



**Community Development Advisory Committee Meeting
Wednesday, July 14, 2021 –10:00 a.m.
Meeting to be held in Virtual Electronic Format and
live streamed on the County of Frontenac's Youtube
Channel**

<https://youtu.be/vFqYiYmsfzo>

AGENDA

Page

1. Call to Order

2. Adoption of the Agenda

- a) **That** the agenda for the July 14, 2021 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 May 13, 2021

That the minutes of the Community Development Advisory Committee meeting held May 13, 2021 be adopted.

5. Deputations and/or Presentations

- a) **Overview and Presentation on the Community Development Advisory Committee Mandate and Terms of Reference.**

Presented by Ms. Jannette Amini, Manager of Legislative Services and Clerk.

6. Reports to the Community Development Advisory

- a) **2021-054
Community Development Advisory Committee
2020 Annual Business Survey Results**

This report is for information purposes only.

- b) **2021-055
Community Development Advisory Committee
Destination Development Plan Progress**

3 - 6

7 - 26

27 - 34

35 - 41

This report is for information purposes only.

42 - 45

- c) **2021-056
Community Development Advisory Committee
Film and Television in Frontenac**

Recommendation:

Be It Resolved That that the Community Development Advisory Committee recommends that Frontenac County continue to work with the Kingston Film Office, Regional Tourism Organization 9 and other partners to attract additional screen-based content productions to Frontenac County,

And Further That the support to and attraction of Film, Television and other Content productions be included as part of the 2022-2026 Economic Development Business Plan

- 7. **Communications**
- 8. **Other Business**
- 9. **Next Meeting**
- 10. **Adjournment**



FRONTENAC

Minutes of the Community Development Advisory Committee Meeting May 13, 2021

A regular meeting of the Community Development Advisory Committee was held in virtual electronic format, hosted at the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, May 13, 2021 at 10:00 AM

Present Electronically:

Betty Hunter, Chair
Wilma Kenny, Vice Chair
Councillor Alan Revill, Council Liaison
Lisa Henderson
Deputy Warden Denis Doyle

Absent:

Greg Rodgers

Staff Present Electronically:

Brianna McEathron, Administrative Clerk (Recording Secretary)
Richard Allen, Manager of Economic Development
Alison Vandervelde, Community Development Officer
Joe Gallivan, Director of Planning and Economic Development
Kylie Huffman, Economic Development Student

Call to Order

The Chair called the meeting to order at 10:02 a.m.

Adoption of the Agenda

Moved By: Deputy Warden Denis Doyle
Seconded By: Lisa Henderson

That the agenda for the May 13, 2021 meeting of the Community Development Advisory Committee be adopted.

Carried

Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Adoption of Minutes

a) Minutes of Meeting held February 11, 2021

Moved By: Councillor Alan Revill

Seconded By: Wilma Kenny

That the minutes of the Community Development Advisory Committee meeting held February 11, 2021 be adopted.

Carried

Deputations and/or Presentations

Mr. Alex Jansen of the Kingston Film Office and Mr. J Joly addressed the Community Development Advisory Committee regarding the potential to develop film & television opportunities in the region.

[the information being presented, which the County does not have control over, is not in an accessible format but can be provided upon request].

Mr. Alex Jansen of the Kingston Film Office and Mr. J. Joly, provided the Committee with a presentation on the potential to develop film and television opportunities in the region, a copy of which is attached to the record in the Clerk's Office.

Deputy Warden Denis Doyle asked how this Committee and County Council should go about supporting this development and business throughout the County. Mr. Richard Allen noted that when the action plan is developed by Mr. Jansen and Mr. J. Joly it will be provided to the committee/Council with a list of actions required to support growth in the County.

Ms. Wilma Kenny asked about the effects of these productions on small communities. Mr. J. Joly noted that these rural communities are an asset and these production companies ensure that all permits, garbage and traffic control is a main priority. Mr. Jansen explained that industry best practice is to leave the location as good as – if not better than – it was prior to filming.

Ms. Betty Hunter asked if this project is geared to the south part of the County or the County as a whole. Mr. Jansen noted that the production companies are willing to work with all parts of the County. He also noted that they will be adding different locations to the location library that is provided to the production companies.

Reports to the Community Development Advisory

2021-042

**Community Development Advisory Committee
May 2021 Update on COVID-19 Response Initiatives**

Moved By: Deputy Warden Denis Doyle
Seconded By: Wilma Kenny

Be It Resolved That the Community Development Advisory Committee endorses the changes to the COVID-19 Response Plan to County Council.

Carried

2021-043

**Community Development Advisory Committee
Open Farms 2021**

Moved By: Councillor Alan Revill
Seconded By: Lisa Henderson

Be it Resolved That the Community Development Advisory Committee endorses the direction and actions related to Open Farms outlined in Report 2021-043

And Further That County Council authorize the Warden and Clerk to complete relevant agreements associated with grant applications outlined in Report 2021-043

Carried

7. Communications

- a) Email from Mary Kloosterman Announcing Community Development Advisory Committee Resignation
[Distributed to Members of Community Development Advisory Committee March 17, 2021]
- b) Email from Barrie Gilbert Announcing Community Development Advisory Committee Resignation
[Distributed to Members of Community Development Advisory Committee March 19, 2021]
- c) Email from Richard Allen, Manager of Economic Development regarding Tourism Research Session
[Distributed to Members of Community Development Advisory Committee April 20, 2021]
- d) Email from Councillor Ron Higgins regarding the Eastern Ontario Business Journal Update
[Eastern Ontario Business Journal](#)
[Distributed to Members of Community Development Advisory Committee May 7, 2021]

Other Business

Ms. Wilma Kenny requested that the Committee have the opportunity to review its mandate. Staff will schedule a discussion at the Committee's next scheduled meeting.

Councillor Revill requested staff disseminate results of the K&P Trail User Survey – specifically related to the preferences of non-motorized trail users – to the committee for review.

Next Meeting

The next regular meeting of the Community Development Advisory Committee is scheduled for **Thursday, June 10, 2021** at 10:00 a.m.

Adjournment

Moved By: Deputy Warden Denis Doyle
Seconded By: Lisa Henderson

That the meeting hereby adjourn at 10:28 a.m.

Carried

CDAC – Orientation and Mandate Overview

AGENDA ITEM #a)

Agenda

- County of Frontenac Procedural By-law
- CDAC Mandate and Terms of Reference
- Code of Conduct for Members of County Council and Committees



Procedural By-law

- Municipal Act requires that all municipalities have a procedural by-law
- Municipal Act and Procedural By-law requires that all meetings are open to the public except under certain circumstances
- The purpose of procedures is to seek to achieve consensus in an orderly and principled manner.
- County Procedural By-law governs Council and Committees of Council.



Committee Mandate

- Advisory Committees are created by Council.
- Advisory Committees can only do what they are authorized to do by Council (Committee Mandate)
- Advisory Committees are only mandated to advise Council and any recommendations must be approved by Council prior to any action being taken.



Role of Committees

- make recommendations to Council on matters which are in their jurisdiction;
- guide and request staff to provide reports on the direction and nature of policy development, fact finding, analysis and generation of public policy matters;
- receive public deputations and establish mechanisms to receive further public input on vital public policy matters.



Mandate of the CDAC

1. 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.
2. 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.



FRONTENAC

How CDAC has guided Council

- CDAC was established in July 2015
- Since its establishment, CDAC has made 32 recommendations to Council
- Council has approved 31 recommendations made by the Committee
- Council has supported 1 staff report that did not align with the Committees recommendations.



FRONTENAC

CDAC Recommendations to Council

CDAC was established in July 2015

Year	# of Recommendations made to Council	# Approved by Council	# declined by Council
2015	1	1	0
2016	8	8	0
2017	6	6	0
2018	7	7	0
2019	6	5	1*
2020	1	1	0
2021	3	3	0**

* Committee motion was made but no seconder received. Staff reports that do not receive support from Committees still go to Council as an unsupported motion

** Staff were directed to report back to Council on the pilot project of motorized vehicles permitted on the trail through Verona.



FRONTENAC

Definition of a Meeting

A quorum of the Members of Council or Committee that are present and discuss issues in a way that materially advances the business or decision making of Council or Committee

It is not appropriate to discuss Committee business via email

It is not appropriate to meet at a local coffee shop or restaurant to discuss Committee business



Public Notice Requirements

Section 270 of the Municipal Act requires that municipalities have policy in place

- on how they will be transparent and accountable
- How we provide notice to the public



FRONTENAC

Adherence to the Agenda

- The agenda is how we provide notice of what will be discussed at a meeting
- Items should not be added to an agenda at the meeting as this provides no public notice that the Committee will be speaking about that item
- “Other Business” Section 24.2
 - Statement by Members
 - Matters of Urgency
- Agenda items should fall within the Committees mandate



Committee Minutes

- Discussion at meetings should be centered around the agenda and agenda items
- Minutes of meetings are not verbatim, but are a neutral reflection of what transpired at the meeting
- Minutes are prepared by the recording secretary and are only subject to change by the entire Committee



Declaration of Pecuniary Interest

Where a Member, either on his own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a Meeting at which the matter is the subject of consideration, the Member shall, in accordance with the *Municipal Conflict of Interest Act*:

- a) Prior to any consideration of the matter at the Meeting, disclose the Member's interest and the general nature thereof; and
- b) Not take part in the discussion of, or vote on any question in respect of the matter, and
- c) Not attempt in any way whether before, during or after the Meeting to influence the voting on the matter.



Declaration of Indirect Pecuniary Interest

Indirect pecuniary interest

2 For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

- (a) the member or his or her nominee,
 - i. is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,
 - ii. Has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or
 - iii. Is is a member of a body,

that has a pecuniary interest in the matter; or

- (b) the member is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. R.S.O. 1990, c. M.50, s. 2.

Interest of certain persons deemed that of member

3 For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. R.S.O. 1990, c. M.50, s. 3; 1999, c. 6, s. 41 (2); 2005, c. 5, s. 45 (3).

What is Pecuniary Interest



Code of Conduct for Members of County Council and Committees

- Was adopted by County Council on February 20, 2019
- Covers Councillors and Committee Members (including Advisory Committee members)
- All those bound by the Code of Conduct are required to acknowledge that they have read, understood and accept this Code of Conduct.



Committees and Members of Committees

- Applies to all Members of the Council as well as (with necessary modifications) all County committees, agencies, boards and commissions, which are defined as local boards in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*.
- Its purpose is to establish a general standard to ensure that all Members share a common basis for acceptable conduct, and to which all Members are expected to adhere to and comply with.
- Is intended to set a high standard of conduct for Members in order to provide good governance and a high level of public confidence in the administration of the County by its Members as duly elected public representatives to ensure that they each operate from a foundation of integrity, transparency, justice, truth, honesty and courtesy

Integrity Commissioner

Bill 68 broadened the role of the Integrity Commissioners, including:

- Investigating alleged contraventions of the code of conduct and key sections of the *Municipal Conflict of Interest Act* (MCIA).
- Providing advice to Members of Council and local boards respecting their obligations:
 1. the local code of conduct applicable to the members;
 2. the local ethical behaviour procedures, rules or policies governing the members; and,
 3. the MCIA.
- All requests from Members of Council or of a local board to the Integrity Commissioner for advice will now need to be in writing.



FRONTENAC

Gifts and Benefits

Section 7 of the Code of Conduct outlines Gifts and Benefits

Any gift to a Member risks the appearance of improper influence. Gifts may improperly induce influence or create an incentive for a Member to make decisions on the basis of relationships rather than in the best interests of the County.

Section 7.2 outlines when a Member is entitled to accept a gift or benefit other than in the following circumstances

If you accept a gift you must file a disclosure with the Clerk of the gift or benefit indicating the person, body or entity from which it was received together with the estimated value of the gift or benefit in accordance with the Disclosure Statement set out in Appendix “A”.



Questions



FRONTENAC



Report 2021-054

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Prepared by: Kylie Huffman, Digital Marketing Summer Student

Date of meeting: July 14, 2021

Re: **Community Development Advisory Committee – 2020 Annual Business Survey Results**

Recommendation

This report is for information only.

Background

The Frontenac Brand Ambassador Program was originally launched in September 2016 as a means to grow recognition for the regional Frontenac brand. In the ensuing four years, the program has grown to 180+ Ambassadors and has evolved to act as a business network for the Frontenac region, and has served as a sounding board for Frontenac County Economic Development Staff.

In September 2017, Ambassadors were surveyed for feedback on the program. Of the approximately 100 members at that time, 46 completed the survey.

In September 2018, 45 Ambassadors responded to a similar survey.

In the fall of 2019, an expanded survey was developed to assess the value of the Ambassador program and to gain feedback from the broader business community about the overall state of doing business in Frontenac. The survey was open in late December until the end of January of 2020 and received 190 responses.

The 2020 survey was conducted in January of 2021, soliciting 143 responses. In addition to asking the questions outline in the 2019 survey, new questions were added specific to the COVID-19 Pandemic.

Discussion

The results from the 2020 survey indicate that most businesses were impacted by COVID-19 and saw a variety of effects on business operations. While many businesses did endure negative impacts in 2020, others saw positive benefits from 2019 to 2020 and were able to adapt their business model to meet the changing demands of customers. In addition to further understanding the impact of the COVID-19 pandemic on the local economy in Frontenac, this report also explores key changes or trends between 2019 and 2020.

Change of Products and Services

While many businesses continued to sell their regular products and services during 2020, 43% (60 respondents) changed the products and services they offer in response to the COVID-19 pandemic. In addition, 16% (22 respondents) changed product and service offerings for reasons unrelated to COVID. These responses indicate that businesses adapted to market needs and consumer behaviour in 2020. Finally, 37% (51 respondents) made no changes to what they offer in 2020.

Comparing 2019 to 2020, respondents indicated there was an increase in the products and services that were offered, mainly as a strategic response to the COVID-19 pandemic.

Negative Impact of COVID-19 on Business

Many businesses saw changes in their business in 2020 as a result of the COVID-19 pandemic. Among the difficulties faced, the following key points were identified:

- 43% of respondents saw a decrease in revenue from 2019 to 2020
- 38% of respondents saw an increase in expenses relating to health and safety
- 38% of respondents had to temporarily close at some point due to COVID-19

Comments from respondents indicated that it was hard to get supplies for their business as a result of border closures and increased shipping periods. It was also identified that there was an increase in cancelled events due to COVID-19, which hurt business.

Positive Impact of COVID-19 on Businesses

While it is easy to focus on the negative, multiple businesses within Frontenac County were impacted positively during the COVID-19 pandemic. When businesses were asked what positive impacts they experienced in 2020, the top three responses were as follows:

- 51% of respondents are now serving new customers that they had not been serving before

- 46% of respondents identified that they are serving customers in new ways that they hadn't before, including a shift to taking online orders, phone orders and using curbside pickup
- 35% of respondents identified that they diversified the products and services they offer due to the pandemic.

To highlight some of the most frequent comments in response to this question, many increased their marketing and social media presence to expand the business and reach new customers. Other respondents mentioned that businesses felt there was either no impact from COVID or that they didn't experience any positive impacts from the pandemic.

Impact of Eligibility for Financial Assistance

When asked about their experience with COVID relief programs, the most common answer from respondents was that they were not eligible for relief programs specified in the survey. In reviewing the comments section for this question there was no justification as to why respondents were not eligible as there were not enough comments in this section to make an assumption. Below are the results from businesses regarding financial assistance where respondents were asked to rate their experience with each financial assistance program.

What was your experience with the following COVID relief programs?

Relief Program	Helpful	Not Helpful	Not Eligible	Not Interested	Not Aware	Total
Canada Emergency Response Benefit (CERB)	53 35%	7 5%	56 42%	12 9%	6 4%	134
Canadian Emergency Wage Subsidy (CEWS)	23 18%	10 8%	68 52%	15 12%	14 10%	130
Extended Work Sharing Program	0 0%	10 8%	53 42%	17 14%	45 36%	125
Ontario-Canada Emergency Commercial Rent Assistance Program (OCECRA)	3 2%	13 10%	66 52%	22 16%	24 18%	128
Canada Emergency Business Account (CEBA - \$40,000 loan)	36 28%	9 7%	49 38%	21 17%	13 10%	128
Regional Relief and Recovery Fund	11 11%	7 5%	36 28%	33 27%	38 29%	129
Digital Main Street Media	13	10	34	19	51	127

Relief Program	Helpful	Not Helpful	Not Eligible	Not Interested	Not Aware	Total
Transformation Grant	10%	7%	27%	15%	41%	
ShopHere Grant	2 2%	7 6%	31 25%	14 12%	67 55%	122

A key trend in the table above is the high number of programs for which businesses identified as being ineligible. In reviewing the size of each business, 61 respondents have no staff of any kind involved in business operations and are running the business entirely on their own. In comparison, 119 respondents only have one business owner and at least one of each type of employee. From this, we can draw the conclusion many respondents of the survey are operating with very little staff and therefore may not have met the staffing or size eligibility requirements to apply for business relief programs.

Respondents reported that most helpful COVID relief program was the Canada Emergency Response Benefit (CERB). In total 35% (53 respondents) found this program was helpful.

Plans to Evolve Business and Prepare for the Future

Throughout the survey it was apparent that many businesses have realized they could benefit from an increase in marketing and social media presence. When businesses were asked about their plans to evolve their business and prepare for the future, the following responses were made:

- 47% (63 respondents) indicated that they would be increasing their marketing activities
- 35% (47 respondents) will be adding new products or services in the future
- 29% (39 respondents) will be looking for new opportunities in the future to partner with other businesses, indicating a significant interest in business collaboration.

Doing Business Now Compared to Three Years Ago

In 2020, 29% of respondents reported feeling more positive about doing business in Frontenac today compared to three years ago. 55% responded “about the same” and 14% reported feeling less positive about doing business in Frontenac today compared to three years ago. This question was also asked in 2019, at which time a higher percentage reported feeling more positive (40%), while a lower percentage reported feeling “about the same” (46%) and “less positive” (13%).

In reviewing the comments from businesses in the 2020 survey, respondents are optimistic about the future and getting through COVID. It was also mentioned that support from the community and the Ambassador program has helped businesses feel more positive when doing business in Frontenac.

In addition, the comments revealed that respondents felt generally positive about the future but are concerned about the financial implications from the recent lockdowns.

Barriers to Growth

Businesses in Frontenac County were asked what they thought were challenging barriers to growth.

- 42% (52 respondents) felt that insufficient and/or expensive internet access is a key barrier. It is also important to note that during COVID-19, a number of businesses shifted to some form of alternative shopping such as curbside pickup and having limited internet can prevent this alternative from being successful. If businesses wish to increase marketing and social media efforts in 2021 as indicated above, it will be important for them to have reliable and accessible internet.
- 32% (39 respondents) identified that keeping and finding staff has been a challenge that has prevented or slowed business growth.
- The cost of electricity was the third highest barrier identified, where 30% (37 respondents) felt this overhead impacts business success and growth potential.

Additional barriers to growth mentioned under the comments section are that there are high taxes, concern about a lack of utilities and comments regarding a lack of sufficient staffing. From 2019 to 2020 there was an increase in respondents who identified that insufficient or expensive internet will be a barrier to growth.

Opportunities and Trends in the Next 5 Years

When asked about opportunities and growth over the next 5 years, respondents identified that tourism and an influx of new residents moving from cities will create opportunities. Respondents also identified that having an influx of new residents would create the need for housing and for businesses this means having the opportunity to reach new residents with products and services.

Another area that was identified as an opportunity is to improve internet access and cell phone service within Frontenac County. In addition to this, businesses identified that having improved internet and cell phone service is attractive to visitors and will keep them returning if they have the proper amenities while visiting the Frontenac County.

“Cell phone towers desperately required. The lack of poor/no services discourages new/returning customers”

Comparing 2019 to 2020, there was an increase in responses indicating that promoting shop local would be an opportunity in the next 5 years. When respondents were asked about opportunities in the next 5 years there was a decrease from 2019 to 2020 in the types of opportunities related to tourism. In 2019, respondents identified travellers from the United States and cities such as Toronto as opportunities for tourism in the next 5 years. Comparing this to 2020, there was an increase in responses unrelated to tourism

and respondents identified opportunities as being new residents moving to the areas and providing better internet.

Threats in the next 5 years

Businesses were asked about threats in the next 5 years. Of the 50 comments respondents gave for this question, the following themes were the most recurring:

- Poor internet access and lack of affordable internet providers
- Not putting enough time and attention towards promoting lake access
- Lockdowns affecting business operations
- Companies that can offer cheap items and deliver them anywhere taking over the market (Amazon)
- An increase in residents moving from the urban areas
- Growth of tourism in larger regions

Comparing threats identified from 2019 to 2020, more respondents identified that new residents moving to Frontenac County from cities was a potential threat. From 2019 to 2020 there was also an increase in responses that indicated poor internet will be a threat in the next 5 years not only for residents and businesses but also for tourists.

Goals Developed in 2017

Businesses in Frontenac County were asked to rank the goals that were developed in 2017 in order of importance. Eighty-seven respondents answered this questions and overall, the goals were ranked in the same order as in 2019:

Rank	Goal	2019 Score	2020 Score
1	Shop Local - increase and resident support for local businesses	3.95	3.69
2	Support Businesses – connect local businesses to the resources they need	3.65	3.51
3	Tourism – promote Frontenac as a visitor destination to audiences outside the region	3.04	3.38
4	New Business Attraction – Grow Frontenac’s reputation as a desirable place to do business	2.53	2.24
5	Improve Communication – Facilitate better municipal-business relationships through improved communication	2.25	2.28

The order of prioritization in 2020 matched the order assigned in 2019, with slight variations to the scores (listed in the right hand columns). In 2020, tourism scored slightly higher than in 2019, which means it was ranked as a higher priority by more respondents, though not enough to change the final order of importance. “Shop Local”

and “Support Businesses” scored lower than in 2019 which means they were ranked as lower priority by more respondents, but not enough to change the final order of importance. While these changes in scores represent a relatively small number of respondents, they could forecast a coming change in opinion among the business community.

Financial Implications

There are no financial implications associated with this report.

Strategic Priority Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

Businesses in Frontenac County

Ontario's Highland's Tourism Organization for the purpose of developing a Destination Development Plan for Frontenac County;

And Further That Council authorize the expenditure of \$38,000 from the Community Development Reserve for project execution, split equally over the 2021 and 2022 budget years.

Carried

As outlined in the recommendation above, the partnership agreement has been signed by all parties and the Ontario's Highlands Tourism Organization has contracted the consulting firm MMGY NextFactor for the purpose of developing a Destination Development Plan for Frontenac County.

Comment

The Destination Development Plan project has launched earlier this year with the creation of a project website and the launch of the DestinationNEXT Assessment Survey. The project outline, timeline, and updates can be found at engagefrontenac.ca/destinationplan

The DestinationNEXT assessment consists of a comprehensive community survey that asks stakeholders to rate the destination, in this case – Frontenac County, based on 20 variables. MMGY Nextfactor have conducted this assessment with over 350 destinations worldwide and have a strong set of references with which to benchmark the results of the Frontenac County assessment.

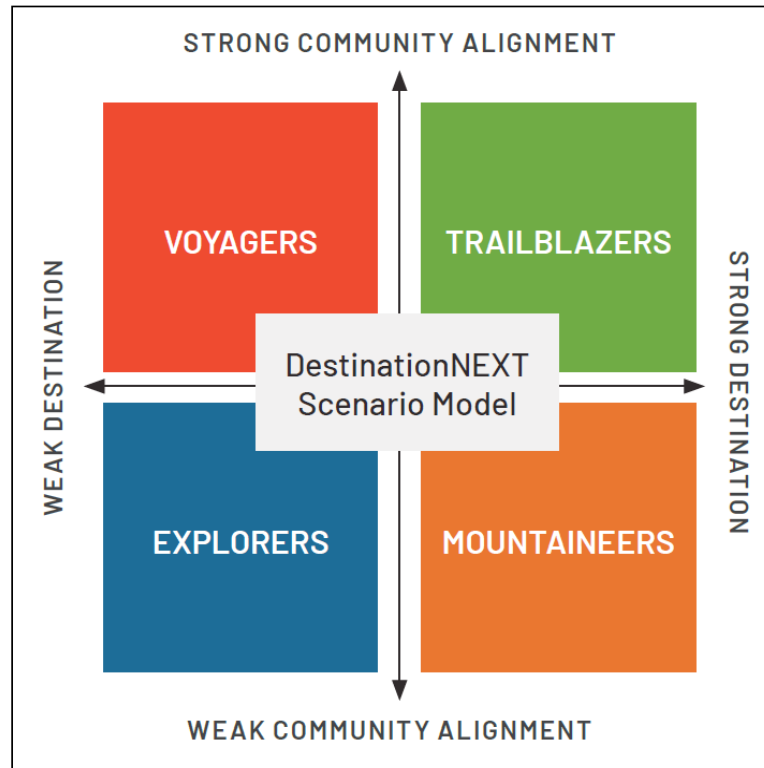
The Economic Development Team identified a list of at least 225 stakeholders with an understanding of both tourism and Frontenac County while reflecting a diversity of perspectives, representing private businesses, community organizations, municipalities, and individual residents across eight categories:

- Accommodations
- Arts & Culture
- Attractions
- Dining / Restaurants
- Events and/or Recreation
- Government
- Partners
- Venues
- Other

Overall, 119 complete responses and 22 partial responses were received. It was noted by the consultant that the high response rate from municipal leaders and the wide variety of stakeholders as being very positive signs.

The results of the assessment are analyzed and plotted on a matrix that compares community alignment against destination strength to create four quadrants:

- Voyagers
- Trailblazers
- Explorers
- Mountaineers



A destination's resulting quadrant provides a starting point to critically assess the destination and begin determining priorities and strategies for the future.

The results of the assessment are also presented alongside those of other destinations from all over the world to demonstrate how the community's perceived performance and priorities stack up against others. This exercise provides global perspective, demonstrates comparative strengths and weaknesses, and starts to reveal potential priority areas.

The complete results from the DestinationNEXT Assessment are shared on the [Frontenac Destination Development Plan project webpage](#).

Following are the highlights:

- The low response rate from youth (aged 18 – 34) is reflective of region's demographic composition, and indicates special effort should be made to ensure the youth perspective is included during the development of the plan.

- Based on the overall survey results, Frontenac County plots in the “Voyagers” quadrant – representing somewhat weaker destination strength and somewhat higher community alignment.



- Destination Strength**
 - Stakeholders perceive Frontenac County as performing stronger than the industry average in two of the ten variables that indicate destination strength: Brand and Sport and Recreation Facilities.
 - Stakeholders perceive Frontenac’s performance as areas of concern with regard to two variables: International Readiness and Convention and Meeting Facilities. These two variables also rank lowest in relative importance by the stakeholders, which indicate they are not seen as priorities and so their low ranking in performance should not be surprising.
- Community Alignment**
 - Stakeholders perceive Frontenac County as performing stronger than the industry average in one of the ten variables that indicate community alignment: Partnership. This implies that the County is a strong partner and partnership builder for destination development and tourism.
 - Stakeholders perceive Frontenac’s performance as areas of concern with regard to two variables: Workforce and Funding Support & Certainty. Workforce is ranked as one of the highest variables in relative importance and this disparity implies workforce will likely rise to the top as a priority area throughout the project.

Steering Committee

Working with MMGY, the Economic Development Team has established a Steering Committee to ensure the plan aligns the long-term goals of the community and local visitor industry to create a shared vision for the future.

The committee is comprised of twenty members and includes a diverse collection of individuals representing:

- the four Frontenac Townships
- tourism operators
 - accommodations
 - food & beverage
 - outdoor recreation
 - attractions
- community agencies
- lake associations
- Francophone business owners
- Indigenous and other under-represented communities

The first committee meeting was held on June 23. The consultant provided an overview of the project objectives and a high-level summary of the DestinationNEXT Assessment results. The committee engaged in a facilitated conversation about opportunities and challenges for tourism in Frontenac County.

The compilation of comments submitted by committee members during this discussion are shared on the [Frontenac Destination Development Plan project webpage](#)..

Comments fit into the following themes:

- Long-term opportunities for tourism in Frontenac County
 - Abundance of existing pristine natural assets
 - Development agri-tourism, eco-tourism, adventure tourism, etc
 - Further development of infrastructure (i.e., trails, digital connectivity)
 - Expansion of offerings to become a year-round destination
 - Growth of marketing programs and target new audiences
 - Development of unique experiences
 - Honouring and celebration of Indigenous heritage
 - Increase of visitor spend among existing cottage / camping market
 - Partnerships with nearby urban centres
- The most significant challenges for tourism development in Frontenac County
 - Limited overnight accommodation options
 - Limited internet and cell connectivity
 - Difficulty in achieving widespread benefits in huge geographic region
 - Varying levels of resistance to development throughout the region
 - Lack of transportation options, long distance from urban centres
 - Protection of natural assets cannot be sacrificed for development

- Excessive red tape is a barrier to development
- Lack of cohesive vision, lack of sustainable funding

The Steering Committee will meet another three to four times over the course of the project to provide strategic guidance, establish priorities for goals and initiatives, and champion the development and implementation of the plan.

Next Steps

The consulting team is currently working through the second Phase of the project: *Asset & Sector Mapping*. The main activity in this phase is one-on-one consultation with industry and public sector stakeholders. Through phone and virtual interviews, the MMGY Team will identify current assets that are driving demand and opportunities to increase demand by identifying and improving missing or under-developed assets. They will also explore the potential alignment of priorities as a means to begin shaping a shared vision for the future of the region through the lens of the visitor economy.

This work sets the stage for the third phase: Industry & Community Engagement. In this phase, the consulting team will conduct a series of focus groups to engage the diverse stakeholders who collectively define why people want to visit, work and invest in Frontenac County. The Economic Development Team is working with MMGY to develop the focus areas for these sessions as well as a list of potential participants. Sessions will take place virtually later this summer.

Later this year, priority areas will begin to emerge and community “town hall” conversations will be facilitated to help refine these areas and ideas.

Financial Implications

The financial implications associated with this project are outlined in the motion passed by County Council in February (included in the background section of this report).

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 priorities 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.

Priority 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.

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

Priority 3.1: 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.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Council and Staff
Frontenac Township Councils and Staff
Regional Tourism Organization 9
Regional Tourism Organization 11
Tourism Kingston
Tourism Operators
Business and Community Leaders
Frontenac County residents



Report 2021-056

Committee Recommend Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Prepared by: Richard Allen, Manager of Economic Development

Date of meeting: July 14, 2021

Re: **Community Development Advisory Committee – Film and Television in Frontenac**

Recommendation

Be It Resolved That that the Community Development Advisory Committee recommends that Frontenac County continue to work with the Kingston Film Office, Regional Tourism Organization 9 and other partners to attract additional screen-based content productions to Frontenac County,

And Further That the support to and attraction of Film, Television and other Content productions be included as part of the 2022-2026 Economic Development Business Plan

Background

On June 1, 2021 production began on “Verona,” an independent feature film shot in the village of Verona, located in South Frontenac Township. This production’s introduction to the area has been facilitated by the Kingston Film Office, and has been supported by staff at both the County of Frontenac and the Township of South Frontenac in obtaining relevant resources, permits and permissions. On June 16, 2021 the Frontenac News reported that the production has also seen significant support from the community in the form of locations, extras, props and other equipment necessary to complete a feature film. The production “wrapped” on June 21.

In addition to the “Verona” feature film production, earlier this year the Hinchinbrooke Public School was used as a location for a CBC documentary, again facilitated through

the Kingston Film Office. The Township of Central Frontenac provided limited support and was compensated a nominal fee for their efforts.

Film and television, or screen-based content productions have been increasing in Ontario for the last number of years, and with a set of rigorous safety precautions in place were able to resume and continue production through much of the COVID-19 pandemic.

Despite the various economic limitations imposed in the fight against COVID-19 in 2020, the Kingston Film Office still was able to coordinate 48 productions of various sizes, including the Netflix series “Locke and Key.”

At its meeting on May 13, 2021 the Community Development Advisory Committee received a presentation from Alex Jansen of the Kingston Film Office and J Joly, a local entrepreneur and film producer. Mr. Jansen spoke of the growing success of the Kingston Film Office and about opportunities taking place in Frontenac County and Mr. Joly discussed the Screen-Based Local Production Action Plan, discussed later in this report. The [hour-long presentation](#) can be viewed on the County’s YouTube channel.

Comment

It is anticipated that demand for screen-based content will continue to be high as the COVID-19 pandemic subsides. Many production companies have fallen behind in their production schedules, while the nature of “stay-at-home” orders imposed by various levels of government to slow the spread of COVID-19 has resulted in more screen time for everyone.

Prior to the pandemic, the province of Ontario has made a commitment to grow the film and television sector to over 5 billion dollars per year by 2025, which is double the current revenues experienced by film and television. In addition, the media streaming service Netflix recently announced its plans to locate its Canadian head office in Ontario, rather than in Vancouver where many of its productions are based.

Conversations with the Kingston Film Office and other industry professionals reveal that more and more productions are seeking to base themselves outside of the Toronto region to avoid competition for facilities and to take further advantage of tax credits offered by the provincial government. Increased manufacturing of screen-based content in Kingston and Frontenac can have the following economic benefits:

- Employment opportunities for trades such as electricians and carpenters. Increased local production will create consistent revenue streams for local tradespersons.
- Opportunities for local businesses to provide key services such as catering, location scouting, transportation or hair/makeup services.
- Investment in community infrastructure via repairs or updates to highly desirable locations.

- Tourism benefits from fans seeking the locations where their favourite content was produced.

Screen-based content productions are an emerging opportunity for Frontenac County which is not clearly identified in the Charter for Economic Development (2015), County Council's Strategic Priorities (2019-2022) or the Planning and Economic Development Business Plan (2021-2025), however, the economic development response to the COVID-19 pandemic did identify the need to create conditions for new investment, and the Economic Development Service Delivery Review by Blackline Consulting suggested that the Economic Development Team begin to play a larger role for investment attraction to the region.

The Economic Development team recommends that the County of Frontenac participate in the following initiatives to help strengthen the regional attractiveness for content based productions.

South Eastern Ontario Production Accelerator Fund

A proposal to create a \$25,000,000 [South Eastern Ontario Production Accelerator Fund](#) (SEOPAF) is planned to be presented to the provincial legislature in the fall. This fund would be modelled on the proven model established by the Northern Ontario Heritage Fund Corporation in Northern Ontario which offers \$500,000 to productions within the region tied to local spend and has built a \$100,000,000 industry in North Bay, Sudbury and the surrounding area. The emergence of this industry has resulted in new employment opportunities and the development of local businesses to service productions while visiting. The NOHFC reports a local return of \$5.00 for every \$1.00 invested in the program.

Support for the creation of this provincial program will help to ensure its creation, which will increase the number of locally-based productions, creating jobs and strengthening the regional economy. Staff will report back to the Community Development Advisory Committee and Council on establishment of this fund and how the County may support it and benefit from it as a result.

RTO9 Film Support Study

Regional Tourism Organization 9 (RTO 9) is leading a film support study for Southeastern Ontario, separate from the proposed South Eastern Ontario Production Accelerator Fund. In 2021, the study aims to achieve the following:

- Identify, inventory and organize current resources in each region (locations, cast, crew, caterers, accommodations, suppliers, etc.),
- photograph key locations to promote immediately within the Provincial Locations Library,
- Consult partners on processes and standards around permitting and servicing production enquiries,

- Service current demand for productions and develop infrastructure and local partnerships to support existing production demand.

Screen-Based Content Local Action Plan

Film producer and Wolfe Island resident J Joly has received support from the Kingston Film Office, Kingston Economic Development and Frontenac Business Services to complete a local action plan to develop a local production industry in Kingston and Frontenac. The potential funding from the South Eastern Ontario Production Accelerator Fund would serve as an incentive to lure productions to the region, but additional steps need to be taken to mobilize a workforce, locations and other logistics required to support an industry. The plan will identify a series of actions to evolve current state of screen-based content productions in the region from short-term, scene based enterprises typically based in Toronto into a home for end-to-end productions, where the entire films or television series are produced within the region using a local labour force.

Staff recommend that attraction of Film, Television and other Content productions be included as part of the 2022-2026 Economic Development Business Plan.

Financial Implications

There are no financial Implications associated with this report.

Strategic Priority Implications

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

Priority 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.

Organizations, Departments and Individuals Consulted and/or Affected

Township of South Frontenac
Township of Central Frontenac
Regional Tourism Organization 9
Kingston Film Office
Mr. J Joly