



**Planning and Economic Development Advisory Committee  
Meeting**

**Wednesday, October 9, 2024 –9:00 a.m.  
County of Frontenac Administration Building,**

**2069 Battersea Road, Glenburnie, ON**

<https://youtube.com/live/TKySU6xtwgc?feature=share>

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**AGENDA**

Page

**1. Call to Order**

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for mother earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the County is committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

**2. Adoption of the Agenda**

- a) **That** the agenda for the October 9, 2024 meeting of the Planning and Economic Development Advisory Committee be adopted.

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

**4. Adoption of Minutes**

**5. Deputations and/or Presentations**

- a) **Ms. Anne Prichard**, Executive Director of Frontenac Business Services, will address the Planning and Economic Development Advisory Committee regarding the request to increase staff capacity for tourism and economic development.

**6. Briefings**

**7. Reports to the Planning Advisory Committee**

- a) **Staff Briefing:** Ms. Sonya Bolton, Manager of Community Planning, and Richard Allen, Manager of Economic Development, will brief the Planning and Economic Development Advisory Committee with respect to the 2024-2028 Planning and Economic Development Departments

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Business Plan.

[See Reports to the Planning and Economic Development Advisory Committee, clause b)]

[2025-2029 Business Plan - Planning Services](#)

[2025 Project Proposal - Population Projections](#)

[2025-2029 Business Plan - Economic Development](#)

[2025 Project Proposal - Community Development Officer](#)

[2025-2029 Business Plan - Frontenac K&P Trail](#)

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b) **2024-102**

**Planning and Economic Development Advisory Committee**

**Planning and Economic Development 2025 – 2029 Business Plan**

**That** the County of Frontenac Planning and Economic Development Advisory Committee recommend to County Council the approval of the Planning and Economic Development 2025 – 2029 Business Plan; and

**And Further That** the Director of Planning and Economic Development provide an overview to County Council as part of the 2025 budget deliberations as well as the Councils of the three municipalities which the department provides planning services.

[Planning and Economic Development 2025 – 2029 Business Plan](#)

**8. Communications**

a) From Terri-Lynn Brennan inviting members of the Planning and Economic Development Advisory Committee to the National Indigenous Presenters Gathering

[Distributed to Members of the Committee September 26, 2024]

**9. Other Business**

**10. Next Meeting**

a) The next meeting of the Planning and Economic Development Advisory Committee is scheduled for Wednesday, November 6, 2024 at 10:00 a.m. at the County Administration Building.

**11. Adjournment**



# 2025-2029 Business Plan for Planning Services Planning and Economic Development



## Presentation Outline

1. County projects (2025-2029)
2. Township projects (2025-2029)
3. Development approvals
4. Resource allocation and project implementation

# Community Planning Permit System (CPPS)

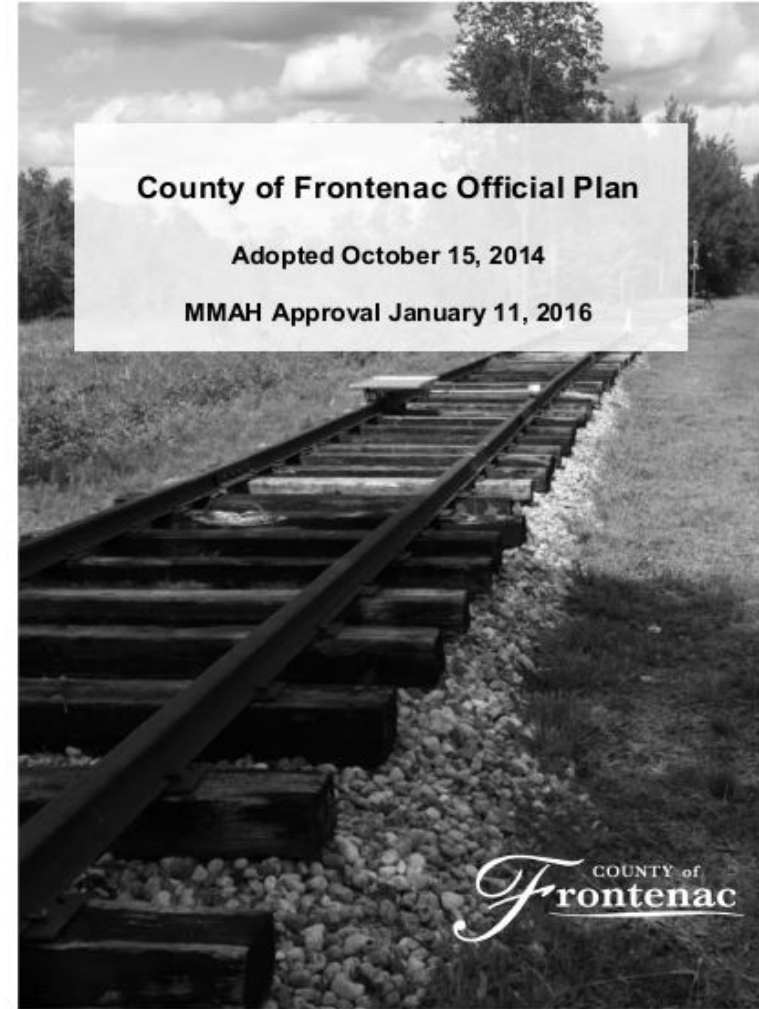
- By-law template to be complete by end of 2024 / early 2025
- Implementation in 2025 for each township, including administrative process and documents, and staff training

# Communal Services

- Official Plan Amendments for townships (2024 to early 2025)
- 2025 and beyond
  - » On-going support for Frontenac Municipal Services Corporation
  - » Advocacy work and presentations

## County Official Plan Update

- Adopted in 2014
- Provincial approval in 2016
- Update in 2026; work plan by end of 2024
- Important background information needed for the update



# Natural Heritage Strategy

- Budget for project proposal approved in 2023
- Delays due to staff workload
- Request for proposals to be issued by the end of the year with most of the work to be done in 2025

## Population, Employment, and Housing Projections

- Last done in 2020 (based on 2016 Census)
- Done every 5 years based on release of Census data
- Important information about community – key component of the Official Plan update
- Significant changes since the pandemic
- Separate project proposal



## Rural Business and Home Industry Policies

- Large rural properties have potential for enhanced business opportunities
- High level policies in the County Official Plan to provide direction
- Details in Township Official Plans

## Archaeological Master Plan

- Future project proposal (2027-2028)
- Protection of archaeological resources is a provincial requirement
- More information is needed about when to require detailed study

## Township Projects

- Additional residential units – amendments to Official Plans and Zoning By-Laws for North Frontenac, Central Frontenac, and Frontenac Islands (2024-2025)
- Implementation of the Community Planning Permit System for all four townships (2025-2026)



## North Frontenac

- 10-year Official Plan update (2027)
- 10-year Zoning By-Law update (2028-2029)

## Central Frontenac

- Redevelopment of the former school site in Sharbot Lake (on-going)



## South Frontenac

- New Official Plan (2024-2025)
- Delegation of approval for plans of subdivision and condominium (2025-2026)



## Frontenac Islands

- Marysville – Design Standards and Zoning (2024-2025)
- New Official Plan (to be determined)
- New Zoning By-Law (to be determined)

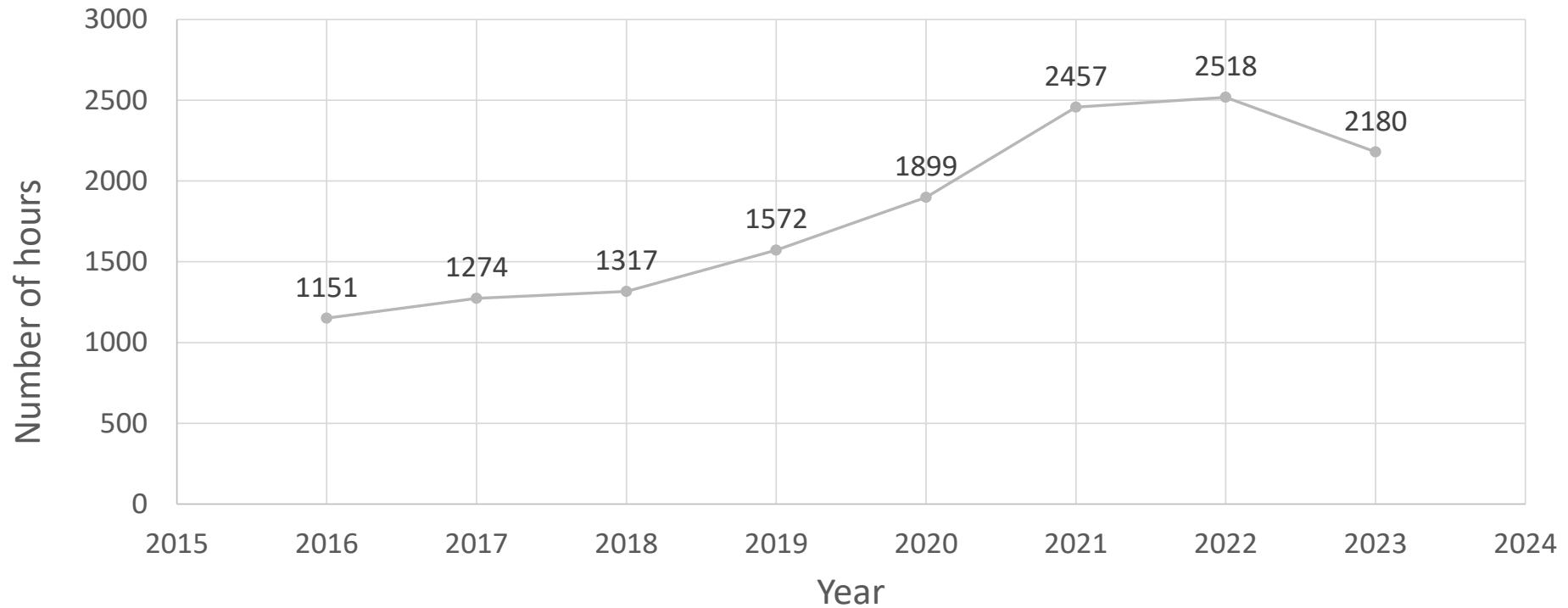


## Development Approvals – County

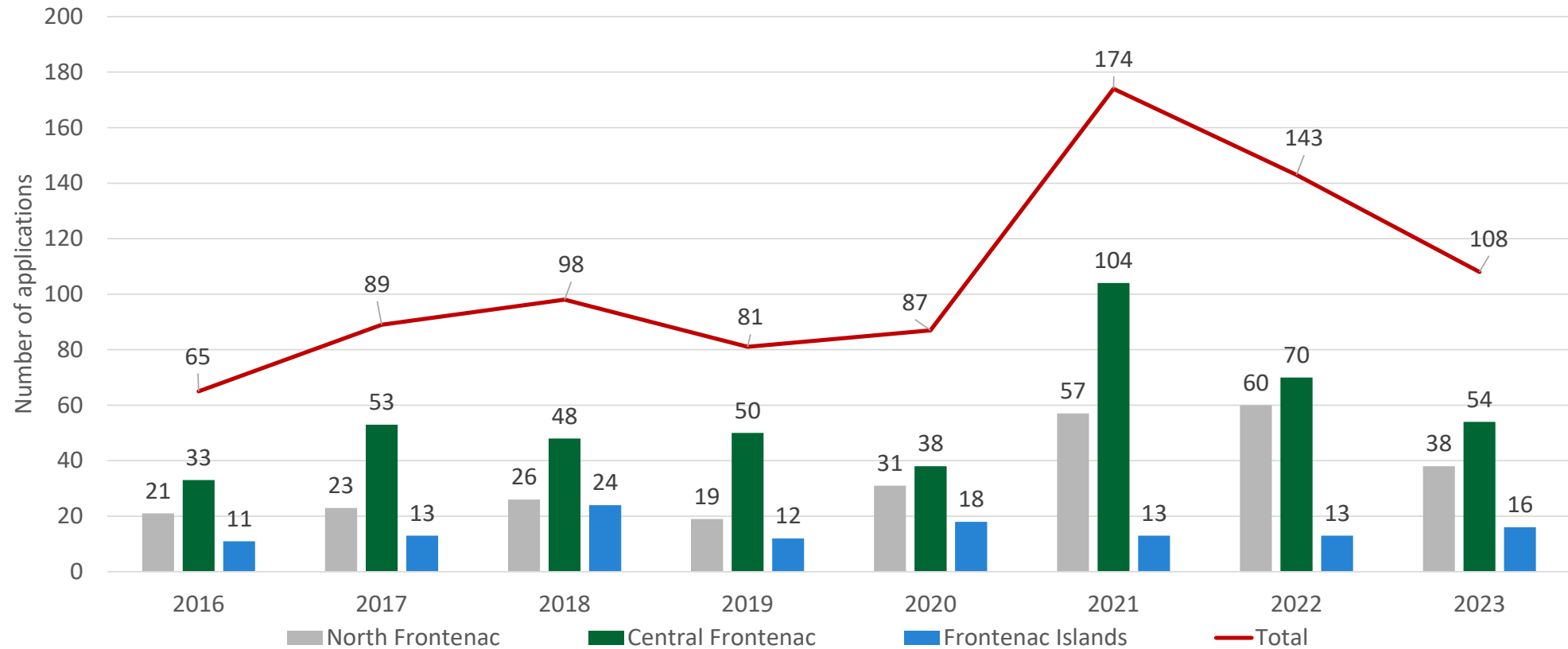
- Applications for plans of subdivision and condominium are relatively slow
- Most recent applications have been for final approvals or extensions of draft plan approval
- Future level of applications unknown, especially with communal services coming online
- Delegation of approval for plans of subdivision and condominium to South Frontenac will help balance future workload

# Township Planning Hours

(North Frontenac, Central Frontenac, and Frontenac Islands)

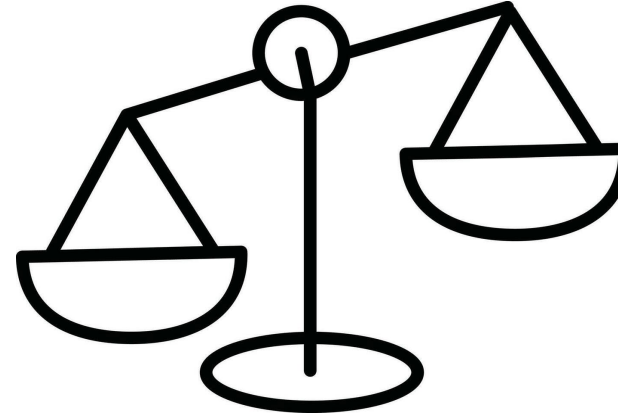


# Township Application Numbers



## Resource allocation and project implementation

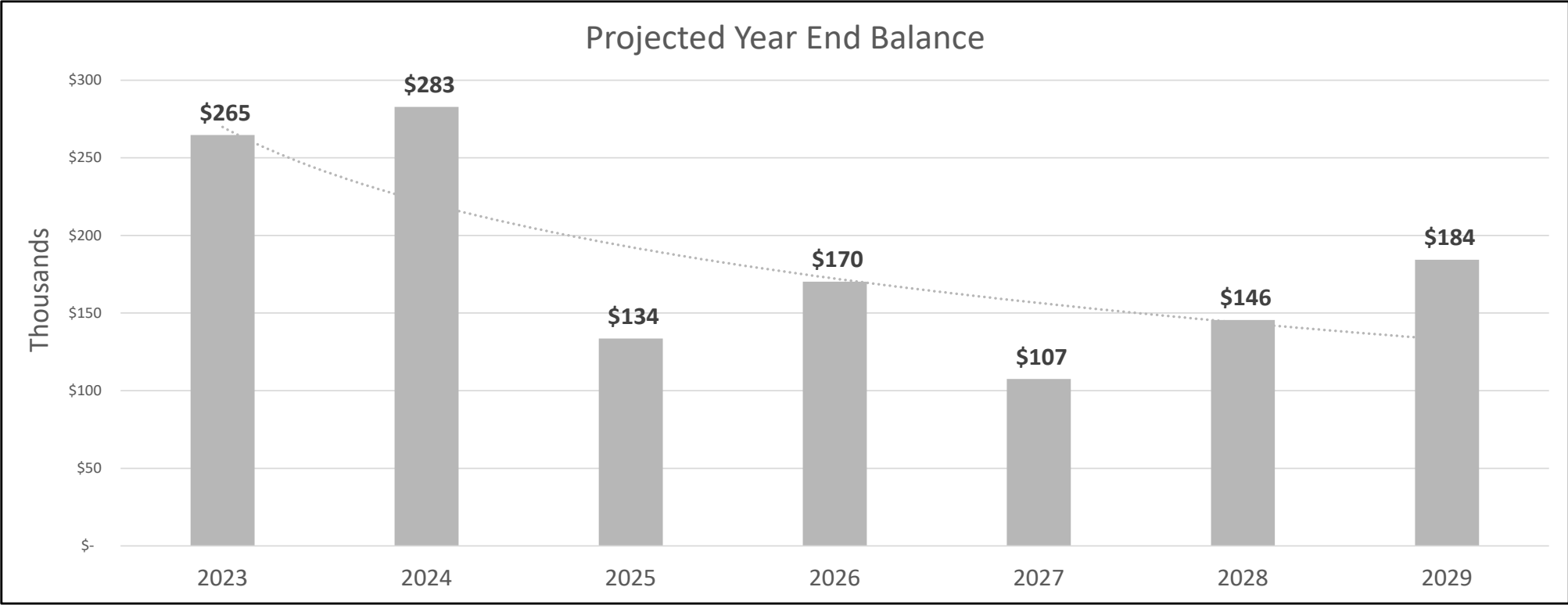
- Unknowns
  - » Number of development applications
  - » Changes from the province
- Staffing
  - » New project manager/senior planner position
  - » Transition from summer student to planning intern



# Risk Analysis and Mitigation – Planning

Level	Issue
<p><b>Advisement</b></p>	<p><b>Delays to Strategic Initiatives</b></p> <ul style="list-style-type: none"> <li>Major policy reviews have been delayed/suspended but process efficiencies are providing additional time now to focus on policy work.</li> <li>Only 13% of time in 2023 dedicated to policy work</li> </ul>
<p><b>Mitigation</b></p>	
<p><b>Delays to Strategic Initiatives</b></p> <ul style="list-style-type: none"> <li>Townships may need to retain consultants to do large-scale policy projects depending on the workload of County staff (e.g., new Official Plans and Zoning By-Laws)</li> </ul>	

# Sustainability Reserve



# Questions?



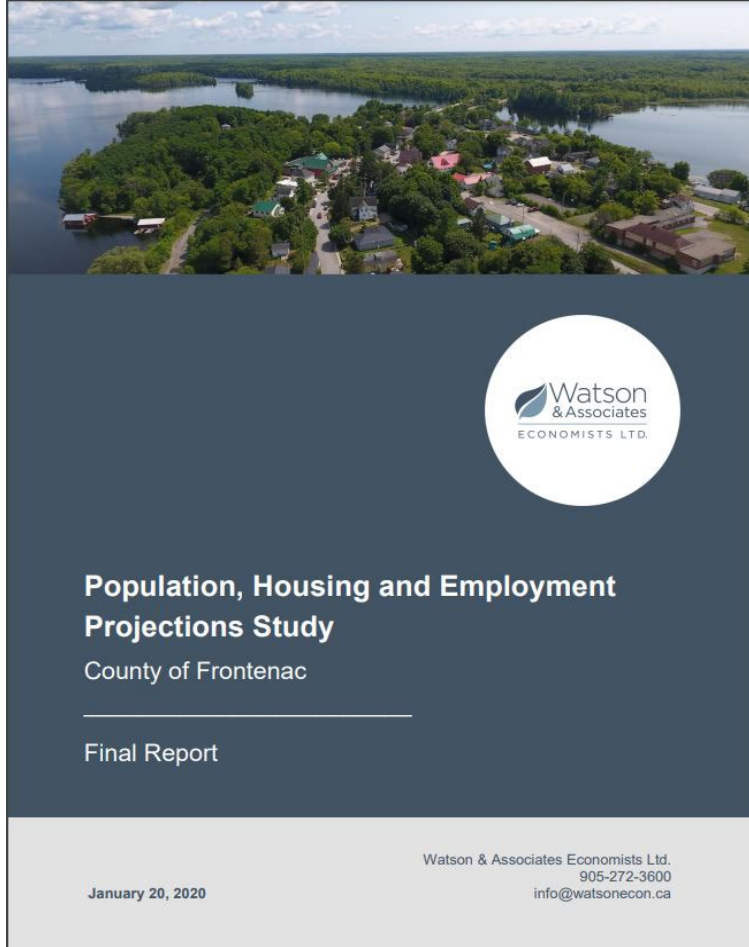
# 2025 Budget Project Proposal

Planning & Economic Development  
Population, Housing, and Employment  
Projections



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## Background

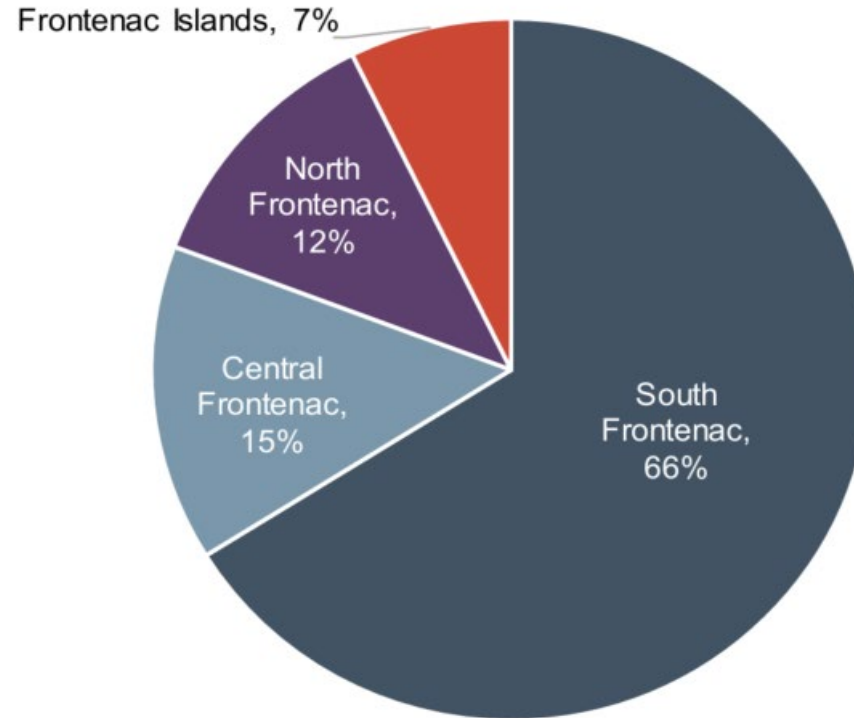


- County-wide projections were last completed in 2019/2020, using 2016 Census data
- Projections cover population, housing, and employment for the region
- Permanent and seasonal projections by Township



FRONTENAC

## Allocation of Permanent & Seasonal Population Growth by Township, 2016-2046



Source: Watson & Associates Economists Ltd., 2019.



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## Rationale

- Projections are the foundation for community planning and economic development
- Projections should be updated every five years; last budget request was in 2018, with final report completed in January 2020
- 2021 Census – updated data
- Significant changes in growth, building, and consumer habits since the COVID-19 pandemic



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## Proposal Cost and Timing

- Timing of the project: to start by the end of 2025
- Cost estimate: \$45,000
- 2025 revenue source: Sustainability Reserve



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**Questions?**



# 2025 – 2029 Economic Development Business Plan Planning & Economic Development

Department Presentation – October 2024



## Regional Context

County	Population	Budget (\$)
<b>HALIBURTON COUNTY</b>	20,571	634,238
<b>FRONTENAC COUNTY</b>	29,295	490,777
<b>HASTINGS COUNTY</b>	41,580	752,042
<b>LENNOX &amp; ADDINGTON</b>	45,182	578,400
<b>SD&amp;G</b>	65,353	1,703,179
<b>LEEDS &amp; GRENVILLE</b>	69,819	819,726

**Note:** As of September 2024, there are no dedicated economic development staff at the township level in Frontenac County, and minimal budgets in place at the townships to support economic development initiatives. As such, the County is looked to by local businesses and township committees throughout the County for providing leadership on business support, investment attraction, tourism and workforce development.

# The Charter for Economic Development

- Developed over two years including consultation with local business community
- Approved by County Council at its regular meeting on July 17, 2024.
- Guides Economic Development Business Planning



Economic Infrastructure



Housing



Food & Beverage



Tourism

## Economic Infrastructure

- Grow and Maintain Ambassador Business Community
- Facilitate Small-Scale Economic Activities
- Healthcare in our Community
- Support for Communal Services
- Broadband Access





## Highlight: Ambassador Program

The Community Development Officer connects with 5- 10 businesses per month, usually in person, to get updates and provide connections or resources.

Every week local businesses receive an email newsletter with information and local opportunities for support and collaboration.

The Business Retreat and Awards is a highly anticipated annual event attracting over 75 business owners and employees from throughout Frontenac County.

We will continue to engage and activate our small business community using these and other tactics.



## Food & Beverage

- Local Food Ecosystem Support
- Expansion of Food Processing
- Encourage Value-Added Production
- Promote Culinary Diversity & Tourism Development
- Small Scale Agriculture & Family Led Farms

## Highlight: Open Farm Days

- Ongoing event in Partnership with South Frontenac, Tourism Kingston & the City of Kingston
- Frontenac County hosts and manages a dedicated website promoting farms and experiences in the region: [openfarmdays.ca](https://openfarmdays.ca)
- Consists of a series of events hosted over a six-week period



## Tourism

- Focus on Destination Development
- Launch Tourism “Trails”
- Ensure Business Integration
- Create Year-round Appeal
- Strengthen Community Links

# Housing

- Holistic Development Support
- Collaboration with Developers
- Affordability and Attraction Programs
- Housing Options





## Looking Ahead: Regional Community Improvement Program

- Strategy to be completed and presented to committee in 2024
- Performance-based incentive program aimed to encourage the creation of:
  - Rental Housing
  - Commercial Space(s)
  - Communal Services

## Grants and Funding Support

The Economic Development Team augments its projects and operations each year through financial partnerships and grants.

Over the past 3 years an average of \$235,369 has been secured each year to support trails and tourism projects.

# Questions?



# 2024 Budget Project Proposal

## Community Development Officer Phase In

# Background

In 2016, with assistance from the Rural Economic Development Program, Frontenac County created its first Community Development Officer position who launched and stewarded multiple initiatives – including the Brand Ambassador program and Open Farms.

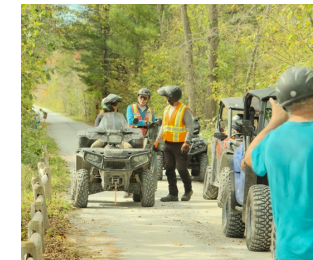


# Department Responsibilities

Over the past 8 years the responsibilities of the Economic Development Unit have grown, however the capacity of the team has not increased.

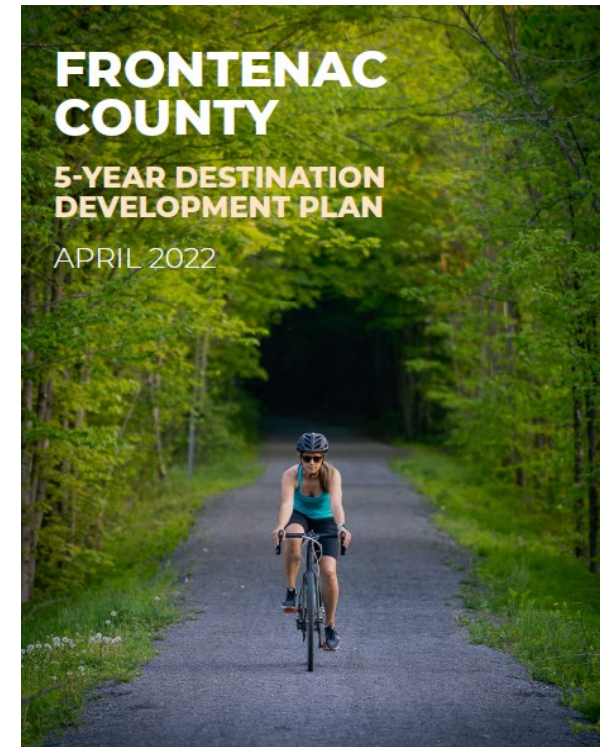
## Key Areas of Growth:

- Ambassador Program
- Open Farms
- Tourism
- Trails



# Destination Development Plan

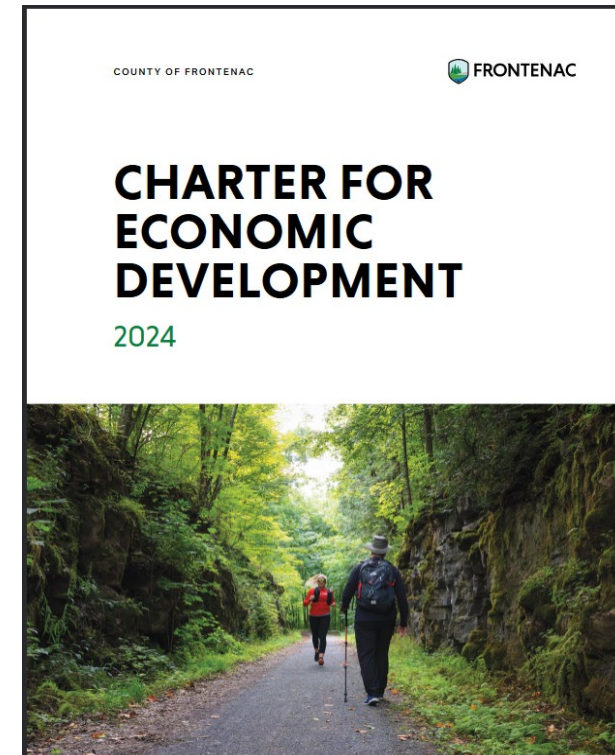
- Approved by Council in 2022
- Initiatives include:
  - An enhanced tourism website
  - New Sustainable Tourism initiatives
  - Wayfinding and placemaking
  - Promotion of arts, culture & heritage
  - Increase marketing reach through strengthening partnerships
  - K&P Trail Development: Events, visitor attraction, marketing & business development
- This plan recommends securing a dedicated resource for implementation of the various elements.



# Charter Goals

A new Community Development Officer will position the County to deliver on existing priorities and plans approved by County Council and incorporated into the new Charter for Economic Development

- Housing
- Healthcare
- Tourism



# Council Strategic Priority #2

## Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

- Work with Townships to improve and sustain the villages and hamlets across the region.
- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Support different forms of housing such as small apartments, affordable houses, and seniors housing.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.
- Support workforce development initiatives to create job opportunities and retain talent.

# Committee Endorsement

On August 16, 2023, the Planning & Economic Development Committee reviewed Report 2023-095 and passed the following recommendation:

**Moved By:** Councillor Greenwood-Speers

**Seconded By:** Mr. Hage

**Be It Resolved That** the Committee recommend to County Council that the Economic Development Team continue implementation of the Destination Development Plan,

**And Further That** staff be directed to include Destination Plan implementation in the Planning & Economic Development Budget and Business Plan 2024-2028,

**And Further That** this committee supports the addition of a staff resource to start in 2024 to oversee tourism efforts in the County and to lead the implementation of this plan.

The full presentation and committee discussion can be viewed at the 32:16 minute mark of the committee video recording:

<https://www.youtube.com/live/lfJTne72shg?si=qQ4Yuwd4Zd9V6urB>

# Financial Implications

The department will spread the impact of starting a community development officer over three years in order to mitigate any potential impacts to the levy. However, using this model, the new Community Development Officer can start in 2026.

	2025	2026 CDO Starts	2027
Annual Budget Increase	\$43,000	\$43,000	\$43,000
Annual Levy Increase	0.34%	0.34%	0.34%

# Summary

- The Community Development Officer has made an impact .
- Department responsibilities have also grown
- Charter for Economic Development
- Destination Development Plan
- Council Priority #2
- County team is a primary resource for Economic Development
- Responsible implementation and capacity expansion

# Questions?



## 2025 – 2029 Business Plan Frontenac K&P Trail

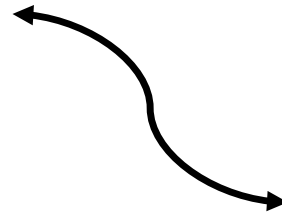


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# Building Trail (Economy)



Infrastructure



to

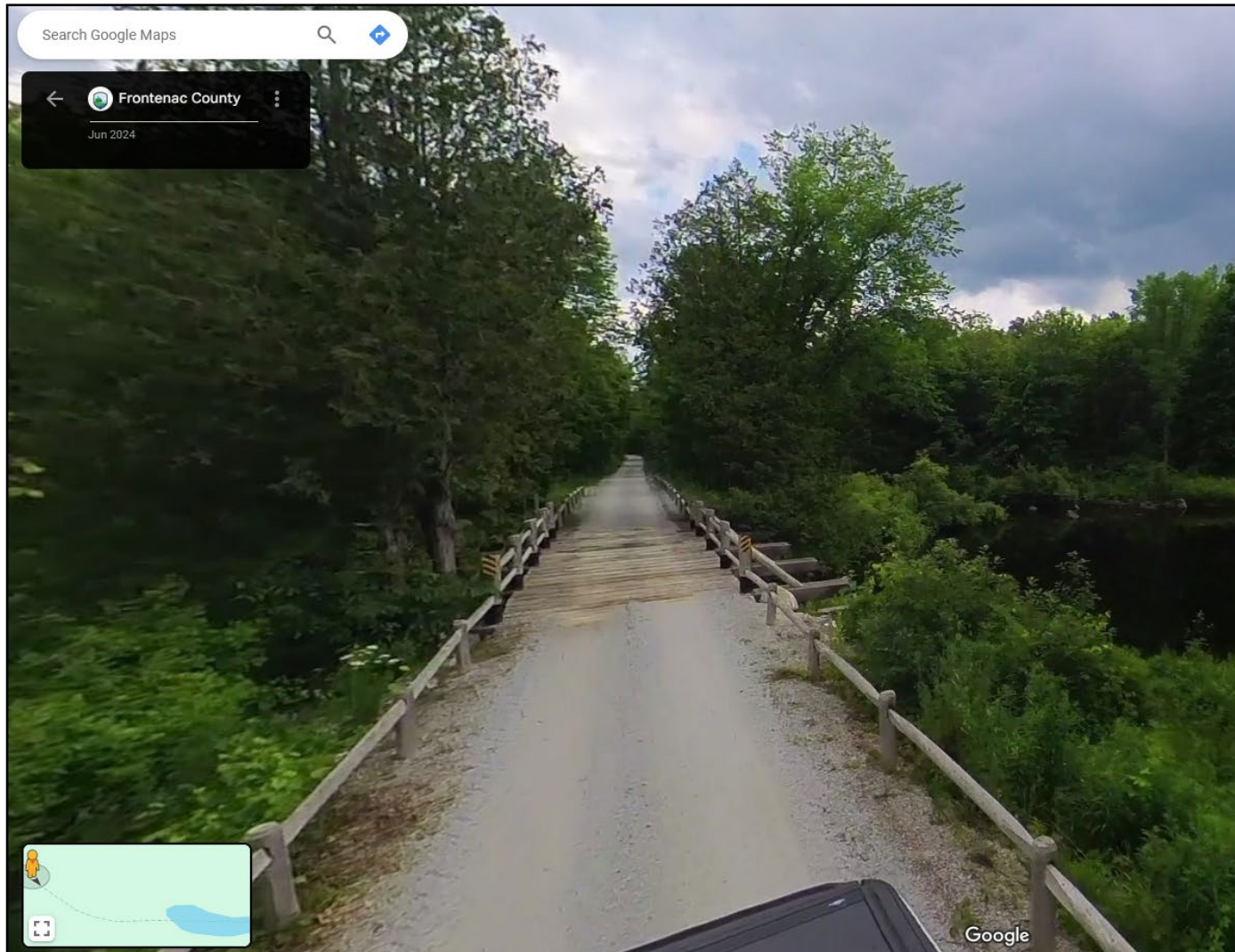


Economy

# Current State

- 70 km operating from Orser Road to Clarendon Station
- 8 km under construction from Clarendon Station to the Mississippi
- 63 km available for motorized use during the summer months
- No permits or passes required for any use except snowmobile.
- Estimated 197,110 visits to the trail in 2023
- Equal split between cycling, hiking, motorized as well as other uses such as horseback riding, cross-country skiing.
- Staffing: Manager of Economic Development and 1 contract Project Manager for capital projects.
- Operating Budget: \$180,000/year
  - Includes Marketing and Promotion





# Accomplishments

- Acquisition of Trail Corridor in North Frontenac continues
- Trail added to Google Streetview
- Market Readiness Assessment of the Eastern Ontario Rail Trail Loop Completed
- Frontenac ATV Club trained 12 Wardens in 2024 and provides consistent Warden presence every weekend
- Increase of formal “events” on trail



## Phase 6 Development

- Rehabilitation of 8 kilometres of Trail in Central and North Frontenac with funding support from RED (Currently Underway)
- Additional financial support on this project came from Ottawa Valley ATV Club, Frontenac ATV Club, Kick & Push Brewery, Sharbot Lake Business Group, Clarendon Station Accommodation and 1 private donation

# Eastern Ontario Rail Trail Loop

This partnership project is focused on establishing a new signature tourism experience in Eastern Ontario by capitalizing on recent capital trail investments resulting in a 360-kilometre off-road loop of rail trails.

## Partners:

- Ontario's Highlands Tourism Organization
- County of Renfrew
- County of Lanark
- Town of Smiths Falls
- Township of Rideau Lakes
- Cataraqui Conservation

Assessment was completed in July of 2024 and steps have now begun to complete the recommendations required prior to marketing the product to an international audience.



# 2024 Events

May 11: ATV Club Ride to Wheeler's

July 20: Back Road ATV Poker Run

July 21: Kick & Push Century Ride

September 15: ATV Club Ride to Calabogie

September 28: World Trails Conference Trail Journey



# Trail Use Data

<b>Physical Counts</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total Counts:	158,911	170,801	144,384
Peak Day	(Sept 4) 1615	(Jan 22) 2148	(Feb 5) 2264
Daily Average Use	435	468	437
<b>Mobile Data</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total Visits	231,794	218,199	197,110
Unique Visits	52,025	86,498	82,711
Number of Tourists (100 km)	11,705	11,729	15,632



# Economic Impact

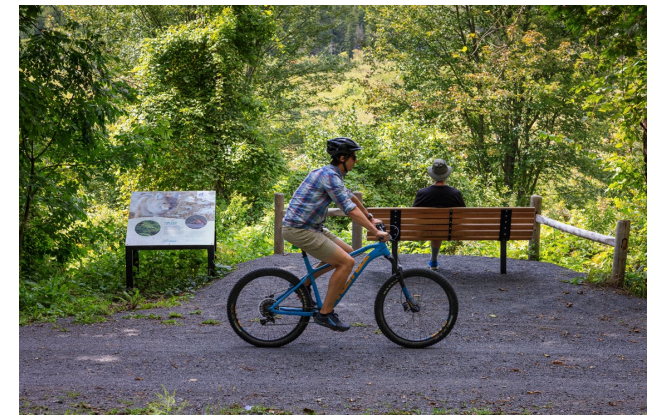
## ATV & Side by Sides

- Average spend on a day trip in Ontario is \$249 per trip. (Moto Canada, 2022) and in 2020, 100% of respondents who primarily use ATV's on the K&P Trail reported spending money at local businesses.
- In 2023, approximately 3101 ATV's were counted on the K&P resulting in an estimated economic impact of \$381,702.



## Cycling

- Average daily spend for a cyclist on a day trip in Ontario is \$26, with 55% of all cyclists reporting spending money at local businesses while on a cycling trip (Ontario by Bike, 2023).
- In 2023, approximately 8097 cyclists were counted on the trail, resulting in an estimated economic impact of \$87,447.



# Planned Trail Economy Projects

- User Survey (2025)
- Trail Etiquette Initiative (2025-2026)
- Rail Trail Loop (2025-2026)
  - Trail Towns Engagements
  - Branding and Marketing Campaigns
  - Joint Management Plan
- Policies (2025)
  - Adjacent Land Uses
  - Acquisition of adjacent lands





## Planned Capital Projects 2025-2029

- Rehabilitation of K&P Trail from Snow Road Station to County Boundary (Estimated \$800,000)
- Bridge repairs and replacements at:
  - » Hardwood Creek in Verona
  - » Fish Creek in Tichborne
  - » Black Creek in Mississippi Station
  - » Bolton Creek at Clarendon Station
  - » Cranberry Creek at Snow Road Station(Estimated \$1,500,000)

# Risk: Lack of Capital Resources

Level	Issue
<b>Risk</b>	<b>Lack of Capital Resources</b>

Mitigation
<ul style="list-style-type: none"><li>• Focus remaining trail development funds on completing the trail connection to Lanark County (however, the current CCBF reserve does not have enough funds to complete this work)</li><li>• Seek strategic partnerships on bridge projects</li><li>• Consider allocating other funding available to the County or creating new funding mechanisms to support Trails.</li></ul>

# Caution: Liability

Level	Issue
<b>Caution</b>	<b>Liability</b>

- Mitigation**
- Review high risk road crossings and assess option for improved trail alignment.
  - Adhere to policy and standards set in the K&P Trail Management Plan
  - Develop a training program and volunteer program to ensure partners and volunteers are aware of their responsibilities and how to fulfill them.



# Questions?

# K&P Trail Management Plan

The K&P Trail Management Plan was approved by Council in 2021. This document establishes service levels for the K&P Trail and functions as the reference manual for management and maintenance for the trail. This plan is a living document and is updated regularly.





**Report 2024-102**

**Committee Recommend Report**

**To:** Chair and Member, Planning Advisory Committee  
**From:** Joe Gallivan, Director of Planning & Economic Development  
**Prepared by:** Joe Gallivan, Director of Planning & Economic Development  
**Date of meeting:** October 9, 2024  
**Re:** **Planning & Economic Development Advisory Committee –  
Planning & Economic Development – 2025-2029 Business Plan**

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**Recommendation**

**That** the County of Frontenac Planning and Economic Development Advisory Committee recommend to County Council the approval of the Planning & Economic Development 2025 – 2029 Business Plan; and

**And Further That** the Director of Planning & Economic Development provide an overview to County Council as part of the 2025 budget deliberations as well as the Councils of the three municipalities which the department provides planning services.

**Background**

The purpose of this report is to provide the Planning & Economic Development Advisory Committee with a projection of the workload and key initiatives for the Department.

This report is intended to provide the Committee with the opportunity to provide input and help set priorities for the work plan for the department.

## Comment

On both the land use planning side and the economic development side, the department continues to be committed to continuous improvement and quality service to citizens, investors, visitors, and both Township and County Councils.

At the regional planning level work priorities in 2025 include the start of a regional Natural Heritage Study, the completion of development of a Community Planning Permit System for all four Townships, and continued implementation of the Frontenac communal services initiative.

The economic development team continue to work on numerous projects across multiple areas. Some of the areas that require considerable staff resources include:

- Management of the 70-kilometre-long K&P Trail, including the development and maintenance of the trail, and promotional materials to attract citizens and tourists to the trail and businesses. As the trail continues to see an increase in use, there is increased demand for maintenance, signage, and other amenities along the trail.
- The Open Farms project in 2024 took place over six weeks commencing in August. The project included partnerships and outreach with the farms and businesses, as well as the City of Kingston, South Frontenac, and Tourism Kingston. This project also had a new webpage that listed the events in a calendar format. <https://openfarms.ca/>. Plans have already begun for Open Farms 2025, and it is expected that the event will continue to improve and evolve over the next five years.
- Business Support in Frontenac County is ongoing and continues to see increased demand. There is ongoing support, through discussions and connections for businesses that are looking for support through resources or with other agencies. Business communication includes -- but is not limited to -- weekly newsletters, networking sessions, and one-on-one business visits. There are also annual events and connections through the annual business survey, Business Awards, the Business Retreat that all require an increased amount of staff time.
- Collaboration with the two Regional Tourism Organizations for marketing on a regular basis to support marketing for the region. Collaboration with Tourism Kingston as part of the Destination Marketing Committee.
- Asset development for various projects including photo and video creation. These are outsourced to contractors but require a considerable amount of staff time for project management, to develop the asset lists, management of photo and video shoots and review of various materials. These assets will be used for marketing purposes.

### Economic Development Services – 2025 and Beyond

The work done on regional economic development continues to be at crossroads in terms of delivering services. The success of the tourism initiatives and continued work with Frontenac businesses has pushed the demand for providing more initiatives.

There are two courses of action that can take place in 2025 and the next three to five years:

- Option 1 is to continue to do economic development work with existing staff resources which will impact on the delivery of the economic development initiatives; and
- Option 2 involves a budget request to County Council to create an additional Community Development Officer position that can be involved in tourism, business promotion, marketing, and regional projects. This request was made in 2024 and was unsuccessful. Staff recommend reconsideration of this proposal for 2025 in light of the expanding workload and outreach of regional economic development.

### **Frontenac County Strategic Plan**

The Planning & Economic Development work plan for 2025 and beyond supports strategic priority #2 in the County Strategic Plan:

“Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County”

- Work with Townships to improve and sustain the villages and hamlets across the region.
- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Support different forms of housing such as small apartments, affordable houses, and seniors housing.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.
- Support workforce development initiatives to create job opportunities and retain talent.