



Community Development Advisory Committee Meeting
Thursday, June 9, 2022 –10:00 a.m.
County Administrative Building
Meeting to be held in Virtual Electronic Format,
and live streamed on the County of Frontenac's YouTube
Channel
<https://youtu.be/HchNP3IHoLo>

AGENDA

Page

1. **Call to Order**
2. **Election of Officers**
 - a) Election of Vice Chair
3. **Adoption of the Agenda**
 - a) **That** the agenda for the June 9, 2022 meeting of the Community Development Advisory Committee be adopted.
4. **Disclosure of Pecuniary Interest and General Nature Thereof**
5. **Adoption of Minutes**
 - a) Minutes of Meeting held April 14, 2022
That the minutes of the Community Development Advisory Committee meeting held April 14, 2022 be adopted.
6. **Deputations and/or Presentations**
 - a) **Ms. Anne Prichard**, Executive Director of Frontenac Business Services, will provide a presentation on the Food and Beverage in Frontenac Program.
[See Reports to the Community Development Advisory Committee, clause a)]
7. **Reports to the Community Development Advisory**
 - a) **2022-060**
Community Development Advisory Committee
Food and Beverage in Frontenac Program Update Report
This report is for information purposes only.
 - b) **2022-059**

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**Community Development Advisory Committee
Destination Development Plan 5-year Implementation Plan**

Be It Resolved That the Council of the County of Frontenac endorse the the Frontenac County Destination Development Plan Implementation described in report 2022-059.

And Further That staff be directed to include Destination Plan implementation in the Planning & Economic Development Budget and Business Plan 2023- 2027.

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- c) **2022-061
Community Development Advisory Committee
Sharbot Lake Downtown Revitalization Update**

This report is for information purposes only.

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- d) **2022-062
Community Development Advisory Committee
County Wide Community Improvement Plan (CIP) Update**

This report is for information purposes only.

8. Communications

9. Other Business

10. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, August 11, 2022 at 10 a.m.

11. Adjournment



FRONTENAC

Minutes of the Community Development Advisory Committee Meeting April 14, 2022

<https://youtu.be/PA8ABp1DCEw>

A meeting of the Community Development Advisory Committee was held in the virtually on Thursday, April 14, 2022 at 10:00 a.m.

Present Electronically:

Betty Hunter, Chair
Lisa Henderson
Marlene Spruyt
Greg Rodgers
Ella Vanderburgt
Robert Schock (attended at X)
Councillor Alan Revill, Council Liaison
Warden Denis Doyle

Staff Present Electronically:

Richard Allen, Manager of Economic Development
Debbi Miller, Community Development Officer
Joe Gallivan, Director of Planning and Economic Development
Angelique Cardinal, Executive Assistant (Recording Secretary)

1. Call to Order

The Chair called the meeting to order at 10:00 a.m. and requested that, at the next meeting we have election of a vice chair.

2. Adoption of the Agenda

Moved By: Warden Doyle
Seconded By: Councillor Revill

That the agenda for the April 14, 2022 meeting of the Community Development Advisory Committee be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Community Development Advisory Committee Meeting Minutes
April 14, 2022 -10:00 AM

4. Adoption of Minutes

a) Minutes of Meeting held February 10, 2022

Moved By: Councillor Revill

Seconded By: Warden Doyle

That the minutes of the Community Development Advisory Committee meeting held February 10, 2022 be adopted.

Carried

5. Deputations and/or Presentations

6. Reports to the Community Development Advisory

- a) Consultant Briefing:** Ms. Jeanette Dietrich, Lead Physician for the Rural Kingston Family Health Organization, and Deborah Krause, Kingston Health Science Centre provided the Committee with a presentation regarding Physician Recruitment.

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

They would like to work with the County of Frontenac on some assistance and to recruit multiple physicians as this will increase the odds of successful recruitment. They need to network. The community support is very important, and they cannot do it on their own while maintaining patient care. They thanked the Community Development Advisory Committee for their interest.

Warden Doyle noted that he attended a similar meeting over a month ago at the Eastern Warden's Caucus meeting with intentions for 13 counties across eastern Ontario. Each Warden is to include the top priorities. Most of the items submitted are common. He noted with 8-10 of the same issues.

It was noted that Mayor Smith of Central Frontenac Township organized a meeting recently. Renfrew County also brought forward same concerns. Long discussion with the doctors from rural communities and how important it is. One of the top priorities for 2022. There are bidding wars. There are not enough Doctors, OMA is not approving the any doctors from overseas. They need to lobby the Provincial politicians and make this an issue during the election. Provincial Government should be lobbied. Recently negotiated a new physician agreement. The union for Physicians. Recently Physician Service Agreement which will last 3 years and is back dated. Lobbying the Provincial government to make practise, financially, in negotiations they ask for more, the practice environment will affect the number of people who want to start a new practice. Foreign

Physicians must go through a residency and licensing is through the college of surgeons of Ontario. And set the licensing standards. Association of Family Health Teams of Ontario do have some research on lobbying the province. Usually focused on the broader Human Resources issues. They have research already in place.

Warden Doyle asked if Ms. Krause could share the information for advocacy. Warden Doyle plans to meet with local MPP who will be running in the upcoming elections and will add the need to get family physicians in rural Ontario. Ms. Krause noted that they have some tools to download and will forward to Mr. Allen by email. Dr. Dietrich noted about some other information which could be forwarded to the committee.

Ms. Vanderburgt noted that a situation like this that the County of Frontenac or the Townships should have an Ambassador from each location. They could host and provide the highlights of the area. She suggested to create a campaign of what are they looking for and what are the benefits to come to this area. The Ambassadors would deal with their inquiries and would create more interest.

Ms. Hunter noted that there are no physicians in North Frontenac Township. People travel at least one hour either way to see doctors located in Land O' Lakes, Sharbot Lake or the clinic in Northbrook.

Warden Doyle noted that this is important and biggest source of tax revenue is by attracting new residents. It is increasingly difficult to attract seniors and young families. They are having impossible time to attract young families with the closures of schools and it's important to have a local physician.

Introductions

At 10:30 a.m. Ms. Hunter welcomed Mr. Schock. He purchased a cottage last year in Central Frontenac and will be spending more time at his cottage this summer and after his retirement in the next 6-9 months and was intrigued by the committee and applied. His background of 35-40 years including about 15-20 years in technology, 10 years in electronic publishing with the Globe and Mail and Rogers Media and the last 10 years currently with the management team at the Ministry of Economic Development to assist in small business growth throughout the Province of Ontario. He met recently with some people at the EDCO conference in Toronto. The committee introduced themselves to Mr. Schock. Warden Doyle, Councillor Revill and Mr. Gallivan welcomed Mr. Schock to the committee and thanked him for his application.

**b) 2022-041
Community Development Advisory Committee
Physician Recruitment**

This report is for information purposes only.

**c) 2022-038
Community Development Advisory Committee
2021 Annual Business Survey Results**

This report is for information purposes only.

Ms. Miller provided an overview of the survey. January 2022 was the fifth year for the annual business survey. It was circulated by email and regular mail (with returned postage). She noted that we received 77 responses including six paper copies of the survey. It was a great response with good data received. Ms. Miller provided some highlights of the survey. It was similar results to previous years. Businesses felt good overall, and some increased their staffing. Some businesses asked about different communications, training and sustainable initiatives. They are sharing information through a newsletter and the Ambassador network. Several opportunities will be coming up. The highlights included the benefits for business growth with the top 3 responses of Lifestyle, Supportive Residents and Low Cost of Living and Doing Business in Frontenac County. This was consistent from the 2020 results. Top 3 challenges included inefficient internet access, securing and retaining staff and cost of utilities. The top 2 challenges also were consistent with 2020 survey. Overall, the future of doing business in Frontenac was positive. Percentages positive with only under 5 percent were in the negative range. Ms. Miller noted that the County will continue to do the annual survey with Engage Frontenac platform, through email and mailings. We will continue to continue communications with businesses in Frontenac County.

Ms. Hunter noted the advantages and disadvantages of internet access. She said that reliable internet continues to be a challenge in Frontenac County.

Warden Doyle thanked Ms. Miller for a good report.

**d) 2022-039
Community Development Advisory Committee
Open Farms 2022**

Moved By: Councillor Alan Revill

Seconded By: Warden Denis Doyle

Be it Resolved That the Community Development Advisory Committee endorses the direction and actions related to Open Farms outlined in Report 2022–039.

Carried

Mr. Richard Allen, Manager of Economic Development thanked everyone for their input and comments. Open Farms has been a time-consuming event to organize. He noted that the agriculture sector is appreciative of the event and benefits of it raising the profile

of agriculture in Frontenac County. Staff met with Open Farms participants in February 2022 and reviewed what Open Farms might look like this year and the pressures of the event. The event is part of goal to promote local food in Frontenac County and South Frontenac Townships. In the past, a similar event was hosted by the National Farmers Union. It's been successful with seven farms in the first year and 15 in 2nd year of the event. In 2019, Open Farms aligned with the Frontenac Plowings Match.

On the first-year hundreds of people visited the local farms and connected with the farmers. In the second year, almost 2000 people visited the farms. It was a large volume of visitors and many products sold. The profile of the businesses did grow and collaborating with the plowing match and attracted more plowers. There were 35 plowers in 2019 and brought more people to the site and to see what they do.

In 2020, it was a virtual event with a question and answers with some schools participating, information regarding abattoirs, food processing and participant farms to create farm videos and highlighting their unique farms across the region.

In 2021, with the pandemic there was not many farmers who wanted to bring people back on their farms. The event included a community hub in collaboration with South Frontenac Township at Centennial Park in Harrowsmith. The event was held over 2 days with a public market, vendors, music, food and primarily an outdoors event celebrating farms. This was outlined in a previous report. They also had drive in movies, chef themed meals, some videos on how to cook meals. Offer the On Farm experience go back to the original, will be providing online ticketing, to manage safety concerns and volume of visitors to the farms. Might be available added value. To facilitate more meaningful experience and more education. More like the goals of the event. Space for community hub spaces for people to visit in between the ticketed experience. Browse the market, food, etc.

They would like to see what the challenges are from a business perspective with a culinary event and farm to table. The City of Kingston is looking at hosting an event, Open Farms Feast. This might take the participants and other farms in the region including Kingston and other areas. This would be a collaborative event with chefs, gala, etc. County would recruit the farms, marketing the event and likely will pursue Q&A opportunities following the events.

Warden Doyle noted that Open Farms is a great program and asked if we could expand to the other townships? Could they have events in Frontenac Islands. He noted that it's a worthwhile event to spread across the County of Frontenac. Mr. Allen noted that they will continue to recruit farms in other townships. Mr. Allen also noted that they've had a bus experience to Frontenac Islands and the Wolfe Island Farm to Table Tour. The County did not have the capacity to coordinate the event on Wolfe Island. They could work with someone on the island for coordinating of the event. The new Wolfe Island Ferry will also be up and running. There was one farm in Central Frontenac who participated. Ms. Spruyt suggested a cycle tour. The event aligned with a cycling event last year with the Ontario by Bike organization. The bikers rode to Napanee and stopped at Centennial Park on their way.

Ms. Hunter suggested events at Back Forty Cheese and the Alpaca business in North Frontenac Township. Mr. Allen noted that they participated last year. Rise Farms did participate with a display at the Hub.

The Community Hub will be coordinated by staff at South Frontenac Township and Homegrown in Frontenac Festival is also interested in the event and located in the same area which includes local vendors and music. They are looking at the timing of their event and hoping to bring some assets together to make an exciting event.

**e) 2022-040
Community Development Advisory Committee
Frontenac APP**

Ms. Miller, Community Development Officer provided an overview of the report.

At the last meeting Ms. Miller brought forward the passport program to the committee. She noted that instead of a paper option that they have decided to move forward with the APP Program. Staff reviewed this with the County GIS department and noted that a different platform was needed. Ms. Miller thanked the GIS team for their input.

Everyone can continue to use and enjoy the trails. In addition, local businesses could update their business information in their profiles. There will be some rewards also offered by some businesses. The Frontenac Economic Development team could also have things set up along the trailhead to scan and potentially redeem for a prize from Frontenac County. This would allow more people to move around the trail system. It will be a similar to an itinerary. People would start with the K&P Trail and focus on the businesses in these areas. The plan is to launch in late June. Staff are currently working on trail signage and other items along the trail.

7. Communications

8. Other Business

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, June 9, 2022 at 10:00 a.m. in virtual format.

10. Adjournment

Moved By: Councillor Alan Revill

Seconded By: Ms. Spruyt

The meeting adjourned at 11:06 a.m.

Carried



Report 2022-060

Committee Information Report

To: Warden and Council

From: Richard Allen, Manager of Economic Development

Date of meeting: June 9, 2021

Re: **Planning and Economic Development – Food and Beverage Frontenac Partnership**

Recommendation

This report is for information purposes only.

Background

Approximately ten years ago the municipalities of Prince Edward County, Lennox & Addington County, Hastings County as well as the Frontenac CFDC started an initiative in 2011 called “Invest in Cheese” to attract artisanal cheese makers to the region. As this initiative evolved it later became the “Food and Beverage (FAB) Region” campaign to attract and grow small artisan food and beverage producers. After a year or so, the focus shifted from cheese to growing craft breweries and there was considerable success particularly in Prince Edward County and Lennox & Addington. In recent years, the partnership has diminished and the program has faded, even though [the website](#) and [social media remain](#) in place.

When the initiative began ten years ago, there was only one identified food processor in Frontenac County, in addition to maple syrup and honey producers. However, two notable businesses were attracted to the region because of this initiative: ‘Seed to Sausage’ and ‘Back 40 Artisan Cheese’. To date, twenty small scale food processors have emerged in Frontenac County, largely due to the success of this campaign.

At its regular meeting on June 16, 2021 County Council received [report 2021-050](#) and approved a proposed partnership and funding support to transform the Food and Beverage region website into a Frontenac County focused campaign.

Comment

Frontenac Business Services has led the development of the new website, featuring articles, photos and videos of local food processors and their success in the region. The site (www.fabfrontenac.ca) launched on April 27, 2022 and features a number of prominent businesses who produce cheese, beverages, condiments, desserts, coffee, jams and other food products.

The site seeks to make the case for attracting new food processors by asking: What makes Frontenac the ideal home for successful food and beverage businesses?

The site tells the stories of nine entrepreneurs – what products they make, where they get their inspiration from, how they got started and if they have any tips to share with people looking to start their own food and drink business. The initiative will continue to add new stories over the coming months. A mentorship program has also been developed between established businesses and emerging entrepreneurs.

Financial Implications

There are no financial implications associated with this report.

Strategic Priority Implications

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

Frontenac Business Services



Report 2022-059

Committee Recommendation Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: June 9, 2022

Re: **Community Development Advisory Committee – Destination Development Plan 5-year Implementation**

Recommendation

Be It Resolved That the Council of the County of Frontenac endorse the Frontenac County Destination Development Plan Implementation described in report 2022-059

And Further That staff be directed to include Destination Plan implementation in the Planning & Economic Development Budget and Business Plan 2023- 2027

Background

Since the closure of the Land O'Lakes Tourist Association in 2018, Frontenac County has assumed the role of Destination Management Organization for the region, with the Economic Development Team promoting the region as a visitor destination as part of the department's regular responsibilities. Tourism development involves both marketing as well as development activities addressing the infrastructure, connectivity, experience, and coordination of visitor-based activities in the region.

In 2021, County Council authorized the agreement with Regional Tourism Organization 9 and Ontario's Highland's Tourism Organization for the purpose of developing a Destination Development Plan for Frontenac County with an authorized expenditure of \$38,000 from the Community Development Reserve for the project execution. The background on the Destination Development Plan is available in [Report 2021-018](#). Links to material and process associated with the Destination Development Plan can be found at the [project webpage](#).

The Frontenac County Destination Development Plan was approved at County Council on April 20, 2022. The following motion directed staff to present a detailed implementation plan to the Community Development Advisory Committee at its regular meeting in June of 2022.

Motion 2022-042: Moved By: Councillor Smith
Seconded By: Warden Doyle

Recommendation:

Be It Resolved That the Council of the County of Frontenac receive the 2022 Five Year Frontenac Destination Development Plan;

And Further That Frontenac County use the strategies outlined in the Destination Development Plan as opportunities to communicate, consult, collaborate or create with the indigenous community, local First Nations and Metis peoples.

And Further That staff be directed to present a detailed implementation plan to the Community Development Advisory Committee at its regular meeting on June 14, 2022,

And Further That Council authorize staff to complete an application to the Tourism Relief Fund for up to \$100,000.00 for the purpose of implementing the County of Frontenac Destination Development Plan;

And Further That the Warden and Clerk be authorized to execute an agreement with the Regional Tourism Organization for the Tourism Relief Fund, should the application be successful.

Carried

Comment

The 5-Year Destination Development plan consists of several initiatives that would be developed, launch, and then continue to be updated and improved over time creating additional demand for staff time. The plan recommends that a dedicated resource, such as a Tourism Development Officer, be put in place to ensure consistent effort and attention is paid to these initiatives and to the various partners and groups involved, as well as to ensure the overall success of the plan. This resource has been identified as part of the short-term funding requested from the Tourism Relief Fund in 2022 and will be included as part of the overall Planning and Economic Development multi-year budget process.

In addition, the plan outlines a significant commitment to connect with local First Nations and other members of the indigenous community to seek opportunities to consult, collaborate and co-create. Developing these relationships and this approach takes time and a commitment to listen and be open to directions or approaches to initiatives outside the County's original conceptions. In Appendix A, the timeline chart indicates a significant commitment to this work throughout every year of implementation of the plan.

This report highlights the approach to implementation over the next five years, and appendix A provides a summary of all initiatives, timing, and other considerations.

2022

On Friday, May 13, 2022, the County of Frontenac's Regional Tourism Relief Fund application was submitted to the Ontario Highlands Tourism Association. This application-based program is funded by the Government of Canada through the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). The fund was to facilitate the recovery and long-term growth of the tourism economy within the region, supporting tourism stakeholder investments into experience development, experience enhancement, and destination development programs. Activities funded by the grant must be completed by December 31, 2022.

With the opportunity presented by the Tourism Relief Fund, staff have identified the following components from the Destination Development Plan that would be achievable within the short time frame established by the grant program.

- Establish a Tourism Brand for Visit Frontenac (Initiative 1C)
- Developing a visitor experience on destination trails (Initiative 2B)
- Resource support for the items above. (Initiative 1A)

The items chosen to be included in the application from the Destination Development Plan are foundational and will support other goals within the plan.

Frontenac County established a regional brand in 2016. The brand was successfully adopted by local businesses as well as the Corporation of the County of Frontenac. As such, the narrative and use of the brand to the visitor market through the evolution of the brand design and narrative framework. This evolution would not be the development of a new brand identity but instead an expansion and positioning of the existing assets to best connect with the visitor audiences. This work will include guidelines, a storytelling narrative, and visuals to support visitor attraction.

While the above brand positioning is taking place, the temporary Tourism Development Officer position will focus on developing and building out events, activations and collateral around the K&P Trail and other outdoor assets. This work would include developing, distributing, and promoting maps, web content, and mobile applications. In addition, coordination of trail-based events and experiences will take place in late summer and throughout the fall months.

Finally, partners in multiple townships are interested in coordinating efforts to strengthen wayfinding in the region. County staff will support the development and design of a regional system, and Township partners will identify locations and coordinate installation.

2023

In the first full year of implementation, the foundational initiatives required to see the success of the plan will be put in place, including the hiring of a long term tourism resource and the redevelopment of www.visitfrontenac.ca to a visitor friendly website with mapping capabilities able to support trip planning and wayfinding in the three core areas of focus: Outdoor recreation, Culinary Tourism and Arts, Heritage and Culture.

As the website develops, storytelling, photos, video, and other content will be strengthened around trails and outdoor recreation to support the launch of the new website and platform. The events, apps, maps, and other information will create an ecosystem to support trip planning in Frontenac through the lens of outdoor recreation.

2023 will also see the expansion of the wayfinding signage system designed in 2022.

The Tourism Development Officer will also continue to work closely with Tourism Kingston to promote attractions and activities in Frontenac County as part of efforts to package experiences and extend stays at hotels in the city. Tourism Kingston's support in reaching a wider market of visitors will help establish the case for expanded and improved accommodations throughout Frontenac County.

In the second half of 2023, the development of mapping, storytelling and an inventory of arts, culture and heritage will begin to take place in anticipation of leveraging the new website to encourage visits that focus on arts, culture, and heritage.

2024

In 2024 cultural assets will begin to be integrated into the web platform, taking advantage of the lessons learned in mapping, storytelling, and other promotions through outdoor recreation. Those lessons will also be applied to renewed campaigns, and additional efforts for outdoor recreation, as the inventory and information continues to expand, and new storytelling opportunities emerge.

In 2024 the Tourism Development Officer will begin to establish relationships with the Culinary Tourism Association and other regional food organisations in anticipation of future culinary focused campaigns. This is in addition to the ongoing investment attraction and support efforts towards restaurants and other food businesses in the region as primary and secondary attractions (even trail users and art aficionados need to eat!)

2025-2026

Over the course of 2025 and 2026, in addition to the maintenance of the above campaigns and web resources, culinary experiences will also be integrated into the web platform, making use of the mapping, storytelling and other trip planning tools developed with outdoor recreation and arts, culture and heritage.

In addition, the Environmental Sustainability taskforce will be recruited and put in place in 2025. This group will feature a cross-section of private sector and public sector volunteers and will monitor the impact of tourism on the region – ensuring that the lakes, trails, forests, rocks and swamps that provide a significant natural appeal for locals and visitors alike are preserved and sustained.

By 2026, every initiative in the Destination Development Plan will have launched and be in regular operation. At the end of 2026, it is recommended that a review and update be made to the Destination Development Plan, taking into account the progress made and any major shifts in visitor behaviours and interests.

Financial Implications

Initiatives planned for startup and implementation in 2022 are planned to be 100% funded through a Tourism Relief Fund grant application.

All anticipated costs after 2022 will be included as part of the 2023-2027 Planning and Economic Development Budget and Business Plan.

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
Culinary Tourism Association
Tourism Operators
Business and Community Leaders
Frontenac County residents

2022-2026 Destination Development Plan Implementation

Strategic Framework	Initiative	Tasks	2022	2023	2024	2025	2026	Comments
1. Establish a dedicated tourism resource to promote local small businesses and optimize the visitor experience	A. Hire personnel to steward all the elements in the Frontenac County Destination Development Plan	Hire a Tourism Development Officers to: <ul style="list-style-type: none"> Engage directly with community members, small businesses, and regional and provincial tourism partners Strengthen relationships with Indigenous communities Develop travel packaging with industry partners Share data/business intelligence, industry information and progress Access tourism resources and funding Manage community portals and public forums 						A dedicated tourism staff or entity is required to manage the long-term success of the destination development plan. Many initiatives require coordination and collaboration with stakeholders, and several require a multi-year implementation approach in order to achieve sustainable and iterative success. Many of the strategic initiatives are not single projects, but efforts that require continued input and management once in place. (ie. Website)
	B. Align tourism and event development strategy with existing community and economic development initiatives	<ul style="list-style-type: none"> Invest in wayfinding and public amenities to improve the destination experience for locals and visitors Leverage tourism to support Main Street improvement initiatives Develop strategy to address lack of year-round accommodations 						Partners in multiple townships are interested in coordinating efforts to strengthen wayfinding in the region. County staff will support the development and design of a regional system, and Township partners will identify locations and coordinate installation. This work is budgeted and grant supported in 2022 and 2023.
	C. Establish a consumer-facing, visitor-friendly tourism website as a central hub for promoting travel-related businesses, experiences and events	<ul style="list-style-type: none"> Invest in data management tools to optimize marketing efforts Develop various formats of consumer travel content for all channels Develop community-facing content to educate residents about tourism 						Additional work to position the Frontenac brand towards visitor markets is necessary prior to pursuing the redevelopment of www.visitfrontenac.ca . In addition, the updated website will need to be able to make use of a strong mapping and wayfinding engine to support strategic initiatives 2A, 3A and 4A. In order to prepare for the development of this map-based website, staff will need to work closely with the Tourism Industry, GIS Department and Information Services to procure an appropriate solution that meets visitor expectations.
	D. Enhance promotional partnerships within Frontenac County and with domestic and international source markets	<ul style="list-style-type: none"> Collaborate with Tourism Kingston to encourage city visitors to explore rural areas Educate local industry suppliers about business strategy Host media and travel trade familiarization trips 						The Economic Development Team already has a strong relationship with Tourism Kingston and have partnered on various initiatives that promote local food and local farms alongside culinary opportunities in Kingston. Prior to the COVID-19 pandemic, the County was pursuing collaborative tourism opportunities around events such as the Lumberjack Games, Rowing Championships, International Plowing Match as well as cycling and other outdoor experiences. The County currently meets with Tourism Kingston on a monthly basis.
2. Develop and promote a trail-based, sustainable outdoor recreation ecosystem to help locals and visitors navigate the County	A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote County trails network, events and experiences	<ul style="list-style-type: none"> Develop and curate related travel itineraries and packages Expand social media and user-generated content tools to help people imagine and book outdoor recreation and adventure travel Collaborate with 3rd-party tech companies that specialize in digital mapping for hiking and biking trails 						The development of the visitor facing website and mapping platform is critical to advancing this initiative, however much work is already underway on trails and much of the data collection work will integrate quickly into the platform and other promotional products/tools.

2022-2026 Destination Development Plan Implementation

Strategic Framework	Initiative	Tasks	2022	2023	2024	2025	2026	Comments
	B. Further develop and promote a branded "Rail Trails" network to help locals and visitors navigate the County	<ul style="list-style-type: none"> Engage neighbouring counties and regional/provincial partners to support the development of Rail Trails-related content and marketing initiatives Support the development of educational content about the ancestral First Nations history of trails Work with local service associations to enhance trails, i.e., branded benches, gazebos, etc. Explore options for catering to the exponential rise in demand for e-bikes and other forms of e-mobility 						The Tourism Relief Fund application outlines that a key part of the project will be to advance trail activation through facilitating events and experiences along the trail, as well as continuing to improve trail wayfinding tools and interactive mobile applications. This work will focus on connecting visitors and community members to the trails, while also identifying opportunities for investment. By working with Lanark, Renfrew and Leeds & Grenville, iconic trail experiences along the rail-trail network could be developed, strengthened, and marketed to visitors.
	C. Develop a public-private environmental sustainability taskforce to help steward sustainable tourism development	<ul style="list-style-type: none"> Provide a County-level information hub for pooling and sharing sustainability data, including visitor tracking Develop educational materials to help locals and visitors travel more responsibly 						Development of this taskforce has been set later in the destination plan in order to dedicate resources to other stakeholder building initiatives earlier in the implementation.
3. Support local organizations communities that promote the County's diverse identity, arts, culture and heritage	A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote arts, culture and heritage-related businesses, experiences, and events	<ul style="list-style-type: none"> Develop and curate related travel itineraries and packages Expand social media and user-generated content efforts to help people imagine and book arts, culture and heritage travel 						The development of the visitor facing website (Initiative 1C) and mapping platform is critical to advancing this initiative. Once the website is in place, an inventory and application of cultural assets, and experiences is essential prior to launch.
	B. Develop an Arts, Culture & Heritage organization to pool the collective resources of the public, private and non-profit sectors	<ul style="list-style-type: none"> Collaborate with educational institutions and civic sector organizations to support the County's arts and maker communities Collaborate with regional, provincial and national Indigenous organizations (eg. ITO, ITAC) to celebrate Indigenous community members in arts, culture and heritage 						The process of collecting and organizing arts, culture and heritage information (Initiative 3A) will also serve as a relationship building exercise between the County and the cultural community. These relationships can then be foundational to the development of an artistic organization or partnership to support and lead the support for these sectors and communities.
	C. Identify processes to engage with First Nations and other Indigenous communities	<ul style="list-style-type: none"> Establish regular connections with Indigenous leaders to strengthen relationships with local tourism leaders Support the development of Indigenous tourism experiences, and integrate an Indigenous voice into existing travel experiences where appropriate with the help of public and private sector partners 						Relationships with Indigenous leaders and community members is foundational to the success of the Destination Development Plan. Developing these relationships will take time, effort, and resources.
	D. Collaborate with the travel industry and Indigenous organizations to offer opportunities for training and awareness around the Truth & Reconciliation Report	<ul style="list-style-type: none"> This is a long-term strategy but there is a new crop of tourism leaders nationally who are eager to leverage industry networks and resources to advance Reconciliation 						County staff will continue to develop its relationship with Indigenous Tourism Ontario and seek to establish connections with similar organizations.
4. Develop a County-wide culinary experience and educational road map that celebrates local	A. Create dedicated industry content, mapping and consumer storytelling to inventory and promote culinary tourism businesses, experiences	<ul style="list-style-type: none"> Develop and curate related travel itineraries and packages Develop specific "Buy Local" campaigns to promote small independent businesses 						The development of the visitor facing website (Initiative 1C) and mapping platform is critical to advancing this initiative. In addition, work is necessary to strengthen culinary experiences throughout Frontenac County, both as primary and secondary

2022-2026 Destination Development Plan Implementation

Strategic Framework	Initiative	Tasks	2022	2023	2024	2025	2026	Comments
producers and sustainable supply chains	and related events	<ul style="list-style-type: none"> Expand social media and user-generated content efforts to help people imagine and book arts, culture and heritage travel 						attractions to the region. New restaurants and owners are beginning to appear in 2022 and if this trend can be extended, a rich culinary web application can be developed.
	B. Support the growth of the existing farm-to-table ecosystem to create new and innovative culinary tourism experiences	<ul style="list-style-type: none"> Highlight Indigenous food traditions with dedicated content and events Increase investments in agritourism and brewery tourism, and develop educational materials to help more farms, breweries and related facilities become market-ready to service visitors professionally Develop dedicated educational and promotional materials to encourage private sector investment in culinary-themed businesses Highlight innovative food producers and sustainable growing collectives Develop gala culinary events 						<p>This market-ready preparation along with investment attraction is already beginning to take place with the launch of the Food and Beverage Frontenac initiative, as well as through the purchase of several restaurants and food businesses by new owners. Working with this group to develop a market-friendly set of products and experiences is essential prior to launch of any campaigns (4A).</p> <p>In addition, the growth of Open Farms and related events is strengthening the regions reputation for local food and demonstrating to many growers and food businesses that there is an opportunity to benefit from offering education and other hands-on experiences to a hungry market of locals and visitors.</p>
	C. Collaborate with regional and Provincial organizations leading the food and beverage tourism industry, including the Culinary Tourism Alliance	<ul style="list-style-type: none"> Support the growth of the farm-to-table ecosystem; encourage new partnerships with growers and tourism businesses; and develop new promotions and packages related to "Buy Local." Leverage Ontario's Artisan Food & Beverage Region (FAB) program to increase and educate culinary tourism businesses 						Developing pan-regional partnerships to strengthen the connection between growers, restaurants and retailers will continue to be a core activity of staff. By bringing in experts and successful businesses from other markets to support Frontenac's emerging culinary scene will be an important step in developing strong culinary experiences to market as part of Initiative 4A.

	Initiative Start Up Phase
	Ongoing Initiative Maintenance & Management



Report 2022-061

Committee Information Report

To: Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Prepared by: Richard Allen, Manager of Economic Development

Date of meeting: June 9, 2022

Re: **Community Development Advisory Committee - Sharbot Lake
Downtown Revitalization Plan Update**

Recommendation

This report is for information only.

Background

In 2020, the Township of Central Frontenac, with support from the County of Frontenac, received funding from the Provincial Rural Economic Development Program to complete a Downtown Revitalization Program in the Village of Sharbot Lake.

Following an update to County Council presented through [Report 2021-010](#), Program Coordinator Adriana Barbary briefed the Community Development Advisory Committee on February 11, 2021 on project progress (Recording available on [YouTube](#)).

[Report 211-2021](#) was taken to Central Frontenac Township Council on December 14, 2021, included a draft Strategic Action Plan, requesting feedback from Council and then wider consultation with stakeholder groups that were involved in the process.

At its regular meeting on April 12, 2022 the Central Frontenac Township Council approved and adopted the final [Sharbot Lake Downtown Revitalization Strategic Action Plan](#).

Comment

Financial Implications

There are no financial implications associated with this report.

Strategic Priority Implications

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

Frontenac County Planning and Economic Development Department
Township of Central Frontenac
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
Central Frontenac Township Economic Development Committee
Sharbot Lake Business Group
Businesses located in the Village of Sharbot Lake



Report 2022-062

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: June 9, 2022

Re: **Community Development Advisory Committee – County-wide Community Improvement Plan Progress Report**

Recommendation

This report is for information purposes only.

Background

A Community Improvement Plan (CIP) is a tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined project area. Community Improvement Plans are intended to encourage revitalization initiatives and/or stimulate development and redevelopment. CIPs are enabled through Part IV of the Ontario Planning Act, R.S.O. 1990. Through prior efforts of the County, Frontenac is one of only eight upper-tier municipalities that have authority under Ontario Reg. 221/07 to implement a regional CIP.

As part of the 2022-2026 Budget and Business Plan presentations, County Council approved a project proposal to complete a [County-wide Community Improvement Plan Study](#). The purpose of this project is to review the current suite of community improvement plans available in Frontenac County, and to make recommendations on the best approach to establishing a County-wide plan, providing incentives for investment throughout the region.

Report 2022-009 provides additional background information and outlines the scope of the project and its associated engagement plan.

Comment

The project team, consisting of the Manager of Economic Development, Manager of Community Planning, Community Development Officer, a Community Planner and the Director of Corporate Services, was formed in March of 2022 and selected the proposal

from Explorer Solutions to conduct the priority setting exercise as well as the strategy development for a County-wide Community Improvement Plan. The consultant team has begun to collect metrics and establish benchmarks for both the existing Community Improvement Plans as well as in anticipation of developing an approach for the County-wide plan.

Priority Setting

On May 25 and 26, the economic development team co-facilitated four focus group sessions with stakeholders from across the region to provide input into and update the Charter for Economic Development. Sessions were hosted in Sydenham, Marysville and Sharbot Lake (2) and included a diversity of stakeholders including local businesses, township staff, social services and economic development professionals.

A virtual meeting will take place later in June summarizing the outcomes of the engagement and will identify proposed updates to the Charter for Economic Development. The priorities determined through this process will guide the programs and policies put in place for the County-wide Community Improvement Plan. In turn, they will also guide the overall economic development efforts made by Frontenac County going forward. A summary of the focus group session is available on the [project webpage](#).

These priorities will be confirmed by County Council along with the County-wide Community Improvement Plan strategy in early 2023.

Next Steps

Explorer Solutions will complete their review of internal and external community improvement programs and begin to develop a proposed set of programs for Frontenac County. A virtual meeting will be held to communicate the results of the focus group sessions and to highlight some proposed changes to the Charter for Economic Development.

Financial Implications

There are no financial implications associated with 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

This project also supports the first recommendation of the [Economic Development Service Delivery Review](#) presented to County Council in 2020. This recommendation stated that County Council should set clear Economic Development Priorities that direct the Economic Development Team to focus resources on identified goals.

Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
Frontenac County Council and staff
South Frontenac Township
North Frontenac Township
Central Frontenac Township
Frontenac Islands Township
Frontenac Business Services