                                                                                                                                                           | Method                                                        | Sample Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Timing                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <p><b>Municipal Workshops</b></p> <p><b>Undertaking Four Workshops</b></p> <ul style="list-style-type: none"> <li>• <b>North Frontenac Economic Development Task Force</b></li> <li>• <b>South Frontenac – TBD</b></li> <li>• <b>Central Frontenac – TBD</b></li> <li>• <b>Frontenac Islands - TBD</b></li> </ul> | <ul style="list-style-type: none"> <li>• Develop workshop agenda</li> <li>• Develop presentation and share initial findings</li> <li>• Deliver presentation and facilitate discussion</li> <li>• Integrate feedback</li> </ul> | <ul style="list-style-type: none"> <li>• Develop workshop participant list</li> <li>• Invite participants and handle RSVPs</li> <li>• Arrange for venue and site logistics (i.e. refreshments, facilitation materials)</li> </ul> | <ul style="list-style-type: none"> <li>• Municipal Councillors and staff</li> <li>• Members of Economic Development Committees – North and Central</li> <li>• Local Brand Ambassadors</li> <li>• Existing accommodation operators, business operators</li> <li>• Members of environmental and cultural/heritage associations</li> <li>• Members of the public</li> </ul> | <ul style="list-style-type: none"> <li>• In person</li> </ul> | <ul style="list-style-type: none"> <li>• What are visitors looking for when the travel to Frontenac County? Your municipality?</li> <li>• What accommodation needs do you see? Within your community?</li> <li>• What do you consider to be the major tourism strengths and challenges of the County?</li> <li>• What do you think is the County's most important tourist related asset?</li> <li>• What role does the County plan in supporting the creation and development of new accommodations?</li> <li>• What should the top priorities be in terms of accommodation development in the County?</li> </ul> | <p>Weeks of April 17, 24</p> |



| Action                                                               | MDB Insight Responsibilities                                                                                                                                                          | Frontenac County Responsibility                                                                                                                          | Target Markets                                                                                                                                                                       | Method                                                                    | Sample Questions                                                                                                                                                                                                                                                                                    | Timing            |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Interviews with external organizations, investors and brokers</b> | <ul style="list-style-type: none"> <li>Develop interview guide</li> <li>Book and conduct interviews</li> <li>Create a summary analysis and integrate into overall findings</li> </ul> | <ul style="list-style-type: none"> <li>Develop contact list</li> <li>Review and approve questions</li> <li>Send introductory e-mail</li> </ul>           | <ul style="list-style-type: none"> <li>Government and industry experts (e.g. City of Kingston Tourism, The Great Waterway, Ontario's Highlands, capital investment firms)</li> </ul> | <ul style="list-style-type: none"> <li>Telephone</li> </ul>               | <ul style="list-style-type: none"> <li>What opportunities exist for accommodation supply? Development in the County?</li> <li>What are the common challenges and barriers to investment in the region?</li> <li>What are the top factors when selecting an area/property for investment?</li> </ul> | Week of Apr 10-24 |
| <b>Individual Conversations with Potential Investors</b>             | <ul style="list-style-type: none"> <li>Draft questions</li> <li>Conduct interviews</li> <li>Integrate feedback</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Review and approve questions</li> <li>Identify possible interviewees</li> <li>Send introductory e-mail</li> </ul> | <ul style="list-style-type: none"> <li>Existing accommodation providers and potential accommodation providers</li> </ul>                                                             | <ul style="list-style-type: none"> <li>In person and telephone</li> </ul> | <ul style="list-style-type: none"> <li>Context and environment that attracted their investment</li> <li>What are the common challenges and barriers to investment in the region?</li> </ul>                                                                                                         | Week of May 1-15  |



| Action                                  | MDB Insight Responsibilities                                                                                                                                                     | Frontenac County Responsibility                                                                                                                                                       | Target Markets                                                                               | Method                                                        | Sample Questions                                                                                                                               | Timing     |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Presentation of the Final Report</b> | <ul style="list-style-type: none"> <li>• Develop slideshow and share findings</li> <li>• Deliver presentation and facilitate discussion</li> <li>• Integrate feedback</li> </ul> | <ul style="list-style-type: none"> <li>• Schedule committee and location for presentation</li> <li>• Ensure technical requirements are available (projector, screen, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>• Community Development Advisory Committee</li> </ul> | <ul style="list-style-type: none"> <li>• In person</li> </ul> | <ul style="list-style-type: none"> <li>• Presentation of key findings</li> <li>• Next steps in implementation and generating buy-in</li> </ul> | July - TBD |





**Report 2017-031**

**Committee Information Report**

**To:** Chair and Members of the Community Development Advisory Committee

**From:** Alison Vandervelde, Community Development Officer

**Date of meeting:** March 9, 2017

**Re:** **Community Development Advisory Committee – Highway 401 Area Profile Signage**

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**Recommendation**

**Be It Resolved That** the Community Development Advisory Committee receive and accept this report;

**And Further That** staff apply for Highway 401 Area Profile Signs to be located Eastbound at Exit 599 – Wilton Road, and Westbound at Exit 623 – Highway 15.

**Background**

During March and June 2015's "Economic Development Days", it was identified that a strong brand is required to raise Frontenac's profile as a desirable region to live, visit and do business. That work, and the resulting application for funding emphasized the installation of signage throughout the region as an important medium for communicating the Frontenac brand to those unfamiliar with all our area has to offer.

Within the Regional Signage Strategy, Highway 401 signage was identified as the top priority, due to the huge daily reach. The intention of these signs is not to drive people immediately off of the highway and into Frontenac, but rather to incite future visits by raising awareness of Frontenac's geographical location and brand promise:

"Experiences are endless. Explore the beautiful Canadian landscape, and pursue your own adventure."

**Comments**

Canadian Tourism-Oriented Directional Signing (TODS) Limited is responsible for the installation of all Highway 401 Area Profile signs. TODS obtains all required approvals and permits regarding location and design from the Ministry of Transportation (MTO), and manufactures and installs the signs.

Based on communication with our TODS Account Executive, the following locations are possibilities, but our application will be subject to MTO approval. See attached map for visual representation of this information.

- Westbound:
  - Option 1: Exit 648 – Hwy 2 / Gananoque (approximately 200 meters west of Hwy 2 Overpass)
  - Option 2: Exit 623 – Hwy 15
- Eastbound:
  - Option 1: Exit 599 – Wilton Road / Odessa (approx. 3kms west of Wilton Road Overpass)

The MTO defines Annual Average Daily Traffic (AADT) as the average twenty four hour, two way traffic for the period January 1st to December 31st. The [2013 Provincial Highways Traffic Volumes Report](#) is the most recent posted online, and reports the following for these three locations:

| Location (From)  | Location (To)                      | Distance (KMs) | 2013 AADT |
|------------------|------------------------------------|----------------|-----------|
| <b>Westbound</b> |                                    |                |           |
| HWY 2 IC – 648   | Thousand Islands Pkwy (EBL) IC-647 | 1.3            | 26,300    |
| HWY 15 IC-623    | Montreal St IC-619                 | 3.7            | 42,500    |
| <b>Eastbound</b> |                                    |                |           |
| WILTON RD IC-599 | IC-593-Camden E RD                 | 5.5            | 36,600    |

It is estimated that the AADT is significantly higher at Highway 15 because of local Kingston area traffic. Given that this is one of the main target audiences for marketing the Frontenac brand, staff recommend applying to install the westbound sign at Highway 15, rather than Highway 2. It is assumed that much of the traffic recorded at Highway 2 passes through Kingston, and so is likely included in the AADT for Highway 15.

**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**

The total cost of installing two Highway 401 Area Profile signs for a period of five years ranges from \$16,450 to \$17,750, and breaks down as follows:

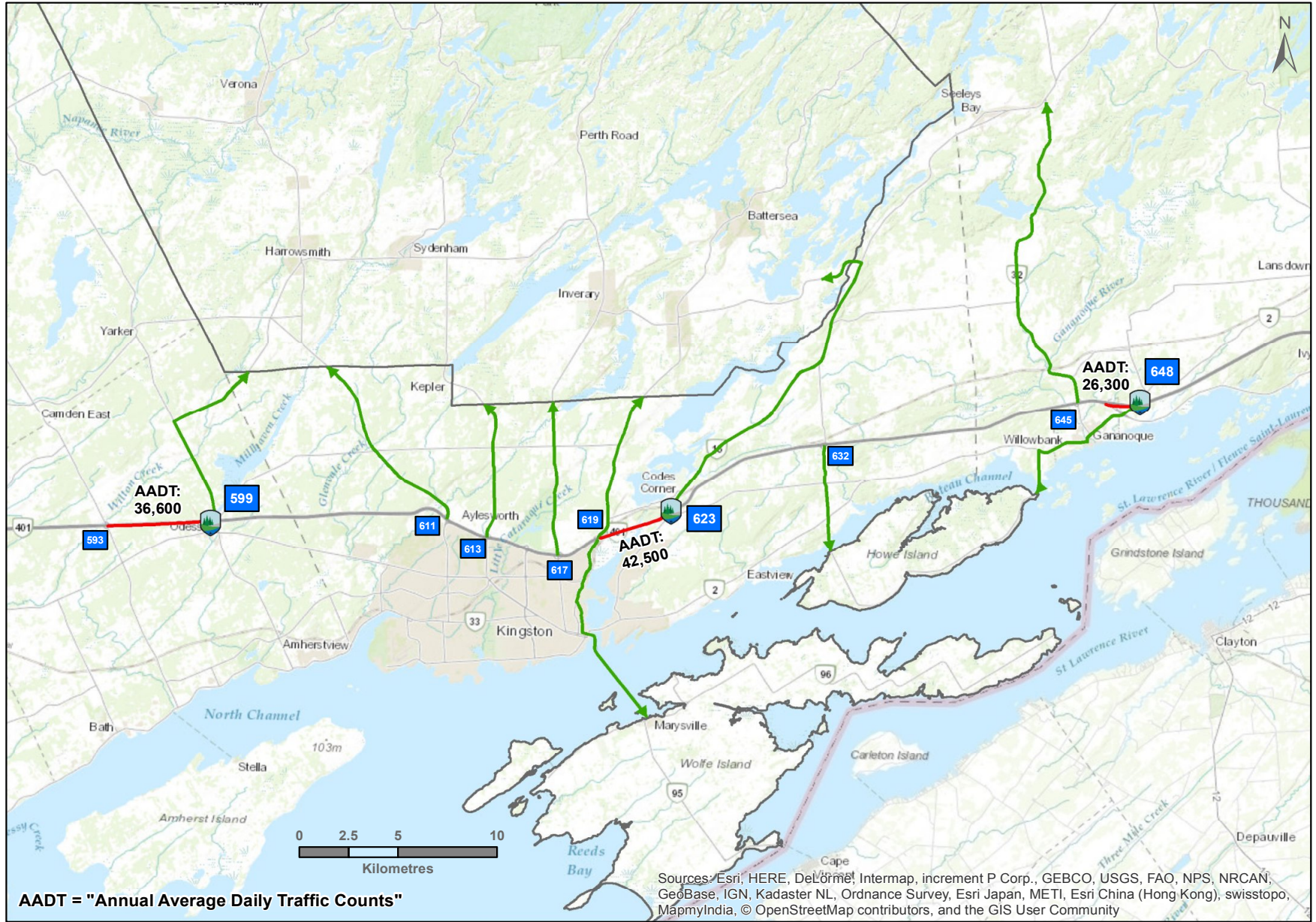
- One-time fee of \$2,200 per sign covers manufacturing and installation (also applies to design changes)
- One-time \$50 administration fee
- One-time fee of \$650 per sign for optional information tabs
- Annual fee of \$1,200 per sign, mandatory 5 years contract

These funds have been budgeted for the purpose of Brand Recognition as part of the 2017 budget associated with the “Advancing Rural Economic Development through Collaboration” program supported by the Rural Economic Development (RED) program.

**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  
Frontenac Community Futures Development Corporation  
Frontenac County Residents  
Local Businesses

# HIGHWAY 401 - AREA PROFILE SIGNAGE



**AADT = "Annual Average Daily Traffic Counts"**

Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Data Source: OGD, ESRI & The County of Frontenac. Created: Feb 28th, 2017 Reference: Produced by the County of Frontenac with data supplied under license by members of the Ontario Geospatial Data Exchange. The County of Frontenac disclaims all responsibility for errors, omissions or inaccuracies in this publication.



**Report 2017-033**

**Committee Information Report**

**To:** Chair and Members of the Community Development Advisory Committee

**From:** Richard Allen, Manager of Economic Development

**Date of meeting:** March 9, 2017

**Re:** **Community Development Advisory Committee – Northern Frontenac Cycle Tourism**

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**Recommendation**

This report is for information purposes only.

**Background**

Stephanie Hessel from Ontario Highlands Tourism Organization (RTO11) was in contact with staff several weeks ago to provide information about the cycle tourism destination development project being undertaken with Ontario By Bike and Transportation Options.

**Comments**

As part of the project there will be a series of cross regional Cycle Tourism Destination Development meetings in late March, early April. Contacts from North Frontenac and Central Frontenac will have an option to attend a meeting in person or by teleconference in Bancroft, Renfrew or Lanark County.

The series of cross regional meetings are intended to assist regional partners with cycle tourism destination readiness to further develop and promote the growing cycle tourism product in their own areas, while connecting to the larger regional cycle tourism product being supported by Ontario's Highlands Tourism Organization (RTO11).

Meetings will provide key stakeholders with Ontario By Bike's Cycle Tourism Community Destination Development Assessment tool, information on the Ontario By Bike Network for businesses and an opportunity to provide input on potential signature routes across the region. The tools and information will then be available for key stakeholders to share with additional contacts in their community.

**Sustainability Implications**

The Frontenac County Integrated Community Sustainability Plan (ICSP) identifies recreation and leisure as a focus area. This is also reflected in the County Economic Development Charter as a key pillar and strength. As visitors seek adventures and recreational activities in Frontenac, a strong network of accommodation options and partners should be in place to ensure the long term viability of this tourism industry.

**Financial Implications**

There are no costs associated with this report.

**Organizations, Departments and Individuals Consulted and/or Affected**

Ontario Highlands Tourism Organization



**Report 2017-034**

**Committee Information Report**

**To:** Chair and Members of the Community Development Advisory Committee

**From:** Richard Allen, Manager of Economic Development

**Date of meeting:** March 9, 2017

**Re:** **Community Development Advisory Committee – Hazelnut Production Potential in Kingston-Frontenac**

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**Recommendation**

This report is for information purposes only.

**Background**

Kingston Economic Development has engaged with Ferrero Canada and the Ontario Hazelnut Association to develop opportunities for hazelnut production in rural Kingston and Frontenac County. The first step of this process is to begin a research and development process with Queen’s University to hold trials to find a hazelnut variety that grows well in the Kingston-Frontenac climate and soils.

Ferrero Canada produces several food products with hazelnuts at their plant located in Brantford Ontario, including the popular Ferrero Rocher chocolates and Nutella spread.

**Comments**

Hazelnut trees can mean \$6,000 to \$10,000 per acre for a grower. There could be job growth with ancillary services which would be impactful across the region, and the new opportunities would be for all types of positions from entry-level, to sophisticated R&D positions, transport and harvesting.

Richard Allen, Manager of Economic Development, has written a letter of support for this initiative. If the project is to proceed, Frontenac will participate by engaging farmers and sharing information about the opportunity through tours, direct communication, and social media.

In addition, the Ontario Hazelnut Association (OHA) is pleased with our region's interest in growing hazelnuts and as a result they are seeking board members from our region, representing greater Kingston-Frontenac. The board seeks a champion for hazelnuts, well-spoken, and who has some direct connection to growers/farmers in our area. The OHA is hosting its annual general meeting on March 28<sup>th</sup>, in Brantford Ontario. Representatives from Kingston Economic Development and Queen's University will be attending and representation from Frontenac would be welcome.

**Sustainability Implications**

Encouraging new and diverse crop options in our region ensures resiliency in response to challenging climate related events such as drought, pests, flooding, or storms. This can help to create financial security for a variety of farmers.

**Financial Implications**

There are no costs associated with this report.

**Organizations, Departments and Individuals Consulted and/or Affected**

Kingston Economic Development