



**Community Development Advisory Committee Meeting  
Thursday, September 12, 2019 – 10:00 a.m.  
Bud Clayton Memorial Room,  
2069 Battersea Road, Glenburnie, ON**

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**AGENDA**

Page

1. **Call to Order**
2. **Adoption of the Agenda**
  - a) **That** the agenda for the September 12, 2019 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 July 11, 2019  
**That** the minutes of the Community Development Advisory Committee meeting held July 11, 2019 be adopted.

5. **Deputations and/or Presentations**

- a) **Ms. Theresa Hebb**, President of Renfrew County ATV Club and **Mr. Marc Moeys, Verona ATV Club** will address the Community Development Advisory Committee regarding the Temporary Access Agreement with Verona ATV Club.  
[See Reports to the Community Development Advisory Committee, clause a)]

6. **Reports to the Community Development Advisory**

- a) **2019-096  
Community Development Advisory Committee  
Temporary Access Agreement with Verona ATV Club / OFATV**

**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac authorize the Warden and Clerk to enter into a temporary agreement with the Verona ATV Club allow motorized vehicles to access the K& P Trail

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from Craig Road to Sharbot Lake for 2019 and 2020.

**And Further That** County staff report back on the status of the partnership with the Verona ATV Club/OFATV prior to any future renewal.

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- b) **2019-093  
Community Development Advisory Committee  
Development of a Frontenac Arts Strategy  
Recommendation**

**Be It Resolved That** the County of Frontenac pursue the development of an arts strategy in 2021;

**And Further That** the foundational work to recruit project partners, attract project funding and improve operational capacity be undertaken in 2020 to achieve this end.

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- c) **2019-094  
Community Development Advisory Committee  
Confirmation of alignment of the Community Development  
Advisory Committee Terms of Reference/Mandate and Frontenac  
County Council's 2019-2022 Strategic Plan  
Recommendation**

**Be It Resolved** That the Community Development Advisory Committee confirms the Terms of Reference as presented in Appendix A to this report.

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- d) **2019-095  
Community Development Advisory Committee  
Royal Winter Fair's Spotlight on Local  
Recommendation**

**Be it Resolved** that the Council of the County of Frontenac authorize staff to enter into a contract with The Royal Winter Fair to participate in the 2019 Spotlight on Local feature.

**And Further that** up to \$5,000 from the Community Development Reserve be allocated to offset the costs associated with participating in the Royal Winter Fair's Spotlight on Local.

**And Further that** staff report back to the Community Development Advisory Committee on the outcomes of event participation


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- e) **2019-097**

**Community Development Advisory Committee  
Wolfe Island Farm to Table Tour**

This report is for information only. It is intended to solicit advice from the Committee on the Wolfe Island Farm to Table Tour.

**7. Communications**

- a) From **Mr. Ron Higgins**, Mayor of North Frontenac, to Betty Hunter,  Chair of the CDAC, Regarding the Redistribution of Funds and the Impact on North Frontenac Activities

**8. Other Business**

**9. Next Meeting**

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, November 14, 2019 at the County Administrative Offices.

**10. Adjournment**



**Minutes of the Community Development Advisory Committee Meeting  
July 11, 2019**

A meeting of the Community Development Advisory Committee was held in the Frontenac Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, July 11, 2019 at 10:00 AM

**Present:**

Betty Hunter, Chair  
Wilma Kenny, Vice Chair  
Barrie Gilbert  
Mary Kloosterman  
Gregory Rodgers  
Councillor Alan Revill, Council Liaison  
Councillor Denis Doyle

**Regrets:**

Lisa Henderson

**Staff Present:**

Richard Allen, Manager of Economic Development  
Alison Vandervelde, Community Development Officer  
Erica Sellwood, Digital Marketing Summer Student  
Jannette Amini, Manager of Legislative Services/Clerk  
Brianna Saunders, Administrative Clerk (Recording Secretary)

**1. Call to Order**

The Chair called the meeting to order at 10:08 a.m.

**2. Adoption of the Agenda**

Moved By: Councillor Doyle  
Seconded By: Councillor Revill

**That** the agenda for the July 11, 2019 meeting of the Community Development Advisory Committee be adopted.

**Carried**

**3. Disclosure of Pecuniary Interest and General Nature Thereof**

There were none

**4. Adoption of Minutes**

**a) Minutes of Meeting held May 9, 2019**

Moved By: Councillor Doyle

Seconded By: Mr. Rodgers

**That** the minutes of the Community Development Advisory Committee meeting held May 9, 2019 be adopted.

**Carried**

**5. Deputations and/or Presentations**

- a) Ms. Nancy Mucklow** addressed the Community Development Advisory Committee regarding the Camino Trail Proposal. Ms. Mucklow provided a PowerPoint presentation regarding the Camino Trail Proposal. A copy of Ms. Mucklow's presentation is attached to the record in the Clerk's Office.

[See Reports to the Community Development Advisory Committee, clause a)]

**6. Reports to the Community Development Advisory**

**a) 2019-077  
Community Development Advisory Committee  
Camino Trail Proposal**

This report is for information only and was intended to solicit advice from the Committee on options to consider in the development of an Eastern Ontario "Camino".

It was noted that the Cataraqui Trail is in bad shape and that this would not appeal to Camino walkers in Europe. Appalachian Trail was also noted but this is more of a camping model and wouldn't attract the Camino walkers.

Committee members noted concern that the section of the K&P Trail that allows motorized vehicles would conflict with the traditional non-motorized Camino model.

It was suggested that staff draft a survey for those using the trails as well as solicit feedback from adjacent land owners on permitted uses on the trail.

**b) 2019-076  
Community Development Advisory Committee  
Ambassador Program Review & Annual Survey**

This report is for information only and was intended to solicit advice from the Committee on the draft questions for the annual Frontenac Ambassador Program Survey.

As for those completing the survey who are not currently ambassadors, it was suggested they be asked what they know about the program as this could potentially increase the number of ambassadors.

**c) 2019-078  
Community Development Advisory Committee  
Draft Active Transportation Plan**

This report is for information only and was intended to solicit comment from the Committee on the draft Regional Active Transportation Plan to inform the final draft to be submitted to County Council.

Mr. Allen noted that the report recommends a variety of policies for Townships to adopt as appropriate. The plan recommends a 1.5 metre width for paved shoulders, and the guidelines vary based on traffic volume and speed limits of the roads.

. Mr. Allen also noted that paved shoulders support increasing the life span of the infrastructure.

**d) 2019-079  
Community Development Advisory Committee  
Implementation Plan for Open Farms in Frontenac 2019**

This report is for information only and was intended to solicit advice from the Committee on the implementation of the Open Farms Event to be hosted on September 8, 2019.

With respect to the Implementation Plan for Open Farms in Frontenac, it was noted that there are concerns with opening this project to non-Frontenac Farms. It was the opinion of some committee members that opening the project to Kingston farms gives less incentive for people outside of the community to travel to Frontenac County. The committee also had a discussion about where to draw the boundary line in terms of allowing non-Frontenac farms to participate. Staff indicated that this is a partnership and it is beneficial to farms in Frontenac County that the County work with farms in Kingston, otherwise there will be a divide in the small local farming community. Staff also mentioned that more farms participating in the event helps grow the event to reach more customers.

Councillor Doyle suggested that County Council should have a vote in the decision to include the City of Kingston farms as County dollars pay for the project.

Mr. Rodgers noted that allowing farms within the City of Kingston creates greater incentives to visit the County.

Ms. Vandervelde mentioned that including the Kingston farms expands the audience for Open Farms – because those farms already have well established, loyal customer bases – which will drive more traffic to Frontenac farms.

Mr. Allen noted that this event has been attracting enough attention for the plowing match to move its date to align with Open Farms and that for farming organizations such as the Plowing match, Frontenac County includes rural Kingston.

**e) 2019-080  
Community Development Advisory Committee  
Law and Local Food in Frontenac County Report**

This report is for information purposes only.

**f) 2019-081  
Community Development Advisory Committee  
Request to expand Ambassador Program to Rural Kingston**

Moved By: Ms. Kloosterman

Seconded By: .

**Be It Resolved That** the 2019 Annual Ambassador Survey include a question about expanding the program to include businesses located outside of Frontenac's municipal boundaries;

**And Further That** staff report back at the November Community Development Advisory Committee meeting with Ambassador responses to inform a discussion on this topic.

**This recommendation did not receive a seconder.**

In regards to the expansion of the Ambassador Program to Rural Kingston it was noted that there was a concern that our brand could be watered down if we extend the program beyond the borders of the County.

It was noted that there is not a lot of critical mass in the County and those from other cities that are traveling here do not pay attention to where the County line begins or ends. It was noted that if we want to grow we should expand the lines and be more inclusive.

It was also noted that we are already partnering with Tourism Kingston, and the ambassador program is about strengthening our brand as a region.

It was noted by one committee member that we need to get the opinion of the current ambassadors and how they feel about expanding the Ambassador Program.

**g) 2019-082  
Community Development Advisory Committee  
Big Sandy Bay Shuttle Bus Reallocation of Grant Funds To Wolfe Island  
Farm to Table Event**

Moved By: Mr. Gilbert  
Seconded By: Councillor Revill

**That** the Council of the County of Frontenac endorse the “Wolfe Island Farm-to-Table Tour” project;

**And Further That** any unused funds for the Big Sandy Bay bus program be reallocated to the development and implementation of the “Wolfe Island Farm-To-Table Tour”

**Carried**

**h) 2019-083  
Community Development Advisory Committee  
Authorization to enter into a non-exclusive use agreement with the  
Verona ATV Club (VATVC) for the maintenance and motorized vehicle  
use of the K&P**

**Be It Resolved That** the Council of the County of Frontenac authorize the Warden and Clerk to enter into a non-exclusive use agreement with the Verona ATV Club (VATVC) for the maintenance and motorized vehicle use of the K&P Trail from Craig Road to Sharbot Lake;

**And Further That** County Council direct staff to develop a Trail Use Policy allowing motorized vehicles with an approved Permit obtained through an authorized partner or licensed organization use on portions of the Frontenac K&P Trail;

**And Further That** the above policy be included in a comprehensive bylaw to regulate and manage the Frontenac K&P Trail as a recreational trail

**Deferred**

(See motion to be Defer below which was Carried)

**Motion to Defer**

Moved By: Councillor Doyle  
Seconded By: Mr. Gilbert

**Be it Resolved That** the motion be differed to the September 12, 2019 meeting pending an additional report from staff on the benefits to the County of entering into this agreement

**Carried**

It was noted that the members of the committee wanted additional details on the benefits of aligning with the Verona ATV Club. It was noted by one committee member

that there should be a survey asking how motorized use affects the current users, residents and land owners located near the trail.

The committee wanted more details about implementation and enforcement of permits and club memberships and impact on County staff time. It was also noted that enforcement may require the involvement of a By-Law Officer and/or the Ontario Provincial Police and this could have long term impacts for the future of the trail.

In regards to the agreement with the Verona ATV Club the committee is looking for a specific proposal from the ATV club outlining the administration of permits and the financial component, logistics of enforcement, and expectations of Frontenac County.

**7. Communications**

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**8. Other Business**

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**9. Next Meeting**

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, September 12, 2019 at the County Administrative Offices.

**10. Adjournment**

Moved By: Councillor Revill  
Seconded By: Ms. Kloosterman

That the meeting hereby adjourn at 12: 07 p.m.

**Carried**



**Report 2019-096**

**Committee Recommend Report**

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

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

**Date of meeting:** September 12, 2019

**Re:** **Community Development Advisory Committee – Temporary Access Agreement with Verona ATV Club / OFATV**

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**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac authorize the Warden and Clerk to enter into a temporary agreement with the Verona ATV Club allow motorized vehicles to access the K& P Trail from Craig Road to Sharbot Lake for 2019 and 2020

**And Further That** County staff report back on the status of the partnership with the Verona ATV Club/OFATV prior to any future renewal.

**Background**

At its meeting on July 11, 2019 the Community Development Advisory Committee discussed [Report 2019-083 – Verona ATV Request for Use](#) and referred it back to staff for additional information. This report seeks to provide additional information with regard to the proposed partnership with the Verona ATV club.

Frontenac County has developed the Frontenac K&P Trail for over a decade – when paired with the Kingston K&P Trail the rail-to-trail conversion provides 75 km of off-road infrastructure for use by multiple trail user groups and a safe space for active transportation. Frontenac County staff have project-managed all aspects of the redevelopment work to date, hiring contractors for individual construction phases and contracting maintenance work on an ad-hoc basis, as needs have arisen.

Frontenac County currently has non-exclusive use agreements in place with the L&A Ridge Runners Snowmobile Club and the Eastern Ontario Trails Alliance. These agreements provide a common understanding of mutual benefits and responsibilities.

**Discussion**

At the moment, any motorized off-road vehicle such as an ATV or Side-by-Side can access the Frontenac K&P Trail from Craig Road north to Sharbot Lake without the need for a permit or membership pass. Once in Sharbot Lake, trails leading north, east, and west all require a membership pass with one of the two club systems for access.

The County continues efforts to expand the K&P Trail both in kilometres and in overall use as a strategy to support trails-based economic development in the region. As the infrastructure grows along with overall use, the demand for staff time and attention will increase as well. Partnerships with local clubs are one way to engage the trail users as volunteers and have them support Trail management efforts by the County.

As of the writing of this report, staff have managed to patrol the full 55 km of trail only once in 2019, and minor maintenance and trail condition reports are handled by a single volunteer. The County has no equipment for the purposes of Trail Management.

Recognizing the concerns voiced by the Community Development Advisory Committee at the July 11, 2019 meeting with regard to role of the club in the management of the Trail, staff want to make it clear that the County will retain power over policy, use and management of the Frontenac K&P Trail.

Staff recommend that the County and Verona ATV Club enter into a trial agreement for the remainder of 2019 (October, November) and for all of 2020 (April – November) including the conditions in Appendix A.

**OFATV Membership Pass system**

The OFATV have a number of clubs who work with municipalities and other landowners to develop new trails or make use of established trails for club members. The club members gain access to the trail systems through the agreements made by the local clubs with trail managers and landowners. The OFATV system is similar to the OFSC system used by snowmobilers province-wide, and it only applies to motorized use of trails within the club system.

The membership pass funds club activities and a portion of each pass sold is dedicated towards investment in trail maintenance and infrastructure.

While in some districts, local clubs can be granted authority to serve as bylaw officers to enforce trail regulations, this is not to be considered as part of the proposed agreement for use of the Frontenac K&P Trail.

In addition, this membership pass system does not deny access to the trail for cyclists, pedestrians, horseback riders and other trail community members.

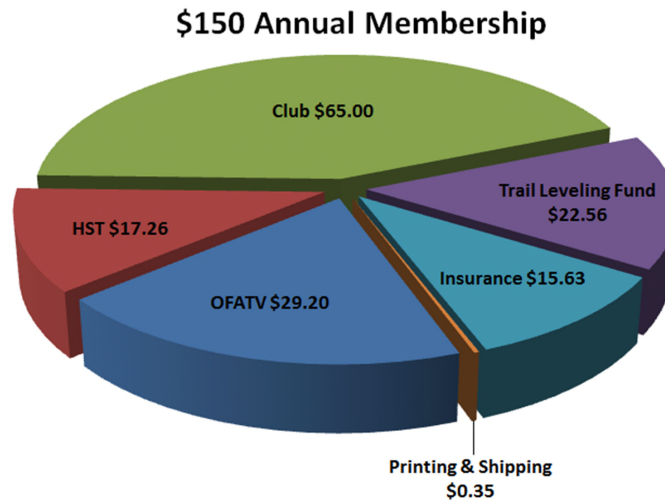
**Benefits of Partnership to Frontenac County and the Frontenac K&P Trail**

1. **Trail Wardens** – The club will supply trained Trail Wardens to patrol the trail regularly to identify hazards or maintenance issues and report them to the County for action. These wardens will also be trained to serve as stewards and

ambassadors of the trail – ensuring motorized users understand appropriate use of the trail, and helping others navigate the community.

Trail Wardens can make regular patrols on trails to provide assistance to all users such as cyclists with flat tire, tourists seeking local information, or removal of safety hazards such as fallen trees, washouts or potholes. These patrols can also provide important condition assessment information to the Trail Coordinator at the County.

2. **Local Point of Contact** – Should the County have challenges with motorized use of the trail, the club provides a single point of contact for the County to relay the issue and seek resolution through development of new policy, creation of additional bylaw provisions, or through educational campaigns targeting the change the County wishes to see. As local clubs generally consist of local residents, the community's interest will be a priority.
3. **Minor Trail Maintenance** – OFATV Clubs participate in monthly “work bees” to support trail maintenance efforts by the Trail Managers. This may include brushing back foliage, improving a trail access point, or organizing a trail clean up effort. This work would take place at the request of, or with permission from, the County.
4. **Marketing and Promotion** - Promote the Frontenac K&P Trail with organized charitable rides that showcase local businesses as well as raise funds for community charities and causes. Successful events are already being hosted on Frontenac trails, such as the ATV Ride for Dad in Ompah, the Verona Lions Poker Run, and the Central Frontenac Trails Day.
5. **Financial** - An OFATV Annual Membership pass is sold to ATV users for the privilege of motorized use on trails. Some trails are exclusive for pass holders, however that is not proposed for the Frontenac K&P Trail at this time.
  - a. \$65 per membership sold goes directly to the local club to fund their projects and activities. In the case of the Verona ATV club, activities will take place primarily on the Frontenac K&P Trail.
  - b. \$22.56 per membership is added to the OFATV's “Trail Levelling Fund.” This fund is used to distribute dollars for trail improvements. The amount distributed to each trail in the network depends on the number of km in the network. (If the K&P Trail represents 4% of entire network, then 4% is distributed to the K&P Trail as an annual grant)
  - c. Other funds cover the cost of insurance, HST and overhead for the provincial organization.



- 6. **Funding Partnerships** – The Verona ATV Club through the OFATV will be able to access funding sources that are more difficult for the County to access, and is able to be a funding partner for larger projects such as bridge replacements, trail redevelopment, etc.
- 7. **Insurance** - OFATV carries \$15M in liability insurance, which in the case of an incident, goes into effect prior to County insurance - providing additional coverage for all trail users regardless of user type or permit status. (ie. a cycling incident would be covered through OFATV insurance as well as an ATV incident)

**Strategic Priorities**

**Priority 1: Build community vitality and resilience**

Sub-Priority 1.2 focuses on refining and investing in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base. Part of the operational direction for this priority is to continue with current economic development programs including Trail Asset programs.

**Priority 3: Champion and coordinate collaborative efforts**

The County has limited staff capacity for day-to-day monitoring and management of the Frontenac K&P Trail. Developing partnerships with local groups such as the ATV Club and other trail organizations such as the OFATV will help reduce the need for additional staff and equipment.

**Financial Implications**

Partnership with the Verona ATV Club and OFATV may result in improved capacity to monitor and maintain the Frontenac K&P Trail through the use of volunteers. In

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Recommend Report to Community Development Advisory Committee  
Temporary access agreement with Verona ATV Club / OFATV  
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addition, this partnership will result in a regular financial contribution towards the operation and development of the Frontenac K&P Trail.

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

Community Development Advisory Committee  
Ontario Trails Council  
Eastern Ontario Trails Alliance (EOTA)  
Ontario Federation of All-Terrain Vehicles (OFATV)  
Renfrew County

**Appendix 1: Conditions to be included in Partnership Agreement**

1. The County of Frontenac retains authority over trail construction, management and use. Any modification of trail infrastructure by the Verona ATV Club or OFATV requires written permission by the Trail Coordinator.
2. All provincial and municipal legislation and trail-related policies must be obeyed by the Verona ATV club, its members, the OFATV and its members on the Frontenac K&P Trail.
3. The agreement is non-exclusive, other agreements may be reached by the County to provide
4. The agreement will only apply to sections of the Frontenac K&P Trail already authorized for use by motorized Off-Road Vehicles – North from Craig Road in Verona to the bridge crossing at Sharbot Lake.
5. The County will consider policies to limit access for motorized off-road vehicles to the Frontenac K&P Trail during the trial period, including the introduction of permit-based access from Craig Road to Sharbot Lake.
6. This agreement will provide temporary access from October and November of 2019 and from April 1 to November 30, 2020. County staff will report back to Council with recommendations to continue, modify or end the agreement for 2021



**Report 2019-093**

**Committee Information Report**

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

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

**Date of meeting:** September 12, 2019

**Re:** **Community Development Advisory Committee – Development of a Frontenac Arts Strategy**

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**Recommendation**

**Be It Resolved That** the County of Frontenac pursue the development of an arts strategy in 2021;

**And Further That** the foundational work to recruit project partners, attract project funding and improve operational capacity be undertaken in 2020 to achieve this end.

**Background**

During the 2018 budget process, Mr. Jonas Bonnetta made a proposal to County Council to undertake the development of an Art Fund or artist incentive program. His experience working with musicians and other artists at his studio in Mountain Grove showed an economic impact in the community for accommodators, restaurants and other retail operations. Mr. Bonnetta’s proposal piqued the interest of council and he was referred to the Community Development Advisory Committee. His presentation is available as the appendix to [Report 2018-010](#).

In response to direction provided by the Committee, staff produced report [2018-124](#) providing further background and context.

In addition, staff engaged the Kingston Arts Council (Arts Kingston) to determine their interest in partnering for the development and delivery of arts funding in Frontenac. Arts Kingston indicated a need for the County to first develop a baseline needs study and engagement strategy to ensure the proposed direction fits the desires of the Frontenac artist community. Since then Arts Kingston has seen changes in staff and project responsibilities and are unable to lead any implementation of a Frontenac baseline study or funding program, but would be willing to participate as a stakeholder in the

development of an Arts Strategy for Frontenac County. Once a strategy is in place, Arts Kingston could re-evaluate the role they play to serve artists in Frontenac.

**Discussion**

The evidence of an existing arts community in Frontenac County and the documented success of arts engagement programs in other communities as explored in Report 2018-124 provides a basis for the County to consider engaging in the development of an arts supportive strategy for the following purposes:

- To improve and beautify our communities through public art;
- To support the success and growth of local artists;
- To attract new residents and creative businesses to the region.

The Economic Development team currently is managing programs and projects at capacity. The successful growth of the Frontenac Ambassador Network and development of the Frontenac K&P Trail have contributed significantly to department capacity.

Staff recommend that the County pursue the development of an arts strategy in 2021 and foundational work to recruit project partners, attract project funding and improve operational capacity be undertaken in 2020 to achieve this end.

**Strategic Priorities**

**Priority 1: Get behind plans that build community vitality and resilience in times of growth and change** - The Charter for Economic Development (2015) is identified as an initiative that should continue to guide community development efforts. Local Food and Beverage is one of the three main pillars in the Charter. Understanding and addressing barriers to local food and beverage production supports this pillar of Economic Development.

**Financial Implications**

There are no financial implications included with this report.

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

Community Development Advisory Committee  
Local Farms and Food Producers  
Frontenac Community Futures Development Corporation

**Richard Allen**

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**From:** Kirsi Hunnako <kirsi@artskingston.ca>  
**Sent:** May 17, 2019 2:27 PM  
**To:** Richard Allen  
**Subject:** participation in Frontenac County arts strategy development

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Richard,

Happy Spring! I hope all is well. My apologies for the delay in getting back to you. It has been one thing after another here. Despite this, I have been giving thought to how the KAC may be able to participate in your initiative to develop an arts strategy, and possibly an arts funding program, for Frontenac County.

Unfortunately at this time, the Kingston Arts Council is facing limitations on our capacity that impact our ability to take on new projects. While the work you are doing aligns with our interest to further understand and support (as we're able) artists, arts organizations and arts professionals in our region, a small staff and significant constraints on our time mean that our involvement will have to be modest at this time. That said, I would be pleased to be involved as follows:

- 1) I would be happy to participate on a project committee for the development of an arts strategy, part of which may include a community consultation to further understand the demographics and needs of the County's arts community. Through this channel, as well as through ongoing conversation with yourself, I can continue to offer my guidance, connection to our network, and expertise in regards to the arts landscape, best practices, and other available resources.
- 2) We can provide communication of your efforts, milestones, and outreach through all of our promotional channels and in conversations with our network.

Once an arts strategy or plan is in place, we can reassess the KAC's involvement (e.g. regarding the administration of a funding program).

Please let me know what you think. I'd also be pleased to hear about any progress you've made since our last conversation in terms of moving this initiative forward. And as always, I'm happy to meet by phone or in person for further brainstorming.

Thanks,

Kirsi

Kirsi Hunnako  
Executive Director  
Kingston Arts Council

Visit us at the Tett Centre for Creativity and Learning  
[115-370 King Street West](#)  
[Kingston, ON K7L2X4](#)

[www.artskingston.ca](http://www.artskingston.ca)  
613-546-2787



**Report 2019-094**

**Committee Recommend Report**

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

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

**Date of meeting:** September 12, 2019

**Re:** **Community Development Advisory Committee – Confirmation of alignment of the Community Development Advisory Committee Terms of Reference/Mandate and Frontenac County Council’s 2019-2022 Strategic Plan**

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**Recommendation**

**Be It Resolved** That the Community Development Advisory Committee confirms the Terms of Reference as presented in Appendix A to this report.

**Background**

Early in 2015 the County embarked on a planning exercise to develop the County’s first Economic Development Implementation Plan through a collaborative process. During the process it became apparent that a new committee would likely be formed to guide the process and advise Council of projects which are important to advance economic development strategy.

It was also recognized that there could be repetition in the sharing of information and reporting as the same staff would be supporting three committees, those being the Sustainability Advisory Committee’s whose mandate was to provide input and suggestions regarding the implementation of *Directions for Our Future*, in particular to help meet the "*Commitment towards a Sustainable Future*" and the "*Community Input*" elements; and the Trails Advisory Committee whose mandate was to provide input and suggestions regarding the execution of the *Implementation Plan for the Frontenac K&P Trail*, to provide input and suggestions regarding other trails initiatives throughout the County including the Townships of North, Central, South Frontenac and Frontenac Islands, and, to report periodically to County Council on progress on the committee’s work.

To avoid duplication of human and financial resources and volunteer effort, on the recommendation of staff, the Sustainability, the Trails and the anticipated Economic Development Advisory Committees folded into one committee to form the now Community Development Advisory Committee.

The new Community Development Advisory Committees mandate was developed and approved by Council to reflect the mandate and work that was currently being carried out by the Sustainability Advisory Committee, the Trails Advisory Committee and the anticipated work that would stem from the Economic Development Committee in terms of the newly developed Economic Development Implementation Plan. A copy of mandate of the Community Development Advisory Committee is attached to this report as Appendix A.

At their meeting on June 19, 2019, the Council of the County of Frontenac adopted the [2019-2022 Strategic Plan](#), included as Appendix B to this report. This plan provides the direction that County staff will build their operational plans around in order to make progress on and achieve the goals associated with these priorities.

**Comment**

The committee is being asked to review the new Strategic Priorities and confirm their mandate as included in the committee terms of reference in order to guide the work of the committee and community development efforts in Frontenac County.

**Strategic Priorities**

**Priority 1: Get behind plans that build community vitality and resilience in times of growth and change**

**Financial Implications**

There are no financial implications included with this report.

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

Community Development Advisory Committee  
Economic Development Staff  
County Council

**Appendix A**

**Committee Name:** Community Development Advisory Committee

**Establishment of the Committee**

- (i) The County of Frontenac Community Development Advisory Committee shall be comprised of eight (8) members appointed by County Council as follows:
  - two (2) members of County Council (plus an appointed alternate); and
  - six (6) community representatives.
- (ii) The members of the County of Frontenac Community Development Advisory Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council and who shall be named in Schedule “A” to this By-law;
- (iii) The Committee shall establish an annual work plan and confirm activities and thereafter meet at least six times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any member.
- (iv) The County of Frontenac Community Development Advisory Committee shall adhere to the County’s Procedural By-law No. 2013-0020 and any amendments thereto, specifically *Section 26 – Committees* for the conduct of all Meetings.

**Terms of Reference**

- (i) Goal/Vision

The vision of the County of Frontenac stated in *Directions for Our Future* is *Fresh with Opportunity Growing Vibrant, Innovative, Natural, Sustainable Places*. Within the context of the Values and Principles detailed, the Community Development Advisory Committee will be guided by the Vision Statement:

Fifty years into the future, the County of Frontenac is one of the most progressive municipalities in terms of community based sustainability planning because priorities and beliefs are determined through community consultation and County-wide considerations are well thought through and incorporate the four pillars of sustainability. The vision, developed to ensure the ongoing appreciation and continued improvements to our social, cultural, economic and environmental systems, strongly defines the region.

- (ii) 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
- To report periodically to County Council and to produce an annual work plan for adoption by Council.

# STRATEGIC PRIORITIES IN FRONTENAC

2019–2022

## OUR PRIORITIES

### 1 // Build community vitality and resilience

- 1.1 Provide committed leadership and continuing support to the long-term regional plan to **enhance broadband and cell service**.
- 1.2 Refine and invest in efforts to **accelerate economic development** — to grow businesses, attract more visits and expand the tax base.
- 1.3 **Pursue proactive planning approaches** that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development.

### 2 // Explore new funding and invest in infrastructure

- 2.1 To meet the needs of future capital projects, **explore new sources of funding support** (current and future programs), cost-sharing options and other potential economies.
- 2.2 Design a framework, explore options and initiate plans for development of a long-term care facility that will meet **Fairmount Home's** mandate.
- 2.3 Develop plans within a changing legislative and service delivery landscape to provide additional facilities for **Frontenac Paramedics** that will effectively meet steadily growing demand for services and accommodate more paramedic training.
- 2.4 Finalize plans and financing to replace/construct/renovate **aging County buildings** now used for administration services (through a shared admin facility if possible).
- 2.5 Explore a collaborative upper-tier role for the County in **securing potential funding and support** for township maintenance of roads & bridges in a regional road system.

### 3 // Champion and coordinate collaborative efforts

- 3.1 Work with the townships, other municipalities and levels of government **on broad infrastructure issues** — ranging from environmental concerns to regional transportation strategies for residential, social and economic purposes, and access to funding.
- 3.2 Play a **leadership role on communications** to promote shared messaging for all regional initiatives such as economic development, tourism and lifestyle opportunities, and broadband and cell services.
- 3.3 Continue to pursue collaborative opportunities **to achieve service and cost efficiencies and other economies** through cost-sharing and shared services.

**FRONTENAC**  
COUNTY OF FRONTENAC • ONTARIO

## **VISION**

The County of Frontenac is committed to sustaining diverse, strong, and resilient rural communities known for their unique natural environment and lifestyle choices.

## **MISSION**

The effective, efficient and sustainable delivery of services to citizens.

### **Continuing County Priorities**

- + Respect the taxpayer and keep tax increases close to the rate of inflation.
- + Implement strategic plans for Fairmount Home and Frontenac Paramedics.
- + Continually improve customer and financial services.
- + Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

### **About Frontenac County**

Frontenac is a region of nearly 4,000 square kilometers surrounding the City of Kingston and includes the townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands.

Residents enjoy incredible quality of life in one of the most naturally beautiful parts of Ontario. Businesses here benefit from strategic access to major urban centres.

**613.548.9400 | [FrontenacCounty.ca](http://FrontenacCounty.ca)**



**FRONTENAC**  
COUNTY OF FRONTENAC • ONTARIO



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## Frontenac County Strategic Plan

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2019-2022

### **Introduction**

This plan provides comprehensive direction for the County and guides how it will accomplish key strategic priorities in need of special attention, effort or resources over the current term of Council.

Frontenac County ranges over an almost 4,000-square-kilometre rural area, with a population of 26,677 residents plus seasonal visitors, surrounding a city of more than 125,000. Life in the Frontenacs is connected to Kingston's urban centre via employment, healthcare and educational services. The County also operates within a larger provincial, national and even international context.

Considerations of this character, the operating environment, and extensive input from township councils and the public, have framed development of the strategies and action objectives that follow.

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## Executive Summary – Frontenac County Strategic Plan 2019-2022



### The Guiding Vision for Frontenac County

The County of Frontenac is committed to sustaining diverse, strong, and resilient rural communities known for their unique natural environment and lifestyle choices.



### The County of Frontenac Mission (Statement of Purpose)

The effective, efficient and sustainable delivery of services to citizens.



### Strategic Priorities for 2019-2022

#### 1) Get behind plans that build community vitality and resilience in times of growth and change.

- Provide committed leadership and continuing support to the long-term regional plan to **enhance broadband and cell service**.
- Refine and invest in efforts to **accelerate economic development** — to grow businesses, attract more visits and expand the tax base.
- **Pursue proactive planning approaches** that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development.

#### 2) Explore new funding sources and invest wisely in critical long-term infrastructure.

- To meet the needs of future capital projects, **explore new sources of funding support** (current and future programs), cost-sharing options and other potential economies.
- Design a framework, explore options and initiate plans for development of a long-term care facility that will meet **Fairmount Home's** mandate.
- Develop plans within a changing legislative and service delivery landscape to provide additional facilities for **Frontenac Paramedics** that will effectively meet steadily growing demand for services and accommodate more paramedic training.
- Finalize plans and financing to replace/construct/renovate **aging County buildings** now used for administration services (through a shared admin facility if possible).
- Explore a collaborative upper-tier role for the County in **securing potential funding and support** for township maintenance of roads & bridges in a regional road system.

Executive Summary continued /...

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3) Champion and coordinate collaborative efforts with partners to resolve complex problems otherwise beyond the reach of individual mandates and jurisdictions.

- Work with the townships, other municipalities and levels of government **on broad infrastructure issues** — ranging from environmental concerns to regional transportation strategies for residential, social and economic purposes, and access to funding.
- Play a **leadership role on communications** to promote shared messaging for all regional initiatives such as economic development, tourism and lifestyle opportunities, and broadband and cell services.
- Continue to pursue collaborative opportunities **to achieve service and cost efficiencies and other economies** through cost-sharing and shared services.

**Current and Potential Project Partners**

- Townships
- City of Kingston
- Other counties
- CRCA, Public Health, CFDC, KFPL libraries, EOWC, EORN, & other partners



**Other Important and Continuing County Priorities:**

- Respect the taxpayer and keep **tax increases** close to the rate of inflation.
- Implement strategic plans for **Fairmount Home** and **Frontenac Paramedics**.
- Continually improve **customer and financial services**.
- Maintain a **strong organization and positive work culture** through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.



**Extensive consultation** attracted online input from more than 210 residents across the Frontenacs (including 71 seasonal residents). Local consultations were conducted with each of the four township councils in public session. The process was also supported by media coverage.

### Overview of Strategy Development Process:

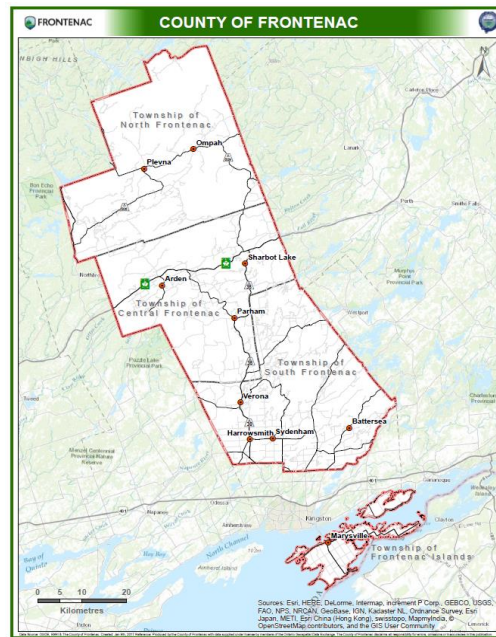
The strategy development process was launched in January 2019 with a “Commissioning” Session with County Council members.

Initial ideas, interests and concerns were further explored through background research, reviewing reports, business plans and related documents and a planning workshop with senior County staff in February.

Through late February and March, public consultation meetings were held with the four township councils in North, Central and South Frontenac and Frontenac Islands.

Extensive online input was received throughout March in response to a community survey promoted in all four township communities (more than 210 responses, including 71 from seasonal residents).

All of this input was compiled and presented to County Council as part of its half-day priority-setting workshop held March 27. Based on direction from that session, along with further follow-up work with staff, a draft plan was developed for review by Council May 15. The final revised draft was presented for approval June 19, 2019.



## **A VISION for the County of Frontenac**

A vision statement provides a clear and succinct description of goals for what the organization and/or community should look like once it achieves its full potential. It also involves a blend of aspirations that preserve "the core" while stimulating progress.

### *As the County looks to the future, it envisions:*

The County of Frontenac is committed to sustaining diverse, strong, and resilient rural communities known for their unique, pristine natural environment and lifestyle choices.

- The County is a vibrant community of diverse friendly people from all walks of life. The beauty of Frontenac is in the landscape but the strength is in its people, from the northern-most tip to the islands. These characteristics define our sense of place.
- The County aims to support the people of Frontenac and serve as the voice for our rural community lifestyle.
- The County of Frontenac facilitates those living, visiting and doing business to experience the diversity of the region and all that it has to offer in areas of tourism, agriculture, forestry, services and government.
- It also recognizes the unique and distinct characteristics of its four townships and how each contributes to the rich culture of the County.

### *As a framework for strategic planning, this future vision incorporate goals related to:*

- Working collaboratively with partners to resolve complex issues beyond individual mandates or jurisdictions.
- Expanding the network of broadband and cell services.
- Supporting community vitality through services, infrastructure, partnerships and innovation.
- Effective management of long-term care, emergency services, planning, community and economic development.
- Completing major capital projects related to Fairmount Home, Frontenac Paramedics and administrative offices.
- Building the County's organizational capacity in line with its mandate and accountabilities.
- Maintaining a sustainable financial framework that respects the taxpayer and manages risks.



### **Frontenac County's Balanced Scorecard**

Four key elements:

- Customer Focus
- Financial Performance
- Learning and Growth
- Process Improvement

## **Forces for Change: Highlights from the Situation Analysis**

Strategic priorities for Frontenac County have been developed within the context of its character, location and many issues creating opportunities as well as pressures for change.

### **Some implications from online input/public consultations:**

- There is an expectation that local government (either tier) will protect and enhance quality of life in local communities. Common sense approaches are expected. Residents are less concerned about which level of government delivers a particular service or addresses a particular problem — they just want it dealt with. There is often confusion about “who does what”, suggesting communications will be an ongoing need.
- The County is making strategic decisions within a general climate of uncertainty and change — in provincial/federal policy, funding and program expectations; economic and environmental trends; and changes in how we ‘look after ourselves and our neighbours’. The County must remain nimble — able and ready to react to changing political landscapes for some core services by monitoring provincial demands through regional networks and consultations with politicians, operating high quality services using best practices, and having a complete understanding of its revenues and expenditures to ensure County taxpayer interests are respected.
- Feedback conveyed a general, pragmatic desire for protection of the natural environment and a sense we should all ‘do our part’ in addressing impacts of climate change.
- There is a drive for greater efficiency in delivering public services together with tapping into new opportunities (especially using technology). This is coupled with a desire to preserve unique characteristics of each community and traditional ways of doing things.

**Municipalities across the County are feeling the weight of infrastructure maintenance**, with increasing pressures on finances (particularly for aging County facilities, including long-term care, administrative offices, land ambulance stations and land improvements). County strategy is also influenced significantly by funding from other levels of government.

**The county’s economic future is seen as more focused on smaller enterprises** and ‘local’ activity. Smaller businesses are also seen as a vital element of the community fabric with small shops providing amenities to supplement other local infrastructure such as schools. Community halls and volunteer groups contribute to the ‘community fabric’ too.

**Local demographic trends may be amplifying well-known challenges** (e.g. aging, leading to more healthcare and different housing needs; young people leaving for employment elsewhere; managing growth in new housing; or accessibility of vital services).

**Solutions to many issues transcend local government mandates** – waste management, a township responsibility, is just one example. Consultations indicated an emerging sense that the only way to deal effectively with these types of issues is to band together, using a common voice and economies of scale to effect change (to improve broadband and cell service, for example) and for common efforts in marketing/branding and development.

**1**

**Get behind plans that build community vitality and resilience in times of growth and change.**

This priority responds to high interest as well as concern shared broadly across the County that communities in the Frontenacs be well supported with infrastructure and services essential to vitality and sustainability in today's world.

Filling gaps in broadband and cell service was a top concern identified in public consultations. Many pointed to economic activity, local employment and services provided by businesses as key ingredients for vitality. This strategy also responds to the pressures for managing growth, housing and development wisely, in ways that are sensitive to local values and priorities.

**Objectives in support of this strategy:**

- Provide committed leadership and continuing support to the long-term regional plan to **enhance broadband and cell service**.
- Refine and invest in efforts to **accelerate economic development** — to grow businesses, attract more visits and expand the tax base.
- **Pursue proactive planning approaches** that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development.

**Direction for Development of Operational Plans:**

- It is understood that designing, costing and implementing connectivity/broadband projects is a long-term effort requiring years for preparation and implementation.
- The County will continue to support the Eastern Ontario Wardens' Caucus, Eastern Ontario Leadership Council and EORN, which have made digital connectivity their top priority, especially as 'foundational' infrastructure for economic development.
- Current economic development initiatives relate to business expansion, investment attraction, supporting assessment growth, promoting the regional brand and advancing community improvement plans. Focus on the Economic Development Charter and the Ambassador and Trail Asset programs will continue. Recent pilot projects (such as the Open Farms local food awareness event) establish a basis for further progress.
- In planning, major policy reviews are pending (e.g. private roads, official plan updates, community improvement plans, secondary and servicing plans, population projections and the Communal Services study). Priorities include working collaboratively with townships to enhance service levels and implementing strategic regional planning.

**2**

**Explore new funding sources and invest in critical long-term infrastructure using sound judgement.**

This priority speaks to significant future demands on the County's capital and operating budgets — the need to repair, reconstruct and/or replace aging service facilities and accelerate maintenance of other infrastructure.

For this term of Council, the strategy marks a commitment to begin long-term planning to secure new sources of external funding, explore options to meet County responsibilities for long-term care infrastructure/facilities, and find cost-effective ways to deal with long overdue space and maintenance needs for paramedics and administrative services.

**Objectives in support of this strategy:**

- To meet the needs of future capital projects, **explore new sources of funding support** (current and future programs), cost-sharing options and other potential economies.
- Design a framework, explore options and initiate plans for development of a long-term care facility that will meet **Fairmount Home's** mandate.
- Develop plans within a changing legislative and service delivery landscape to provide additional facilities for **Frontenac Paramedics** that will effectively meet steadily growing demand for services and accommodate more paramedic training.
- Finalize plans and financing to replace/construct/renovate **aging County buildings** now used for administration services (through a shared admin facility if possible).
- Explore a collaborative upper-tier role for the County in **securing potential funding and support** for township maintenance of roads & bridges in a regional road system.

**Direction for Development of Operational Plans:**

- Pressures for budget increases are being driven by increasing demand for services; inflationary, contracted and mandated costs; plus new government policies/regulations.
- Fairmount Home is a home of choice (more than 200 on the waiting list), but the building is aging and will require significant renovation by 2025. Maintenance costs are increasing, the septic system is aging, and electrical, plumbing and HVAC require significant repairs. Other changes will be required to adapt to changing care demands. Provincial funding and need for efficiencies may lead to a need for a larger size (e.g. minimum 160 beds).
- The County has been engaged for some time in exploring potential cost savings and other benefits by way of sharing rejuvenated administration office space with the CRCA.
- With debentures retiring in 2022, tax room for capital projects could increase. It may be time to review the .65% capital increment to assess its capacity to fund future projects.
- In Frontenac County, responsibility for roads and bridges lies with the townships. These services were devolved in 1998 with the County's restructuring agreement. Consultations with townships have raised the possibility of Frontenac County playing some role to help them access and maximize a share of upper government funding that may be available.

**3**

**Champion and coordinate collaborative efforts with partners to resolve complex problems otherwise beyond the reach of their individual mandates and jurisdictions.**

As a priority for this term of Council, the County will provide leadership in coordinating joint action with townships, the City of Kingston and other partners to develop solutions to complex problems otherwise beyond the reach of their individual formal mandates and jurisdictions.

As opportunity or need arises from time to time, it will partner to develop **action-focused collaborations** of defined scope and duration to advocate for and implement solutions.

**Objectives in support of this strategy:**

- Work with the townships, other municipalities and levels of government **on broad infrastructure issues** — ranging from environmental concerns to regional transportation strategies for residential, social and economic purposes, and access to funding.
- Play a **leadership role on communications** to promote shared messaging for all regional initiatives such as economic development, tourism and lifestyle opportunities, and broadband and cell services.
- Continue to pursue collaborative opportunities **to achieve service and cost efficiencies and other economies** through cost-sharing and shared services.

**Direction for Development of Operational Plans:**

- This priority builds on past successes the County has had with a collaborative approach in promoting a County identity, sharing back-office functions with townships and other partners, and advancing the region’s interests externally through channels such as the Eastern Ontario Wardens’ Caucus.
- Consultation feedback suggested that consideration be given to “what works” and “who could best deliver” various services provided by the County, townships and the City. This might be a network/consortial model rather than a traditional, hierarchical approach, with a focus on leaner administration.
- The challenge will be to find the right balance between a) centralization and local/ partner autonomy, b) seizing collaborative opportunities without disrupting existing jurisdictions and responsibilities, c) finding payoffs for all the partners involved, and d) developing a sustainable model to enable the County to play such a role.



**Collaborative Leadership Opportunities**

- Transportation
- Promoting the Frontenacs
- Environmental awareness
- Waste Management
- Seeking funding
- Sharing services

## **Implementation Overview:**

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Strategy is activated through operational plans that provide more specific direction for the work and identify responsibilities and timelines — detailing who will do what by when.

The County of Frontenac will be developing specific workplans that respond to its future challenges and opportunities and translate the strategic priorities outlined above into ongoing activities and initiatives. Related best practices in the areas of budget strategy, risk management, change management, capacity building, partnership relations and policy development would also be employed.

### **Continuous Improvement:**

The County will continue to build a culture of continuous improvement through participation in Lean/Six Sigma projects at all levels of the organization. Regular reporting of Key Performance Indicators (KPIs) will also be used to reflect implementation of the strategic plan.

### **Communications:**

A successful roll-out of this strategic plan will depend on effective two-way communications and related efforts to develop understanding of its implications, both by internal audiences at the County as well as residents and ratepayers, employers, community partners, townships, the City of Kingston, and other levels of government.

### **Periodic Review:**

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

This will help ensure the County of Frontenac continues to anchor its activities in the municipality's mission and vision, adapt to the latest evidence and best practices, and respond effectively to circumstances as they may change through 2022 and beyond.



**Report 2019-095**

**Committee Information Report**

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

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

**Date of meeting:** September 12, 2019

**Re:** **Community Development Advisory Committee – Royal Winter Fair’s Spotlight on Local**

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**Recommendation**

**Be it Resolved** that the Council of the County of Frontenac authorize staff to enter into a contract with The Royal Winter Fair to participate in the 2019 Spotlight on Local feature.

**And Further that** up to \$5,000 from the Community Development Reserve be allocated to offset the costs associated with participating in the Royal Winter Fair’s Spotlight on Local.

**And Further that** staff report back to the Community Development Advisory Committee on the outcomes of event participation

**Background**

The Royal Agricultural Winter Fair is the largest combined Agriculture, Equine, Food and Lifestyle event in the world. Since 1922, The Royal has been strongly associated with local food and agriculture – both with competition animals, as well as local small scale producers of food. The show takes place over 10 days every November at Exhibition Place in Toronto.

New for 2019, and capitalizing on the continued popularity of local food and beverage, The Royal has created the Spotlight on Local program. This program has offered the twelve Regional Tourism Organizations (RTOs) outside the Greater Toronto Area the opportunity to showcase their local producers and products free of charge.

Frontenac staff became aware of the [Spotlight on Local](#) in late spring and immediately identified its alignment with the [Economic Development Charter for the Frontenacs](#), specifically the priority theme of Local Food and Beverage. Economic Development staff

communicated the opportunity to food producers in the Frontenac Ambassador Network and received an enthusiastic positive response. Staff pursued a partnership with RTO9 to secure the space, and staff are currently working together on detailed plans to maximize the opportunity.

**Comment**

**Access to New Markets**

Participating in The Royal Winter Fair’s Spotlight on Local will provide Frontenac businesses the opportunity for increased exposure to new markets. The show draws a huge audience from all over the world. Approximately 10,000 guests come from outside of Canada, and 60% of the show’s total visitors live beyond 40km. Every year, marketing efforts result in 150 million paid media impressions and 170 million earned media impressions. Annually, \$15 million is spent in onsite shopping.

<b>Year</b>	<b>Attendance</b>
2017	287,000
2016	282,000
2015	301,000

The Royal is primarily a consumer show, and Frontenac businesses anticipate selling products directly to patrons for personal consumption. These sales will represent a cash-flow injection while also increasing their brand exposure to potential long-term customers. Additionally, some independent retailers use the show to buy new products for their stores, and there is potential to form some new valuable B2B relationships during the show.

**Frontenac Ambassadors**

With nearly 170 businesses in the Frontenac Ambassador program, the network has become an exceptional source of feedback and continues to inform much of our project implementation. Frontenac Ambassadors see the Spotlight on Local as an unmissable opportunity. To date, six Frontenac Ambassadors are confirmed to participate:

- The Cheesecakery Bakery
- The Holiday Country Manor (Marty G’s Sensational Pies)
- Fine Chocolate by Ludwig
- David & Sons BBQ Sauce
- Food Less Travelled
- Bear Root Gardens

Representatives from these businesses will each attend for some portion of the show, sampling and selling their products in the Frontenac exhibition space. They will invest their own resources in preparing product for the show, in staff time at the show, and in the costs of travel and accommodation. These businesses are fully committed to making this opportunity well worth it, and we appreciate the implications of that commitment. We anticipate that as plans are solidified, more Frontenac Ambassadors will take advantage of the opportunity to get involved.

**RTO 9 Collaboration**

RTO 9 has funds allocated to this project, and valuable relationships with experts in the tradeshow industry that will extend the impact of our combined investment.

RTO 9 and Frontenac will share common exhibition space, with slight differentiation to highlight the separate brands. The physical space will be animated in such a way that draws people in to experience an old fashioned general store. Within that store, the producers will have ample opportunity to display, sample, and sell. Frontenac staff and RTO9 staff will work in the space as well, ensuring booth coverage, and ensuring each region is well represented. The animation of the space will set our regions apart from others at the fair, giving our producers the greatest chance to reach a significant audience. That animation will only be successful through pooling of resources.

**Frontenac Brand Recognition**

Not only is this an opportunity for Ambassadors to stretch their products into new markets, but it's also a chance to grow recognition of the Frontenac brand among a new audience. Over the past three years, the Frontenac brand has become well recognized locally and regionally. Successful implementation of the Ambassador network, the merchandise program, the Frontenac Visitor Guide, regional signage, and social media efforts have strengthened the brand's overall reputation among those who have a vested interest in the area and have become early adopters of the brand. As described in the [brand guidelines](#), this was the primary audience on first launch.

Showcasing the Frontenac brand at The Royal represents the next stage of developing the brand. The Spotlight on Local will give us a platform to tell the authentic Frontenac story in a creative way to an external audience. Beyond the food, Frontenac staff and Ambassadors will speak to patrons about our region and what it has to offer as a travel destination, a new place to call home, or to relocate their business.

**Annual Participation**

Spotlight on Local is a pilot project for The Royal, and Frontenac County will evaluate whether this event generates the following:

- Direct sales to participating Ambassadors
- Deals for participating Ambassadors (distribution opportunities)
- Satisfaction from participating Ambassadors (via survey)
- Leads generated for Frontenac (New residents, Businesses, Tourism Interest)

Staff will report back to the Community Development Advisory Committee on exploring the value of future participation in the Royal's "Spotlight on Local" and demonstrating the benefits for Frontenac Ambassadors to participate.

**Strategic Priorities**

**Priority 1.2 - Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.**

Participation in the Spotlight on Local signals a bit of a turning point in the implementation of the Frontenac brand. While efforts to date have mostly been focused on a local, or moderately regional audience, this project targets an external audience.

**Financial Implications**

Staff have reallocated resources within the existing Economic Development budget to cover staff costs associated with travel, accommodations and meals for the duration of the event and will not require additional funds for these purposes.

It is anticipated that some costs associated with printed material, display design and construction, as well as storage rental will be required to animate the exhibition space appropriately. Some of these costs will be absorbed through existing project budgets, but it is anticipated that up to an additional \$5000.00 will be required for execution.

Staff propose that the additional budget allocation come from the Community Development reserve.

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

Community Development Advisory Committee  
County Council & Staff  
Frontenac Ambassadors  
Frontenac CFDC  
Regional Tourism Organization 9



**Report 2019-097**

**Committee Information Report**

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

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

**Date of meeting:** September 12, 2019

**Re:** **Community Development Advisory Committee – Wolfe Island Farm to Table Tour**

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**Recommendation**

This report is for information only. It is intended to solicit advice from the Committee on the implementation of the Wolfe Island Farm-to-Table event to be hosted on October 5, 2019.

**Background**

On April 16, Frontenac County staff met with members of the Wolfe Island agricultural community to discuss the possibility of island locations participating in Open Farms.

Ferry capacity was discussed as a major barrier to hosting this kind of event on the island, an issue that is exasperated by the vehicle-reliant nature of the event and the event date (Sunday, September 8), which falls during a time when the village and ferry are both still quite busy with seasonal activity.

The weekend itself is also a busy time for many farmers on Wolfe Island, especially given its close proximity to the annual Kingston Fall Fair. While there was obvious interest in being involved, simply expanding Open Farms to Wolfe Island is not feasible due to the reasons outlined above.

Island producers and businesses are interested in participating in a Wolfe Island version of Open Farms – a guided bus tour that would occur later in the year and include a farm tour and locally produced meal. Funding to develop this product and hire a project coordinator to connect the details has been confirmed through a re-allocation of funds from the Big Sandy Bay shuttle bus program, which did not run in 2019 due to high water levels. Details can be found in report 2019-082.

**Discussion**

On August 22, County staff and the project coordinator met with several island farmers interested in participating in this event. A detailed discussion took place outlining potential challenges, a schedule and ideal conditions for execution. It was agreed that while three farms would be the main “stops” on the tour, that other farmers and producers would be welcomed at these locations to make brief presentations or to share their products. In addition, this event will spark the renewal of the “Taste of Wolfe Island” brand.

**Tour Overview**

- Participants will meet with their Tour Guide on the Kingston Ferry Dock and travel together to Wolfe Island. The guide will provide an introduction to Wolfe Island and highlight the importance of the ferry.
- Once on island, participants will board a bus and travel to their first farm location. For each of the farm locations, the farmer will board the bus in advance to provide background and introduce their story. The farm locations are:
  - o Pykeview Farms – A large scale cash crop operation. This will provide participants a look at how agriculture works at a higher scale.
  - o deRuiter Beef – A grass fed beef operation that operates primarily on direct customer sales. This family farm has existed on the island for decades.
  - o Henderson Farms - Robert and his brother produce numerous jams, many of which are award winning. The goal of including an orchard and fruit processor is to demonstrate the diversity of what takes place on island.
- After the location visits are completed, tour participants will be shuttled to the General Wolfe Inn dining room where they will have appetizers with a Wolfe Island themed cocktail and be treated to a family-style meal hosted by local farmers at each table. The meal will consist primarily of ingredients sourced from Wolfe Island, but may be supplemented with Frontenac produced fare.
- This event and meal are being coordinated and prepared by Chef Laura Buckley, a new resident on Wolfe Island. Laura hosted a farm-to-table meal as part of the Wolfe Island Garden Party earlier this year, which sold out of tickets.
- After dessert, participants will be shuttled back to the ferry

Other confirmed producers include the Kitchen Table Seed House, Okee’s Farm, Kelly’s Gourmet Mushrooms, a honey producer, and a dairy farm. The tour guide will be a local, well versed in Island history and lore.

### **Marketing and ticket sales**

The approach to marketing the event stems from success achieved through marketing the 2018 and 2019 Open Farms events using a mix of social media and targeted marketing. The following efforts have been undertaken:

- Rebranding the “Taste of Wolfe Island” banner used by local farms in 2011 to host farm tours and other local food efforts
- Photos and farm stories for the host farms will be produced, similar to the [stories developed](#) as part of Open Farms 2019.
- Tickets will be sold through [www.kingstonfoodtours.ca](http://www.kingstonfoodtours.ca), an established brand in local food experiences. This partnership will also leverage messaging support from Tourism Kingston through the [www.visitkingston.ca](http://www.visitkingston.ca) platform.

### **Summary**

The Wolfe Island Farm to Table tour will be used to re-launch the Taste of Wolfe Island brand and highlight local farms on Wolfe Island and in Frontenac County. The goal for the Wolfe Island Farm to Table tour is to create a sustainable annual event that celebrates agriculture and food on Wolfe Island. A review of the event will be presented to the Community Development Advisory Committee with options for future iterations.

### **Strategic Priorities**

At its meeting on June 19, 2019, County Council approved [Frontenac County Strategic Plan 2019-2022](#). This project is aligned with the intent of the priority listed below.

**Priority 1.2: Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.**

This event has potential to become a regular agri-tourism product for Wolfe Island, and would expand opportunities to increase visitation with a relatively low impact on Ferry traffic. It may become a key product to support visitor attraction and local businesses while the Marysville ferry terminal is under construction over the next few years.

### **Financial Implications**

The funds to develop this agri-tourism event were made available through the re-allocation of the Big Sandy Bay Shuttle bus program grant.

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

Regional Tourism Organization 9  
Township of Frontenac Islands  
Wolfe Island Farms and Food Producers  
Taste of Wolfe Island  
Kingston Food Tours