



**Planning and Economic Development Advisory Committee  
Meeting**

**Wednesday, April 10, 2024 –10:00 a.m.**

**Township of South Frontenac Council Chamber,**

**4432 George Street, Sydenham, ON**

<https://youtube.com/live/2NIsdhSELjY?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 April 10, 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**

- a) Minutes of Meeting held February 13, 2024

**That** the minutes of the Planning and Economic Development Advisory Committee meeting held February 13, 2024 be adopted.

**5. Deputations and/or Presentations**

**6. Briefings**

- a) **Mr. Joe Gallivan**, Director of Planning and Economic Development provided the Planning Advisory Committee with the planning briefing

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

- a) **Staff Briefing:** Debbi Miller, Community Development Officer, will brief the Planning and Economic Development Advisory Committee with

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respect to Report 2024-034, Primary Healthcare Recruitment.

- 32 - 40**      b)    **2024-034**  
**Planning and Economic Development Advisory Committee**  
**Primary Healthcare Recruitment**
- Be It Resolved That** the Planning and Economic Development Committee recommend to County Council that a review of the Frontenac County medical clinics be completed for the purpose of discovering opportunities for operational improvements and community collaboration,

**And Further That** the committee recommends to County Council that Economic Development staff take part in the proposed healthcare working group to support primary healthcare professional recruitment.

**And Further That** the committee recommends to County Council that establish a dedicated annual budget of \$20,000 be included in the 2025 budget, for the purpose of improving primary health care in Frontenac County and supporting the recruitment of primary health care professionals to clinics located within Frontenac County.

- 41 - 46**      c)    **Staff Briefing:** Richard Allen, Manager of Economic Development , will brief the Planning and Economic Development Advisory Committee with respect to Report 2024-035, 2023 Mississippi Valley Conservation Authority Land Purchase Update and Lease to Own Agreement.

- 47 - 51**      d)    **2024-035**  
**K&P Trail**  
**Mississippi Valley Conservation Authority Land Purchase Update and Lease to Own Agreement**
- Be It Resolved That** the Planning and Economic Development Committee endorses the joint lease-to-own agreement between Frontenac County, together with Lanark and Renfrew Counties, and the Mississippi Valley Conservation Authority (MVCA),

**And Further That** the Committee recommends that the Council of the County of Frontenac authorize the Warden and Clerk to enter into a lease agreement with the MVCA for any K&P Trail lands with outstanding title discrepancies, notwithstanding the provisions of the staged purchase agreement.

- 52 - 58**      e)    **Staff Briefing:** Debbi Miller, Community Development Officer, will brief the Planning and Economic Development Advisory Committee with respect to Report 2024-036, 2023 Frontenac Business Survey Results.

- 59 - 66**      f)    **2024-036**  
**Planning and Economic Development Advisory Committee**  
**2023 Frontenac Business Survey Results**

This report is for information purposes only

67 - 79

- g) **2024-037**  
**Planning and Economic Development Department**  
**Application for Extension of Draft Plan of Condominium Approval, Shield Shores Condominium, Township of South Frontenac (File Number 10CD-2016-001)**

**Be It Resolved That** the Council of the County of Frontenac receive the report titled Planning and Economic Development – Application for Extension of Draft Plan of Condominium Approval, Shield Shores Condominium, Township of South Frontenac (File Number 10CD-2016-001); and,

**Further That** the Council of the County of Frontenac extend the draft approval for the plan of condominium for Shield Shores for a period of one year, to April 17, 2025.

80 - 89

- h) **Staff Briefing:** Richard Allen, Manager of Economic Development, will brief the Planning and Economic Development Advisory Committee with respect to Report 2024-038, Draft Update to the Charter for Economic Development.

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- i) **2024-038**  
**Planning and Economic Development Advisory Committee**  
**Draft Update to the Charter for Economic Development**

**Be it Resolved That** the Planning and Economic Development Committee receives the draft update to the Charter for Economic Development

**And Further That** the draft update to the Charter for Economic Development be posted online for community feedback for a minimum of 30 days

**8. Communications**

**9. Other Business**

**10. Next Meeting**

- a) The next meeting of the Planning and Economic Development Advisory Committee is scheduled for Wednesday, June 5, 2024 at 10:00 a.m.

**11. Adjournment**



# FRONTENAC

**Minutes of the Planning and Economic Development Advisory Committee  
Meeting  
February 13, 2024**

**[Note: Minutes are not Verbatim, please refer to full video at  
<https://youtube.com/live/4pgQ7hqTgYY?feature=share>]**

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A meeting of the Planning and Economic Development Advisory Committee was held in the Township of South Frontenac Council Chamber, 4432 George Street, Sydenham, ON, on Tuesday, February 13, at 10:00 AM

**Present:**

Deputy Warden Ron Vandewal, Chair  
Councillor Fred Fowler, Vice Chair  
Warden Fran Smith  
Councillor Judy Greenwood-Speers  
Leona Fleischmann  
Mike Hage  
Phil Leonard

**Absent:**

Jim McIntosh

**Staff Present:**

Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Sonya Bolton, Manager of Community Planning  
Joe Gallivan, Director of Planning and Economic Development  
Debbi Miller, Community Development Officer  
Kelly Pender, Chief Administrative Officer

**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. Election of Officers**

### **a) Election of Chair**

Moved By: Warden Smith  
Seconded By: Ms. Fleischmann

**That** Deputy Warden Ron Vandewal be elected Chair of the Planning and Economic Development Advisory Committee for 2024.

Moved By: Councillor Greenwood-Speers  
Seconded By: Mr. Hage

**That** nominations for the Chair be closed.

**Carried**

Deputy Warden Vandewal accepted the nomination of Chair.

### **b) Election of Vice Chair**

Moved By: Councillor Greenwood-Speers  
Seconded By: Warden Smith

**That** Councillor Fred Fowler be elected Vice Chair of the Planning and Economic Development Advisory Committee for 2024.

Moved By: Warden Smith  
Seconded By: Deputy Warden Vandewal

**That** nominations for the Vice Chair be closed.

**Carried**

Councillor Fowler accepted the nomination of Vice Chair.

## **3. Adoption of the Agenda**

Moved By: Warden Smith  
Seconded By: Councillor Fowler

**That** the agenda for the February 13, 2024 meeting of the Planning and Economic Development Advisory Committee be adopted.

**Carried**

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

There were none.

**5. Adoption of Minutes**

**a) Minutes of Meeting held December 13, 2023**

Moved By: Mr. Hage  
Seconded By: Ms. Fleischmann

**That** the minutes of the Planning and Economic Development Advisory Committee meeting held December 13, 2023 be adopted.

**Carried**

**6. Deputations and/or Presentations**

**7. Briefings**

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

**a) Staff Briefing:** Richard Allen, Manager of Economic Development, briefed the Planning and Economic Development Advisory Committee with respect to the Economic Development Department Business Plan Updates.

To questions of why the County would want to give up tourism if the hope is on attracting new business and manufacturing, Mr. Allen noted that his team is not stopping tourism it simply is not at the top of the list. A lot of the investments will be tourism based and we will continue to support that; however, we cannot maintain and keep up to date a website on a regular basis or maintain effective and cohesive marketing campaigns based on current staff capacity.

In terms of questions around the evaluation of where the County should focus, Mr. Allen noted that County Council was advised during the budget process that we would need additional resources to carry out all of these projects. Council did not support the addition of a staff member to the unit but did allocate new money towards physician recruitment. The recommendation before the Committee is based on where staff felt Council's priority was.

In terms of questions regarding physician recruitment and whether we were recruiting for Frontenac residents only or would this be open to anyone outside of the County, Mr. Allen noted that a full report will be coming to the Committee at its next meeting but noted that the funding approved from Council did come with any set criteria. We will be

looking at the sustainability of our clinics and supporting what is already here to make our clinics attractive for new physicians to come to. It was noted to Mr. Allen that discussions with MPP's, it would appear that the focus will be on health teams as this is becoming the new model given that many physicians do not want to be tied down to a practice.

In terms of Open Farms and if this event goes beyond the Township of South Frontenac Mr. Allen noted that there is also quite a bit of interest from Frontenac Islands, however with only a small bit of participation in Central and North. In the City Kingston, we are partnered with Tourism Kingston but don't see a big uptake from the City. We want to deliver capacity to allow farms to reach out to customers themselves so they may not need open farms any longer. It is the partnering piece that drives up the use of staff time as this requires additional meetings.

In terms of physician recruitment, it was noted how the Township of Frontenac Islands is addressing the shortage of physicians by looking to be designated as remote area in order to be eligible for funding for a Nurse Practitioner.

In response to a question from a committee member, Mr. Allen noted that there is no membership fee to join the ambassador program.

In terms of the observation made by Mr. Hage that the County of Frontenac has a larger per capita budget than the Counties of Renfrew, Lennox & Addington and Hastings, Mr. Gallivan pointed to the Committee that the County of Frontenac is the only Economic Development office in the Province that manages trails.

**b) 2024-019  
Planning and Economic Development Advisory Committee  
Changes to the 2024 – 2028 Economic Development Business Plan and  
deferral of Destination Plan Implementation**

Moved By: Councillor Greenwood-Speers  
Seconded By: Warden Smith

**That** the County of Frontenac Planning and Economic Development Advisory Committee endorse the proposed changes to the 2024 – 2028 Economic Development Business Plan;

**And Further That** the County of Frontenac Planning and Economic Development Advisory Committee recommend to County Council that implementation of the Destination Development Plan be deferred until adequate resources are available to deliver on the objectives identified in the plan.

**Carried**

**c) Staff Briefing: Joe Gallivan, Director of Planning and Economic Development, briefed the Planning and Economic Development Advisory Committee with respect to the Planning Department Business Plan**

Updates.

Ms. Bolton responded to questions regarding the Natural Heritage Strategy as there needs to be a different way to address this in the County of Frontenac due to the large amount of natural resources in the County. Some natural heritage areas may require less protection while some that need it, have no protection at all. We do have a contract with the consulting firm Envision looking after any natural heritage reviews for development applications, because we can no longer use the services of the conservation authorities for this since changes in provincial legislation. The new Natural Heritage Strategy will give us more up to date information, but it will not allow us to go back to using the conservation authorities for the review of development applications.

**d) 2024-020  
Planning and Economic Development Advisory Committee  
2023 Planning Services & 2024-2025 Planning Priorities**

Moved By: Ms. Fleischmann  
Seconded By: Mr. Leonard

**That** the Planning and Economic Development Advisory Committee recommend that Council endorse the proposed changes to the planning services business plan as outlined in this report in the section entitled "Future Projects and Time Commitments".

**Carried**

**e) 2024-021  
Planning and Economic Development Advisory Committee  
Eastern Ontario Rail Trail Loop Market Readiness Assessment and  
Partnership with Ontario's Highland Tourism Organization**

Moved By: Warden Smith  
Seconded By: Ms. Fleischmann

**That** the County of Frontenac Planning and Economic Development Advisory Committee receive report 2023-021 Eastern Ontario Rail Trail Loop Market Readiness Assessment and Partnership with Ontario's Highland's Tourism Organization.

**And Further That** staff be authorized to complete a memorandum of understanding with Ontario's Highland's Tourism Organization in order to complete funding applications to the Tourism Growth Fund and other programs in support of the developing the Market Readiness of the Eastern Ontario Rail Trail Loop

**Carried**

It was asked if this will also involve waterfront trails, to which Mr. Allen advised that this specific project involves railbed trails but what could happen when completed, is tourism organizations can work with municipalities to help improve trails to make them market ready.

Mr. Allen noted that he will be presenting at the World Trails Conference in Ottawa and will be bringing delegates from that conference to our trails where they will use different methods of travel through the trail to do a trails assessment. In response to a question from a committee member, Mr. Allen indicated that The Great Lakes Waterfront Trail may be included at this conference.

Some of the recommendations that may come out of this project is consistency across trails as well as strengthen our partnerships and the experience of trail users.

f) **2024-022**  
**Planning and Economic Development**  
**K&P Trail Development Phase 6: Clarendon Station to the Mississippi**  
**River and Rural Economic Development Program Funding Opportunity**

Moved By: Warden Smith  
Seconded By: Mr. Leonard

**Be It Resolved** That the Planning and Economic Development Committee Receive Report 2024-022 K&P Trail Development Phase 6: Clarendon Station to the Mississippi River and Rural Economic Development Program Funding Opportunity

**And Further That** the committee recommend to County Council that staff be directed prepare to rehabilitate the K&P Trail between Clarendon Station and the Mississippi River,

**And Further That** the committee recommend to County Council that up to \$60,000 be used from the Community Development Reserve to support the County's application to the Rural Economic Development Program for the K&P Trail Phase 6 Development Project

**And Further That** the committee recommend to County Council that rehabilitation of the K&P Trail between Clarendon Station and the Mississippi River commence should the County be successful in its funding application to the Rural Economic Development Program

**And Further That** the Warden and the Clerk be authorized to enter into an agreement with the Province of Ontario should the application to the Rural Economic Development Program for the K&P Trail Phase 6 Development Project be successful.

**Carried**

g) **2024-023**  
**Planning and Economic Development Advisory Committee**  
**Frontenac Business Retreat and Awards**

This report was for information only and was intended to solicit feedback from the committee and to provide an update on the Frontenac Business Retreat and Awards.

It was asked if staff could look at some collaborative marketing.

**h) 2024-024  
Planning and Economic Development Advisory Committee  
Community Planning Permit System (CPPS) – Project Update**

This report is for information purposes only.

**9. Communications**

**10. Other Business**

**11. Next Meeting**

- a)** The following Planning and Economic Development Advisory Committee meeting dates are being proposed by staff

1. Wednesday, April 10 @ 10 a.m.
2. Wednesday, June 5 @ 10 a.m.
3. Wednesday, September 4 @ 10 a.m.
4. Wednesday, November 6 @ 10 a.m.

**12. Adjournment**

Moved By: Mr. Hage  
Seconded By: Mr. Leonard

**That** the meeting hereby adjourn at 11:34 a.m.

**Carried**



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Planning Director's Briefing  
Planning and Economic Development Advisory Committee  
April 10<sup>th</sup>, 2024



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## General Planning Items

- » February 27<sup>th</sup> – meeting with Federation of Ontario Cottagers Association
- » Planning Services Presentations – Frontenac Islands (March 11<sup>th</sup>), North Frontenac (March 15<sup>th</sup>), Central Frontenac (March 26<sup>th</sup>)
- » Delegated authority by-laws for undisputed consents now in place in all townships
- » Two pre-application meetings for subdivisions in South Frontenac
- » Queen's student report on design standards for Marysville complete



## Communal Services Project

- » February 20<sup>th</sup> - Site visit – Stonecrest Estates communal sewage plant (Quinte West)
- » February 27<sup>th</sup> – Frontenac Municipal Service Corporation (FMSC) technical group meeting
- » March 4<sup>th</sup> and 5<sup>th</sup> – attendance / presentation at Ontario Onsite Wastewater Association annual conference
- » March 25<sup>th</sup> – FMSC Board Meeting
- » April 4<sup>th</sup> – FMSC marketing meeting



## Economic Development Items

- 2023 Economic Development and K&P Trail Annual Reports are complete
  - » Presentations to Township Councils planned for May
  - » “Office Hours” 1x per month beginning in some townships in April
- Open Farm Days
  - » website update
  - » working with farms, business and community groups.
    - Grant Application- Frontenac Business Services
- Business Retreat date booked - October 29



# K&P Trail

## Eastern Ontario Rail Trail Loop Market Readiness Assessment

- Site assessment taking place in first two weeks of May.
- Will include visits to some or all of the K&P and Cataraqui Trails as well as meetings with community partners.
- If committee members would like to be involved please advise Richard



## Community Planning Permit System: By-law Template Project



# Development Proposal on Lafolia Lane, North Frontenac

## Township of North Frontenac



## Official Plan and Zoning By-law Amendment

[Home](#) / [Township of North Frontenac](#) / [Ompah Palmerston Cottage Co-Operative – Official Plan Amendment and Zoning By-law Amendment](#)

### Ompah Palmerston Cottage Co-Operative – Official Plan Amendment and Zoning By-law Amendment

[Facebook](#) [Twitter](#) [LinkedIn](#) [Email](#)



**Official Plan and Zoning By-law Amendments**  
[OPA/ZBA Application](#)

Official Plan Amendment - File #OPR 01/22

An application for an Official Plan Amendment has been submitted to redesignate a property described as Part Lot 30, Concession 4, Part Parcel A, Palmerston Lake, Geographic Township of Palmerston (1099A & 1099B Lafolia Lane) from Rural Area to Rural Cooperative Area. This is a

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Your email address:

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4 members of your community are following this project

[Send us your comments](#)

<https://engagefrontenac.ca/ompah-palmerston-cottage-co-operative-official-plan-amendment-and-zoning-by-law-amendment>

IMAGES





# ADVENTURE IN FRONTENAC

Questions ?

# Primary Healthcare in Frontenac County

April 2024 – Update



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## Background

### 2024

- \$20,000 was committed to recruitment of primary healthcare professionals in Frontenac County
- January/February, Economic Development staff began a process of information gathering, both internally and externally.



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## Insights - General

- Meetings
- Existing structures, programs and understand areas of focus.
- Recruitment staff
  - Full time, part time, contracts
- Different signing incentives
  - Majority \$100,000 for five years.
  - Short term housing.
  - Varying levels of support.
- Recruiting fairs
- Repatriation event - fall of 2023



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## Insights – Clinic Models

- Many clinics are a business
  - Physicians responsible for all aspects.
  - Human resources, procurement, and property maintenance.
  - Business is not part of medical school
  
- Clinic models
  - Physicians an employee.
  - Property maintenance, human resources and procurement not the physician's responsibility.



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## Information Gathering

- Medical students learn in a team-based environment
  - Want to practice in a similar environment.
- New physicians 1,000 rostered patients.
  - Retiring rosters 2,000 - 3,000.
  - Require 2-3 new physicians
- Marketing campaigns
  - Issues management
  - Do not widely promote incentives.



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## Sharbot Lake Family Health Team

- 2 FT Physicians, recruiting a Nurse Practitioner
- Additional healthcare professionals
- Part of Tay River Family Health Organization in Perth.

## Verona Medical Clinic

- 1 FT Physician, 1 PT locum, 1 Nurse Practitioner
- Additional healthcare professionals
- Part of the Rural Kingston Family Health Organization.



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## Sydenham Medical Clinic

- 3 FT Physicians and 1 Nurse Practitioner,
- Additional healthcare professionals
- Part of the Rural Kingston Family Health Organization.

## Wolfe Island Community Medical Clinic

- August 2023, the clinic called Frontenac Doctors discontinued walk-in and patient care services on Wolfe Island.
- Some services offered through the clinic including Lifelabs, assistive devices loan program and the VON Foot Care program.
- Looking to attract a Nurse Practitioner to the clinic as a pilot project.
- The clinic wishes to be designated isolated, rural through the Ministry of Health.



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## Administrative Burden

- Paperwork
- Human Resources
  - Hiring, vacation, payroll, recruitment, retention
- Property maintenance
  - snow, lawn, cleaning
- Purchasing/Ordering/Inventory
  
- Doctors have indicated they are burning out.
  
- More attractive for recruitment and retention



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## Operational Review

- Consultant
- Meet with each of the clinics
- Identify issues, efficiencies and opportunities
- Short, medium and long-term goals
- Report back to Physicians
- Present next steps to Planning and Economic Development Committee



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## **Working Group**

- Rural Kingston Family Health Organization - lead
- Support Primary Healthcare in our community
- Frontenac County, staff participate

## **Future Considerations**

- Targeted marketing, sales kit
- Spousal support program

## **Communications Support**

- Career link on website
- Update webpage content
- Add video



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# Healthcare in our community



Report 2024-034

### Committee Recommendation Report

**To:** Chair and Members of the Planning and Economic Development Advisory Committee

**From:** Debbi Miller, Community Development Officer

**Date of meeting:** April 10, 2024

**Re:** **Planning and Economic Development Advisory Committee – Primary Healthcare Recruitment**

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#### Recommendation

**Be It Resolved That** the Planning and Economic Development Committee recommend to County Council that a review of the Frontenac County medical clinics be completed for the purpose of discovering opportunities for operational improvements and community collaboration,

**And Further That** the committee recommends to County Council that Economic Development staff take part in the proposed healthcare working group to support primary healthcare professional recruitment.

**And Further That** the committee recommends to County Council that establish a dedicated annual budget of \$20,000 be included in the 2025 budget, for the purpose of improving primary health care in Frontenac County and supporting the recruitment of primary health care professionals to clinics located within Frontenac County.

#### Background

Since 2022 the Economic Development Team have been providing a small amount of physician recruitment support to existing practices and medical clinics in Frontenac

County, primarily in the form of marketing materials and partnership building with the local business community. As part of the 2023 Annual budget process, Dr. Jeanette Dietrich made a presentation to County Council on January 18, 2023, about the local shortage of physicians and the potential impact on Frontenac County. This presentation can be viewed on the [Frontenac County Youtube Channel](#).

Staff continued to informally support the efforts to recruit physicians, and met regularly with representatives of the Sharbot Lake, Sydenham and Verona clinics to discuss the issue and possible local solutions given the shortage of physicians across Ontario. Support in 2023 included the creation of marketing materials including giveaways for recruitment fairs and the addition of content on the Frontenac County website.

At its regular meeting on August 16, 2023, the Planning and Economic Development Committee received [Report 2023-079](#) and made the following recommendations to County Council:

**Be It Resolved That** the Planning and Economic Development Committee advises County Council to establish a Physician Recruitment Reserve;

**And Further That** the committee recommends to County Council that an annual contribution of \$20,000 placed in the physician recruitment reserve, including the 2023 budget allocation;

**And Further That** the County formally include Physician Recruitment as part of its 2024-2028 Workplan

These recommendations were adopted and implemented by County Council as part of the approval of the 2024-2028 Budget and Business Plan process. However, County Council noted that there should be a plan for the use of funds and that use should not be limited to bonuses for physician recruitment.

In January 2024, Economic Development began information gathering to understand what other organizations, and municipalities across the province have in place as it relates to healthcare recruitment. The information shared in this report is based on information gathered during the meetings.

The background information in this report is limited to the experience of primary health care provided in Frontenac County and is intended to have a narrow scope and to lay a foundation to support potential long term sustainable solutions for supporting primary healthcare and local physicians in Frontenac County. Healthcare in the province is complex and the province has a diverse range of programs, funding and other opportunities that may provide future support in the region.

This report also provides a plan for the budget allocated to primary healthcare recruitment. As there are many local needs, this budget could serve many purposes for

each of the clinics with short-term solutions or projects. The lens of the report is looking at primary healthcare in our community from a more sustainable and county-wide perspective and considers longer-term impacts associated with the operational responsibilities that local physicians have for their clinics, which is contributing to the burn out of the primary healthcare professionals in our community.

### **Comments**

In January and February, Economic Development staff took part in information gathering meetings with the organizations noted below to ask questions about the existing structures and programs in place and to understand the areas of focus for the organizations.

- Sydenham Family Health Team
- Verona Family Health Team
- Wolfe Island Community Medical Clinic
- Sharbot Lake Family Health Team
- Queen's Family Health Team
- KFL&A (Kingston, Frontenac, and Lennox & Addington) Public Health
- City of Kingston
- Niagara Region
- Hastings County
- Town of Huntsville
- Haliburton County

Below are some areas to highlight from the information gathering sessions:

- Municipalities as well as groups and organizations that are working on healthcare recruitment are structured differently, some have recruitment employees on staff full time, or part time, and some have hired recruitment firms.
- Municipalities across the province offer different incentives for physician recruitment with the majority being around \$100,000 for five years. This number continues to increase as more locations offer incentives.
- Some organizations have short term housing available for locums or new physicians.
- Organizations offer varying levels of support services to help with relocation. These supports include but are not limited to connections in the community with spousal support programs, real estate, schools, day care, and recreation.
- Attending recruiting fairs in Ontario is an area that many attend to have a presence, with some noting recruitment success at the fairs has been limited.

- A group from Ontario took part in a repatriation event in Dublin in the fall of 2023 with positive comments. Based on the timing of the event there are no results to share. It was noted there has been interest following the event.
- There are different clinic structures. Many clinics are operated as a business, where physicians handle all aspects of the business including human resources, procurement, and property maintenance. Business is not part of a physicians schooling, and the business side is being done when time permits and adding to the administrative burden.
- Clinics are using a model where physicians are an employee. In these clinics all of the property maintenance, human resources and procurement are taken care of by the clinic and are not the responsibility of the physician. This model is seeing increased interest from physicians looking to relocate.
- Medical students learn in a team-based environment and are looking to practice in a similar environment. Many practices are not structured as a team environment.
- New physicians are looking for practices with 1,000 rostered patients. If a new physician is looking to take on a retiring physician's roster, it would likely require 2 to 3 physicians as retiring physician patient rosters are often around 2,000.
- Marketing campaigns have seen limited success and there is a need to be cautious from an issues management perspective. Many of the organizations consulted indicate that they do not widely promote the incentives they offer, but rather make the information available on their website.

The following are summaries of information relating to each of the clinics located in Frontenac County:

#### **Sharbot Lake Family Health Team**

- This clinic currently has two full time Physicians and is recruiting for a Nurse Practitioner, there are additional healthcare professionals at this medical centre.
- This health team would benefit from administrative support, more specifically patient administration.
- Physician and Healthcare professional recruitment is an area they would like to see support, including how and where to reach healthcare professionals.
- The Sharbot Lake Medical Clinic has a signing bonus available from the Ministry of Health due to its rural location.
- Sharbot Lake Medical Centre is part of Tay River Family Health Organization in Perth.

### **Verona Medical Clinic**

- Currently has 1 full time Physician, 1 part time locum and 1 Nurse Practitioner, there are additional healthcare professionals at this medical clinic.
- Administration is an area that was identified as requiring support and is a priority for this clinic. If support is received for this clinic it may assist with the retention of the existing physicians at this location.
- Recruiting was identified as requiring support, but indicated the administration support was a priority for them.
- The Verona Medical Clinic does not have signing bonus available from the Ministry of Health.
- Verona Medical Clinic is part of the Rural Kingston Family Health Organization.

### **Sydenham Medical Clinic**

- Currently has 3 full time Physicians and 1 Nurse Practitioner, there are additional healthcare professionals at this medical clinic.
- Administration is an area that was identified as requiring support and is a priority for this clinic. If support is received for this clinic it may assist with the retention of the existing physicians at this location.
- Physician recruitment was identified as an area requiring support, but the existing physicians also communicated that finding administration support was a priority for them.
- The Sydenham Medical Clinic leases their building, and the current lease expires in 2027.
- The Sydenham Medical Clinic does not have signing bonus available from the Ministry of Health.
- Sydenham Medical Clinic is part of the Rural Kingston Family Health Organization.

### **Wolfe Island Community Medical Clinic**

- In August 2023, the clinic called Frontenac Doctors that are in Kingston that offered service on Wolfe Island, discontinued services on Wolfe Island. Patients did not lose their physician, they lost access to the care on Wolfe Island. There continue to be some services offered through the clinic including Lifelabs, assistive devices loan program and the VON Foot Care program.
- The clinic has recently received numerous building updates.
- The [Wolfe Island Community Medical Clinic](#) is a charitable organization with a board of directors.
- The clinic is looking to attract a Nurse Practitioner to the clinic.
- The Wolfe Island Community Medical Clinic does not have signing bonus available from the Ministry of Health.
- The clinic wishes to be designated isolated, rural through the Ministry of Health.

- The Wolfe Island Community Medical Clinic identified an area requiring support was \$20,000 in funding assistance from Frontenac County to support a nurse practitioner one-year pilot project.

Throughout the meetings, County staff have heard that primary healthcare in Frontenac is dire. The amount of required administration is burning physicians out, and with administrative support it could potentially extend the length of time that some of the current physicians will practice in the Frontenac County clinics. Without support for the heavy administrative burdens at the clinics, the future of the clinics is uncertain. The way the current clinics are structured is not attractive for either recruitment or retention.

### **Operational Review**

Throughout the information gathering many of the discussions came back to the administrative burden for clinics, identifying a potential need for updates or changes to the business operating structures and model for service delivery.

It is the recommendation of this report that the County lead an operational review of the Frontenac County clinics, with assistance from an independent consultant, to understand any potential opportunities for efficiencies to improve the operational capacity of the clinics while making administration responsibilities for physicians less burdensome. By improving the clinic operations, they will be more attractive to recruitment of potential new physicians and the retention of the existing physicians.

Each medical clinic in Frontenac County operates independently. The physicians in the Frontenac County clinics are business owners. Physicians in Frontenac County supported the discussion around an operational review with a consultant, indicating that the patient administration is horrendous, with the additional administration being burdensome, with some noting the burden is heavier than others based on the clinic.

Based on the operational review recommendations for short, medium, and long-term plans, there may be opportunities to collaborate on some operational support. After the operational review, a report and presentation will be brought back to the Planning and Economic Development Committee with a plan being considered with potential opportunities to support the long-term sustainability of medical clinics in Frontenac County.

This review process could also potentially establish a baseline understanding of the clinics, which may support future requests from government.

### **Working Group**

Creating a working group to support primary healthcare in our community will be a crucial step towards changing the narrative and increasing support in the community. Frontenac County has numerous professionals that could be recruited to be part of a working group to support primary healthcare in the community. This is suggested to be a

community led working group with a mandate, that staff from the Rural Kingston Family Health Organization will take the lead on this working group.

As a working group is established, Frontenac County staff will be available to participate.

### **Communication Support**

There are some administrative items that can offer some support to the clinics in the interim. These areas include:

- Explore adding a Healthcare careers button to the Frontenac County careers page that links to each of the Frontenac Medical Clinic job postings.
- Update the current doctor recruitment webpage on the Frontenac County website to include more information, have a visual of each of the clinics and update the page name to be Healthcare in our community. Moving the webpage up a layer in the overall site navigation will make it easier for those searching for the page.
- The current physician recruitment video that was created in 2023, could be utilized and added to the website.

### **Messaging**

The messaging that is currently used for this important topic includes Doctor Recruitment, Healthcare Recruitment and Physician Recruitment. It is recommended that by changing the words we use to speak about this need in our community, will make a stronger connection to more people in our community as the proposed messaging is about sustaining local primary healthcare in our community, not just about physician recruitment.

A suggested update to messaging for Frontenac County is **Healthcare in our community**.

Considering a campaign in the future to seek support around healthcare in our community, will be beneficial in raising awareness and increasing the level of community support. There will be budget required to support this campaign and development of the campaign.

### **Other Considerations**

Establishing targeted marketing that can be adapted to specific physicians interested in or visiting Frontenac County will need to be considered and resourced accordingly. This would include a targeted sales kit outlining the various amenities that are available in Frontenac County and across the region.

Many spouses of physicians are seeking employment with the relocation. A future area to consider is potential support for spouses through existing programs. There will be a cost associated with this and budget will need to be allocated.

There may be further programs or initiatives coming from Ontario Health that offers opportunities or support for our community.

### **Conclusion and Recommendation**

The Frontenac County clinics are important sources of local employment and provide referrals to support other local businesses including pharmacies and physiotherapy. Access to local primary care is important for communities to stay healthy and vibrant.

From an economic development perspective, the availability of primary medical care is a key consideration for the attraction of new residents and workers to any region. This is a primary consideration for couples with school aged children, who rely on convenient access to medical advice, vaccinations, check-ups and other support. Individuals who retire to the region also consider regular and convenient access to physicians.

Healthcare in Frontenac County requires support on numerous levels, and staff recommend that the County lead an operational review of the Sydenham, Verona, Sharbot Lake and Wolfe Island medical practices, in partnership with the physicians and community members who lead them. Through the operational review, a path to ensure that the delivery of local primary health care is sustainable in Frontenac County which will support efforts to recruit and retain physicians and other primary healthcare professionals in our community.

### **Financial Implications**

\$20,000 was included in the 2024 budget for the purpose of supporting efforts to recruit and retain healthcare professionals such as physicians and nurse practitioners in Frontenac County. An operational review by a third party consultant is estimated to cost between \$15,000 and \$20,000.

It is likely that additional resources and costs to support medical clinics in Frontenac County will be recommended once the operational review is complete.

### **Strategic Priorities**

County Council approved [Frontenac County Strategic Plan \(2023-2026\)](#). This project is aligned with the intent of the priority listed below, with specific items.

#### **Priority 2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County.**

- Provide business support and resources to existing and prospective businesses.

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

Sydenham Family Health Team  
Verona Family Health Team  
Wolfe Island Community Medical Clinic  
Sharbot Lake Family Health Team  
Queen's Family Health Team  
KFL&A (Kingston, Frontenac, and Lennox & Addington) Public Health  
City of Kingston  
Niagara Region  
Hastings County  
Town of Huntsville  
Haliburton County



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# Frontenac K&P Trail

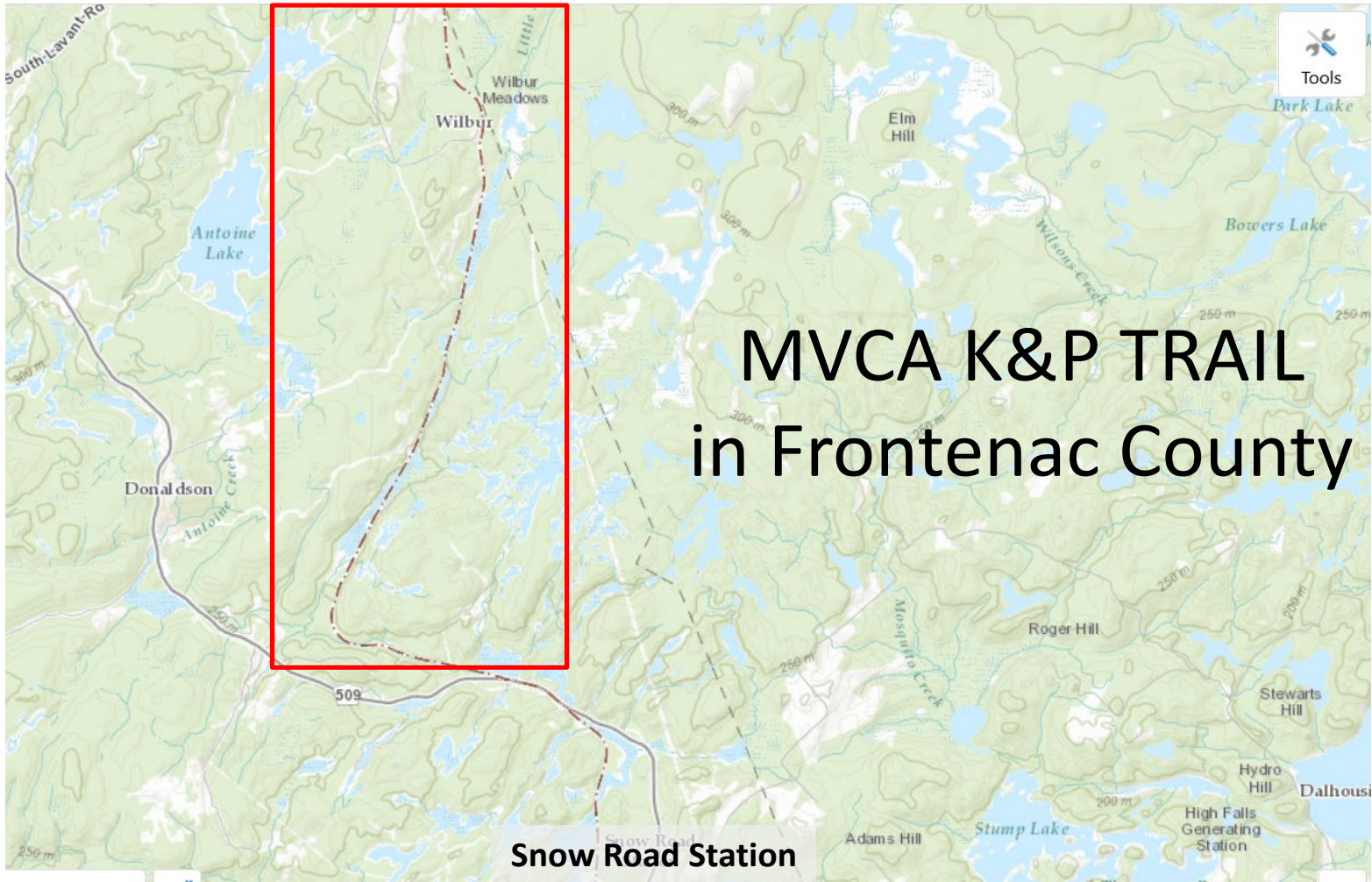
## Mississippi Valley Conservation Authority Land Purchase Update and Lease to Own Agreement

Planning & Economic Development Committee | | April 10, 2024

## Background

- Letter sent by MVCA to 3 Counties
- Negotiations led by Lanark County
- County Council approved purchase for \$1





## Lease-to-Own

- Allows for transfer of K&P Trail while title issues are resolved by MVCA
- Will permit the Counties of Frontenac, Lanark and Renfrew to manage and rehabilitate trail
- Supports long-term vision of a K&P Trail spine in Frontenac County and the creation of the Eastern Ontario Rail Trail Loop.

## Intangibles to Business Plan 2023 - 2027

- Economic Development Partner Collaboration
- Destination Development Resources
- K&P Trail – Work & Management Demands
- Volume of Planning Applications
- Township Planning Policy Work
- Communal Services Implementation
- Ontario Land Tribunal (OLT) Appeals
- Provincial Planning Legislation Changes



# Questions?



Report 2024-035

### Committee Recommend Report

**To:** Planning and Economic Development Committee  
**From:** Richard Allen, Manager of Economic Development  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** April 10, 2024  
**Re:** **K&P Trail – Mississippi Valley Conservation Authority Land Purchase Update and Lease to Own Agreement**

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#### Recommendation

**Be It Resolved That** the Planning and Economic Development Committee endorses the joint lease-to-own agreement between Frontenac County, together with Lanark and Renfrew Counties, and the Mississippi Valley Conservation Authority (MVCA),

**And Further That** the Committee recommends that the Council of the County of Frontenac authorize the Warden and Clerk to enter into a lease agreement with the MVCA for any K&P Trail lands with outstanding title discrepancies, notwithstanding the provisions of the staged purchase agreement.

#### Background

A March 19th, 2021, letter from the Mississippi Valley Conservation Authority (MVCA) was sent to Lanark, Frontenac and Renfrew Counties expressing MVCA's interest in selling their section of the K&P to the three Counties.

The MVCA has owned and managed 35km of the K&P since 1990. Their section extends 7.8 km through North Frontenac, through Lanark Highlands for 20.7 km and finally 6.7 km through Greater Madawaska towards Calabogie. The sections to the north of the MVCA piece are owned by Township of Greater Madawaska and past Calabogie by Renfrew County.

At it's regular meeting on May 17, 2023 County Council considered [Report 2023-061](#) and passed the following motion regarding the purchase of K&P Trail lands owned by the MVCA:

Motion #: 107-23 Moved By: Councillor Saunders  
Seconded By: Councillor Gowdy

**Be It Resolved That** the Warden and Clerk be authorized to enter into an Agreement of Purchase and Sale with the Mississippi Valley Conservation Authority for the Frontenac County portion of the K&P Trail section for one dollar (\$1), with a free and clear title;

**And Further That** the County Clerk is hereby further authorized to execute all closing documents as may be required in order to complete the subject transaction, and to do all other things as may be reasonably be required to close and complete the foregoing transaction.

**Carried**

### **Comment**

Since the [Report 2023-061](#) was presented to County Council on May 17, 2023, significant progress has been made regarding the acquisition of the K&P Trail section owned by the Mississippi Valley Conservation Authority (MVCA). Discussions have resulted in the creation of two documents: a Lease Agreement and an Agreement of Purchase and Sale, which frame the conditions under which Frontenac County, along with Lanark and Renfrew Counties, will take possession and eventual ownership of the trail.

### **Agreement of Purchase and Sale**

The Agreement of Purchase and Sale concerning the K&P Trail outlines a structured approach for its acquisition by Frontenac County, together with Lanark and Renfrew Counties, from the Mississippi Valley Conservation Authority (MVCA). This structured approach is designed to ensure throughout the process:

**Initial Stage:** This stage includes portions of the trail that are ready for transfer without the need for additional legal or survey-related validations to confirm ownership rights. Most of the Frontenac County portion of the trail will be transferred in the initial stage.

**Second Stage:** Covers sections of the trail not immediately in MVCA's name at the start of negotiations. For these sections, the MVCA must undertake specific legal steps, including surveys and obtaining court orders, to secure clear ownership that can be transferred. These transactions are set to conclude 90 days after MVCA has completed all necessary steps to establish clear ownership and notifies the purchasing counties of such readiness. The remaining portions of trail in Frontenac County are expected to be transferred as part of this stage.

**Third Stage:** This stage is reserved for any remaining sections of the trail, particularly those requiring complex legal adjustments, such as changing a leasehold interest to full ownership or addressing issues related to Crown land. The finalization of this stage is anticipated 90 days post-resolution of all legal considerations and receipt of clear ownership status by MVCA.

Should there be sections of the trail not addressed in the initial stages due to unforeseen complexities, additional steps can be incorporated into the agreement to ensure comprehensive coverage of the entire trail in the acquisition process.

The County would be responsible for some or all the survey and legal costs regarding parcels with outstanding issues in Frontenac. There appears to be 2-3 potential title issues to resolve within Frontenac County, and a significant portion of the MVCA owned K&P Trail within Frontenac County can be purchased outright.

### **Lease Agreement**

The Lease Agreement between the Mississippi Valley Conservation Authority (MVCA) as the Landlord and the Corporations of the County of Lanark, Renfrew, and Frontenac, collectively referred to as the Tenant, is an arrangement that will allow the three Counties to take possession, manage and use the K&P Trail prior to the completion of the final purchase.

The lease begins on the date of signing and will conclude on the closing date of the associated Purchase Agreement. This period accommodates the phased conveyance of the trail to the Counties as outlined in the Purchase Agreement. The Counties will pay a nominal annual rent of \$10.00, payable in advance at the start of each lease year, with the first payment due on the Acceptance Date. Beyond rent, the Counties will be responsible for all realty taxes levied against the Leased Premises.

The Counties will commit to using the Leased Premises lawfully, specifically for maintaining and upgrading it as a recreational trail accessible to the public for recreational activities. With the MVCA's consent, the Tenant may make improvements to the trail, such as laying down aggregate or repairing bridges, to ensure its safe use. The agreement also permits the ability to install necessary signage and removable structures for risk management and to enhance the trail's usability.

The lease also includes provisions for termination if the Purchase Agreement is not completed within five years from the Closing Date for Stage 3, allowing either party to terminate the lease with one year's written notice.

### **Next Steps**

Considering the complexities of resolving the various title issues across the MVCA portion of trail, which spans multiple municipalities and Counties, the lease-to-own approach allows for Frontenac County and its partners to only assume ownership of parcels of trail with clear, unencumbered titles, while maintaining the ability to manage and operate the remaining parcels of trail through the lease agreement. This can ensure that the trail can be rehabilitated and managed as a whole segment while remaining parcels with titles are clarified.

Acquiring the K&P Trail from the MVCA supports County Council's direction in 2018 to establish a "spine route" through Frontenac County extending to the Lanark County boundary and keeps this corridor in the public domain. This part of the former railway corridor currently serves as the main trail connection between Sharbot Lake and Calabogie, with both towns serving as destinations primarily for motorized trail traffic.

This section is part of the “E” Trunk Route in the provincial snowmobile network, which are the primary trails in place across the province.

This section of the K&P Trail is also a key area of focus in the context of the Eastern Ontario Rail Trail Loop. Due to its relative remoteness, there will be opportunities for accommodations and food provision businesses expand or to be created nearby.

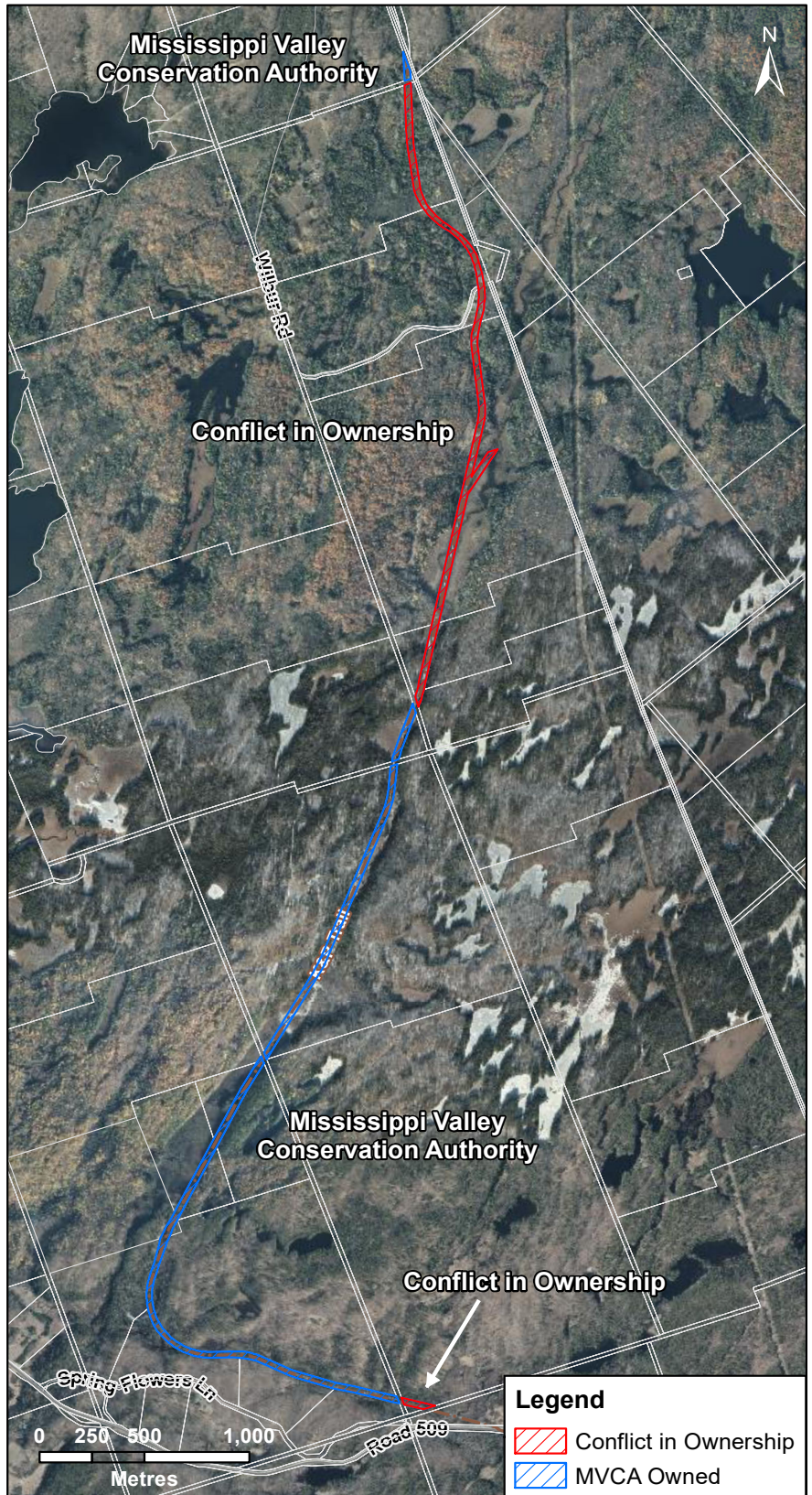
### **Financial Implications**

The cost to purchase the land from the MVCA is \$1, plus any related legal fees and potential survey costs, estimated to cost \$12,000 to \$15,000. The cost of the lease agreement is \$10 per year.

It is estimated that it will cost around \$527,915 to rehabilitate this 7.8-kilometre section to the County’s safe and reliable standard defined in the K&P Trail Management Plan. There is approximately \$1 million in the Canada Community Building Fund (CCBF) (formerly the Federal Gas Tax) that has been earmarked for trail development from Clarendon Station to Lanark County.

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

Alex Lemieux, Director of Corporate Services/Treasurer  
Kevin Farrell, Manager of Continuous Improvement/GIS  
Lanark County  
Renfrew County  
Mississippi Valley Conservation Authority  
Township of North Frontenac  
Snow Road Snowmobile Club  
Ottawa Valley ATV Club



Data Source: OGD, ESRI & The County of Frontenac. Created: 2023-01-09 Reference: Produced by the County of Frontenac with data supplied under license by members of the Ontario Geospatial Data Exchange. The County of Frontenac disclaims all responsibility for errors, omissions or inaccuracies in this publication.

# 2023 Business Survey



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## **Collaborative survey with partners**

- Frontenac County
- 4 Townships
- Frontenac Business Services

**Open – Dec. 20, 2023, to Jan. 31, 2024**

### **Marketing**

- Business Newsletter
- Direct emails from EcDev
- Road signs in each Township
- Social media
- Ads in Frontenac News (print and digital)
- Partners promoted through their channels.

**73 responses from across Frontenac**

# Frontenac Business Survey



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FRONTENAC BUSINESS SURVEY



FRONTENAC BUSINESS SURVEY



FRONTENAC BUSINESS SURVEY



FRONTENAC BUSINESS SURVEY

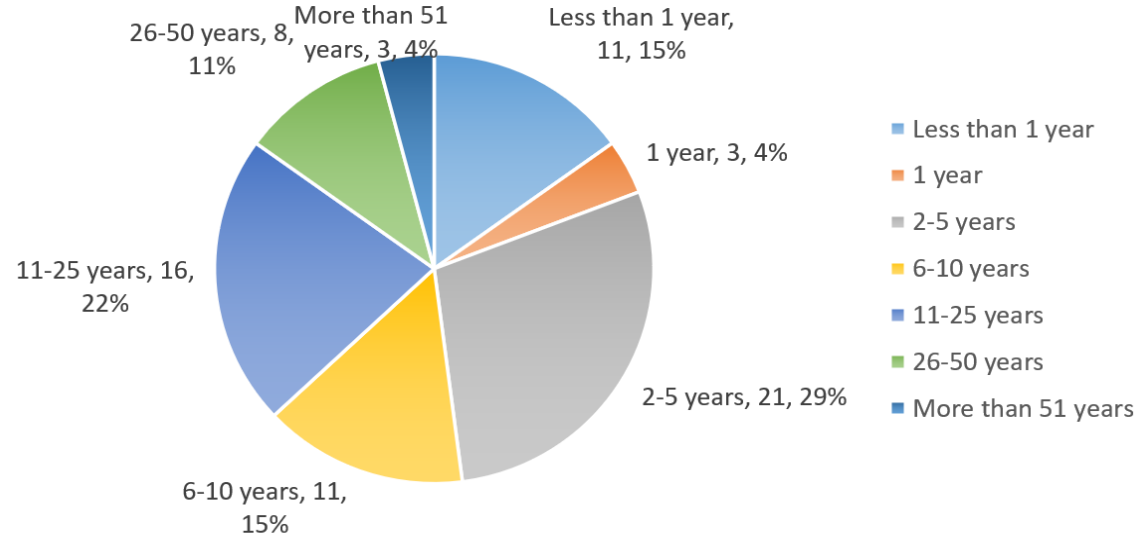




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## Length of time in business

- 11 respondents have been in business less than 1 year
- 3 over 51 years





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## **Benefits to business growth**

- Lifestyle – 39
- Supportive residents – 27
- Supportive business community – 25
- Supportive organizations and agencies – 24
- Access to major urban centres – 14
- Low cost of living and doing business – 15

## **Challenges to business growth**

- Securing and retaining staff – 16
- Insufficient internet access – 16
- Cost of utilities – 14
- Lack of utility services - 13
- In sufficient transportation infrastructure - 13
- Regulations that are burdensome and/or unnecessary-11



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## **Businesses**

- 37 respondents, self-employed
- 35 respondents, employ staff

## **Business spaces**

- 44 operate in a home-based business
- 14 operate in owned commercial space
- 11 operate in leased/rented commercial space

## **Succession planning** *(in next 10 years)*

- 15 planning to exit
- 45 not planning to exit
- 11 chose not to answer



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## Future Business Survey

- Every 4 years
- Align with County Strategic Planning
- Continue to solicit specific feedback for projects or issues as needed.
- Next survey 2027



**Report 2024-036**

### **Committee Information Report**

**To:** Chair and Members of the Planning and Economic Development Advisory Committee

**From:** Debbi Miller, Community Development Officer

**Date of meeting:** April 10, 2024

**Re:** **Planning and Economic Development Advisory Committee – 2023 Frontenac Business Survey Results**

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#### **Recommendation**

This report is for information purposes only.

#### **Background**

The Annual Business Survey helps to inform the County's Economic Development office, Frontenac Townships and Frontenac Business Services of the current climate in Frontenac County and the programs delivered to support Frontenac businesses. This was the seventh consecutive year the Frontenac business survey has been conducted. The 2023 survey was the first time that the content of the survey was developed collaboratively with the partners in Frontenac County.

Frontenac County first began to survey businesses broadly in September 2017 as part of the new Frontenac Ambassador program. In addition to business climate, Ambassadors were surveyed for feedback on the program itself. 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 with the intent of reaching a wider set of businesses, regardless of whether they were participants in the Ambassador program or not. The survey received 190 responses.

Throughout 2020 a number of surveys were launched in the spring and summer to gauge the impact of the COVID-19 pandemic on the local business community.

The next County-wide business survey was conducted in January of 2021, soliciting 143 responses. In addition to asking the questions outlined in the 2019 survey, new questions were added specific to the COVID-19 Pandemic. In January 2022, the business survey was conducted, soliciting 57 responses were captured and in 2023 there were 73. Below is a summary of the number of business survey respondents year over year for comparison.

	Ambassador Survey		Entire Business Community				
Survey Year	2017	2018	2019	2020	2021	2022	2023
Number of Responses	46	45	190	143	77	57	73

**Discussion**

The 2023 survey was available on [Engage Frontenac](#) for six weeks from December 20, 2023, to January 31, 2024. A total of 73 survey responses from businesses across Frontenac County were received. The survey was promoted to the business community through the following methods:

- Economic Development weekly business email newsletter,
- Direct emails to businesses,
- Large temporary road signs in each Township,
- Social media,
- A banner on the Frontenac County website,
- Ads in Frontenac News, print edition and digital ads on the Frontenac News website.

In addition, the Townships, Regional Tourism Organizations and Frontenac Business Services were asked to post and share the survey through their own newsletters and social media channels to amplify the message.

Registration to the Engage Frontenac platform was not required to complete the survey, it was open for anonymous submissions from businesses. Of the 73 survey respondents, 8 businesses remained anonymous and 65 chose to self-identify their business.

**Results**

There were respondents from each of the Townships across Frontenac. Below is the breakdown and the number of respondents by Township.

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Information Report to Planning and Economic Development Advisory Committee  
 2023 Annual Frontenac Business Survey Results  
 April 10, 2024

Township	2023 Survey Responses	% of 2023 Survey Responses	Population	% of County Population
North Frontenac	16	21.9%	2,285	7.8%
Central Frontenac	16	21.9%	4,892	16.7%
South Frontenac	32	43.8%	20,188	68.9%
Frontenac Islands	9	12.3%	1,930	6.6%

### Communication

Respondents were asked about the methods of communication they use to learn about information related to business services and opportunities. This information helps to inform the way Economic Development communicates with the Frontenac businesses. Respondents were permitted to select more than one option.

- Social media – 52
- Frontenac County Weekly Business Newsletter – 46
- Frontenac News, print edition – 25
- Road Signs – 19

Social media was the top response, and it is important to note the responses were about social media in general and not specific to a platform or an organizations social media presence.

The newsletter is the Economic Development Team’s main form of communication to our businesses. 31 businesses (43% of respondents) indicated they were already receiving the weekly business newsletter and 32 businesses (45% of respondents) asked to be added to the newsletter subscription list, which now has 265 recipients.

The information around communication that was collected also supports the marketing and communication efforts by Economic Development and the County’s Communications Officer on the various initiatives and campaigns undertaken in the community.

The survey also asked businesses about their use of social media. This information guides the tools that we use and support amplifying messages that businesses are posting.

- 7 businesses don’t use social media.
- 62 respondents use Facebook,

- 40 use Instagram,
  - 1 uses X (Twitter),
  - 3 use TikTok,
  - 6 use other platforms including LinkedIn, Air BnB and Google.
- 48 businesses have a website.
  - 25 do not have a website.
  - 25 businesses sell products or services online.
  - 22 do not sell online.

Over the past 4 years the online landscape has changed dramatically for the business community. It is interesting to note that 34% of respondents do not have an online presence. There has been a slight increase in the percentage of businesses that sell products and services online.

Businesses in Frontenac County report having a global reach with customers however the primary top three areas businesses draw their customer base from continue to be Frontenac County, Kingston, Eastern Ontario, this remains consistent with the last 2 years. Understanding how online sales impact the customer base will be interesting to see trends in future surveys.

### **Business Information**

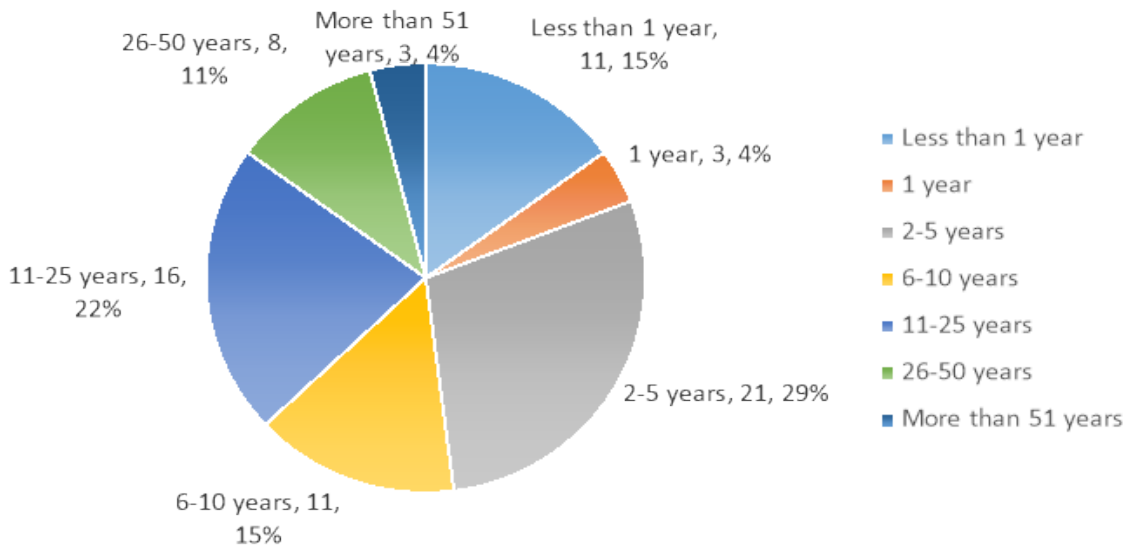
Below are some responses that are helpful to understand about the business community in Frontenac.

Of the 73 respondents there were numerous sectors represented in Frontenac. The sectors in Agriculture, Forestry, Fishing as well as Food Production and/or Processing have seen the largest increase since the 2022 survey, with 9 respondents from those 2 sectors in 2022, as compared to 16 for 2023.

- Accommodation – 11
- Agriculture, Forestry or Fishing – 9
- Food Production and/or Processing – 7
- Construction, landscaping and/or Trades – 6
- Arts & Entertainment – 6
- Professional Services – 6
- Food Services – 4
- Tourism – 4
- Recreation & outdoors – 3
- Health & Wellness - 2
- Manufacturing - 1

Frontenac County has several long-standing businesses operating within the community. Below is a pie chart from respondents of the number of years businesses have been in operation.

It is important to note in the 2023 survey that eleven of respondents are new businesses and have been in business less than one year in Frontenac. In the 2022 survey responses there were 2 respondents that had been in business less than 1 year. Following up on the information received in the survey responses, the Economic Development Team will connect with these businesses to share information about programs and services.



Frontenac County is made up of numerous self-employed businesses. The survey respondents demonstrate this with 37 respondents indicating they are self-employed, and 35 respondents employ additional staff.

Businesses in Frontenac County operate in a variety of spaces, with the majority being home-based businesses. Depending on the nature of your business, space, structure of the space you require, operating a home-based business can be an ideal option.

- 44 - Operate in a home-based business
- 14 - Operate in owned commercial space
- 11 - Operate in a leased/rented commercial space

Businesses were asked about the availability of commercial real estate in Frontenac County. Of the respondents, 64 businesses responded to the question. The breakdown in responses are as follows: 8 indicated it is good, 10 indicated it is bad, 43 were unsure and 3 preferred not to answer.

## **Training**

Training is an area where support can be provided for businesses through partner organizations to offer learning opportunities. There were 27 respondents that indicated they were interested in training opportunities and 42 answered no.

Some of the areas of training that businesses expressed interest in were marketing and communication including between businesses, online sales, finance, funding applications, including funding sources, tax forms, mentorship programs, and business start-up process.

Economic Development will continue to explore opportunities for additional training opportunities to bring to the business community through partners.

## **Benefits and challenges to business growth**

We know there are benefits and challenges to growing a business. Businesses were asked about the top three benefits and challenges to growing their business in Frontenac.

The top 4 benefits for business growth have remained consistent for 4 years, since 2020.

- Lifestyle – 39
- Supportive residents – 27
- Supportive business community – 25
- Supportive organizations and agencies – 24
- Access to major urban centres – 14
- Low cost of living and doing business – 15

The main challenges noted by respondents have also been consistent over the last 3 years.

- Securing and retaining staff – 16
- Insufficient internet access – 16
- Cost of utilities – 14
- Lack of utility services – 13
- Insufficient transportation infrastructure - 13
- Regulations that are burdensome and/or unnecessary – 11
- Accessing capital – 7
- Lack of suitable property to purchase – 6

## **Succession Planning**

Over three-quarters (76%) of small business owners are planning to exit their business, according to a report by the Canadian Federation of Independent Business (CFIB) in 2023.

Businesses were asked if they are planning to exit their business in the next 10 years. Of the 73 respondents, 15 indicated yes, they were planning to, and 45 businesses indicated they were not planning to and 11 chose not to answer.

Pursuing various opportunities to connect these businesses to appropriate support is an important next step. A follow up question asked about the type of support they would like with succession planning. Of the 73 respondents, 19 preferred to not answer and the following are the responses received:

- Online webinars and training sessions – 19
- One-on-one meeting with business supports –16
- Workshop – 16
- Small group sessions – 14
- Series of sessions – 7

## **Future Business Surveys**

The annual business survey has a substantial draw on resources to develop, promote and analyze on a yearly basis for the Economic Development team and the survey has not seen substantial increases in responses year over year.

Going forward, the Economic Development Team will take a more strategic approach to the survey and conduct it every four years to align with County Council's strategic planning cycle. This will allow for Council to consider the interests of local businesses specifically as part of their priority setting process. The economic development team will invest additional time and resources to engage meaningfully with business owners online, in person or through partnership meetings. The next comprehensive business survey will take place in early 2027.

As needed, Economic Development or Communications staff will solicit feedback from the business community using short surveys and other engagements that are specific to an issue or project.

## **Financial Implications**

There are no financial implications associated with this report.

## **Strategic Priority Implications**

**Priority 2:** Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

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Information Report to Planning and Economic Development Advisory Committee  
2023 Annual Frontenac Business Survey Results  
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**Organizations, Departments and Individuals Consulted and/or Affected**

Businesses in Frontenac County  
Township of North Frontenac  
Township of Central Frontenac  
Township of South Frontenac  
Township of Frontenac Islands  
Frontenac Business Services



Report 2024-037

### Committee Recommendation Report

**To:** Chair and Members, Planning and Economic Development Advisory Committee

**From:** Kelly Pender, Chief Administrative Officer

**Prepared by:** Sonya Bolton, Manager of Community Planning

**Date of meeting:** April 10, 2024

**Re:** **Planning and Economic Development Department – Application for Extension of Draft Plan of Condominium Approval, Shield Shores Condominium, Township of South Frontenac (File Number 10CD-2016-001)**

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#### Recommendation

**Be It Resolved That** the Council of the County of Frontenac receive the report titled Planning and Economic Development – Application for Extension of Draft Plan of Condominium Approval, Shield Shores Condominium, Township of South Frontenac (File Number 10CD-2016-001); and,

**Further That** the Council of the County of Frontenac extend the draft approval for the plan of condominium for Shield Shores for a period of one year, to April 17, 2025.

#### Background

The County of Frontenac has received an application to extend draft plan approval for the Shield Shores Condominium (County File Number 10CD-2016-001). Draft plan approval is set to lapse on April 20, 2024. This is the second request for draft plan extension for the Shield Shores Plan of Condominium. The original application for the Shield Shores Condominium was approved by the County of Frontenac on May 15, 2019. Conditional approval is good for a period of three years. On April 20, 2022, County Council provided a two-year extension for draft plan approval.

The Shield Shores draft plan of vacant land condominium is for the creation of eighteen (18) residential units, two private lanes for access, and five additional blocks of land (the blocks include open space, trail, common waterfront access, and an area for mailbox and garbage collection). Six of the residential units will have frontage on Dog Lake. The property is located approximately one kilometre east of the Settlement Area of Battersea.

Attachment 1 to this report shows the location and an air photo of the subject property. Attachment 2 is the draft plan of condominium that shows the unit (lot) layout, the proposed lanes, and blocks.

## **Comment**

### **Reason for Draft Plan Extension**

The County of Frontenac is in receipt of the application dated January 15, 2024, from the developer, Mr. Barry Campbell, requesting an extension of draft plan approval.

The application to extend draft plan approval for the Shield Shores Condominium lists the reasons for why an extension is requested. The application references several delays with Hydro One reviewing the subdivision application and preparing a design for the installation of hydro services. Hydro One finished installing services in August 2023. However, the detailed engineering drawings required as a condition of draft plan approval could not be completed until Hydro One services were complete.

The applicant is actively working to fulfill the remaining conditions. However, it is unlikely that there is enough time for the required drawings and documentation to be reviewed and approved by the Township of South Frontenac and external agencies before the expiry of the extension. Once the conditions are fulfilled, the applicant will have to apply to the County for final plan approval. A copy of the draft plan conditions has been included with this report as Attachment 3.

### **Township of South Frontenac**

The County provided the Township of South Frontenac with a copy of the application for the extension of draft plan approval. A report from South Frontenac staff was presented to South Frontenac Council on February 20, 2024 and Township Council approved the following resolution:

Resolution No. 2024-04-10

Moved by Councillor Ruttan

Seconded by Councillor Sleeth

That South Frontenac Council recommend the County of Frontenac extend draft plan approval for a period of one year for application 10CD-2016/001, subject to the conditions approved by the County of Frontenac on May 15, 2019, and direct the Clerk to forward this resolution to the County Clerk.

### **Public Notice**

The *Planning Act* does not require public notification for applications involving the extension of draft plan approvals for plans of subdivision or condominium.

### **Planning Comments**

The lapsing of draft plan approval and consideration of a request for extension is dealt with under Section 50.1 of the [Planning Act](#).

- Lapsing of approval, subsection (32): In giving approval to a draft plan of subdivision [condominium], the approval authority may provide that the approval lapses at the expiration of the time period specified by the approval authority, being not less than three years, and the approval shall lapse at the expiration of the time period, but if there is an appeal under subsection (39) the time period specified for the lapsing of approval does not begin until the date the Tribunal's decision is issued in respect of the appeal or from the date of a notice issued by the Tribunal under subsection (51).
- Extension, subsection (33): The approval authority may extend the approval for a time period specified by the approval authority, but no extension under this subsection is permissible if the approval lapses before the extension is given, even if the approval has been deemed not to have lapsed under subsection (33.1).

### **Conclusion**

Given the circumstances expressed by the applicant/developer, County planning staff are satisfied that a one-year extension for draft plan approval is appropriate for this draft plan of condominium.

### **Strategic Priority Implications**

This application involves the review and extension of an approval under the *Planning Act* and does not directly impact the Strategic Priorities.

### **Financial Implications**

There are no financial implications for the County associated with this report.

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

County of Frontenac, Planning and Economic Development Department

Township of South Frontenac

**Attachments**

1. Location Map and Air Photo – Shield Shores Plan of Condominium
2. Shield Shores – Draft Plan of Condominium
3. Conditions of Draft Plan Approval – Shield Shores

# 10CD-2016/001 SHIELD SHORES

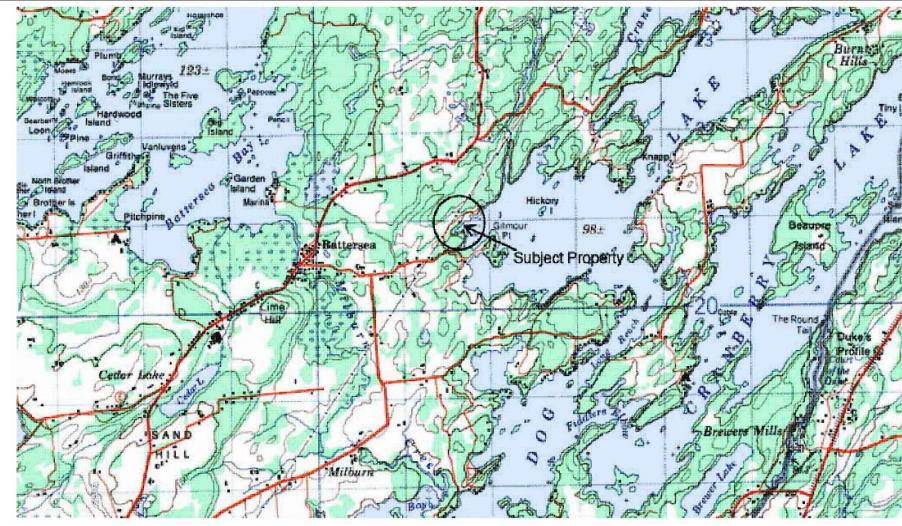


**Legend**

- Draft Lots
- Parcel Fabric

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City of Frontenac



**KEY PLAN**  
**DRAFT PLAN OF CONDOMINIUM**  
 PART OF LOTS 15, 16, AND 17  
 CONCESSION 9  
 TOWNSHIP OF SOUTH FRONTENAC  
 (GEOGRAPHIC TOWNSHIP OF PITTSBURGH)  
 (FORMER MUNICIPAL TOWNSHIP OF STORRINGTON)  
 COUNTY OF FRONTENAC  
 SCALE: 1:1000  
 DATE: DECEMBER 10, 2018

METRIC  
 DISTANCES & COORDINATES SHOWN ON THIS PLAN  
 ARE IN METRES AND CAN BE CONVERTED TO FEET  
 BY DIVIDING BY 0.3048

SECTION 51(17)  
 PLANNING ACT - INFORMATION  
 A) BOUNDARY OF LANDS TO BE SUBDIVIDED  
 AS SHOWN ON DRAFT PLAN  
 B) EXISTING AND PROPOSED ROADWAYS  
 AS SHOWN ON DRAFT PLAN  
 C) RELATIONSHIP TO ADJACENT LANDS  
 AS SHOWN ON DRAFT PLAN AND KEY PLAN  
 D) LANDS TO BE USED FOR RESIDENTIAL PURPOSES  
 E) EXISTING USES OF ADJACENT LANDS  
 AS SHOWN ON DRAFT PLAN  
 F) APPROPRIATE DIMENSIONS AND LAYOUT OF UNITS  
 AS SHOWN ON DRAFT PLAN  
 G) NATURAL AND ARTIFICIAL FEATURES  
 AS SHOWN ON DRAFT PLAN  
 H) PRIVATE WATER WELLS TO BE PROVIDED  
 I) SERVICES AVAILABLE INCLUDE HYDRO AND BELL  
 J) RESTRICTIONS AFFECTING THE LAND ARE SHOWN  
 ON THE DRAFT PLAN

**SITE DATA**

Land Use	Number of Units	Number of Lots	Length (m)	Area (ha.)	Percent (%)
RESIDENTIAL UNITS 1 to 18	-	18	-	26.65	79.65%
COMMON ELEMENT (OPEN SPACE)	-	25-27 & 29	-	3.73	11.19%
COMMON ELEMENT (ROADS)	-	23-24	-	3.07	9.16%
Total	-	-	-	33.46	100.00%

**NOTE AND LEGEND**

BEARINGS SHOWN HEREON ARE GROUND BEARINGS DERIVED FROM  
 ONE CONTROL POINT USING THE PRECISE POINT POSITIONING (PPP) SERVICE,  
 UTM ZONE 18, NAD83(CRS1997.0)

P1 DENOTES PLAN 13R-12703  
 P2 DENOTES PLAN 13R-15772  
 P3 DENOTES PLAN 13R-18473

**SURVEYOR'S CERTIFICATE:**

I CERTIFY THAT THE BOUNDARIES OF THE LANDS TO  
 BE SUBDIVIDED AND THEIR RELATIONSHIP TO THE  
 ADJACENT LANDS ARE CORRECTLY SHOWN.

DATE \_\_\_\_\_ LESLIE M. HIGGINSON  
 ONTARIO LAND SURVEYOR

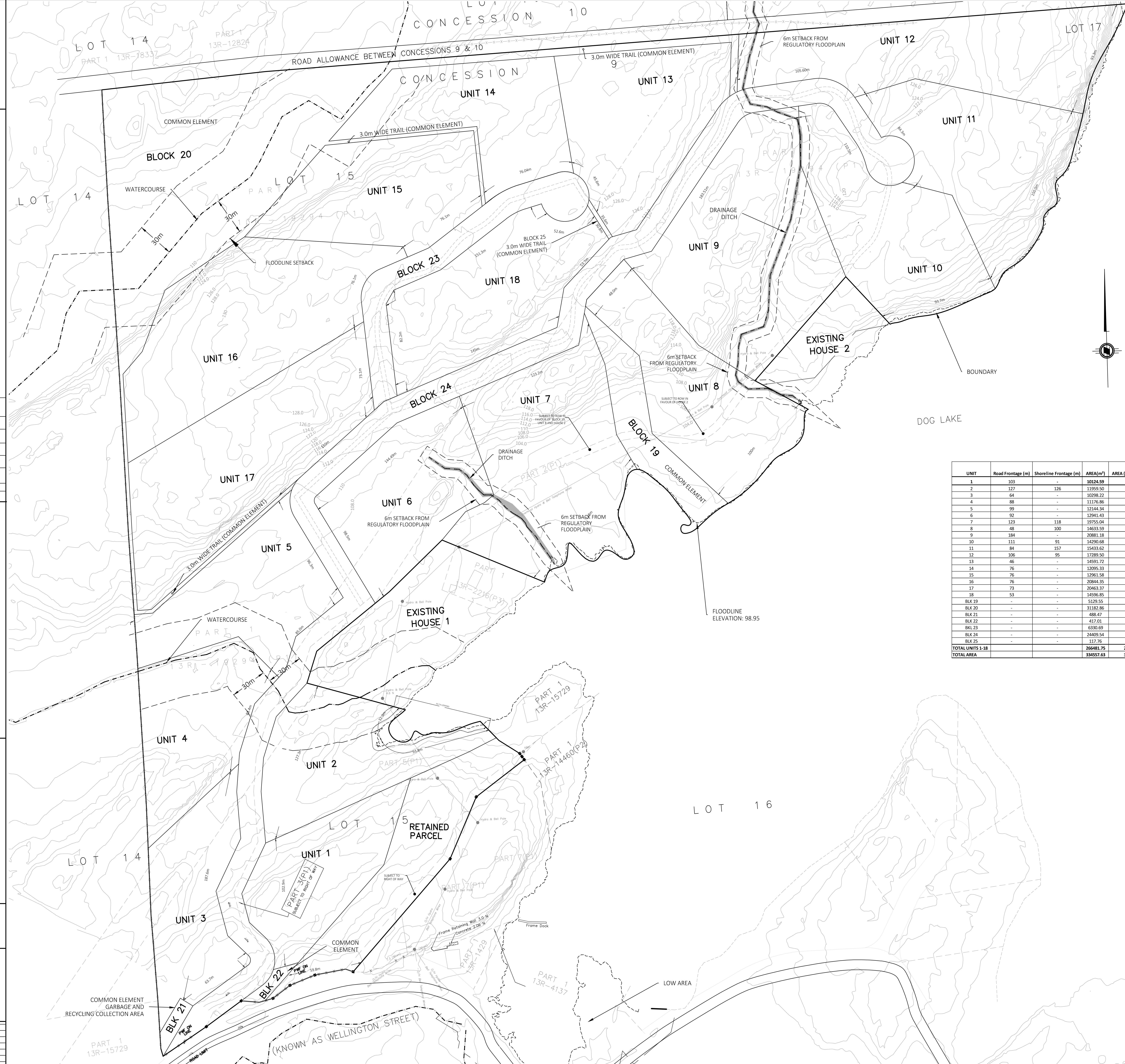
**OWNER'S CERTIFICATE:**

I, Barry Campbell, hereby authorize Josselyn Engineering  
 to prepare and submit this plan to the County of  
 Frontenac, for review and approval.

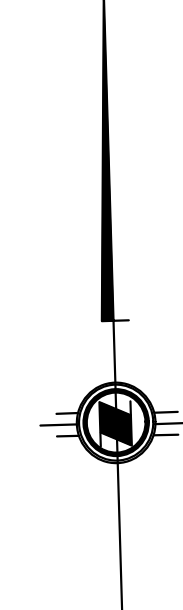
DATE \_\_\_\_\_ BARRY KEITH CAMPBELL

LESLIE M. HIGGINSON SURVEYING Ltd.  
 1004 GARDINER ROAD  
 1007126, TORONTO, ON M9P 1B7  
 (416) 291-7506 (416) 291-5578 or leslie@lmhigginson.com

**JE Josselyn Engineering Inc.**  
 1225 GARDINER ROAD, #105  
 MISSISSAUGA, ONTARIO L4Y 1G5  
 TEL: 615-434-9278  
 FAX: 615-434-9138  
 E-MAIL: josselyn@josselyn.co



UNIT	Road Frontage (m)	Shoreline Frontage (m)	AREA (m <sup>2</sup> )	AREA (ha)	AREA (acres)
1	303	-	10124.99	1.01	2.50
2	127	126	11959.50	1.20	2.95
3	84	-	10598.27	1.03	2.54
4	88	-	11176.86	1.12	2.76
5	99	-	12144.34	1.21	3.00
6	92	-	12941.43	1.29	3.20
7	123	118	12955.04	1.30	3.21
8	48	100	14833.59	1.48	3.63
9	384	-	20881.18	2.09	5.16
10	111	91	14202.69	1.43	3.52
11	84	157	15433.62	1.54	3.81
12	106	95	17289.50	1.73	4.27
13	46	-	14591.72	1.46	3.60
14	76	-	12096.33	1.21	2.99
15	76	-	12961.58	1.30	3.20
16	76	-	28844.36	2.88	7.13
17	73	-	20463.37	2.05	5.05
18	53	-	14596.85	1.46	3.63
BLK 19	-	-	5329.53	0.53	1.32
BLK 20	-	-	31182.86	3.12	7.70
BLK 21	-	-	488.47	0.05	0.12
BLK 22	-	-	411.02	0.04	0.10
BLK 23	-	-	6330.69	0.63	1.56
BLK 24	-	-	24409.54	2.44	6.03
BLK 25	-	-	111.76	0.01	0.02
TOTAL UNITS 1-18	-	-	266481.75	26.65	65.83
TOTAL AREA	-	-	334557.63	33.46	82.61



No.	Date	Revision	Description



10CD-2016/001 (Shield Shores)  
Plan of Vacant Land Condominium  
Conditions of Draft Approval

Date of Decision: May 15, 2019

Amended Conditions: N/A

**Conditions of Draft Plan Approval**

The conditions of approval for the draft plan of vacant land condominium are as follows:

1. That this approval applies to the Draft Plan of Vacant Land Condominium dated December 10, 2018, showing a total of 18 residential Units, 5 Blocks and two private lanes, prepared and certified by Leslie M. Higginson (surveyor).
2. That the Owner shall agree to enter into a condominium agreement with the Township of South Frontenac, to the satisfaction of the Township and to be registered on title of the subject land.
3. That the Owner shall agree in writing to satisfy all the requirements, financial or otherwise to the Township of South Frontenac concerning the provision/upgrade of roads, installation of services, drainage works, utilities and all other required works in accordance with the Township's Design Criteria and Guidelines. Further, that the development, construction and use of the lands in this condominium shall be in accordance with the following reports submitted with the application for draft approval, unless otherwise amended, modified, or directed in writing by the Township and as secured in the condominium agreement:
  - Fotenn Consultants Inc., Planning Report, Shield Shores Residential Development, February 25, 2016;
  - Mary Alice Snetsinger, Environmental Impact Statement for Campbell Property, January 10, 2016, technical addendum August 24, 2016;
  - Ecological Services, Gray Ratsnake Surveys, June 1, 2016;
  - Ecological Services, Shallow Waterbody Submission, April 4, 2018;
  - BluMetric Environmental, Hydrogeological Assessment and Terrain Analysis for Proposed Development of Con 9, Part Lots 15, 16 and 17, Dog Lake Township of South Frontenac, February 2016, technical response August 8, 2016 and May 4, 2017;
  - Josselyn Engineering Inc, Traffic Impact Assessment Report, Shield Shores Condominium, November 25, 2016, updated August 22, 2017;
  - Josselyn Engineering Inc. Analysis of Stormwater Management Requirements for Dog Lake Subdivision, February 4, 2016 and Analysis of Stormwater Management Requirements dated May 1, 2017; and
  - Adams Heritage, Archaeological Assessment (Stages 1 & 2), Dog Lake Ridge, May 12, 2015.
4. That the Owner shall reimburse the Township of South Frontenac and the County of Frontenac for all legal, engineering, planning, administrative expenses and permit

fees, including the cost of any peer review that the Township or the County may require in relation to the development and the fulfillment of conditions.

5. That the two proposed private lanes shown in the draft plan (Block 23 and Block 24) be designed and constructed, at a minimum, in accordance with Township Design Criteria and Standards and Private Lane Standards for new private lanes.
6. That the Owner agrees in writing that any easements as may be required for utility or drainage purposes shall be granted to the appropriate authority.
7. That 0.3 metre reserves be established along the boundaries of any blocks and units, other than the condominium road, which abut the Wellington Street road allowance to the satisfaction of the Township. Any 0.3 metre reserves shall be deeded to the Township for the purpose of controlling additional access to the plan of condominium.
8. That the Owner agrees that any dock at Block 19 be located at the open water end of the Block (i.e., southeast portion of the Block) and not in the narrow bay at the southwest side of the Block.
9. That the Owner shall agree in writing to install and power street lighting to the satisfaction of the Township and in accordance with Township Design Criteria and Guidelines.
10. That the Owner shall agree in writing to name the street in accordance with Township 9-1-1 Civic Addressing policy for the Township and shall install signage to the satisfaction of the Township and in accordance with Township Design Criteria and Standards.
11. That the Owner shall agree in writing to install garbage and recycling depot in a location to the satisfaction of the Township and in accordance to Township Design Criteria and Standards.
12. That the Owner shall agree to update and revise the traffic impact report entitled Josselyn Engineering Inc., Traffic Impact Assessment Report, Shield Shores Condominium, August 22, 2017 to the satisfaction of the Township and in accordance to Township Design Criteria and Standards.
13. That the Owner agrees in writing to pay cash-in-lieu of parkland in accordance with approved Township policies.

14. That the Owner agrees in writing that the Township may implement whatever measures it deems necessary to ensure orderly development of the plan of condominium, including but not limited to the requirement of separate condominium agreements, imposition of "h" holding zoning or 0.3 metre reserves.
15. That the Owner agrees to deposit with the Township, securities in the form of a letter of credit, representing 100% of the estimated cost of the works to be provided with respect to the condominium. The letter of credit shall be reduced, in accordance with the terms and conditions of the Condominium Agreement.
16. That the Owner agrees for the condominium agreement to contain a provision requiring the Owner to pay development charges, in place at the time of the issuance of the building permit, prior to the issuance of the building permit and to acknowledge and agree that the Township will not issue any building permit until the development charges have been paid in full.
17. That the Owner shall agree in writing to obtain permits or approvals as may be required from any federal, provincial, municipal or local authority and to file copies thereof with the Township.
18. That the Owner shall agree in writing that the natural soil and vegetation within the 30 metres setback area from Dog Lake is not to be disturbed and is to be left in its natural state as of the date of draft approval. The condominium agreement and condominium declaration include provisions that would require unit owners to provide protection of natural vegetation within the 30 metre setback area. This shall not prevent the establishment of a 1.5m wide (maximum) pathway to the lake or the removal of noxious weeds or invasive species.
19. That prior to final approval, the County of Frontenac is to be advised by the Township of South Frontenac that this proposed condominium conforms to the Zoning By-law in effect for the Township.
20. That the Owner shall agree in writing that a Canada Post Centralized Community Mail Boxes, be installed, if deemed necessary by Canada Post, at a location to the satisfaction of Canada Post and the Township.
21. That the following conditions from KFL&A Public Health, be addressed to the satisfaction of the Township and KFL&A Public Health:
  - (a) The site servicing plan showing the location of the house, well, sewage system envelopes (primary and alternate), taking into consideration site topography be

prepared and provided to all future purchasers through the condominium declaration.

- (b) Primary and alternate sewage system locations be reserved and maintained solely for that purpose. No constructions of wells, homes, driveways, pools, garages or other structures is to take place in the primary or alternate area.
  - (c) Existing soil conditions will necessitate the importation of suitable fill for the installation of sewage systems, resulting in fully raised sewage systems. Some units will require additional fill or extensive site grading to deal with saturated conditions.
  - (d) Deviations from the locations on the updated site servicing plan may require the submission of an engineering report/design and terrain analysis supporting the proposed changes (including potential impact on adjoining properties).
22. That all requirements and recommendations specified in the hydrogeology report entitled BluMetric Environmental, Hydrogeological Assessment and Terrain Analysis for Proposed Development of Con 9, Part Lots 15, 16 and 17, Dog Lake Township of South Frontenac, February 2016 and all associated drawings be addressed to the satisfaction of the Township, KFL&A Public Health and Cataraqui Region Conservation Authority.
23. That any existing wells and/or septic systems that may be present on the site and which are not planned to be used as part of the condominium development be decommissioned as per applicable regulations.
24. That the recommendations of the environmental impact statement, entitled Mary Alice Snetsinger, Environmental Impact Statement for Campbell Property, January 10, 2016 be addressed to the satisfaction of the Township and Cataraqui Region Conservation Authority.
25. That a final detailed stormwater management plan be prepared by a qualified Professional Engineer and approved to the satisfaction of the Township and the Cataraqui Region Conservation Authority, and that appropriate text to implement its findings be included in the Condominium Agreement.
26. That a lot grading and drainage plan, and a sediment and erosion control plan be completed to the satisfaction of the Township and the Cataraqui Region Conservation Authority and be included in the Condominium agreement.
27. That the Condominium Agreement contain a provision that any proposed development (e.g. construction, filling, and site alteration) within 15 metres of the flood plain or top of bank of the watercourses and Dog Lake will require prior written

authorization from the Cataraqui Region Conservation Authority under Ontario Regulation 148/06 made pursuant to Section 28 of the Conservation Authorities Act.

28. All in-water and shoreline works, including but not limited to docks, including the joint use dock at Block 19, may only be constructed in accordance with applicable approvals issued by Parks Canada.
29. That the Owner agree in writing all recommendations of the archaeological report entitled Adams Heritage, Archaeological Assessment (Stages 1 & 2), Dog Lake Ridge, May 12, 2015 be implemented to the satisfaction of the Township.
30. That the Owner prepare a vegetative planting plan to the satisfaction of the Township and the Cataraqui Region Conservation Authority, the purpose of which is to enhance the natural vegetative buffer within 30 metres of the high water mark.
31. The Owner agree in writing for the condominium agreement to contain a clause providing that any purchaser be advised, and also that a notice be placed in the purchase and sale agreement, alerting a prospective purchasers that, in the event that human remains are discovered during construction or site development of a unit, the property owner shall immediately contact the OPP, the Ministry of Tourism, Culture and Sport and the Registrar or Deputy Registrar of the Cemeteries Unit of the Ministry of Consumer Services (or the applicable agencies at the time of final approval).
32. That Owner agree in writing that if, during the process of development, any archaeological resources or human remains of Aboriginal interest are encountered, the Algonquins of Ontario Consultation Office will be contacted immediately at:  
  
Algonquins of Ontario Consultation Office  
31 Riverside Drive, Suite 101  
Pembroke Ontario K8A 8R6  
Telephone 613-735-3759  
Fax 613-735-6307  
E-mail: [algonquins@tanakiwin.com](mailto:algonquins@tanakiwin.com)
33. That Owner agree in writing that public utilities, including without limitation Bell Canada (or alternative provider for telecommunication and cable), Hydro One, etc. are adequate to service the proposed development and installed to the satisfaction of the Township.
34. That prior to Final Condominium Approval, the Owner shall submit a revised Plan, if required, to reflect any significant alterations caused from this Draft Plan Approval.

Where final engineering design(s) result in minor variations to the Plan (e.g. in the configuration of units, etc.), these may be reflected in the Final Plan subject to the satisfaction of the Township and the County.

35. That when requesting Final Approval from the County of Frontenac, the Owner shall accompany such request with the required number of originals and copies of the Final Plan, together with a surveyor's certificate stating that the units/blocks thereon conform to the frontage and area requirements of the zoning by-law.
36. That prior to Final Condominium Approval, the County of Frontenac shall be advised by the Township of South Frontenac that all Conditions of Draft Plan Approval requested by the Township have been satisfied; the clearance memorandum shall include a brief statement detailing how each Condition has been met.
37. That prior to Final Condominium Approval, the County is to be advised in writing by KFL&A Public Health of the method by which its conditions have been addressed.
38. That, prior to Final Condominium Approval, the County is to be advised in writing by the Cataraqui Region Conservation Authority of the method by which its conditions have been addressed.
39. That pursuant to section 51 (32) of the Planning Act, this Draft Plan Approval is granted for three years from the decision date. The Owner may request the County issue an extension of Draft Approval should that be needed. The County shall notify the Township of any request to extend Draft Approval.
40. Clearance Letters:
  - a. That prior to Final Subdivision Approval, the County of Frontenac shall be advised that all Conditions of Draft Plan Approval have been satisfied; the clearance memorandum shall include a brief statement detailing how each condition has been met and shall be prepared by the Planning Consultant.
  - b. That prior to Final Subdivision Approval, the County is to be advised in writing by the Township of South Frontenac of the method by which its conditions have been addressed.
  - c. That prior to Final Submission Approval, the County is to be advised in writing by KFL&A Public Health of the method by which its conditions have been addressed.
  - d. That prior to Final Subdivision Approval, the County is to be advised in writing by Rideau Waterway Development Review Team of the method by which its conditions have been addressed.

**Notes of Draft Approval:**

- This draft approval is for a period of three (3) years. The Owner is advised that they are to apply for any extension at least sixty (60) days prior to lapsing date or in accordance with the County of Frontenac Plan of Subdivision and Condominium Guidelines. This approval may be extended pursuant to Subsection 51(33) of the Planning Act, but no extension can be granted once the approval has lapsed.
- If final approval is not given to this plan within three (3) years of the draft approval date, and no extensions have been granted, draft approval will lapse under Section 51(32) of the Planning Act, R.S.O. 1990.
- It is the applicant's/owner's responsibility to fulfill the conditions of draft approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the Approval Authority, quoting file number 10CD-2016/001 (Shield Shores).
- All measurements in the final plans must be presented in metric units.
- Please note that an updated review of the plan, and revision of the conditions of approval, may be necessary if an extension is to be granted.
- Please consult the County of Frontenac Plan of Subdivision and Condominium Guidelines and Planning Department for submission requirements for final approval including number of copies required, requirements for review of the M-Plan, and, submission timelines.

# Draft Update to the Charter for Economic Development



Planning & Economic Development Committee Presentation

Richard Allen, Manager of Economic Development

April 10, 2024

# Background

- Need for an updated economic development strategy
- County -Wide Community Improvement Program
- Contracted Explorer Solutions in 2022
- County Council Strategic Priorities

# 2015 Charter for Economic Development



Trips & Trails



Food &  
Beverage

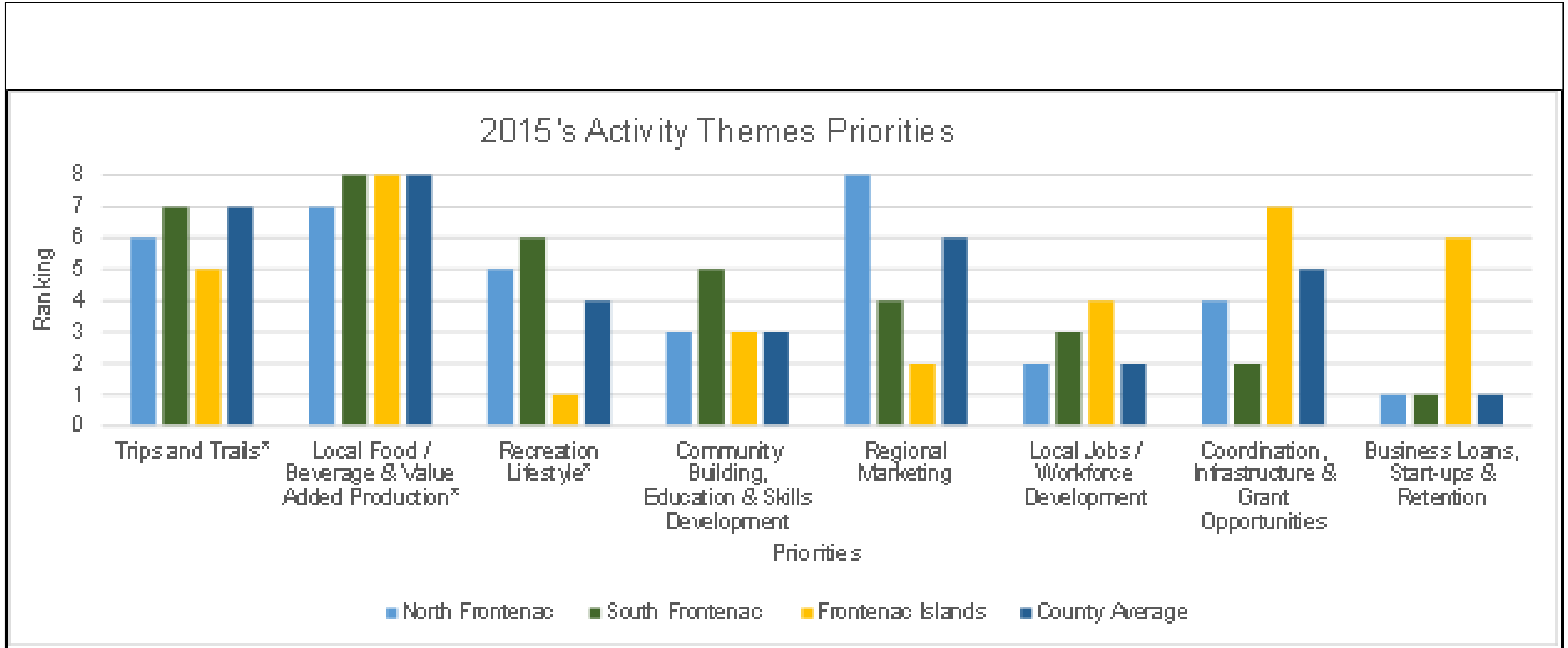


Recreational  
Lifestyle

# Engagement

- Four Focus Groups using in -person, hybrid and online formats
- Led by Explorer Solutions using interactive tools
- Reviewed 2015 Charter elements





# County 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
- 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
- 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

# 2024 Draft Charter



Economic  
Infrastructure



Housing



Food &  
Beverage



Tourism

# Next Steps

- The draft Charter Update will be shared on the Engage Frontenac platform for public review and feedback for a minimum of 30 days.
- The engagement will be promoted broadly to the public and specifically to the business community through our email newsletter and partners.
- Feedback will be integrated into the final Charter Update, which will then be presented for Council approval.

Questions?



**Report 2024-038**

### **Committee Recommend Report**

**To:** Planning and Economic Development Committee  
**From:** Richard Allen, Manager of Economic Development  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** April 10, 2024

**Re:** **Planning and Economic Development Advisory Committee –  
Draft Update to the Charter for Economic Development**

---

#### **Recommendation**

**Be it Resolved That** the Planning and Economic Development Committee receives the draft update to the Charter for Economic Development

**And Further That** the draft update to the Charter for Economic Development be posted online for community feedback for a minimum of 30 days

#### **Background**

In 2022, the County contracted Explorer Solutions to develop a County-wide Community Improvement Plan Strategy. Community Improvement Plans are legislated in Section 28 of the Municipal Act and have specific requirements in place for establishing project areas within municipal official plans.

As part of the 2022 Budget process, the County Council approved the development of a County-wide Community Improvement Program Strategy in order to offer financial programs geared towards community improvement and business investment associated with the goals and objectives of the County.

With the absence of an Economic Development Strategy for Frontenac County, it was determined that an update to the Charter for Economic Development would help to establish goals and objectives for the County-wide Community Improvement Plan Strategy. Once approved, the Update to the Charter for Economic Development will not only guide the business planning process for the Economic Development unit but will

also set the foundation for programs to be established as part of the County-wide Community Development Program.

The 2015 Charter for Economic Development for Frontenac County set out with a vision to bolster the local economy through collaborative efforts, underpinned by the belief that a strong economy is crucial for vibrant communities, the happiness and health of residents, and the security of businesses and organizations. It emphasized working together to support, implement, and measure initiatives within key thematic areas, reflecting the unique character of Frontenac and its people. The charter identified specific themes for focus:

1. **Activities:** Highlighting the importance of trips and trails, local food and beverage, and recreation lifestyle to provide opportunities for business growth, support for tourism, and the promotion of the Frontenacs lifestyle. It aimed at leveraging the natural beauty and amenities to attract families and businesses.
2. **Demographics:** Focused on supporting seniors to remain in their communities and transition to independent living, and on attracting youth and families to balance the demography with people who crave the natural beauty and opportunities in the Frontenacs.
3. **Implementation Tools:** The charter discussed leveraging themes through a coordinated approach to infrastructure, access to grants, business loans, counseling, and regional marketing to generate local jobs.
4. **Measurement:** It proposed tracking progress with indicators like increased business and infrastructure in food and beverage, more people living and working in Frontenacs, a more diverse/larger tax base, increased year-round tourism, and a decrease in poverty rates, among others.

The 2015 Charter for Economic Development essentially served as a foundational document to unite the county's efforts towards fostering an economy that is natural, healthy, clean, tranquil, entrepreneurial, and rural, aiming for proactive implementation of initiatives within the outlined themes.

### **Comment**

The evolution from the 2015 to the 2024 Economic Development Charter marks a pivotal moment as Frontenac County continues to define and expand its approach to sustainable economic growth. The updated charter highlights strategic shifts marked from experience in establishing the Frontenac Brand, building the Ambassador business community and creating the County's first Destination Development Plan.

The 2024 charter strategically establishes specificity for its focus areas but also underscores a significant change in tone—from a community pledge to the establishment of a clear mission for economic development with defined objectives and performance indicators. This progression reflects the ongoing impact Frontenac County has made to support economic development and local business since the creation of the original Charter for Economic Development in 2015.

## **Engagement and Methodology**

The revision of the Charter was built on a foundation of extensive community engagement, drawing on feedback from a broad spectrum of stakeholders. This inclusive approach ensured that the updated Charter would not only address current economic realities but also resonate with the diverse aspirations of Frontenac County's residents and businesses. The engagement process showcased the community's dedication to collaborative economic development, paving the way for a strategic framework that is both aspirational and grounded in actionable objectives.

In 2022, a series of four focus groups with business owners and community organisations were led by Explorer Solutions in a hybrid format (in-person and virtual). To encourage and maximize participation during the focus group discussions, Explorer Solutions incorporated the live polling services which offered an opportunity for participants to provide anonymous feedback in real time, regardless of whether participants were in the room or online. Explorer Solutions led the conversation with the support of the County of Frontenac and a post-survey was sent to the participants to obtain additional information.

## **Evolution of the Charter: From Pledge to Mission**

The 2015 Charter was characterized by a communal pledge that emphasized collaboration, shared vision, and a collective commitment to economic development themes such as Trips and Trails, Local Food and Beverage, and Recreation Lifestyle. This pledge laid the groundwork for community-driven efforts which have been taken by Frontenac County and its partners to enhance economic vitality, environmental sustainability, and quality of life.

The 2024 update signifies a strategic pivot to a more mission-oriented approach, setting forth a clear directive to balance economic growth with environmental preservation and quality of life enhancements. The updated Charter focuses on Economic Infrastructure, Housing, Food & Beverage, and Tourism as key areas to drive economic development, reflecting a nuanced understanding of the challenges and opportunities facing Frontenac County. This mission-driven approach sets the foundation for how Frontenac County approaches economic development efforts.

## **Updated Charter Elements and Focus Areas**

The 2024 Charter introduces new objectives and success indicators tailored to the four strategic focus areas:

### **1. Economic Infrastructure**

Investing in Economic Infrastructure establishes resilient business environment by fostering economic activities led by local businesses. Frontenac County can provide a supportive foundation to the local economy by implementing communal services and ensuring broadband access is available throughout the community. Recognizing the critical role of infrastructure for businesses and residents, Frontenac County seeks to meet evolving needs, enhance quality of life, and align with economic trends, crucial for attracting and retaining talent, businesses, and residents.

## **2. Housing**

Recognizing housing as a fundamental driver for community and business development, Frontenac County seeks to create a diverse and vibrant residential in our community. This can be done by establishing supportive regulations, improving infrastructure, and engaging with developers. Success will result in the attraction of a diverse population across many demographics. Tailoring options to middle-income households is crucial for attracting skilled professionals and families to Frontenac, which is essential for sustained economic growth.

## **3. Food and Beverage**

In Frontenac County, the Food and Beverage sector is dedicated to enhancing the culinary landscape by supporting the local food ecosystem and encouraging additional spending by visitors to the region. This focus aims to enrich culinary tourism by expanding and diversifying culinary experiences. Over the past decade, Frontenac County has also seen an increase of food processors. Through the development policies and programs to support value-added production, Frontenac County can foster economic growth, promote business expansion, and position local establishments as community hubs. This strategy not only supports the demographic trend towards localized food sources but also contributes to the county's allure as a center for culinary excellence.

## **4. Tourism**

Tourism development in Frontenac County's focuses on developing its rich natural assets into a cohesive destination, highlighted by Frontenac County's Destination Development Plan. This stems from includes creating interconnected tourism trails that weave together recreational, culinary, and cultural experiences and creating policies and programs to promote businesses along Frontenac County's lakes and trails. This will enhance ease of access and encourage year-round visitation. Safe links between communities will boost recreation, active transportation, and tourism, stimulating economic growth within our communities and diversifying attractions along the connecting links, thereby reinforcing Frontenac's status as a vibrant, four-season destination.

### **Demographics**

The Charter emphasizes the strategic engagement of three key demographics:

- Youth & Young Professionals,
- Families & Children
- Seniors.

This focus reflects an understanding that a dynamic, inclusive approach to economic development is essential for harnessing the full potential of Frontenac County's diverse population. By creating opportunities for young professionals, supporting the needs of seniors, and supporting families with children, the Charter envisions a thriving, interconnected community where every demographic contributes to and benefits from the county's economic prosperity.

## **Next Steps**

The revised Charter for Economic Development, along with its strategic focus areas, will be accessible on the Engage Frontenac platform, for public review and feedback over a period of no less than 30 days. During this time, the economic development team will actively engage the business community to participate in this feedback process. Following the consultation period, all contributions will be reviewed, integrating relevant feedback to refine the Charter before its presentation to the County Council for final approval.

This significant update from the 2015 to the 2024 Charter marks Frontenac County's progressive transition towards a focused approach to economic development. Transitioning from broad commitments to specific, actionable missions, the County is setting a path towards targeted and strategic economic growth. By setting clear goals, prioritizing strategic focus areas, and defining precise objectives, the County's efforts will be meaningful and measurable.

## **Frontenac County Strategic Plan**

The updated Charter for Economic Development in Frontenac County is in alignment with and a refinement of County Council's Strategic Priority 2: Contribute to the progress of sustainable economic growth and prosperity throughout the County.

This priority includes the following elements:

- 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.

## **Financial Implications**

Future business plans for the Economic Development department will be built on the vision and objectives set in the Charter for Economic Development.

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

Township of South Frontenac  
Township of Central Frontenac  
Township of North Frontenac  
Township of Frontenac Islands  
Frontenac Ambassadors



**FRONTENAC**  
COUNTY OF FRONTENAC • ONTARIO

2024

**DRAFT UPDATE**

# ECONOMIC DEVELOPMENT CHARTER

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**Frontenac County**  
Charter for Economic Development

Draft Report  
March 28, 2024

Prepared by:  
Explorer Solutions  
550-925 Airport Rd.  
Peterborough, ON K9J 0E7

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## 1.0 Introduction

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In 2023, Frontenac County established a renewed County-wide Strategic Plan to help inform and guide the decision-making efforts of County Council necessary to achieve the strategic priorities laid out in the plan. The development of the strategic priorities and objectives were informed by the results of a comprehensive public consultation and engagement process. Input was received from township and county councils, local residents, youth and young professionals. The recommendations further considered the county's composition, demographics, geography and local context for relevancy and suitability.

Frontenac County's vision was to establish itself as a thriving and sustainable County that balances economic growth, environmental preservation, and individual lifestyles, ensuring a vibrant and inclusive community for current and future generations in Frontenac.

The vision was supported by its mission to proactively promote and support managed growth in Frontenac County, leveraging its economic potential, while preserving the County's distinct natural environment and respecting the diverse lifestyle choices of our residents.

The strategic plan is a four-year planning document that focuses on four main goals.

### Strategic Plan Priorities

1. Develop a Regional Approach to Overcome Infrastructure Issues and Maximize Infrastructure Development Opportunities
2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County
3. Strengthen Quality of Life through Enhanced Service Delivery
4. Maximize Administrative Leadership within the County Administration

While the County Strategic Plan was in process of being developed, the County was also updating its Charter for Economic Development. With the absence of an Economic Development Strategy for Frontenac County, it was determined that an update to the Charter for Economic Development would help to establish goals and objectives for the development of a County-wide Community Improvement Plan Strategy. The update to the Charter for Economic Development will not only guide the business planning process for the Economic Development unit but will also set the foundation for programs to be established as part of the County-wide Community Improvement Program.

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The original Charter for Economic Development was established by the County of Frontenac in 2015, after a series of economic development workshops hosted at the County offices in Glenburnie. At the time, the charter outlined three core pillars or activity areas to focus economic development efforts. These included:

- Trips & Trails;
- Food & Beverage; and
- Recreation Lifestyle.

The renewed Economic Development Charter presented in this report, is also the result of another extensive consultation and engagement process which led to the following four prioritized focus areas:

#### **Economic Development Charter Focus Areas**

1. Economic Infrastructure
2. Housing
3. Food and Beverage
4. Tourism

## 2.0 Methodology

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### 2.1 Approach

A series of Focus Group Discussions were held in 2022 throughout Frontenac County to seek input from residents to help define a vision for Frontenac communities. The goal was to determine the future and direction of the community based on “What do we want our community to be”, necessary to define strategic areas and priorities for the County.

The four focus group discussions were held in a hybrid model (in-person and virtual) throughout the county. The list of stakeholders was provided by the County of Frontenac Project Team and invitations and follow up was handled by Explorer Solutions. To encourage and maximize participation during the focus group discussions, Explorer Solutions incorporated the live polling services of Mentimeter, which offered an opportunity for participants to provide anonymous feedback in real time. Explorer Solutions led the conversation with the support of the County of Frontenac and a post-survey was sent to the participants to obtain additional information. The following section represents a summary of the key takeaways from the public engagement process.

### 2.2 County Attribute Association

#### 2.2.1 Attributes Most Associated with Frontenac County Today

The prevailing attributes, most associated with Frontenac County today are:

- lakes,
- nature,
- rural,
- trails and
- community.

A common theme emendating from the focus group discussions was that Frontenac County has a limited accommodations offering due to the area being underserved.

#### 2.2.2 Attributes Least Associated with Frontenac County Today

The prevailing attributes least associated with Frontenac County today are:

- manufacturing,

- internet,
- high tech,
- broadband and
- busy.

It was expressed by the collective group that very few businesses within the County are service oriented. Other themes centred around the lack of business attraction and affordable housing in the area.

### **2.2.3 Supports that are/not available to support businesses in Frontenac County**

The following prevailing themes and sentiments emanated from the collective focus group discussions:

- The CFDC is a good business support for the County financially, but it does not provide planning services.
- There is not an active business association to attract businesses, and which provide business related resources for companies (such as funding, financial resources, business planning, coaching services, etc.).
- There is an overall lack of marketing. Broader marketing is needed to attract visitors and businesses to the area.
- There is limited county level support, including a lack of support in starting a business/project.
- There could be an increased focus on the Façade Improvement Grant program.

#### **Available Business Supports**

Frontenac Business Services was identified as the only available business support within the County.

**Unavailable Business Supports**

The following business supports were identified by respondents as being crucial to ensuring the successful operations of their businesses, however these business supports are not available within the County:

- Accommodation and housing
- Broadband and Internet
- Marketing
- Business coaching
- A central resource/key point of contact
- Small start-up funding
- Public transport

**2.2.4 Relevance Ranking of 2015’s County Attributes**

A review of the relevance of the County attributes from the 2015 Charter for Economic Development was evaluated by participants. According to the results of the focus group discussions, the top three attributes that still resonate with participants today include rural, natural and tranquil. The bottom three attributes that least resonated with participants were fast-paced, high-tech and prosperous. Figure 1 breaks down the results on a scale of 1 (not relevant) to 5 (very relevant) by focus group along with the county average.

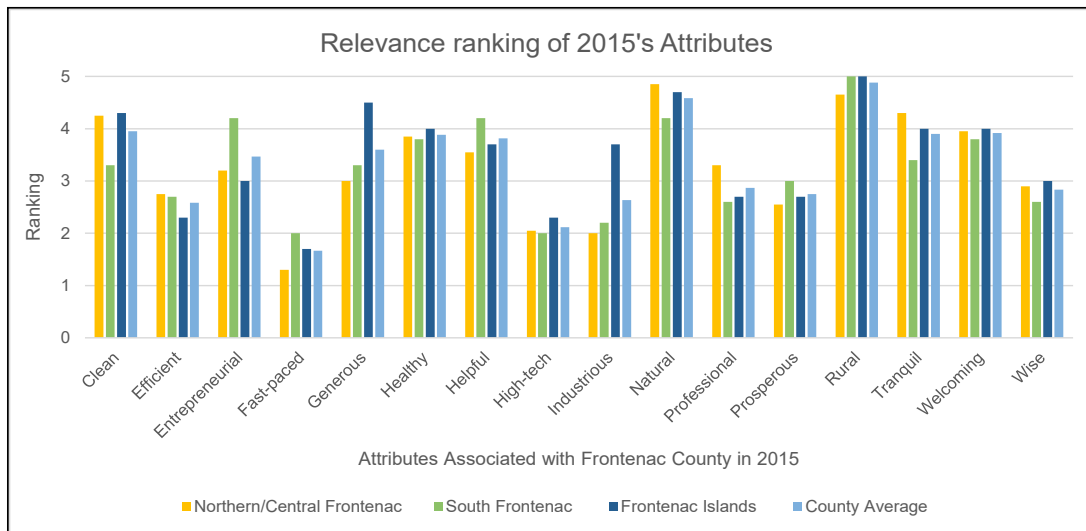


Figure 1. Relevance Ranking of 2015's County Attributes.

Table 1 compares the relevance of Frontenac County’s attributes to their results in 2015 as being either ‘most relevant’ or ‘least relevant’. It was observed that the Entrepreneurial attribute dipped in 2022, compared to its indicator of being in the category of ‘most relevant’ in 2015. All other attributes remained consistent with their 2015 findings.

Table 1. Relevance Ranking of 2022's County Attributes Compared to 2015.

Frontenac County Attribute	2022 Relevance (County Average)	2015 Indicator
Rural	4.8	Most
Natural	4.7	Most
Clean	4	Most
Tranquil	4	Most
Welcoming	3.9	Most
Healthy	3.9	Most
Helpful	3.8	Least
Generous	3.5	Least
Entrepreneurial	3.4	Most
Professional	3	Least
Wise	2.9	Least
Prosperous	2.7	Least
Efficient	2.6	Least
Industrious	2.5	Least
High-tech	2.1	Least
Fast-paced	1.6	Least

### 2.3 Activity Themes

#### 2.3.1 Relevance Ranking of 2015's Activity Themes in 2022

All of identified activity themes in 2015 remained relevant in 2022 (see Figure 2). Each activity theme was ranked from 3.3 to 5.0 on a scale of 1 (not relevant) to 5 (very relevant). There are no significant differences between the Townships.

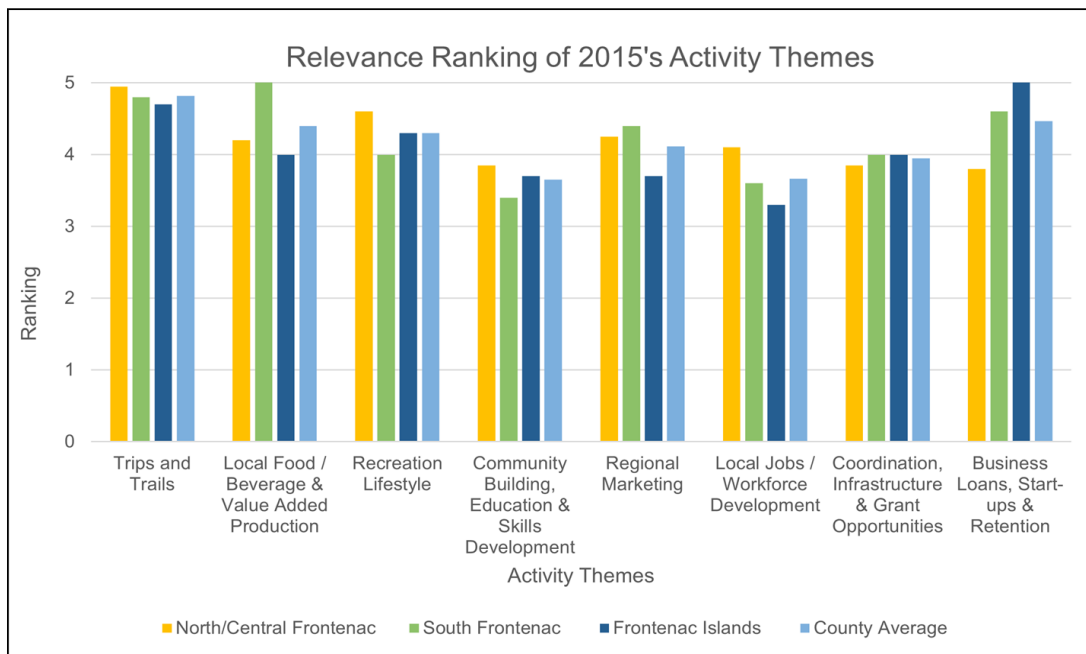


Figure 2. Relevance Ranking of 2015's Activity Themes in 2022.

### 2.3.2 Prioritizing 2015's Activity Themes in 2022

The results of the focus group discussions indicated that even if all activity themes remained relevant in a context 2022, the way in which they are prioritized could be discussed and debated as the priorities were not always aligned depending on the Township. Key findings revealed that:

- Overall, one township tended to set different priorities to the presented activity themes.
- "Trips and Trails" is listed as either first or second place in every township (except one).
  - One comment indicated that the trips and trails are great, but the issue lies in the accessibility to food and accommodation. While the County has the trails, there are no destinations along the trail to eat or to stay overnight.
- "Local Food / Beverage & Value-Added Production" remained in the top two priorities for every Township. There was a need to ensure that Frontenac County becomes a food destination (restaurants and dining in support of tourism) by supporting more food businesses in the region.
- "Regional Marketing" is seen as a bigger priority for most townships knowing that promotion and communication are essential for their community development.

Promoting an alternative lifestyle will increase the number of visitors and businesses in their area. An issue they struggle with is a lacking/limited visibility within the County as a destination and business location.

- A recommendation presented during the discussions centred around improving traffic signalization and roadside advertising. For example, a sign pointing towards the businesses and the attractions could increase their offer and their level of attraction.
- “Recreation Lifestyle” dipped to a sixth position. Even if “Recreation Lifestyle” remained relevant, participants acknowledged that the word ‘environment’ has changed insofar that working from home is more frequent. Therefore, other areas (such as broadband and technology) should be prioritized.
- In terms of “Local Jobs / Workforce Development”, the County is not seen as competitive as the City of Kingston for variety of positions and the ability to garner a higher salary. Within the County:
  - Their accommodations and housing offering are very limited and local businesses struggle to find housing for their employees.
  - The lack of public transportation is an issue because employees must take the ferry, bike, or drive to go to work (depending on their location within the county).
  - There is an existing workforce locally. The market is mostly made of trades and individuals relocating from one township to another.

Figure 3 presents the prioritization of the 2015 Economic Development Charter activity themes in the context of 2022 by Township and county average, with a ranking on a scale of 1 (lowest priority) to 8 (highest priority). As an example, Local Food / Beverage & Value-Added Production should be the highest priority in 2022 with a county average in 2022 of 8.

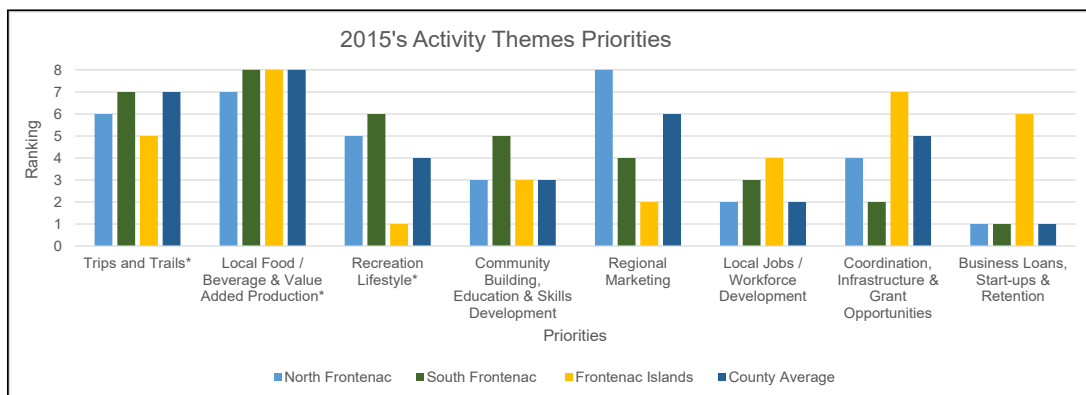


Figure 3. 2015’s Activity Themes Prioritized in 2022.

### 2.3.3 New Activity Themes

Emanating from the focus group discussions, a series of new Activity Themes were suggested, including:

- Youth Attraction and retention (jobs and education)
- Water quality
- Infrastructure and road safety
- Experiences beyond outdoor recreation (such as theatre, artisans, cooking classes, etc.)
- Alternative forms of business support and services
- Indigenous history (such as library programs, cemetery information, tours, and local businesses)
- Partnerships explored
- Succession planning for the workforce
- Farm growth
- Advocacy at higher levels
- Small Format Startup's support
- Communal Servicing and Community Building

## 2.5 Guiding Statements

### 2.5.1 Relevance Ranking of 2015's Guiding Statements

From the results of the stakeholder focus group sessions presented in Figure 4, all guiding statements remained relevant in 2022, with a ranking that ranged between 4 and 5 on a scale of 1 (not relevant) to 5 (very relevant).

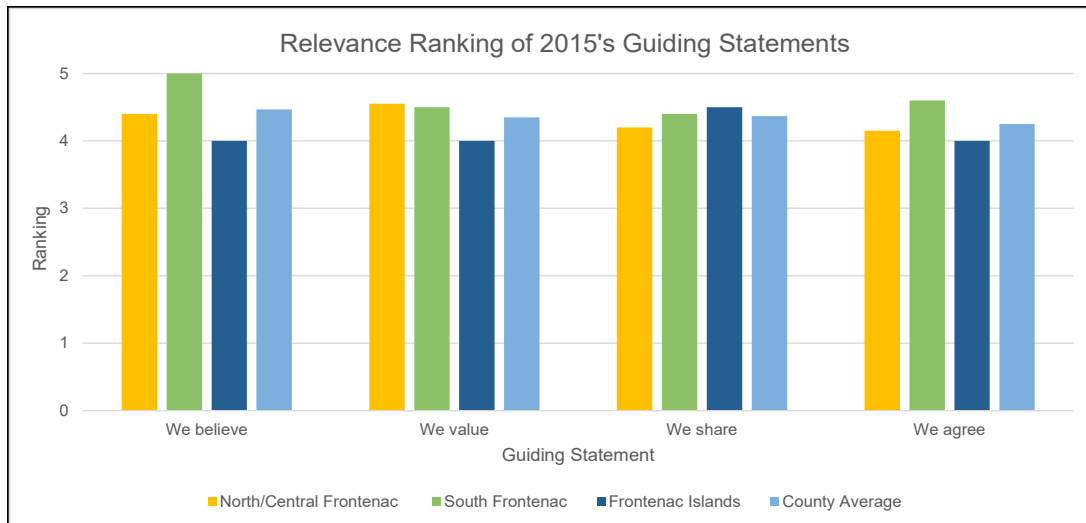


Figure 4. Relevance Ranking of 2015's Guiding Statements in 2022.

### 2.5.2 Updating the Guiding Statements

The focus group discussions highlighted some key points to improve the guiding statements and to enhance the economic development of the County, including:

- The statements are very broad and are hard to disagree with.
- The emphasis on economic development is questionable. A strong economy is not essential and should be rewritten as a 'healthy economy'.
- The economy and the society should always be adapting.
- Need to better determine and agree on how community development is defined. The community must be developed to ensure that people will remain in the area. The strong sense of community is the reason for people moving in Frontenac County.
- There are limited to no business supports, nor a common voice for businesses outside of the ambassador program.
- It is important to focus on existing businesses to foster growth and investment.
- Supporting local food has added value for the customers that are ready to buy from different shops, but these local products tend to be more expensive. A one-

stop shop is also a benefit for customers as it can reduce commuting over long distances throughout the county.

- Competition should not be seen as a threat. When tourism rebounds from the downturn due to the pandemic, it will provide customers with other options and increased variety.
- The county could better embrace and leverage its unique, quiet and unindustrialized brand and identify.

## **2.6 Demographics**

### **2.6.1 General Comments**

Demographic data presented during the focus group discussions provided an updated glimpse into key facts about those who reside within the county. Participants requested updated data regarding housing stats (i.e.: senior housing, affordable housing and permanent residency), but these datasets as part of the 2021 Census had not yet been made public by Statistics Canada. The aging of the population needs to be considered - retired people will leave the workforce and will require senior/more affordable housing, which had led to questions about the current and future capacity within the county to accommodate this trend.

The aging of the population is also related to the importance of youth retention. The discussion evolved into attempting to focus on how to create a community that attracts and retains young people (new and people born in the community). Many youth are leaving the county for higher education and are not returning to the area until they are ready to settle down / establish roots in the community.

### 2.6.3 Demographic Measurements

To assist the county in better understanding and assessing the impacts of their strategic planning efforts, a series of measurement tracking indicators were presented during the focus group discussions, including:

- Changes in tourism spending
- Trail usage
- Number of building permits issued
- Desired increases / decreases in certain age cohorts
- Changes in the workforce participation rate
- Changes in the percentage of those self-employed
- Changes in those working from a home office setting
- Changes in the individual and household income

### 3.0 Updated Vision and Priority Setting

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As a result of extensive consultation activities guiding the development of the Charter for Economic Development, four primary focus areas have emerged: economic infrastructure, housing, food and beverage, and tourism. These areas will be central to both the business planning process of the County's Economic Development Department and the implementation of programs in the County-wide Community Improvement Program. To support each focus area and demonstrate their positive impact on the County, specific objectives and success indicators have been outlined. Additionally, a marketing strategy has been proposed to facilitate the achievement of objectives within each focus area.

#### 3.1 Focus Area: Economic Infrastructure

Investing in Economic Infrastructure establishes resilient business environment by fostering economic activities led by local businesses. Frontenac County can provide a supportive foundation to the local economy by implementing communal services and ensuring broadband access is available throughout the community. Recognizing the critical role of infrastructure for businesses and residents, Frontenac County seeks to meet evolving needs, enhance quality of life, and align with economic trends, crucial for attracting and retaining talent, businesses, and residents.

##### 3.1.1 Objectives

1. **Facilitate Small-Scale Economic Activities:** Establish policies and programs to encourage small-scale commercial and industrial activities, particularly in high-traffic corridors and settlement areas.
2. **Enhance Communal Services:** Support the implementation of communal services and foster development interest in shared solutions to meet the diverse needs of businesses and residents.
3. **Broadband Access for All:** Monitor progress on projects to enable high-speed internet infrastructure throughout Frontenac County.
4. **Community Health and Wellbeing:** Participate in partnerships to enhance community health and wellbeing, fostering the development and preservation of vital services, such as local family health clinics.
5. **Grow and Maintain Business Community in Frontenac County:** With a lack of business associations in Frontenac, the County should create opportunities for business connections and partnerships.

##### 3.1.2 Success Indicators

1. **Industrial Land and Commercial Space Growth:** Track the growth of available and used industrial lands (acres) and commercial space (ft<sup>2</sup>)
-

2. **Broadband and Cellular Coverage Increase:** Track the percentage increase in broadband and cellular coverage.
3. **Remote Workers Increase:** Quantify the increase in the number of remote workers.
4. **Broadband Access for Businesses and Homes:** Track progress regarding the number of businesses and homes with access to broadband.
5. **Communal Services Expansion:** Assess the increased number of new water and wastewater services using communal services. Track number of and percentage of residential and commercial units using communal service in the County.
6. **Ambassador Program:** Quantify the increase of business ambassadors in Frontenac County and track engagement during networking events and workshops.

### 3.1.3 Recommended Marketing Initiatives

- Successful investments in economic infrastructure strengthen the value proposition behind the development of strategic marketing and promotional campaigns necessary to attract residents and businesses to the area.
- Promote communal services to developers.
- Use Community Improvement Programs as a basis to attract investment.



### 3.3 Focus Area: Housing

Recognizing housing as a fundamental driver for community and business development, Frontenac County seeks to create a diverse and vibrant residential in our community. This can be done by establishing supportive regulations, improving infrastructure, and engaging with developers. Success will result in the attraction of a diverse population across many demographics. Tailoring options to middle-income households is crucial for attracting skilled professionals and families to Frontenac, which is essential for sustained economic growth.

#### 3.3.1 Objectives

1. **Holistic Development Support:** Establish a regulatory framework and infrastructure conducive to diverse residential developments across Frontenac County.
2. **Strategic Collaboration with Developers:** Develop marketing materials and execute an outreach campaign to foster collaboration with residential developers, promoting planned development sites.
3. **Affordability and Attraction Programs:** Implement programs to enhance housing affordability and actively attract permanent residents to Frontenac County.
4. **Diversity in Residential Options:** Establish regulations supporting various residential structures, appealing to the broader development community and contributing to a more diverse population base.
5. **Tailored Housing Options:** Recognize and prioritize the housing needs of middle-income households to attract high-skilled professionals and working families.

#### 3.3.2 Success Indicators

1. **Residential Dwellings Increase:** Track growth in the overall number of residential dwellings within the County.
2. **Population Base Increase:** Quantify the increase in the population base within the County, both permanent and seasonal.
3. **Various Housing Options Increase:** Quantify growth in the number of various housing options.
4. **Planned Subdivision Developments:** Track the increase in the number of planned subdivision developments within the County.
5. **Commercial Properties/Lands Availability:** Evaluate the supply of commercial properties/lands for sale or lease.

#### 3.3.3 Recommended Marketing Initiatives

- Investments in subdivision development using Communal Services will lead to diverse housing opportunities for the Townships and Frontenac County.
- A marketing strategy is required to promote new housing options on the market.

- Develop a marketing campaign to attract residential developers.
- Use Community Improvement Programs to help attract housing investment to Frontenac County.

### 3.4 Focus Area: Food and Beverage

In Frontenac County, the Food and Beverage sector is dedicated to enhancing the culinary landscape by supporting the local food ecosystem and encouraging additional spending by visitors to the region. This focus aims to enrich culinary tourism by expanding and diversifying culinary experiences. Over the past decade, Frontenac County has also seen an increase of food processors. Through the development policies and programs to support value-added production, Frontenac County can foster economic growth, promote business expansion, and position local establishments as community hubs. This strategy not only supports the demographic trend towards localized food sources but also contributes to the county's allure as a center for culinary excellence.

#### 3.4.1 Objectives

1. **Local Food Ecosystem Support:** Provide support to producers and processors creating food products in Frontenac County.
2. **Expansion of Food Processing:** Support the scaling of food processing activities, emphasizing export opportunities.
3. **Value-Added Production:** Ensure availability of appropriate food processing infrastructure to facilitate value-added production from farm-based commodities.
4. **Culinary Tourism Development:** Increase culinary experiences throughout Frontenac County, establishing the region as a sought-after culinary destination.
5. **Culinary Diversity and Business Growth:** Promote a diverse selection of culinary experiences, utilizing restaurants and food establishments as community gathering spaces, fostering economic growth, and supporting local businesses.
6. **Small Scale Agriculture:** Establish Frontenac County as a destination for small scale, local agriculture and strengthen community support for local farms.

### 3.4.2 Success Indicators

1. **Increased Culinary Experiences:** Track growth in restaurants, food stands, events, and retail operations. Assess customer satisfaction through surveys.
2. **Growth in Value-Added Agriculture:** Quantify expansion of value-added agriculture, agri-business, specialty products, and artisan foods. Monitor diversity of agricultural products and processing methods in Frontenac County.
3. **Transition of Early Food Ventures:** Track early food ventures transitioning to commercial or retail environments. Assess success and sustainability through follow-up surveys or case studies.
4. **Emergence of Breweries, Distilleries, and Wineries:** Monitor establishment and growth of these establishments. Assess economic impact and community engagement.
5. **Business Success Rate:** Evaluate overall change in success rate of food and beverage businesses. Analyze factors like customer feedback, innovation, and community engagement.
6. **Participation in Open Farms Days:** Track number of farms and number of consumers who participate in Open Farms Days events. Capture economic impact of Open Farms Days.

### 3.4.3 Recommended Marketing Initiatives

- Establish Frontenac County as a destination for small-scale farming and unique farm-to-table partnerships and experiences.
- Regional marketing strategy is required to promote authentic, artisan and locally produced food and beverage products year-round.
- Strategic placement of highway signage to attract passersby off arterial highways and roadways.
- Ensure local culinary and farm-to-table events are highlighted in far-reaching campaigns.



### **3.5 Focus Area: Tourism**

Tourism development in Frontenac County's focuses on developing its rich natural assets into a cohesive destination, highlighted by Frontenac County's Destination Development Plan. This stems from includes creating interconnected tourism trails that weave together recreational, culinary, and cultural experiences and creating policies and programs to promote businesses along Frontenac County's lakes and trails. This will enhance ease of access and encourage year-round visitation. Safe links between communities will boost recreation, active transportation, and tourism, stimulating economic growth within our communities and diversifying attractions along the connecting links, thereby reinforcing Frontenac's status as a vibrant, four-season destination.

#### **3.5.1 Objectives**

1. Destination Development: Implement the Frontenac Regional Destination Development Plan, unifying exploration via the regional trail network and establishing signature attractions.
2. Tourism Trails: Establish "tourism trails" connecting varied recreational experiences, culinary offerings, and creative pursuits as recommended by the Destination Development Plan.
3. Business Integration: Develop policies and promote businesses near lakes and trails, fostering increased network usage and attracting complementary services.
4. Year-round Appeal: Promote four-season utilization of lakes and trails, supporting business retention and diversifying tourist attractions.
5. Community Links: Create safe connection between communities in Frontenac County for recreation, active transportation, and tourism, stimulating business growth and contributing to assessment growth.

#### **3.5.2 Success Indicators**

1. Increased Partnerships and Collaboration: Count established tourism packages.
  2. Increased Year-round Tourism: Quantify growth in year-round tourism visits and spending. Evaluate diverse activities attracting visitors for comprehensive year-round appeal.
  3. Visitor Activity Impacting Local Spending: Measure correlation between increased visitor activity and rise in local spending. Assess economic impact on local businesses and community by tracking growth in services and job opportunities.
  4. Trail Use: Utilize technology to track use of the trails network. Assess user demographics and preferences for targeted marketing strategies.
-

5. Lake Use: Establish tracking measures for recreational lake use. Monitor environmental impact and sustainability practices related to increased presence of tourists on lakes.

### 3.5.3 Recommended Marketing Initiatives

- A regional marketing strategy that showcases lifestyle, leisure/recreational and business investment opportunities throughout the county will contribute to increasing the number of businesses in, and visitors to the county.
- Understanding the core demographic profile of visitors to Frontenac County will help ensure an effective marketing strategy is developed and deployed.
- Marketing strategies and target audience should focus on the Ottawa to Toronto corridor, some areas of Montreal, Pennsylvania, and New York for a defined attraction radius.



## **4.0 Demographic Insights**

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### **4.1 Families & Children**

Families, especially those involved in family-owned businesses within the lakes, trails, and agri-food sectors, form an integral part of Frontenac County's community and economy. They contribute significantly to the local labour pool, particularly within tourism businesses, drawn to the area for its affordability and the natural beauty that offers abundant recreational opportunities. These families create demand for local food and beverage options and seek reliable transportation networks for daily activities such as work, school, and recreation. Additionally, the global shift towards work-from-home arrangements has underscored the need for family wage-earners to participate in economic activities remotely, supported by stable broadband internet and telecommunications infrastructure. To meet these needs, housing solutions tailored to middle-income families are deemed essential.

### **4.2 Youth & Young Professionals**

Youth and young professionals are identified as the backbone of the future economic landscape of Frontenac County, vital for the tourism sector and the succession planning of existing businesses. They are in pursuit of career opportunities that resonate with their personal, professional, and social aspirations while being actively involved in sustainable practices, environmental conservation, and renewable energy efforts. To retain and attract this demographic, Frontenac County must present itself as an appealing environment for future leaders. As more businesses adopt automation and online sales, there will be a growing need for an educated and tech-savvy workforce. The overall lower cost of housing in Frontenac County, when compared to larger urban environments makes homeownership attainable in Frontenac for this demographic, especially with modern and diverse housing solutions in place.

### **4.3 Seniors**

Frontenac County is seen as an attractive retirement destination, and as of 2021, 45% of the County's population is aged 55 years of age or older. To support an aging population, there is demand for improved transportation options, convenient and accessible healthcare, and reliable mobile phone and broadband connectivity. Initiatives like community rideshare programs and rural transit links could significantly improve mobility. Moreover, providing accessible outdoor seating, eye-level parking signage, collaborating with health service providers for rural supportive housing and long-term care facilities, and ensuring options for independent living are pivotal in reinforcing seniors' connection to the community. Developing multi-unit housing that is both affordable and accessible for seniors and people with disabilities is also highlighted as an important objective.

# CHARTER FOR ECONOMIC DEVELOPMENT

2024



# OUR PLEDGE

In Frontenac, we understand that a thriving economy is the backbone of vibrant, resilient communities. It is essential for the well-being, happiness, and fulfillment of our residents and provides stability for our citizens, businesses, organizations, and local government.

We recognize the interconnection of our economic vitality with the quality of life and the environmental sustainability of our region.

To enhance and grow our economy, we commit to fostering collaboration at every level, uniting our efforts to conceive, support, implement, and evaluate the initiatives we lead or participate in. Our collective actions are underpinned by a shared vision of an economy that reflects the unique essence of Frontenac—welcoming, natural, healthy, clean, peaceful, entrepreneurial, and distinctly rural.

Our approach to economic development is deeply rooted in the spirit of Frontenac, harnessing our community's inherent diversity, creativity, and commitment to mutual care and environmental stewardship. It encompasses four key areas of focus:

-  **Economic Infrastructure:** Enhancing infrastructure for economic activities, broadband access, and enhanced quality of life.
-  **Housing:** Establishing conditions for a diverse residential landscape to attract skilled professionals and increase development potential.
-  **Food & Beverage:** Creating strategies to increase culinary experiences, support for local food, and economic opportunities for food production.
-  **Tourism:** Leveraging our natural assets, tourism drives economic growth, recreation, and business opportunities.

Success lies in our ability to collaborate on the initiatives developed through the themes of this Charter, ensuring they resonate with the character of Frontenac and its people. Our strategies will emphasize sustainable practices, support local, enhance tourism, and nurture an environment where businesses and community projects thrive through mutual support and shared goals.

Together, we pledge to build an economy that not only sustains but enriches our way of life, making Frontenac an even more attractive place to live, work, and visit. By doing so, we ensure the longevity and prosperity of our communities, embodying the values that make Frontenac County uniquely Frontenac.

## Understanding the Charter's Success Indicators

The success indicators included in the Charter for Economic Development have been set to reflect the broad, long-term impacts of economic development efforts undertaken by the County and its partners. These indicators provide a holistic view of our community's economic health, beyond activities undertaken by the County alone. These will be updated as part of the County's regular strategic planning cycle to support updates to future Charters.



# ECONOMIC INFRASTRUCTURE

Investing in Economic Infrastructure establishes resilient business environment by fostering economic activities led by local businesses.

Frontenac County can provide a supportive foundation to the local economy by implementing communal services and ensuring broadband access is available throughout the community. Recognizing the critical role of infrastructure for businesses and residents, Frontenac County seeks to meet evolving needs, enhance quality of life, and align with economic trends, crucial for attracting and retaining talent, businesses, and residents.

## Objectives

### Facilitate Small-Scale Economic Activities

Establish policies and programs to encourage small-scale commercial and industrial activities, particularly in high-traffic corridors and settlement areas.

### Communal Services

Support the implementation of communal services and foster development interest in shared solutions to meet the diverse needs of businesses and residents.

### Broadband Access for All

Monitor progress on projects to enable high-speed internet infrastructure throughout Frontenac County.

### Community Health and Wellbeing

Participate in partnerships to enhance community health and wellbeing, fostering the development and preservation of vital services, such as local family health clinics.

### Grow and Maintain Business Community in Frontenac County

With a lack of business associations in Frontenac, the County should create opportunities for business connections and partnerships.

## Success Indicators

### Industrial Land and Commercial Space Growth

Track the growth of available and used industrial lands (acres) and commercial space (ft<sup>2</sup>).

### Broadband and Cellular Coverage Increase

Track the percentage increase in broadband and cellular coverage.

### Remote Workers Increase

Quantify the increase in the number of remote workers.

### Broadband Access for Businesses and Homes

Track progress regarding the number of businesses and homes with access to broadband.

### Communal Services Expansion

Assess the increased number of new water and wastewater services using communal services. Track number of and percentage of residential and commercial units using communal service in the County.

### Ambassador Program

Quantify the increase of business ambassadors in Frontenac County and track engagement during networking events and workshops.



# HOUSING

Recognizing housing as a fundamental driver for community and business development, Frontenac County seeks to create a diverse and vibrant residential mix in our community.

This can be done by establishing supportive regulations, improving infrastructure, and engaging with developers. Success will result in the attraction of a diverse population across many demographics. Tailoring options to middle-income households is crucial for attracting skilled professionals and families to Frontenac, which is essential for sustained economic growth.

## Objectives

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### **Holistic Development Support**

Establish a regulatory framework and infrastructure conducive to diverse residential developments across Frontenac County.

### **Strategic Collaboration with Developers**

Develop marketing materials and execute an outreach campaign to foster collaboration with residential developers, promoting planned development sites.

### **Affordability and Attraction Programs**

Implement programs to enhance housing affordability and actively attract permanent residents to Frontenac County.

### **Diversity in Residential Options**

Establish regulations supporting various residential structures, appealing to the broader development community and contributing to a more diverse population base.

### **Tailored Housing Options**

Recognize and prioritize the housing needs of middle-income households to attract high-skilled professionals and working families.

## Success Indicators

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### **Residential Dwellings Increase**

Track growth in the overall number of residential dwellings within the County.

### **Population Base Increase**

Quantify the increase in the population base within the County, both permanent and seasonal.

### **Various Housing Options Increase**

Quantify growth in the number of various housing options.

### **Planned Subdivision Developments**

Track the increase in the number of planned subdivision developments within the County.

### **Commercial Properties/Lands Availability**

Evaluate the supply of commercial properties/lands for sale or lease.



# FOOD & BEVERAGE

In Frontenac County, the Food and Beverage sector is dedicated to enhancing the culinary landscape by supporting the local food ecosystem and encouraging additional spending by visitors to the region.

This focus aims to enrich culinary tourism by expanding and diversifying culinary experiences. Over the past decade, Frontenac County has also seen an increase of food processors. Through the development policies and programs to support value-added production, Frontenac County can foster economic growth, promote business expansion, and position local establishments as community hubs. This strategy not only supports the demographic trend towards localized food sources but also contributes to the county's allure as a center for culinary excellence.

## Objectives

### Local Food Ecosystem Support

Provide support to producers and processors creating food products in Frontenac County.

### Expansion of Food Processing

Support the scaling of food processing activities, emphasizing export opportunities.

### Value-Added Production

Ensure availability of appropriate food processing infrastructure to facilitate value-added production from farm-based commodities.

### Culinary Tourism Development

Increase culinary experiences throughout Frontenac County, establishing the region as a sought-after culinary destination.

### Culinary Diversity

Promote a diverse selection of culinary experiences, utilizing restaurants and food establishments as community gathering spaces, fostering economic growth, and supporting local businesses.

### Small Scale Agriculture

Establish Frontenac County as a destination for small scale, local agriculture and strengthen community support for local farms.

## Success Indicators

### Increased Culinary Experiences

Track growth in restaurants, food stands, events, and retail operations. Assess customer satisfaction through surveys.

### Growth in Value-Added Agriculture

Quantify expansion of value-added agriculture, agri-business, specialty products, and artisan foods. Monitor diversity of agricultural products and processing methods in Frontenac County.

### Transition of Early Food Ventures

Track early food ventures transitioning to commercial or retail environments. Assess success and sustainability through follow-up surveys or case studies.

### Emergence of Breweries, Distilleries, and Wineries

Monitor establishment and growth of these establishments. Assess economic impact and community engagement.

### Business Success Rate

Evaluate overall change in success rate of food and beverage businesses. Analyze factors like customer feedback, innovation, and community engagement.

### Participation in Open Farms Days

Track number of farms and number of consumers who participate in Open Farms Days events. Capture economic impact of Open Farms Days.



# TOURISM

Tourism development in Frontenac County's focuses on developing its rich natural assets into a cohesive destination, highlighted by Frontenac County's Destination Development Plan.

This includes creating interconnected tourism trails that weave together recreational, culinary, and cultural experiences and creating policies and programs to promote businesses along Frontenac County's lakes and trails. This will enhance ease of access and encourage year-round visitation. Safe links between communities will boost recreation, active transportation, and tourism, stimulating economic growth within our communities and diversifying attractions along the connecting links, thereby reinforcing Frontenac's status as a vibrant, four-season destination.

## Objectives

### Destination Development

Implement the Frontenac Regional Destination Development Plan, unifying exploration via the regional trail network and establishing signature attractions.

### Tourism Trails

Establish "tourism trails" connecting varied recreational experiences, culinary offerings, and creative pursuits as recommended by the Destination Development Plan.

### Business Integration

Develop policies and promote businesses near lakes and trails, fostering increased network usage and attracting complementary services.

### Year-round Appeal

Promote four-season utilization of lakes and trails, supporting business retention and diversifying tourist attractions.

### Community Links

Create safe connection between communities in Frontenac County for recreation, active transportation, and tourism, stimulating business growth and contributing to assessment growth.

## Success Indicators

### Increased Partnerships and Collaboration

Count established tourism packages.

### Increased Year-round Tourism

Quantify growth in year-round tourism visits and spending. Evaluate diverse activities attracting visitors for comprehensive year-round appeal.

### Visitor Activity Impacting Local Spending

Measure correlation between increased visitor activity and rise in local spending. Assess economic impact on local businesses and community by tracking growth in services and job opportunities.

### Trail Use

Utilize technology to track use of the trails network. Assess user demographics and preferences for targeted marketing strategies.

### Lake Use

Establish tracking measures for recreational lake use. Monitor environmental impact and sustainability practices related to increased presence of tourists on lakes.

# DEMOGRAPHIC INSIGHTS

## Youth and Young Professionals

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To retain and attract this demographic, Frontenac County must present itself as an appealing environment for future leaders. As more businesses adopt automation and online sales, there will be a growing need for an educated and tech-savvy workforce. The overall lower cost of housing in Frontenac County, when compared to larger urban environments makes homeownership attainable in Frontenac for this demographic, especially with modern and diverse housing solutions in place.

## Families and Children

Families, especially those involved in family-owned businesses within the lakes, trails, and agri-food sectors, form an integral part of Frontenac County's community and economy. They contribute significantly to the local labour pool, particularly within tourism businesses, drawn to the area for its affordability and the natural beauty that offers abundant recreational opportunities. These families create demand for local food and beverage options and seek reliable transportation networks for daily activities such as work, school, and recreation.

Additionally, the global shift towards work-from-home arrangements has underscored the need for family wage-earners to participate in economic activities remotely, supported by stable broadband internet and telecommunications infrastructure. To meet these needs, housing solutions tailored to middle-income families are deemed essential.

## Seniors

Frontenac County is seen as an attractive retirement destination, and as of 2021, 45% of the County's population consists of persons over the age of 55. To support an aging population, there is demand for improved transportation options, convenient and accessible healthcare, and reliable mobile phone and broadband connectivity. Initiatives like community rideshare programs and rural transit links could significantly improve mobility.

Moreover, providing accessible outdoor seating, eye-level parking signage, collaborating with health service providers for rural supportive housing and long-term care facilities, and ensuring options for independent living are pivotal in reinforcing seniors' connection to the community. Developing multi-unit housing that is both affordable and accessible for seniors and people with disabilities is also highlighted as an important objective.

