



**Planning and Economic Development Advisory Committee  
Meeting**

**Tuesday, February 13, 2024 –10:00 a.m.  
Township of South Frontenac Council Chamber,**

**4432 George Street, Sydenham, ON**

<https://youtube.com/live/4pgQ7hqTgYY?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. Election of Officers**

- a) Election of Chair
- b) Election of Vice Chair

**3. Adoption of the Agenda**

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

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

**5. Adoption of Minutes**

- a) Minutes of Meeting held December 13, 2023

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

**6. Deputations and/or Presentations**

**7. Briefings**

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

5 - 11

**12 - 24** a) **Staff Briefing:** Richard Allen, Manager of Economic Development, will brief the Planning and Economic Development Advisory Committee with respect to the Economic Development Department Business Plan Updates.

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

**25 - 32** b) **2024-019**  
**Planning and Economic Development Advisory Committee**  
**Changes to the 2024 – 2028 Economic Development Business Plan**  
**and deferral of Destination Plan Implementation**

**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.

**33 - 45** c) **Staff Briefing:** Joe Gallivan, Director of Planning and Economic Development, will brief the Planning and Economic Development Advisory Committee with respect to the Planning Department Business Plan Updates.

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

**46 - 51** d) **2024-020**  
**Planning and Economic Development Advisory Committee**  
**2023 Planning Services & 2024-2025 Planning Priorities**

**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”.**

**52 - 62** 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**

**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

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- 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**  
**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.

68 - 72

- g) **2024-023**  
**Planning and Economic Development Advisory Committee**  
**Frontenac Business Retreat and Awards**  
 This report is for information only. It is intended to solicit feedback from the committee and to provide an update on the Frontenac Business Retreat and Awards.

73 - 88

- 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 3 @ 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**



# FRONTENAC

**Minutes of the Planning and Economic Development Advisory Committee  
Meeting  
December 13, 2023**

**[Note: Minutes are not Verbatim, please refer to full video at  
<https://www.youtube.com/watch?v=B1vp1ANibI4> ]**

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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 Wednesday, December 13, 2023, at 10:00 AM

**Present:**

Deputy Warden Fran Smith  
Councillor Fred Fowler  
Councillor Judy Greenwood-Speers  
Leona Fleischmann  
Mike Hage  
Phil Leonard  
Jim McIntosh

**Absent:**

Warden Ron Vandewal

**Staff Present:**

Richard Allen, Manager of Economic Development  
Jannette Amini, Manager of Legislative Services/Clerk  
Sonya Bolton, Manager of Community Planning  
Dmitry Kurylovich, Community Planner  
Brianna McEathron, Deputy Clerk  
Debbi Miller, Community Development 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. Adoption of the Agenda**

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

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

**Carried**

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

There were none.

**4. Adoption of Minutes**

**a) Minutes of Meeting held October 4, 2023**

Moved By: Councillor Fowler  
Seconded By: Mr. McIntosh

**That** the minutes of the Planning and Economic Development Advisory Committee meeting held October 4, 2023 be adopted.

**Carried**

**5. Deputations and/or Presentations**

**6. Briefings**

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

- a) Consultant Briefing:** Sgt. Byron Newell, of the OPP East Region SAVE Team, briefed the Planning and Economic Development Advisory Committee regarding safety and bylaw enforcement

To questions raised, Sgt. Newell noted that the Off-Road Motor Vehicles Act deals with off roads only which includes the trails, whether privately or municipally owned. It differs from the Highway Traffic Act which sets out specific rules regarding vehicles on roadways and allows municipalities to prohibit vehicles on certain roadways. Charges laid under either Act are processed through the court system under the Provincial Offences Act (POA), however under the Off-Road Motor Vehicles Act, many behaviours are not considered offences such as sign requirements, speed limits, or licensing requirements. To ticket for these types of offences, the municipality would need to have

its own by-law that sets out these offences and includes the OPP as officers able to enforce them.

In terms of questions regarding the average number of offences that have been given to date, Sgt. Newell was not sure of this, but the top offences are trespassing as many snowmobiles wander off the trails into farmers fields, lack of insurance, and speeding.

In terms of questions regarding injuries due to motorized vehicles, Sgt. Newell believes that fatalities are very low in this area. Where most injuries are found is on private property and highways. In terms of multi-use trails, there is a similar trail in Lanark and Renfrew, and they have only had 1 serious collision involving the public.

- b) **Consultant Briefing:** Mathieu Roy, Trans Canada Trails, provide the Committee with a letter on Trans Canada Trail designations and relevant funding, which Deputy Warden Smith read aloud.
- c) **2023-129  
K&P Trail – Request to Extend ATV Access on the K&P Trail, Verona to Harrowsmith**

This report is for informational purposes only. The information provided was requested by the Planning & Economic Development Committee to assist with make a recommendation concerning the request to extend ATV Access on the K&P Trail between Verona and Harrowsmith.

To questions raised, Mr. Allen noted that ATV's include jeep style ATV vehicles and 2-wheel vehicles.

Clarification was also asked around the requirement for \$15M insurance with the ATV Club, in which Mr. Allen noted that this is for liability which would kick in prior to the County's insurance. In terms of the comments in the report regarding seniors accessing the trail, Mr. Allen noted that these were comments provided by the CAO of the Township of South Frontenac in the cover report for the Verona Housing Master Plan, noting that there is a high volume of seniors in this development, and it needs to ensure as little conflict as possible.

In terms of the observations made regarding the drop in the number of walkers as you go north of Verona where ATV use is permitted, Mr. Allen stated that he interprets this data as these are more rural areas and further away from the City of Kingston. As you move further away from population centres, pedestrian use drops off. There are 10 eco counters that use infrared technology and determine the types of uses based on weight and speed to determine if you are a walker, biker, or ATV user. It will pick up wildlife and the Verona camera has high walker use as the are school does its cross-country activities there. The statistics do show that the trail is well used.

In terms of the use of the Trans Canada Trail funding, it is all project based. We do not receive regular funding that could be used to support tourism work.

In terms of the County's Trail By-law, Mr. Allen noted that he has not yet had any conversations with the OPP, but these conversations are set to take place in the new year. The by-law is relatively new and since its passage, staff have found gaps in it which will come back to the Committee in the next few months.

d) **2023-079**  
**K&P Trail**  
**Request to Extend ATV Access on the K&P Trail, Verona to Harrowsmith**

**Please Note:** This report was deferred from the July 5, 2023 meeting.

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

**That** County Council not extend ATV access on the K&P Trail between Verona to Harrowsmith.

**Carried As Amended**  
(See Motion to Amend below which was Carried)

Motion to Amend

Moved By: Councillor Fowler  
Seconded By: Councillor Greenwood-Speers

**That** the motion be amended to include Option 1, that being:

**That** County Council not extend ATV access on the K&P Trail, Verona to Harrowsmith.

**Carried (5:2)**  
(See Recorded Vote)

A Recorded Vote was requested by Councillor Fowler

Yeas: Councillor Fowler, Mr. Leonard, Ms. Fleischmann, Councillor Greenwood-Speers, Deputy Warden Smith (5)

Nays: Mr. McIntosh, Mr. Hage (2)

e) **2023-128  
K&P Trail  
Request for Access Across the Frontenac K&P Trail at Cole Lake, Part  
Lot 9, Concession 2, being Part 1 of Registered Plan 13R22990,  
Geographic Township of Hinchinbrooke, Township of Central  
Frontenac**

Moved By: Councillor Fowler  
Seconded By: Ms. Fleischmann

**Resolved That** the Planning & Economic Development Committee receive the K&P Trail report – Request for Access Across the Frontenac K&P Trail at Cole Lake; Part Lot 9, Concession 2, being Part 1 of Registered Plan 13R22990, Geographic Township of Hinchinbrooke, Township of Central Frontenac

**And Further,** that in accordance with By-law Number 17-1995, the Council of the County of Frontenac pass a by-law to declare the subject lands surplus for the purpose of granting a right-of-way over lands occupied by the K&P Trail for the purpose of formalizing access to this property.

**And Further That** the Warden and Clerk be authorized to execute Agreements of Purchase and Sale and all other documents required to complete this transaction.

**Carried**

f) **Staff Briefing:** Mr. Dmitry Kurylovich, Community Planner, briefed the Planning and Economic Development Advisory Committee on the Official Plan Amendment Number 25 to the Township of South Frontenac Official Plan.

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

Regarding questions raised concerning water and sewer, as it appears KFL&A tolerates over spill when septic tanks are full, Mr. Kurylovich noted that there is a difference between holding tanks and septic beds, noting that holding tanks do not have an area that it drains into and many of these are only used when you have an existing lot that cannot accommodate a septic bed. Holding tanks are a last resort.

To questions raised on how an applicant can prove that an additional dwelling unit will not impact water, Mr. Kurylovich noted that there are provincial guidelines that require water quality testing, and this would need to be done by a qualified professional. Regarding impacts on surrounding wells, Ms. Bolton noted that you would need to have agreements from neighbouring properties to monitor their wells when doing pump tests. Ms. Christine Woods, Senior Planner with the Township of South Frontenac also noted that the standards in place are separate from the policies, noting that the standards are

less for existing wells as opposed to putting in new ones. It also depends on where the property is located, and a qualified professional would also look at the well records for the area.

**g) 2023-130  
Official Plan Amendment Number 25 to the Township of South  
Frontenac Official Plan  
Additional Dwelling Units.**

Moved By: Mr. McIntosh  
Seconded By: Mr. Hage

**Be It Resolved That** the County of Frontenac Planning and Economic Development Advisory Committee recommends to County Council:

**That** By-Law Number 2023-73 of the Township of South Frontenac, adopting Official Plan Amendment Number 25 to permit, define, and regulate additional dwelling units, **be approved**; and

**That** the Official Plan of the Township of South Frontenac, as amended, be further amended as per Township By-Law Number 2023-73 in Attachment 1 to Report Number 2023-130, being Official Plan Amendment Number 25 for the regulation of additional dwelling units.

**Carried**

**h) 2023-132  
Proposal to Amend County Fee By-Law to Update the Tariff of Fees for  
Land Use Planning & Fees for Citizen Land Use on County Owned  
Property**

Moved By: Councillor Greenwood-Spears  
Seconded By: Mr. Leonard

**Be It Resolved That** the County of Frontenac Planning and Economic Development Advisory Committee recommends to County Council:

**That** Schedule C of By-Law Number 2023-007 of the County of Frontenac, being a Tariff of Fees for Land Use Planning, be updated in 2024 to reflect the new tariff of fees included as Attachment 1 to Report Number 2023-132; and

**That** Schedule F of By-Law Number 2023-007 of the County of Frontenac, being Fees for Citizen Land Use on County Owned Property, be updated in 2024 to reflect the updated fees included as Attachment 2 to Report Number 2023-132.

**Carried**

To questions raised on whether there are plans in place to increase these fees in the coming years as these are still low compared to our comparators, Ms. Bolton noted that the County's Official Plan is a very high-level document, and any changes are more at the Township level. To date, there has only been 3 Official Plan Amendments and they were all initiated by the County. In some cases, these fees are lower than the average, but this is due to the nature of the County's Official Plan.

In terms of deposits, these are higher as the County is a small upper tier municipality and depends largely on consulting agencies which increase the costs. We do charge all fees back to the applicant as well as return any used deposit. This simply prevents slowing things down.

**i) 2023-131  
Planning and Economic Development  
Open Farm Days Follow Up Report 2023**

This report is for information purposes only.

**8. Communications**

- a) From Marc Moey's providing a response on questions raised at PEDAC regarding trail passes.
- b) From Lucie S. regarding opposition to ATV's on the K&P Trail between Verona to Harrowsmith

**9. Other Business**

**10. Next Meeting**

- a) The next meeting will be determined by polling Committee members to determine the best date prior to the February Council meeting.

**11. Adjournment**

Moved By: Mr. Leonard  
Seconded By: Mr. McIntosh

**That** the meeting hereby adjourn at 11:32 a.m.

**Carried**



# Amendments to the 2024-2028 Economic Development Business Plan

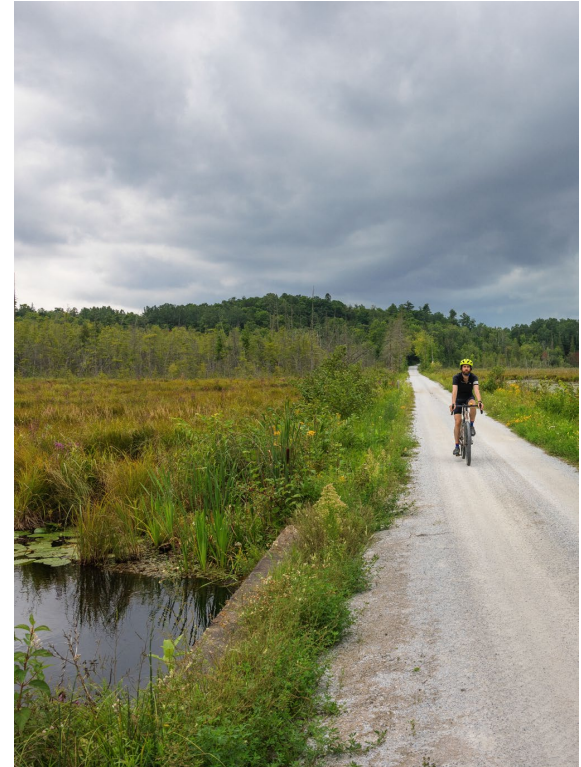
# Overview of the Economic Development Adjusted Business Plan for 2024-2028

- Business Plan developed with the assumption of increased capacity
- Approved Internally
- Key projects presented to Committee for endorsement August 2023
- Presented to Council for approval in October 2023
  - » Business plan and several key projects approved
  - » Additional Community Development Officer not approved



# Achievements and Growth Since 2016

- Charter for Economic Development
- Launch of Frontenac Brand
- Creation of the Ambassador Program
- Engagement in Tourism
- Development of Open Farms
- K&P Trail
  - » 45 km → 75 km length
  - » 160k counts || 82,701 unique users
  - » New partners → ATV Clubs
  - » Events → K&P Century Ride
- 2020 Service Delivery Review



# The Benefit of the Ambassador Program

- Connects businesses across region and communities
- Provides feedback loop and input
- Established of Priorities
  - » Shop Local
  - » Support Businesses
  - » Tourism
  - » Attract New Businesses
  - » Improve Communication
- A strong community of business ambassadors is foundational to future business development



# Destination Development

- Priority established by Ambassadors and described in Charter for Economic Development
- 2017 Accommodation Strategy described importance of Destination Development to support Accommodation Sector
- Partnered with Regional Tourism Organisations
- Destination Development Plan Approved in 2022



# Key Adjustments Due to Staffing Constraints

## Considerations:

- Council Strategic Plan
- Charter for Economic Development
- Project Momentum
- Leveraging Strengths
  - » Trails
  - » Ambassadors
  - » Partners
- Meaningful Impact



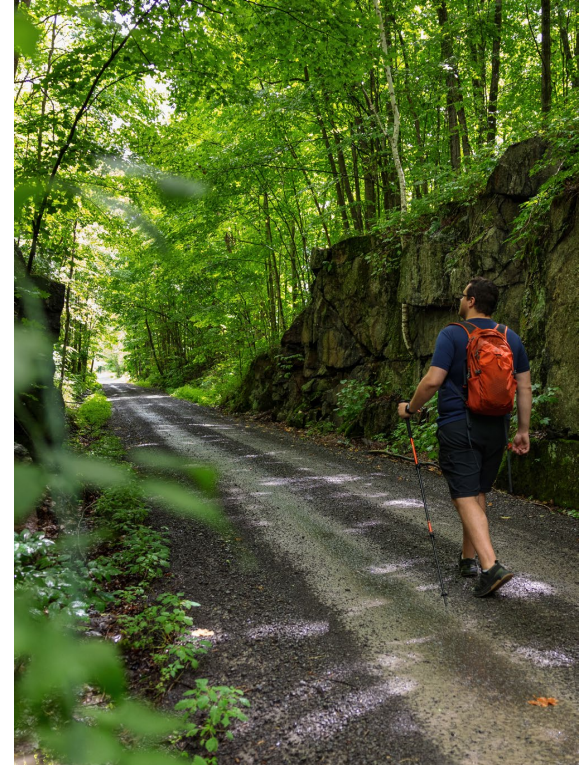
# Prioritized Initiatives

1. Re-ignite Ambassador Program.
2. Completing the Regional Community Improvement Plan.
3. Physician and medical professional recruitment.
4. Continuing Open Farms.
5. Focusing tourism on trails.



# Adjusting Tourism Development Efforts

- Focus marketing efforts around Trails
- Maintain relationships in Tourism
- Remain aware of opportunities for Destination Development Plan implementation.
- Pause updates and posts to Visit Frontenac Website and Social Media



# Update Priorities and Direction

- Charter for Economic Development
- Integrated or Collaborative Strategy

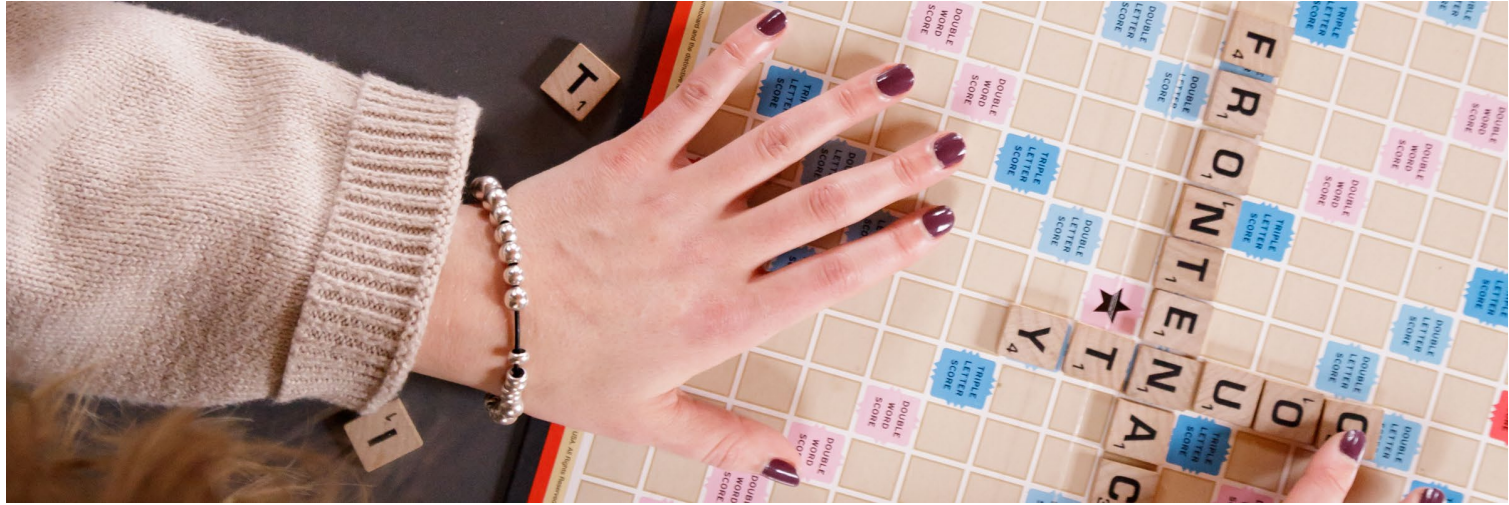


# Moving Forward

- Focus on Strengths
- Collaborate on Implementation
- Strengthen Community Connections
- Exploring “Office Hours” in Townships and with Frontenac Business Services
- Ambassadors are the Foundation for future success
- Leverage existing trail investments



# Thank You.

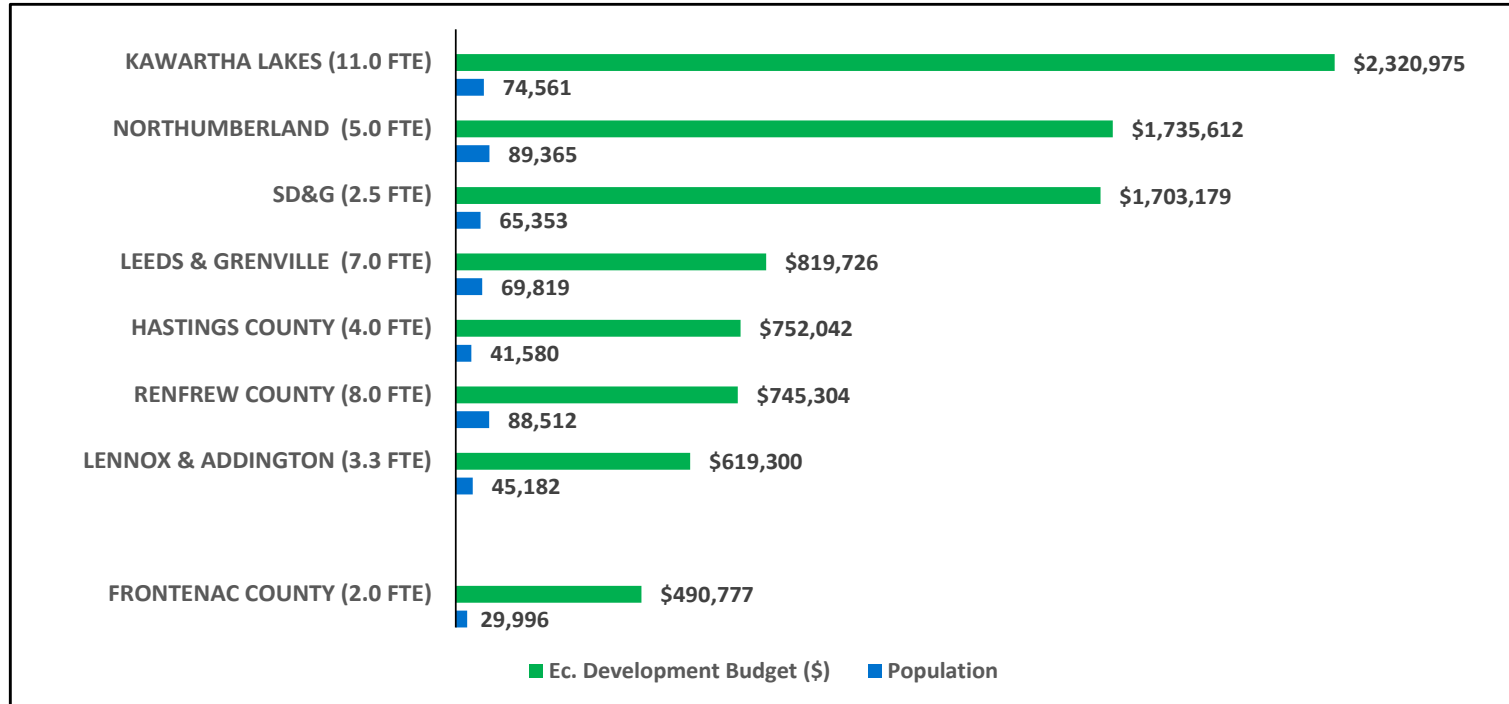


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# Operating Budgets for Economic Development

(FTE: Fulltime Equivalent Staff on Roster)



**Note:** Frontenac County budget does not include \$155,200 for K&P Trail Operations. In other municipalities, this expense would be under public works or recreation.

# Comparables in Eastern Ontario (Chart)

**Comparables in Eastern Ontario (Full Time Equivalent in Brackets)**

County	Population	Budget (\$)	Per Capita Investment	\$/ \$ Front.	Comments
FRONTENAC COUNTY (2.0 FTE)	29,295	490,777	16.36	n/a	Does not include K&P Trail (\$155,200)
LENNOX & ADDINGTON (3.3 FTE)	45,182	619,300	13.71	1.26	Including Tourism
RENFREW COUNTY (8.0 FTE)	88,512	45,304	8.42	1.52	Incl. Ottawa Valley Tourism Association
HASTINGS COUNTY (4.0 FTE)	41,580	752,042	18.09	1.53	Including Tourism
LEEDS & GRENVILLE (7.0 FTE)	69,819	819,726	11.74	1.67	Including Tourism
SD&G (2.5 FTE)	65,353	1,703,179	26.06	3.47	Including Tourism
NORTHUMBERLAND (5.0 FTE)	89,365	1,735,612	19.42	3.54	Including Tourism
KAWARTHA LAKES (11.0 FTE)	74,561	2,320,975	31.13	4.73	Including Tourism



Report 2023-019

**Committee Recommend Report**

**To:** Chair and Member, Planning Advisory Committee  
**From:** Joe Gallivan, Director of Planning and Economic Development  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** February 13, 2024

**Re:** **Planning and Economic Development Advisory Committee – Changes to the 2024 – 2028 Economic Development Business Plan and deferral of Destination Plan Implementation**

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**Recommendation**

**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.

**Background**

**Ambassador Program**

The County's Economic Development Program has grown and evolved significantly since 2016. This success was largely due to a three-year project supported through the Rural Economic Development funding program. Funds from this program enabled the creation of the Frontenac brand and the launch of the Frontenac Brand Ambassadors program. The ambassadors are a group of business operators who work alongside County staff in promoting Frontenac County as a tourist destination and an exciting place to invest and do business.

As membership in the Ambassador program grew over time, County staff began regular engagements with these business leaders through events, surveys, and email updates.

This led to new Frontenac economic development initiatives such as Open Farms, which is one of the County's most successful efforts to support local food production and small-scale agriculture. The ambassadors guided the Frontenac Economic Development Team as they set five priorities for small business support and development in Frontenac.

1. **Shop Local** - Increase resident support of local businesses.
2. **Support businesses** - Connect local businesses to the resources they need for success.
3. **Tourism** - Promote Frontenac as a visitor destination to audiences outside the region.
4. **New business attraction** - Grow Frontenac's reputation as a desirable place to do business.
5. **Improve communication** - Facilitate better municipal-business relationships through improved communication.

For a full description of the Frontenac Ambassador Program, please refer to the [Ambassador Handbook](#) developed in 2019.

These priorities align with the Charter for Economic Development and became the strategic plan for the Frontenac Economic Development Team. Efforts began to launch campaigns and programs to fulfil these objectives.

This included assuming the role of 'destination management organization' for Frontenac County so staff could connect and collaborate on marketing and tourism development with other entities in Ontario's tourism ecosystem such as the regional tourism organizations and Destination Ontario. Prior to 2018, destination management was conducted by the Land O' Lakes Tourist Association, a membership-based organization that served the region for over 70 years.

Local businesses in Frontenac County suffered a shock to their operations beginning in 2020 from the effects of the COVID-19 pandemic. Many resort and accommodation businesses in Frontenac rely on paying customers who come from the United States. In spring 2020 travel restrictions were in place that prevented U.S. visitors from entering Canada, but the duration of travel restrictions was still unclear, leaving many U.S. customers unwilling to cancel their summer 2020 reservations. Eventually Frontenac accommodation businesses required support to compete for last-minute visitors from Canada.

Pandemic restrictions made it more difficult for some business operators to access their customers. The required health and safety measures and staff shortages meant unexpected costs for business operators. And the macroeconomic consequences of the pandemic, including higher interest rates and real estate prices, continue to impact local business operators.

At its regular meeting on May 20, 2020, Frontenac County Council reviewed [Report 2020-050](#) and approved adjustments to the Economic Development 2020-2024 Business Plan. The plan furthered support for local businesses through acceleration of shop local campaigns, constant communication, and an even greater emphasis on tourism marketing. To strengthen tourism efforts, the Economic Development Team repurposed the economic development website [www.infrontenac.ca](http://www.infrontenac.ca) to [www.visitfrontenac.ca](http://www.visitfrontenac.ca) and adjusted much of the content to meet tourism needs during 2020-2022.

In late 2020, the consulting firm Blackline was contracted to conduct a service delivery review of the Economic Development unit. This review was undertaken to help the Economic Development team focus efforts on meaningful work. Blackline provided four key recommendations:

1. Confirm a clear set of economic development objectives.
2. Focus on activities that support attracting investment to the region.
3. Create a working group that allows the County to collaborate on Economic Development with Townships and Frontenac Business Services.
4. Elevate the Marketing of the K&P Trail

Subsequent business plans have supported these recommendations; however, lessons have been learned with respect to each of these recommendations.

In 2021, Frontenac County developed its first Destination Development plan with funding support from Regional Tourism Organisations 9 and 11. The plan was developed by MMGY/NextFactor and led by a steering committee consisting of cottagers, business owners, municipal government leaders, and representatives from social services.

Stemming from 13 key takeaways from community assessment and engagement, the plan ultimately set a strategic framework of four primary goals and 14 objectives. The entire plan relied on the premise that the first primary goal would be the foundation to achieving the rest of the plan. The strategic initiatives associated with the primary goal are:

1. Hire personnel to steward all the elements in the Frontenac County Destination Development Plan.
2. Align tourism and event development strategy with existing community and economic development initiatives.
3. Establish a consumer-facing, visitor-friendly tourism website as a central hub for promoting travel-related businesses, experiences, and events.
4. Enhance promotional partnerships within Frontenac County and with domestic and international source markets.

County Council adopted the Destination Development plan at its regular meeting on April 22, 2022, with implementation planned to begin as part of the 2023 budget cycle. This implementation was deferred to 2024 due to inflationary pressures already driving up costs in the 2023 budget.

As part of the 2024 budget process, County Council approved the 2024-2028 Business Plan and several economic development project proposals, including the development of a new consumer-facing, visitor-friendly tourism website. However, the project proposal to hire a second Community Development Officer to steward all the elements of the destination development plan, including the establishment of the new website, was not approved as part of this budget process.

The Economic Development Team is also tasked with the management and development of the Frontenac K&P Trail which has grown significantly in length and use since 2017. The trail currently is 70 km in length with an additional 20 kilometres planned for development in 2024 and 2025. Mobile data from Trans Canada Trail shows 82,701 unique visitors to the trail in 2022, with over 32% of visitors accessing the trail from over 40 kilometers away. Management and oversight of the K&P Trail currently consumes approximately 50 percent of the Manager of Economic Development's attention and time.

Finally, County Council set its Strategic Plan for 2023-2026 at its regular meeting on July 19, 2023. In this plan, Economic Development related that efforts are focused around priority two:

Contribute to the progress of sustainable economic growth and prosperity throughout the county.

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

The Economic Development team has interpreted this to mean a focus on business engagement and support, investment attraction, housing and strengthening the local workforce. The revisions to the 2024 business plan below will prioritize these focus areas over other economic development responsibilities such as Destination

Development, and this report recommends a minimal approach to tourism and destination development until further resources can be dedicated to this area.

Considering the above, the 2024-2028 Economic Development Business Plan was developed under the assumption that additional team capacity would be available to steward the implementation of the destination development plan, and that the economic development team would be able to continue to manage existing programs for business engagement, investment attraction, trails and the annual Open Farms event.

This report outlines proposed changes to the 2024-2028 business plan to align with the current resources available to the Economic Development Team.

## Comment

### 2024- 2028 Business Plan Adjustments

The following list of changes and clarifications to the Economic Development business plan have been considered in light of available human resources, budget, direction from County Council, and strategic planning documents such as the 2023-2026 County Council Strategic Plan, The 2015 Charter for Economic Development, the 2022 Frontenac Destination Development Plan, the 2020 Blackline Service Delivery Review and priorities set and confirmed annually by the Frontenac Business Ambassador Community.

The list in this report focuses on priority activities or key changes to the business plan, other activities identified in the plan, such as the development of Film & Television opportunities, will continue to be of interest to the Economic Development team, however those activities will not be a focus for 2024-2028. For reference, the 2024-2028 Business Plan approved by County Council is [available online](#).

#### 1. Focus on business support and resources

In 2021, the Economic Development Team moved away from direct business support efforts to reduce duplication of efforts between the County, Frontenac Business Services, and the Townships as recommended in the 2020 Service Delivery Review. However, since then it has been clear that Frontenac County's strategic advantage is the grassroots community and support that was developed through the Brand Ambassador program, and that this community is foundational to the Economic Development Team's success with investment attraction, workforce development and tourism.

Over the next four years, the County team will re-ignite the Ambassador program, establish face-to-face contact with businesses and partners throughout Frontenac and strengthen relationships with them.

Commented [MM1]: I think you may have intended item two as part of item one.

#### 2. Complete the Regional Community Improvement Plan

In alignment with goal of attracting new investment stated in County Council's strategic plan, the Regional Community Improvement plan is a critical tool to promote investment and business development in Frontenac County. A

Community Improvement Plan can provide incentives to development that is in alignment with the priorities set by County Council.

**3. Pursue recruitment of physicians and medical professionals**

Discussion from both the Planning and Economic Development committee and County Council highlighted significant support for sustaining access to medical care in our communities and a budget was allocated to that end. The Economic Development Team will prioritize this initiative given the support provided by committee and council through the budget process.

**4. Continue Open Farms**

Each year, Open Farms highlights the County's commitment to small scale agriculture and local businesses. Open Farms raises the county's profile in the community, fosters connections between farm and table, and strengthens partnerships between the County, Townships, and the City of Kingston. This initiative has a stand-alone website [www.OpenFarms.ca](http://www.OpenFarms.ca) that is maintained by Economic Development.

**5. Focus destination development and tourism marketing on trails**

Without dedicated staff to lead the implementation of the Destination Development Plan, it is necessary to narrow tourism efforts to a level attainable for the resources in place, without impacting other department initiatives.

The second goal of the Frontenac Destination Development Plan recommends the development and promotion of a "trail-based, sustainable outdoor recreation ecosystem to help locals and visitors navigate the County." Trail management and development is already a significant part of the Economic Development department's responsibility. Focusing tourism marketing and development on trails, for now, will help the County highlight its historical investments in the K&P Trail and make incremental progress on a primary goal of the Destination Development Plan.

In 2024, the Economic Development Team will partner with Ontario's Highlands and neighbouring municipalities to complete a market readiness assessment of the K&P Trail, the Cataraqui Trail, the Ottawa Valley Recreational Trail, and the Algonquin Trail. These four rail trails form a 350-kilometre, off-road loop that has the potential to be a destination for international tourists seeking to cycle or hike through the Frontenac Arch Biosphere and surrounding communities. This assessment will provide recommendations for destination development and marketing in order to make the trail loop market ready for destination marketing organizations. Details of this project are available in report 2024-021.

**6. Pause tourism social media and website**

The Economic Development team, with its current resources, does not have the capacity to deliver on the development of a new, consumer-oriented Tourism website as recommended in the Destination Plan. The department currently struggles to maintain relevant content on the existing website. In 2024, staff will update only as necessary and evaluate whether the website should be eliminated. Updates to consumer facing social media, such as Visit Frontenac on

Instagram and Facebook will also be discontinued. In the meantime, some tourism content can be incorporated into the Frontenac County corporate social media accounts, when resources are available to do so.

**7. Update Strategic Documents**

Priorities of County Council and the business community have shifted since the Charter for Economic Development was established in 2015. As part of the background work for the Regional Community Improvement Plan, the Economic Development Team has engaged the business community and updated the Charter for Economic Development accordingly. Details and next steps will be presented to the committee in March.

There has been some discussion with staff from the Townships and Frontenac Business Services about establishing a cohesive, collaborative Economic Development strategy to serve all six organizations. The strategy would expand upon the priorities set in the Charter for Economic Development, outline goals and objectives for each organization, and develop a framework for collaboration among all six offices. The Economic Development Team will continue to work with its partners to determine if next steps should be taken about the development of a collective strategy.

Staff are confident that they have the capacity and resources to deliver on the 2024-2028 Business Plan, as amended through this report. Should a change in resources take place, staff will return to the committee with recommended actions or adjustments at that time.

**Frontenac County Strategic Plan**

The Planning and Economic Development work plan for 2024 and beyond supports strategic priority two of the County Strategic Plan:

“Contribute to the progress of sustainable economic growth and prosperity throughout the County”

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

**Financial Implications**

The adjustments to the business plan are to ensure that the Economic Development team is appropriately resourced to deliver on the objectives in the plan within the parameters of the approved 2024 operating budget.

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

Matt Mills, Communications Officer



Planning Services and 2024-2025 Work Plan  
Planning & Economic Development Advisory Committee  
February 13<sup>th</sup>, 2024



**FRONTENAC**

# Overview

- Planning Services Agreement
- Review of 2023 Planning Workload
- 2024-2025 Planning Workplan and Priorities



## Planning Services Agreement

- Initiated 2018, signed by all four Townships and the County
- All planning hours tracked (Director, Manager, Community Planners)
- Annual billing based on 3 year “rolling average”

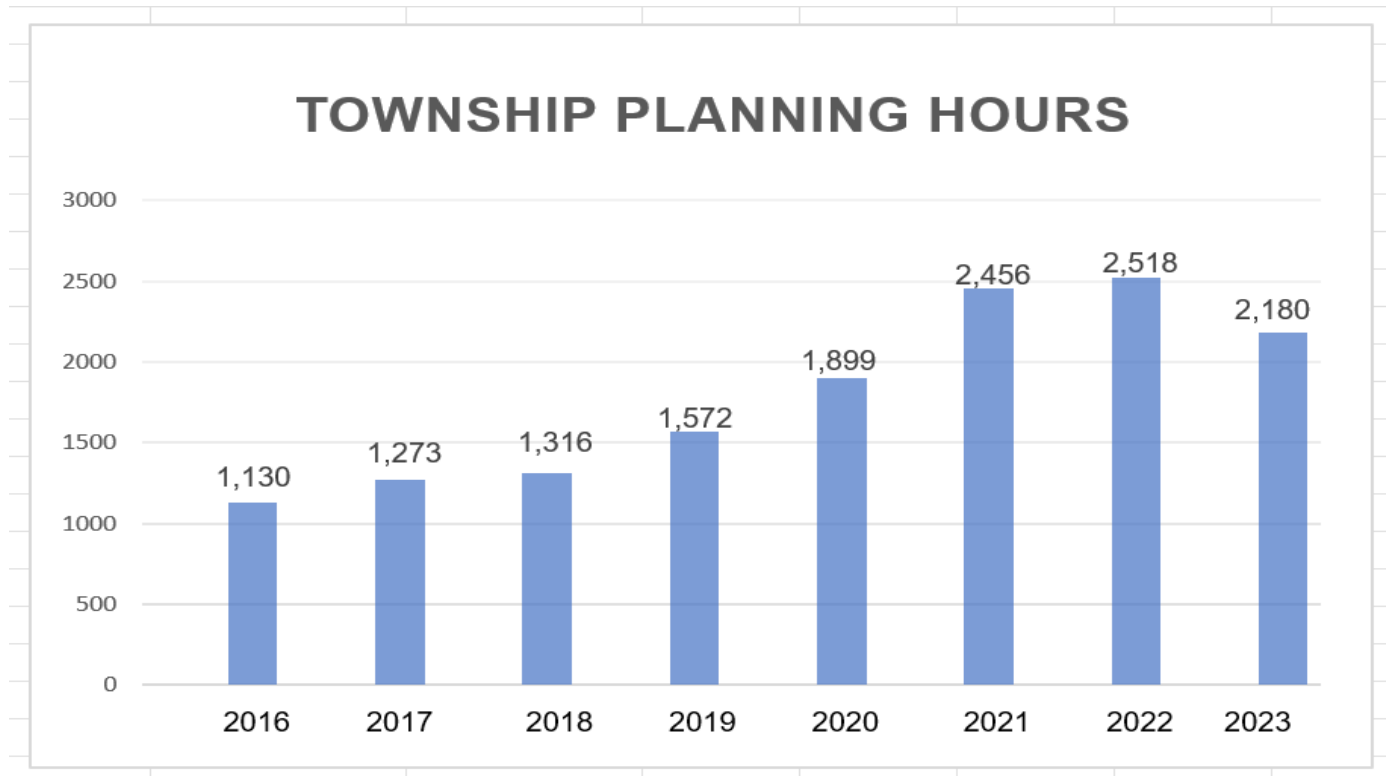


## Total Planning Hours – 2021 to 2023

YEAR	NORTH	CENTRAL	ISLANDS	COUNTY	TOTAL
2021	775.7	1,057.70	623.0	1,907.50	4,363.90
2022	857.5	1,059.00	601.4	2,302.90	4,820.80
2023	634.43	1,007.22	538.02	2,632.23	4,811.90
<b>Difference from 2022 (%)</b>	-35.2%	-5.1%	-11.8%	12.5%	
<b>TOTAL HOURS (2021-2023)</b>	2,267.63	3,123.92	1,762.42	6,842.63	13,996.60
<b>2023 SHARE</b>	13.18%	20.93%	11.18%	54.70%	
<b>3 YEAR SHARE (2021-2023)</b>	16.20%	22.32%	12.59%	48.89%	



# Township Planning Hours – 2016 to 2023

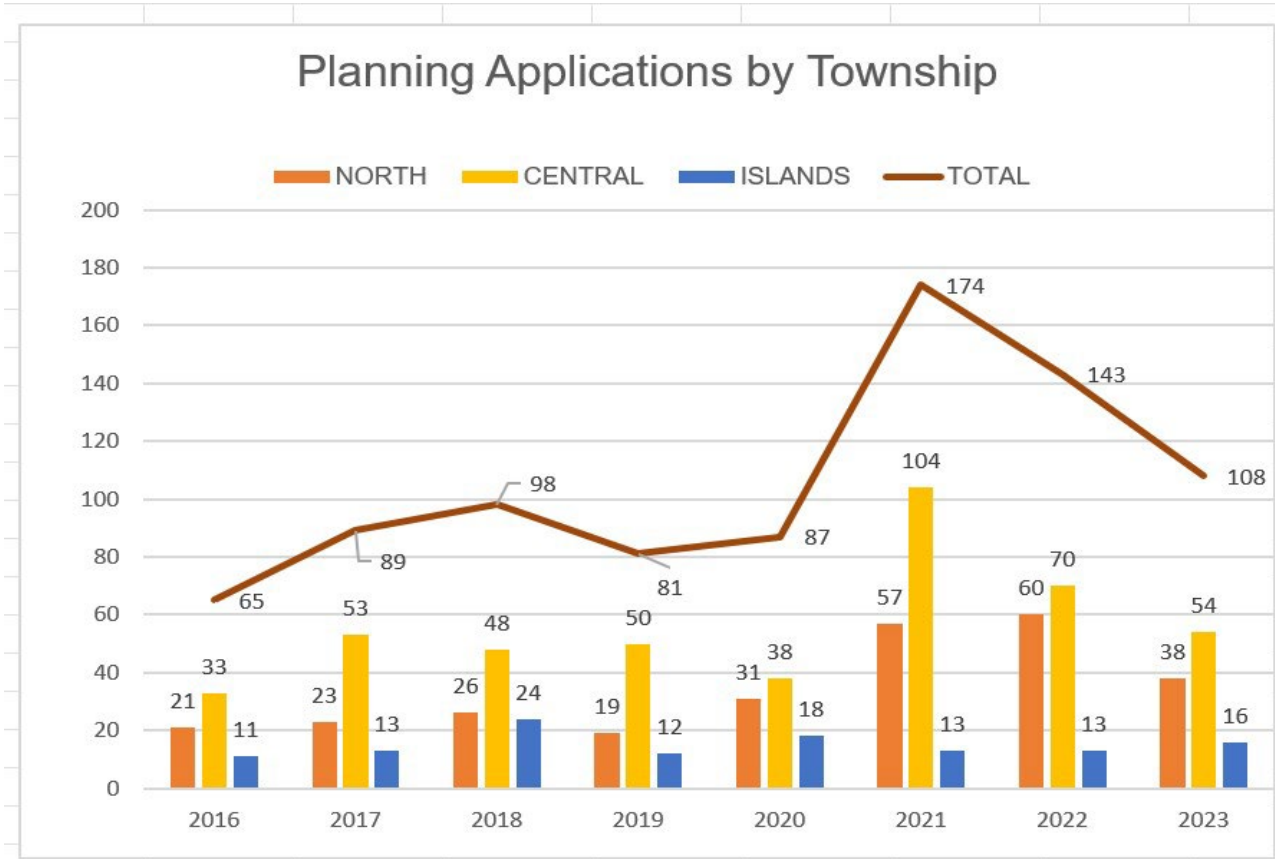


## Township Planning Hours

- Overall decline of 12% from 2022 to 2023.
- First decline since 2020 – heading back to pre-pandemic levels.
- North -35%, Islands -13%, Central -5%
- Many hours related to development planning rather than policy planning



# Township Planning Applications – 2016 to 2023



## Township Planning Applications

- Total planning applications for all Townships has now declined for a third year in a row, from a high of 174 in 2021 to 108 in 2023.
- North: -22 applications between 2022 and 2023 (60 to 38)
- Central: -16 applications (70 to 54)
- Frontenac Islands: +3 applications (13 to 16)



## County / Regional Planning Hours

- Increase of 13% from 2022 to 2023 (2,303 to 2,602).
- Over 55% of our hours were regional planning hours – the first time over 50% since 2020.
- Major projects:
  - Provincial legislation changes
  - Communal services
  - Subdivisions + Land Tribunal hearing on subdivision appeal



## 2024 - 2025 Projects (Regional)

- Community Planning Permit System (CPPS)
- Communal Services – Frontenac Municipal Service Corporation (public utility)
- Regional Natural Heritage Study
- County Official Plan (2016) update
- Regional Community Improvement Plan (CIP)

## 2024 - 2025 Projects (Townships)

- Sharbot Lake Former School Site Redevelopment (communal services)
- South Frontenac Official Plan Review
- Marysville Design Standards and Zoning Amendments
- Frontenac Islands Official Plan Update



# Intangibles

- Volume of planning applications
- Complex planning applications
- Unexpected planning issues (e.g., Provincial changes)
- Land Tribunal appeals
- Subdivision applications (communal services)

# Questions ?



## Report 2024-020

### Planning and Economic Development Committee Information Report

**To:** Planning and Economic Development Advisory Committee

**From:** Kelly Pender, Chief Administrative Officer  
Joe Gallivan, Director, Planning & Economic Development

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

**Date of meeting:** February 13, 2024

**Re:** **2023 Planning Services & 2024-2025 Planning Priorities**

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#### Recommendation

**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”.

#### Background

The work plan for planning services is largely unchanged from the one presented in late 2023. However, this report provides a summary of the planning hours and application numbers for 2023, along with a summary of some changes to project priorities based on some temporary staff changes in the first half of 2024.

#### Comment

##### 2023 Planning Hours and Application Numbers

Total planning applications for all Townships has now declined for a third year in a row, from a high of 174 in 2021 to 108 in 2023. Only Frontenac Islands experienced a small increase from 13 in 2022 to 16 in 2023 (refer to Figure 1).

Total planning hours for all three Townships in 2023 was 2,180, an overall decrease of 11.5% from 2022 (refer to Figure 2). North Frontenac planning hours decreased by more than 35% year over year (634 hours from 857 hours). Central Frontenac hours declined by 5% (1,007 hours in 2023 versus 1,059 hours in 2022). Frontenac Islands hours in 2023 (538) declined 12.5% from 2022 (601).

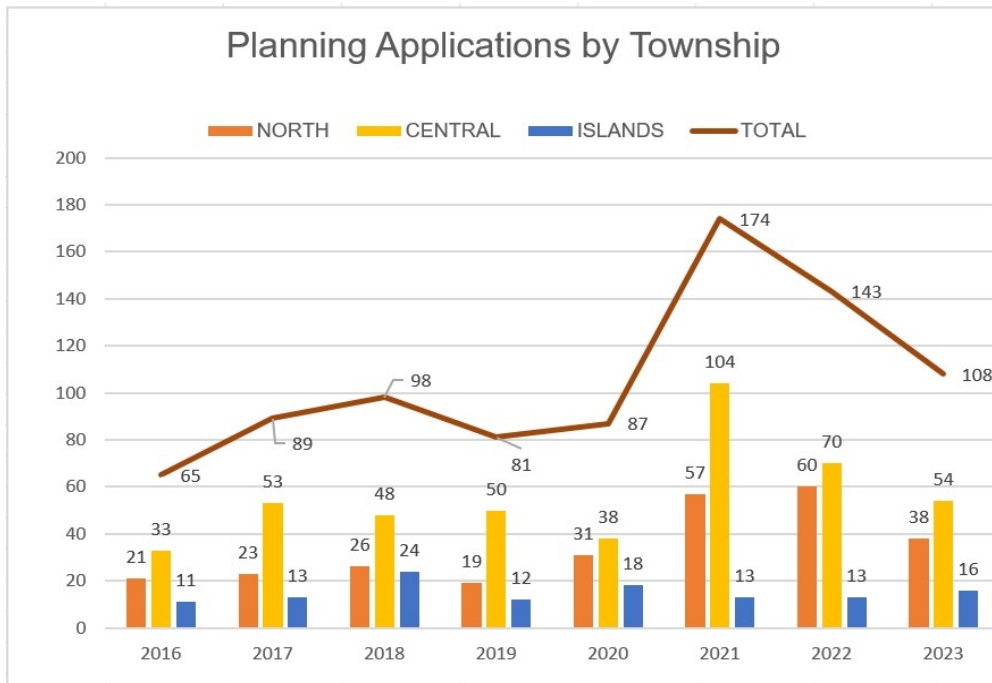


Figure 1: Total number of planning applications by township from 2016 to 2023.

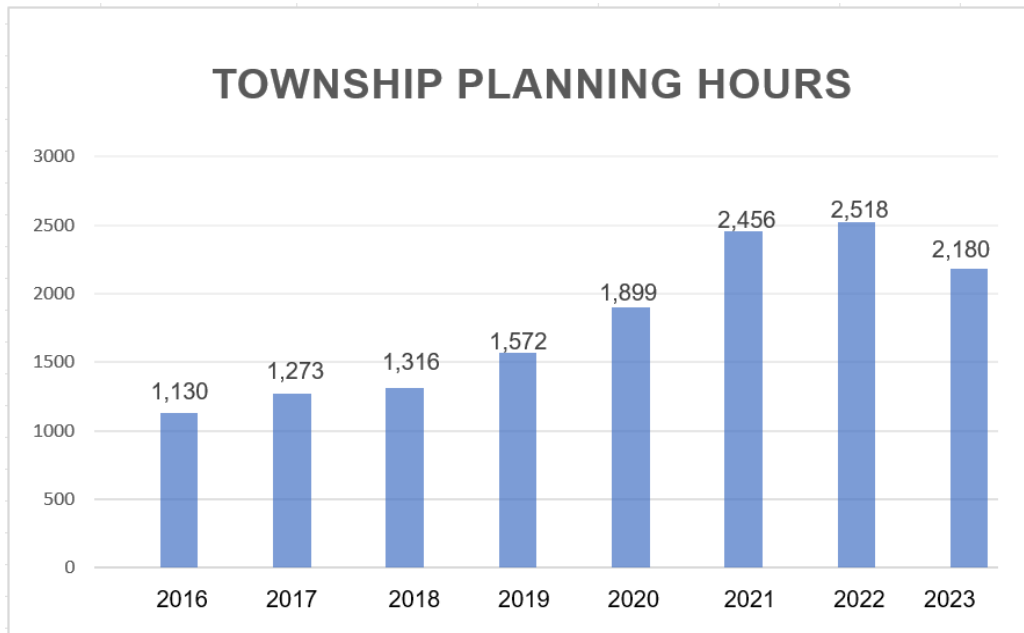


Figure 2: Total number of township planning hours from 2016 to 2023 (North Frontenac, Central Frontenac, and Frontenac Islands)

Planning hours dedicated to County/regional planning increased by 12.5% in 2023 (2,632 hours compared to 2,303 hours in 2022). County planning work comprised 55% of total planning hours in 2023. This is the first time since 2020 that County planning work has represented more than half of our workload.

Total planning hours in 2023 were 4,812 which was essentially the same number of hours in 2022 (4,820). This in part was due to more time being allocated to 'non planning' tasks (e.g., training, economic development, etc.).

**North Frontenac (634 hours, -35% from 2022)**

The majority of time in 2023 was for development planning. Report writing was 166 hours (26% of total). Planning inquiries and consultation accounted for 160 hours (25%). 'Housekeeping' work on the Zoning By-law involved 61 hours of work. A single planning application for a property on Lafolia Lane (Palmerston Lake) accounted for 90 hours (14% of total).

**Central Frontenac (1,007 hours, -5% from 2022)**

Of the 1,007 total hours, a total of 829 hours (82% of total) were dedicated to development planning, including 208 hours for report writing and 358 hours for planning inquiries and consultation. There were 134 hours (13% of total) allocated to the Sharbot Lake school site redevelopment project, including public consultation and an open house. 'Housekeeping' work on the new Township Zoning By-law accounted for 44 hours.

**Frontenac Islands (538 hours, -12% from 2022)**

Hours for planning for Frontenac Islands declined from 601 in 2022 to 538 in 2023. Almost 123 hours (23% of the total) involved work on the Marysville Secondary Plan, including supporting the students at the Queen's School of Urban and Regional Planning on their Marysville design standards project. Planning inquiries, consultation and report writing accounted for 169 hours (31% of total hours).

**Frontenac County (2,632 hours, +13% from 2022)**

For the first time since 2020, County planning work represented more than half of the work of the planning team (55% of total planning hours). Work done by the Director (912 hours for County work) accounted for almost 35% of the total 2,632 hours, including administration and strategic planning. Other large projects included:

- A total of 174 hours was spent working with the Townships in implementing changes to the planning process as a result of new Provincial legislation, including preparing an Official Plan Amendment and holding Public Meetings for all three Townships as well as assisting South Frontenac Township.
- Planning staff also spent 61 hours researching and preparing updates to the various township fee by-laws to increase revenue related to planning applications.
- Another 49 hours was spent by planning staff researching and preparing material for the delegated approval of undisputed consents for the three Townships. It should be noted that that by the end of February, planning staff anticipate that North Frontenac, Central Frontenac, and Frontenac Islands Councils will all have passed by-laws

related to the delegated approval of undisputed consents. This change to the local planning process is expected to decrease staff time on files, which in turn will be reflected in the 2024 summary of township hours.

- Approximately 212 hours was dedicated to the ongoing work on the communal services project and the establishment of a municipal utility.
- Subdivision files work totaled 101 hours, and an additional 68 hours was committed by the Director for work on an Ontario Land Tribunal hearing for an appeal of a County Council decision to not extend draft approval of a plan of subdivision (Sands Road, South Frontenac – Ouellette).

### **Staffing Update**

A full-time member of the planning services team will be taking parental leave for 12 weeks starting approximately at the end of February. It is extremely difficult at present to hire a planner for a full-time permanent position, let alone one for three months. Therefore, the decision was made to post a part-time position of 16 hours a week for up to six months. At the time of writing this report, the County has received four applications and will be conducting interviews with the top candidates.

Existing planning staff will continue to monitor and respond to the majority of inquiries. As development activity often increases in the spring, staff have tried to be realistic about the other projects and initiatives that they can continue to move forward, which is outlined in more detail in the section below.

The planning services team will also be hiring a student intern for a 16-week period over the summer, starting in May, as we have over the last few years. The hours worked by the student are covered entirely by the County and are not included in the billing for the service agreement with the three townships.

### **Future Projects and Time Commitments**

There are several planning projects in the 2024 to 2025 period that are currently listed in the Department work plan that are expected to involve significant planning hours. The timelines of these projects may be adjusted based on workload issues:

- **Community Planning Permit System (CPPS) (2024/2025)** – In 2023, each of the four Township Councils agreed to contribute a maximum of \$25,000 each for this project, which will be managed by planning staff and billed as a County project. A Request for Proposal (RFP) was released on January 29, 2024, with the goal of hiring a planning consulting firm by March.. The CPPS project is a priority for 2024 and will also involve time and commitment from Township staff. It is expected that implementation at the Township level will take place in 2025.
- **Communal Services – Frontenac Municipal Services Corporation (FMSC) (2024)** – The utility to publicly manage and operate future communal service development across Frontenac was created in late 2023, and the Board of Directors was selected in early 2024. Although the FMSC is now a separate entity, it is expected that County planning staff will support the implementation of ‘best practices’ this year. Also, County planning staff will be working with all four

Townships to prepare Official Plan policies (and amendments where needed) to support the use of communal services and to provide guidance about where each Township would support this type of development.

- **Natural Heritage Study (2024/2025)** – County Council has approved a maximum budget of \$110,000 to prepare a new Natural Heritage Study (the previous one was completed in 2012). Work has been delayed due lack of time available for County / regional planning work; however, it is expected that an RFP will be created and released in the third quarter of 2024.
- **County Official Plan update (2024/2025)** – The first County Official Plan was adopted by County Council in 2014 and approved by the Minister of Municipal Affairs in 2016. Staff will be bringing a work plan to County Council in the second half of 2024 to initiate the update process.
- **Plans of Subdivision and Condominium (2024/2025)** – There is the potential for an increase in subdivision applications now that a public utility has been created to manage and operate new development on communal services.
- **Regional Community Improvement Plan (CIP) (2024/2025)** – The Regional CIP work with Economic Development continues in 2024 and may result in County planning staff preparing amendments to the County and Township Official Plans for implementation.
- **Sharbot Lake Former School Site Redevelopment (2024/2025)** – Planning staff are working at the direction of Central Frontenac Township Council to file an application to the Federation of Canadian Municipalities (FCM) for cost shared funding to initiate an Environmental Assessment (EA) for using communal services for the redevelopment of the formal school site. Should the application be successful, the EA process may commence in the second quarter of 2024. Decisions on future uses for the site will also take place in 2024.
- **South Frontenac Official Plan Review (2024)** – A draft of the new Official Plan was released to the public in February 2023. County Council is the approval authority for the new plan and County planning staff are involved in the review and suggested changes during the public review process. It is expected that Township Council will adopt the Plan in the second quarter of 2024, with the goal of County Council approval by the end of the third quarter.
- **Marysville Design Standards and Zoning By-law Amendments (2024/2025)** – Students from the Queen’s University School of Urban and Regional Planning completed a design standards project for future development and redevelopment in the village. Planning staff will begin work in the second half of 2024 to review the design standards and draft changes to the zoning for the village to implement these standards.
- **Frontenac Islands Official Plan (2024/2025)** – Planning staff are awaiting direction from Frontenac Islands Township Council to initiate work on a new Official Plan (the

existing plan is more than 10 years old and is not up to date with changes to Provincial planning policy over the past decade).

**Financial Implications**

There are no financial implications associated with the update to the business plan for planning services. Anything in addition to what has already been budgeted for would require approval from County Council.

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

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

**Attachments:**

None



Report 2023-021

**Committee Recommend Report**

**To:** Chair and Member, Planning Advisory Committee  
**From:** Richard Allen, Manager of Economic Development  
**Prepared by:** Richard Allen, Manager of Economic Development  
**Date of meeting:** February 13, 2024

**Re:** **Planning and Economic Development Advisory Committee – Eastern Ontario Rail Trail Loop Market Readiness Assessment and Partnership with Ontario's Highland Tourism Organization**

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**Recommendation**

**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

**Background**

The K&P Trail is a strategic economic development initiative that Frontenac County has pursued for over 15 years, with 70 of 90 kilometers rehabilitated during that time, with more planned to take place in 2024. The K&P also extends north through Lanark and Renfrew Counties to where it meets the Algonquin Trail, and South to Lake Ontario and the City of Kingston.

The K&P plays a critical north-south connection in a 350-km rail trail loop formed through its connections with the Cataraqui Trail, the Ottawa Valley Recreational Trail, and the Algonquin Trail. This type of experience is a unique and attractive tourism product, and many types of visitors would be interested in travelling to Eastern Ontario to experience some or all of this loop through hiking, cycling or in some cases riding ATV's or snowmobiles.

The K&P Trail and the Cataraqui Trail are also part of the Trans Canada Trail, a 26,000-kilometer network of trails connected across Canada. The Trans Canada Trail organization has now established a National Standard for Tourism readiness and the Counties of Frontenac and Lanark and Renfrew have identified this “Eastern Ontario Rail Trail Loop” as an ideal candidate for market assessment in anticipation of preparing the loop and its component trails for additional tourism marketing.

Market readiness standards as defined by [Trans Canada Trail](#) are:

- **Visitor Ready** — Refers to a legally operated trail that is ready to support local visitors. These trails provide a relatively undeveloped trail experience, are likely known primarily by locals and potentially short-haul domestic travellers and are typically not actively promoted beyond local markets.
- **Market Ready** — Refers to a trail that meets the visitor ready criteria, and also provides a refined trail experience and visitor amenities. These trails have a brand, are known regionally and provincially/territorially, and are actively marketed to potential visitors in domestic short and long-haul markets.
- **Export Ready** — Meeting the criteria for both visitor and market ready, these trails are the best of what Canada has to offer and are well positioned amongst the best trail destinations in the world. They contain a critical mass of on- and off-trail activities that can provide multi-day experiences. As primary travel motivators, these trails provide a refined and fully integrated experience. They offer exceptional quality infrastructure and amenities, dependable support services and excellent trip planning information. Access to knowledgeable staff (e.g., trail operator, Destination Marketing Organization) and trip planning tools are in place, ready to meet the needs and expectations of the more experienced trail tourist. The tourism industry in the region acts as an ambassador for the trail and is highly knowledgeable about the available trail experiences. The trail is regularly maintained, and visitation is actively managed. This ensures the desired trail experience can be achieved and undesirable impacts to the host community are mitigated or avoided.

In addition, the [Federal Tourism Growth Strategy](#) was launched on July 4, 2023, and with it the first-ever [National Trails Tourism Strategy](#). These strategies outline several goals in support of trails development, specifically in rural areas:

- To increase tourism benefits for communities by driving visitation from urban areas to rural areas
- To create active outdoor experiences
- To support economic sustainability through extension of the tourism season (e.g., new or expanded tourism offerings outside of the traditional high season)

A major underpinning of the “[Embrace Recreation in the Great Outdoors](#)” priority of the Federal Tourism Growth Strategy is the National Trails Tourism Strategy. The strategy is intended to boost tourism by leveraging trails and related infrastructure and focuses on three key areas:

- Develop a High-Quality Inventory of Trails – Ensure our trails are maintained and our parks have the capacity to handle larger visitor groups with modern amenities while minimizing impact to our natural spaces.
- Establish Market Readiness – Maintain and develop high-value experiences by encouraging the coordination and conservation of trails and surrounding amenities and training operators to be ready to welcome high volumes of visitors.
- Engage in Destination Marketing and Promotion – Leverage the resources and expertise of Destination Canada and other marketing avenues to promote local trails, neighbouring communities, and related services.

The Market Readiness Assessment will provide a comprehensive set of recommendations relating to the K&P, Cataraqui, Algonquin and Ottawa Valley Recreational Trails in order to establish the market readiness of the Eastern Ontario Rail Trails Loop. This will ensure that the appropriate levels of governance, maintenance, amenities, and information are in place prior to the investment of significant resources into the attraction of visitors to the experience.

The Counties of Frontenac, and Lanark, & Renfrew, along with the Town of Smiths Falls have partnered with the Ontario's Highlands Tourism Organization to complete the Market Readiness Assessment and Ontario's Highlands have submitted a grant application to the [Tourism Growth Fund](#) in support of the project.

**Comment**

The purpose of this project is to establish a new signature tourism experience in Eastern Ontario by capitalizing on recent capital trail investments by local municipalities resulting in a 350-kilometre off-road loop of rail trails (The Eastern Ontario Rail Trail Loop).

This project will result in the market readiness assessment of these trails, actions to strengthen the market readiness based on the professional evaluation and will end with steps to take the product to market with the goal of increasing the overall volume of tourists visiting the trail and a corresponding economic benefit to the communities serviced by the trails loop from that visitation.

The project is structured in three phases, scheduled to take place from 2024 to 2026:

**Phase 1 – Assessment (2024):** An experienced trails consultant, Jane McCulloch, will evaluate the market readiness of the three trails and provide recommendations. This includes identifying key private investments such as accommodations, outfitters, and food and beverage providers.

**Phase 2 – Action (2024-2025):** Municipalities, Trail Groups and other partners will look to implement the recommendations to ensure the trails meet a minimum standard of market readiness. Economic Development staff will facilitate the attraction of identified businesses for their relevant Counties, and communities will be encouraged to support the trails through cooperation and joint initiatives.

**Commented [DM1]:** Is this all Economic Development staff or specific to Frontenac County? Perhaps clarify as the first line refers to all and I think this is specific to FC....

**Commented [RA2R1]:** It's for all counties. Thanks!

If the partnership is successful with securing funding through the Tourism Growth Fund, the action phase will start with engaging communities along the rail trail loop with the concept of "Trail Towns," providing a framework for businesses, community groups and other trail partners to connect with the project and contribute to the success of these trails.

**Phase 3 – Promotion (2025-2026):** Once the trail loop is at or near its minimum level of market readiness, we will launch campaigns to promote the product to relevant markets in North America and beyond, establishing it as a signature experience in Canada. These efforts would be led by tourism organizations such as Ontario's Highlands Tourism Organization, Destination Ontario or Destination Canada.

This report is focused on Phase 1 of the project, regarding the Market Readiness Assessment and the partnership with Ontario's Highland's, the County of Renfrew, the County of Lanark and the Town of Smith's Falls.

#### **Market Readiness Assessment**

Ontario's Highland's has contracted [Terminus Consulting](#) to conduct a detailed market readiness assessment, an investment attraction analysis, as well as providing recommendations for the development of a trail towns program for the Eastern Ontario Rail Trail Loop.

The assessment will begin with a desktop review in February and March of 2024 and, if successful securing funding from the Tourism Growth Fund, a field review of each trail in the month of May.

The following criteria will be evaluated:

- **Governance & Management:** The consultant will review the management plans, risk management protocols, liability insurance, trail management teams in place for each of the trails and provide recommendations to ensure processes are in place to provide consistent and safe experiences for all visitors to the trails.
- **Pre-trip Planning:** This is an assessment of the elements available for the tourist when they are planning their trip such as whether the trail has an exclusive website and clear travel information about how to get access the trail, where to park, what is permitted on the trail, and what expectations a tourist might have of the experience.
- **Entry and Access Points:** This criterion includes ensuring that the tourists have a clear and defined access point for parking and accessing the trail, and that appropriate wayfinding is in place to assist tourists to trailheads and parking from nearby roadways.
- **On Trail Experience:** This assessment reviews the experience of the trail from the visitor perspective – is it possible to navigate the trail using maps or signs? Is the trail well maintained and in reasonable condition? Is the visitor able to access key amenities or local businesses with ease?

- **Trail Design:** The design of the trail through the corridor will be reviewed, along with assessment of alignment and consideration for safety. Conservation efforts through design efforts will also be evaluated, as well as the experiential aspects of the physical trail as it interprets local cultural, natural or historical elements – ultimately, is there a clear story to the trail experience?
- **Trail Identity & Brand:** Assessment of the overall brand/theme of the trail and how it connects with the tourist, the region, the history as well as the natural features of the trail. The consultant will also consider the strength and uniqueness of each trails brand, as well as the branding of the trail loop.
- **Tourism Services and Amenities:** This consists of a review of basic tourism services, access to communities, package/itinerary development, transportation, washrooms, garbage/waste disposal.
- **Accessibility & DEI Assessment:** With an aging demographic who are interested in outdoor activities and have the disposable income to support these pursuits and an increase in interest in accessible tourism, it is going to be important to ensure that all potential users feel a level of comfort when they are on the trail.

Other things that will be assessed include user fees, camping, opportunities for users to provide feedback and the seasonality of the trail. This comprehensive assessment will be used to evaluate market readiness using the Trans Canada Trail National Standard. (Appendix B).

#### **Investment Analysis**

A separate report will also be provided identifying key investments necessary from the private sector to support the growth of the trail market, such as camping, roofed accommodations, outfitters, and restaurants. These elements are necessary to support multi-day experiences and to augment single day experiences by providing destinations and ancillary experiences to the trail.

This report will be used by Economic Development staff and municipalities to build business cases for the attraction of the identified private sector investments. In some cases, public investment may be recommended as well, to support parking, staging areas, or to create community connections to the trail loop.

#### **Trail Town Recommendations**

Trail towns are communities that are located along a long-distance trail, such as a hiking, biking, or water trail. They provide services, amenities, and attractions for trail users, and benefit from the economic opportunities that trails bring. Trail towns also promote and protect the trail as a valuable resource for their region.

The concept of trail towns originated in the United States, where several programs have been established to help communities along trails such as the Appalachian Trail, the Great Allegheny Passage, and the North Country Trail. These programs offer guidance,

resources, and marketing support to trail towns, and help them create a network of businesses and organizations that cater to trail visitors.

One example of a trail town program in Canada is the Trent-Severn Trail Towns, which launched in 2018 as a partnership between Parks Canada and other regional stakeholders. The program covers 14 communities along the Trent-Severn Waterway, a 386-kilometer canal route that connects Lake Ontario and Georgian Bay. The Trent-Severn Trail Towns offer a variety of experiences for visitors, such as food and beverage, arts and culture, heritage and history, and outdoor recreation.

Details on the Trail Towns program can be found at [www.trailtowns.org](http://www.trailtowns.org).

In addition to the Market Readiness Assessment and the Investment Attraction Analysis, the consultant will also conduct a high-level review of Trail Town readiness – and provide concrete steps for creating one or more trail town programs to support the Eastern Ontario Rail Trail Loop. If funding is secured through the Tourism Growth Fund, several workshops will be hosted in communities located along the Eastern Ontario Rail Trail Loop introducing Trail Towns and connecting with potential partners and champions.

#### **World Trails Conference**

The Market Readiness Assessment project will be featured at the [World Trails Conference](#) in Ottawa, taking place from September 30 to October 3, 2024. In addition to a proposed panel presentation, conference attendees can participate in a four day, pre-conference, “Trail Journey.” This experience will have participants will travel along different locations along the Eastern Ontario Rail Trail Loop, including the K&P Trail. Each day will feature a new trail experience, including hiking, cycling and by ATV. During this time, the participants will discuss the process of the Market Readiness Assessment and their own experience, interpretations, and recommendations.

#### **Alignment with the Federal Tourism Growth Strategy**

This project aligns with several of the goals of the Tourism Growth Strategy, specifically:

- **Increasing tourism benefits for communities by driving visitation from urban areas to rural areas:** The Eastern Ontario Rail Trail Loop is located within 2-3 hours travel from Toronto, Ottawa and Montreal, making it an attractive experience outside of these urban destinations. The relevant trails forming the loop can be accessed from these urban areas through VIA Rail, from rail stops in the City of Kingston or the Town of Smiths Falls.
- **Creating an active outdoor experience:** The 350-kilometer Eastern Ontario Trail Loop’s primary market will be as a cycling experience, although it may also appeal to through hikers. This product is clearly an active outdoor experience, that can be developed to appeal to different sub-markets in the cycling community – for example: bikepacking, gravel riding, family excursions, long-distance touring. The Rail Trail Loop also can become a platform for additional tourism products developed to use the trail infrastructure, such as events or

racers. These could be strategically planned to help extend the tourism season with the development of early spring or late fall events.

- **Supporting economic sustainability:** Extend the tourism season (e.g., new or expanded tourism offerings outside of the traditional high season) including Snowshoeing, Cross Country skiing, snowmobiling, etc.

#### **Next Steps**

Ontario's Highlands Tourism Organization has submitted the application for funding to the Tourism Growth Fund, and now OHTO and its partners await a response. In the meantime, with existing funds provided by the partnership, the consultant will proceed with the desktop review portion of the assessment.

If the funding application is successful, field assessments of the Eastern Ontario Trails Loop will be scheduled in May, with recommendations provided to OHTO and its partners during the summer months.

Once the assessment is complete and recommendations have been provided to the project partners, an implementation plan will be required along with budget and potential funding sources identified. While some recommendations may require significant capital investment over time, there will be immediate and low-cost actions that can be implemented in the short term to establish the Eastern Ontario Rail Trail loop at an appropriate level for market readiness. For example, it may be recommended for municipal partners harmonize their existing by-laws and enforcement procedures to ensure a consistent experience for the trail user.

Ontario's Highlands will provide coordination and support on actions specific to tourism product development, using its experience from developing the highly successful "Ride the Highlands" product.

After the assessment has been completed and action has been taken to ensure the Eastern Ontario Rail Trail Loop is at a minimum level of market readiness, the promotion of the product will begin, led by the Ontario's Highlands Tourism Organisation and supported by project partners and other marketing organizations such as Destination Ontario and Trans Canada Trail. Preliminary campaigns are expected to begin in 2025 and evolve over time as market readiness and visitor growth continue to increase.

#### **Project Success Indicators**

Integrating success indicators is crucial for a trails project aimed at attracting international tourists. These indicators enable project monitoring over time, will promote accountability across the partnership, and support effective decision-making, ensuring the project aligns with the standard set by Trans Canada Trail. By establishing clear goals and measuring progress, the partners can celebrate milestone achievements, engage interested support groups – such as clubs, and position the trail as a premier international destination, enhancing Eastern Ontario's economic opportunities.

1. **Market Readiness** – As described by Trans Canada Trail, market readiness moves along a continuum ranging from "Visitor Ready" to "Market Ready" and ultimately, "Export Ready." The goal of this project is, over time, to develop an

“Export Ready,” signature trail experience in Canada. The first step is to establish a baseline level of “readiness” through the assessment process and then to fulfill the recommendations provided. Progress will be measured by tracking the completion of recommended actions in the assessment, and a formal re-assessment will take place in 4-5 years.

**2. Visitation**

Success of the project will also be measured using mobile data to determine the origin of visitors to the trail. An increase of visitors from over 40 km away, and more instructively, over 100 km away will demonstrate the increase of market appeal to trail visitors. This indicator will be measured annually using mobile data.

In November of 2023, Trans Canada Trail launched its partnership with Propulso, providing mobile visitor data to trail management partners throughout the Trans Canada Trail network. Ontario’s Highland’s and its project partners will work with Trans Canada Trail to collect 2023 data for each of the component trails to set a baseline to evaluate project progress annually.

A sample of 2022 data from the component trails is available in the table below:

2022 Propulso Data	Algonquin Trail	OVRT	Cataraqui Trail	K&P Trail	Rail Trail Loop
Total Visits	231,828	186,929	234,911	207,547	<b>861,215</b>
Unique Visits	100,460	94,635	86,149	82,701	<b>363,945</b>
% Tourists (40 km+)	26.0%	30.5%	44.5%	32.6%	<b>33.05%</b>
# of Tourists (40 km +)	26,120	28,864	38,336	26,961	<b>120,280</b>
% Tourists (100 km+)	6.72%	5.04%	8.09%	13.56%	<b>8.16%</b>
# of Tourists (100 km +)	6,751	4,770	6,969	11,214	<b>29,704</b>

**3. Investment**

Success of the project can also be quantified by tracking both public and private investment as a result of the recommendations of the market readiness assessment. A successful trail product will have amenities provided by trail operators, municipalities, or other partners. The number of these investments and the amount of funds dedicated to these projects are indicators of project success, and commitment from partners. These amenities might include staging areas, benches, washrooms, wayfinding signage or other supportive infrastructure.

The investment analysis will also provide the foundation to create business cases for private investment in the forms of accommodations, camping, restaurants,

food trucks, outfitting or transportation services. The investment related to the start of these businesses can also be quantified.

### **Frontenac County Strategic Plan Alignment**

**Goal 2:** “Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County”

- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.

### **Financial Implications**

The County of Frontenac's contribution to the Market Readiness Assessment project is \$10,000 in 2024. These funds were identified as part of the 2024 operating budget for the K&P Trail.

The Ontario's Highland's Tourism Organization has applied to the Tourism Growth Fund for additional funding to support the field review portion of the assessment and the launch of Trail Towns programs.

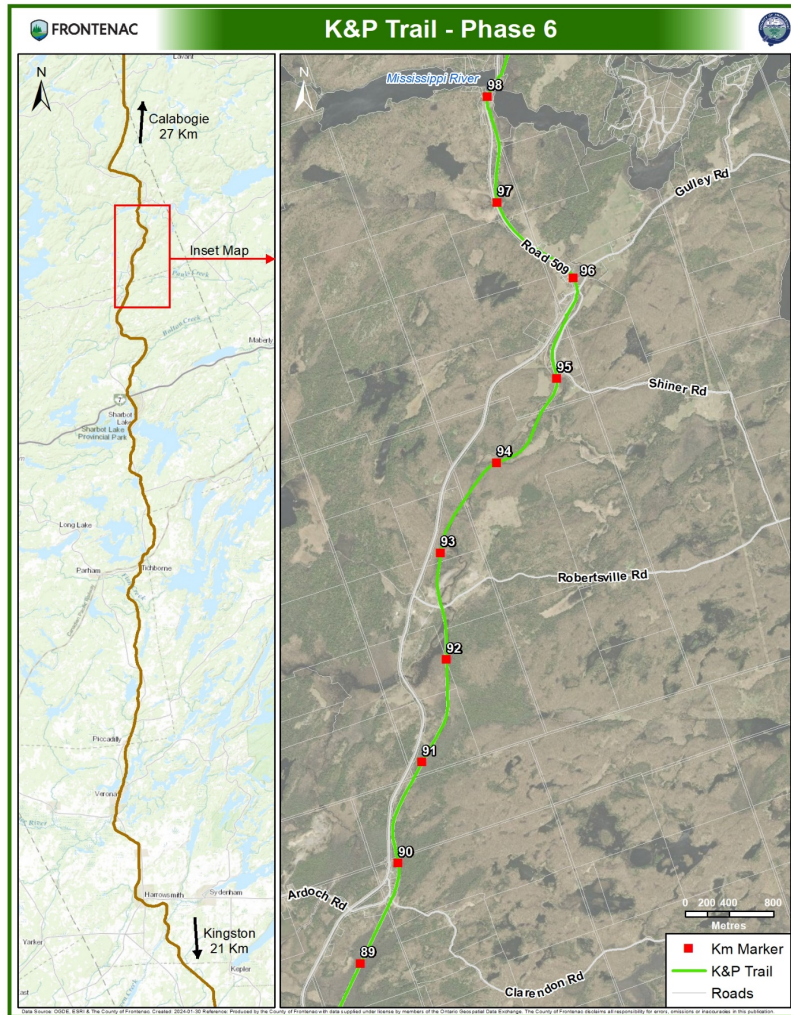
A subsequent application by Ontario's Highlands or Frontenac County to a future round of applications to the Tourism Growth Fund is anticipated in order to enable the implementation of the assessment recommendations.

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

Cataraqui Conservation  
County of Lanark  
County of Renfrew  
Ottawa Valley Tourism Association  
Ontario's Highland's Tourism Organisation (RTO 11)  
Regional Tourism Organisation 9 (RTO 9)  
Municipality of Mississippi Mills  
Town of Smiths Falls  
Town of Carleton Place  
Township of Rideau Lakes  
Township of Central Frontenac  
Township of North Frontenac  
Township of South Frontenac  
Trans Canada Trail



Appendix B



Report to Planning and Economic Development Advisory Committee – Eastern Ontario Rail Trail Loop Market  
 Readiness Assessment and Partnership with Ontario's Highland Tourism Organization  
 February 13<sup>th</sup>, 2024

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**Report 2024-022**

### **Council Recommend Report**

**To:** Warden and Council

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

**Prepared by:** Richard Allen, Manager of Economic Development

**Date of meeting:** February 13, 2024

**Re:** **Planning and Economic Development – K&P Trail Development Phase 6: Clarendon Station to the Mississippi River and Rural Economic Development Program Funding Opportunity**

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#### **Recommendation**

**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 to 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.

## Background

The Frontenac K&P Trail has been a strategic economic development project for over 15 years. As outlined in the Frontenac K&P Trail Management Plan, County Council's vision is to connect the County from North to South. Approximately 20 kilometres remain to be developed between the City of Kingston and Lanark County.

Since 2021, the County has begun the process of acquiring the former Kingston and Pembroke Railway in North Frontenac to complete this link and is now in a position to rehabilitate and upgrade the former rail corridor along an 8-kilometre stretch between Clarendon Station and the Mississippi River, just south of Snow Road Station.

In 2020, with funding support from Ontario's Rural Economic Development Program (RED), and in partnership with Township of Central Frontenac, the County of Frontenac completed the rehabilitation of a similar section of the K&P Trail consisting of 14 kilometres between Sharbot Lake to Clarendon Station.

Ontario's Rural Economic Development (RED) program provides cost-share funding to rural municipalities, Indigenous communities, and not-for-profit entities to support activities that create strong rural communities in Ontario and open doors to rural economic development.

The RED program is focused on outcome-based projects that will have tangible benefits for Ontario's rural and Indigenous communities. The program will have two project categories:

- The Strategic Economic Infrastructure stream provides up to 30 per cent in cost-shared funding for minor capital projects that advance economic development and investment opportunities.
- The Economic Diversification and Competitiveness stream provides up to 50 per cent in cost-shared funding for projects that remove barriers to business and job growth, attract investment, attract or retain a skilled workforce, strengthen sector and regional partnerships and diversify regional economies.

On January 21, 2024 the Rural Economic Development Program opened for applications, with submissions due February 21, 2024 at 5:00 PM. This report outlines the opportunity for Frontenac County to make a submission to the Strategic Economic Infrastructure stream of the RED program in order to leverage the County's resources to rehabilitate the K&P Trail between Clarendon Station and the Mississippi River.

## Comment

As described in the [Frontenac K&P Trail Management Plan](#), the long-term vision for the Frontenac K&P Trail is a high-quality recreational experience extending from Wolfe Island through the City of Kingston north to the border of Lanark County. This will position the K&P Trail as a critical north south-link "spine" in the Eastern Ontario Rail

Trail Loop. This mainland rail-trail was also identified as an important off-road cycling connection in the 2018 Provincial Cycling Network.

In 2019, the K&P became fully connected between Kingston and Sharbot Lake, and in 2020 the County added 14 additional kilometres to reach Clarendon Station. The objective of phase 6 is to complete the final 20 kilometres to Lanark County, where the Trail continues to Renfrew County and connects to the Algonquin Trail.

The 8-kilometre section identified for development as part of this project crosses from Central Frontenac into North Frontenac, through Robertsville and Mississippi Station to finish on the shore of the Mississippi River located south of Snow Road Station. See map in Appendix A for more information.

While this section has been used by ATV's and snowmobiles for many years, it still requires rehabilitation to establish a secure trail base and a stone dust surface to support the full variety of uses encouraged on the K&P Trail such as hiking, cycling and horseback riding.

This project will require standard rehabilitation efforts for the full 8 kilometres consisting of:

- Clearing and preparation of lands
- Placement of aggregates
- Grading, Compaction and Finishing
- Installation of edge protection

In addition, this project will also involve the rehabilitation of 3 bridge structures and the replacement of a large culvert on Black Creek. These works may include additional costs associated with working on or in the waterway.

The total estimated cost for this project, including bridge and culvert work, is \$700,000.

### **Rural Economic Development Program Funding Opportunity**

Since 2015, the regular allocation of the Federal Gas Tax (Canada Community-Building Fund) has been distributed to the townships at the direction of County Council. In 2019, the County received two one-time doublings of the Canada Community-Building Fund Allocation, some of which was set aside for the next phase of development for the K&P Trail in North Frontenac ([Report 2019-089](#)).

As of the writing of this report, there is approximately \$1 million in the Canada Community Building Fund (CCBF) (formerly the Federal Gas Tax) that has been earmarked for the entire 20 kilometres of trail rehabilitation from Clarendon Station to Lanark County. At its regular meeting on November 15, 2023, County Council approved \$12,000 of CCBF funding for preliminary leveling work to take place between Clarendon Station and Robertsville in partnership with the Snow Road Snowmobile Club and the Ottawa Valley ATV Club ([Report 2023-120](#)).

Often, staff can leverage CCBF funds to secure grants to increase the capacity for development. Approximately 50% of K&P Trail development has been funded by the Gas Tax/CCBF, and often these funds were matched to some of the other funding sources listed below to maximize funding potential. One example of this matching is that in 2020, the County made a successful grant application to the Rural Economic Development Program and leveraged 2019 gas tax funds allocated for K&P Trail development ([Report 2020-005](#)).

However, in the case of the current RED Program, 10% of project costs must come from sources other than Federal or Provincial Funding. As funds have not been budgeted for this project outside of the CCBF funding, this will be the limiting factor on the County's application. For example, this project has an estimated budget of \$700,000 which means RED requires that \$70,000 of that budget to come from reserves, taxation or through other partner contributions.

Staff are recommending a one-time use in the amount of \$60,000 from the Community Development Reserve, which is normally used for strategic economic development projects and to match grants in support of those projects when the opportunities arise.

Partnership is another critical element of a successful application to the Rural Economic Development Program. This is quantified primarily in terms of co-applicants, who assume some responsibility for project completion. A secondary partnership element evaluated by the RED program is represented through financial contributions from partners such as other municipalities, not-for-profit organisations, or local businesses.

The Township of North Frontenac has declined to serve as a co-applicant for this project or to commit to providing a financial contribution should the application be successful. Staff have reached out to the Township of Central Frontenac, the Ottawa Valley ATV Club, the Frontenac ATV Club and the Snow Road Snowmobile Club seeking partnership and funding support on this application. The Frontenac ATV Club has committed \$5,000 towards this project.

### **Strategic Priority Implications**

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

- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.

## **Financial Implications**

Since 2015, the regular allocation of the Federal Gas Tax (Canada Community-Building Fund) has been distributed to the townships at the direction of County Council. In 2019, the County received two one-time doublings of the Canada Community-Building Fund Allocation, some of which was set aside for the next phase of development for the K&P Trail in North Frontenac ([Report 2019-089](#)).

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There is approximately \$1 million in the Canada Community Building Fund (CCBF) (formerly the Federal Gas Tax) that has been earmarked for the entire 20 kilometres of trail rehabilitation from Clarendon Station to Lanark County.

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

Alex Lemieux, Director of Corporate Services/Treasurer  
Township of North Frontenac  
Township of Central Frontenac  
Snow Road Snowmobile Club  
Frontenac ATV Club  
Ottawa Valley ATV Club



**Report 2024-023**

### **Committee Information Report**

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

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

**Date of meeting:** February 13, 2024

**Re:** **Planning and Economic Development Advisory Committee – Frontenac Business Retreat and Awards**

---

#### **Recommendation**

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

#### **Background**

The first annual Frontenac Business Retreat & Awards were held in October 2022 at RKY Camp in Parham, Central Frontenac. The report about the event was shared with committee in [Report 2023-045](#). There were three panels, called “Campfire Chats” which explored topics such as tourism experiences, digital wayfinding and small-business finance.

At the end of the event, the first Frontenac Business Awards were presented to the successful nominees. The five physical awards were framed watercolour paintings created by Wolfe Island artist Nancy Steele, with a plaque including the name of the business and award.

The feedback that was received through the follow up survey and email was very positive, and many businesses requested that the Retreat & Awards become an annual event, using the same format.

#### **Comments**

The second annual Frontenac County Business Retreat and Awards, hosted by Frontenac County Economic Development was held on November 14, 2023, beginning at 12:00 p.m. Entrepreneurs in Frontenac County have a strong history of collaboration and working together.

Fifty eight people from all four Townships attended the 2023 event which was held at RKY Camp in Parham, offering a casual atmosphere in a central location. The event brought businesses and partners together for an afternoon and evening of networking, learning, connecting and celebrating.

The feedback that was received at the event and in the follow up was very positive.

### **Frontenac Business Retreat**

The business networking event included several sessions aimed at encouraging dialogue and connection among attendees.

- **Campfire Chats** - The Campfire Chats session adopted a conversational presentation style, removing the use of PowerPoint and other technologies to foster deeper engagement between presenters and attendees. This format facilitated discussion, allowing participants to ask questions and connect on various topics. The decision to eliminate technology was well received by both presenters and participants.

Topics covered in the Campfire Chats included a variety of subjects with different speakers. The "Tourism Brand Standards Toolkit - Let's Talk Storytelling!" session, featuring panelists Terrilyn Kunopaski and Hermine Mbondo, introduced the Tourism Brand Standards Toolkit. It included an interactive component where attendees developed and shared a news article for feedback on branding and storytelling.

The discussion on "The Importance of Farmers Markets in our Community" included panelists Sarah Hannon from the Sharbot Lake Farmers Market and Laura Buckley from The Market at Wolfe Island Commons. The session explored the value of Farmers Markets, discussing programs and opportunities for business involvement, despite the absence of representatives from the Frontenac Farmers Market.

In the "Frontenac County Business Supports" session, panelists Shaunis Sakell from Frontenac Business Services, Kent Fitzhugh from the Ministry of Economic Development Job Creation and Trade, Rob Tamblyn from Kingston Economic Development, and Kasey Rogerson from the Ontario Highland Tourism Organization outlined the support available to businesses, including how to access these resources.

The "Partnership Panel" featured Daniel Lees from Kick & Push Brewery, Kate Slagle from The Blue Moose B&B, and Victor Heese from the Sumac Centre. This session shared insights into forming and managing partnerships, highlighting various experiences and lessons learned.

- **Networking** – There were opportunities for businesses and entrepreneurs to meet and connect with each other throughout the day. The "Campfire Chat"

sessions encouraged engagement and interaction between participants during the session and into the breaks. Prior to the Frontenac Business Award presentation, a general networking session was held with a cash bar and appetizers.

- **Business Tables** – There were opportunities for businesses to highlight their products, marketing materials or sample items at the event. There were five businesses and organizations that participated in this opportunity.
- **Economic Development Updates** – Staff provided updates on projects, marketing and future opportunities.
- **Marketing materials** – Businesses were encouraged to bring marketing materials to share and distribute to other businesses.
- **Business Retreat and Awards printed program** – A program was provided to event participants that outlined the agenda, awards, Economic Development programs, business support contacts, and connection opportunities that the Economic Development team provides for businesses. The program included photos of Frontenac County and business owners across the region.

Overall, the event provided a platform for knowledge exchange and networking, with sessions designed to support the business community through informative discussions and interactive experiences.

### **Frontenac Business Awards**

The second part of the day focused on celebrating the Frontenac County Business Award recipients. Winners were acknowledged in a ceremony where the Warden presented the awards, and each recipient's nomination was shared with attendees.

The awards were organized into five categories, identical to those of the inaugural event:

- Business of the Year Award
- New Business Award
- Partnership and Collaboration Award
- Sustainability Award
- Women-Led Business Award

Nominating businesses within the Frontenac community was facilitated through Engage Frontenac, with Economic Development staff committed to enhancing awareness of nomination criteria to improve submission quality. The nomination window spanned from August to October, during which nominations were accepted across the five categories, totaling ninety-four submissions. A selection committee was tasked with reviewing these nominations, employing a set criteria to score each submission.

The physical awards were crafted by Tracy Bamford of Water's Edge Pottery in Central Frontenac. Each year, the awards are designed by a different artist to reflect and

interpret the Frontenac brand. Each award featured a personalized plaque indicating the award category, year, and recipient's business name.

In addition, an "Award Winner" seal was introduced for businesses to display on their websites and social media platforms, signifying their achievement. The 2023 award winners were:

- **Business of the Year:** Memory Lane Flowers & Gifts
- **New Business:** Grains & Goods Bakery
- **Partnership and Collaboration:** Clarendon Station
- **Sustainability:** Bloom Farm
- **Women-Led Business:** Canadian Handywoman

Following the ceremony, photographs of the award recipients were captured and shared across Frontenac County's social media channels, celebrating their accomplishments.

### **Marketing & Communications**

The Frontenac Business Retreat & Awards were marketed to the business community through various channels. The Economic Development team started marketing the event in the early summer with a save the date, followed by an increase in marketing using road signs, the business newsletter, awareness during business events and direct outreach to the business community.

Frontenac County Communications Officer supported the communication with social media posts, circulating news releases and taking photos of the award winners.

The information was shared with the four Townships, Frontenac Business Services, Ontario Highlands Tourism Organization (OHTO), Regional Tourism Organization 9 (RTO 9), and Kingston Economic Development to share in their newsletters and social media to encourage their audiences to attend.

### **General Comments**

The Economic Development Business Plan outlines Frontenac County's commitment to supporting and nurturing the business community overall, while specialized and individualized support is delivered by partners such as Frontenac Business Services or the Small Business & Entrepreneurship Centre in Kingston.

The popularity of the event in 2023 demonstrates the importance of support for the business community in Frontenac County, by celebrating our local businesses, providing training and the hosting of networking events.

Following the Business Retreat & Awards, the Economic Development team asked participants about the event and sought comments for future events. The comments were received in a variety of formats including survey responses, emails, phone calls and text messages.

Questions were again specifically asked around the location, time of the year, day of the week and time of day. From the responses received the central location is good. The

time of day is preferred to be a noon start time, with Tuesday and Thursday being the choice days of the week. The fall season as a wrap up to the year has been noted by many as a preference.

There were also comments received around the length of the event and including a ticketed meal. Staff will explore the options for programming to ensure the appropriate length of the event and possible enhancements to food and beverage options.

Frontenac Economic Development will host the Frontenac Business Retreat and Awards again in 2024, following the same format. Below are some of the comments received:

- “Thanks again for the opportunity to participate yesterday, very glad I did!”
- “We were so honoured to receive a nomination let alone this award. Thank you for everything you do to help our local businesses thrive. We appreciate your support and acknowledgement so much.”
- “Thanks so much for hosting such a great event yesterday.”
- “What an honour to win the Frontenac County Business Sustainability Award. I genuinely appreciate it. It has been such an incredible year managing Bloom Farm (all of its ups and downs) and the Farmers Market. Thank you for the recognition!”
- “We had a great time! Congrats on such a successful event.”

### **Financial Implications**

The budget for the Business Retreat and Awards is included as part of the Economic Development 2024-2028 Business Plan.

### **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**

Frontenac County Businesses

Matt Mills, Communications Officer, County of Frontenac

Matt Walker, Economic Development Officer, Township of North Frontenac



**Report 2024-024**

**Planning and Economic Development Committee Information Report**

**To:** Planning and Economic Development Advisory Committee

**From:** Kelly Pender, Chief Administrative Officer  
Joe Gallivan, Director, Planning & Economic Development

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

**Date of meeting:** February 13, 2024

**Re:** Community Planning Permit System (CPPS) – Project Update

**Recommendation**

This report is for information purposes only.

**Background**

In 2023, Frontenac County planning staff received the support of all four Townships to proceed with a project to develop a Community Planning Permit System (CPPS) for waterfront areas across the region. A CPPS is a land use planning tool that municipalities can use to streamline the planning approval process and help to support local priorities, such as the protection and enhancement of waterfront areas.

The CPPS allows zoning by-law amendments, minor variances, and detailed site plan applications to be processed as one application, instead of two or three separate processes under the Planning Act. It also allows for the regulation of tree and vegetation removal and replanting, as well as regulating other site alteration, which is normally done under separate by-laws under the Municipal Act.

This system provides:

- An approvals system to create certainty and transparency for the community, landowners, and developers;
- More timely approvals for applications that meet certain standards and guidelines;
- Outcomes that can more closely align with the community vision based on the Official Plan; and,
- A tool that provides approvals that lead to better environmental protection.

To implement a CPPS, each municipality must adopt an Official Plan Amendment for the CPPS area and pass a Community Planning Permit (CPP) By-Law.

In 2023, County planning staff obtained a commitment from the four Townships to share costs and hire a consulting firm to create a CPP By-Law template that can be delivered to each of the four municipalities and then tailored to their specific needs. All four Township councils passed resolutions to allocate \$25,000 of their 2023 budget, with the goal of having a maximum budget envelope of \$100,000 to retain a planning consulting firm. Due to workload, County planning staff were unable to begin the project in 2023, so the Townships have been asked to carry the funds forward to their 2024 budgets.

Frontenac County planning staff will lead the management of this project without any costs to the four municipalities. Also, the County GIS group will provide mapping at no cost.

### **Comment**

On January 29, 2024, the County released a Request for Proposals (RFP) seeking a qualified planning consultant to assist with the creation of the CPP By-Law template (refer to Attachment A). The RFP process closes at 3:00 p.m. on February 21, 2024. The proposals will be reviewed by a project team consisting of both County and Township staff.

Although the final work plan will depend on the selected consultant, it is anticipated that work on the project will begin in March, with most of the public engagement taking place over the summer, and the goal of having a draft of the by-law template completed by the end of the year.

As part of the project, there will also be an engagement plan that is developed that will allow multiple opportunities for members of the public to participate in the process. It will include various options, both in person and online through the Engage Frontenac portal. Given the scale of the project, and it's County-wide focus, staff are proposing to use the County's Planning and Economic Development Advisory Committee as the primary body to review various stages of the project and receive the draft and final versions of the CPP By-Law template.

Once the template is complete, the next stage will be for each Township to finalize it to suit their needs. This will involve additional public engagement at the local level with any final decisions being made by the Township councils.

### **Financial Implications**

The four Townships have each allocated \$25,000 to the CPPS project, for a total of \$100,000 available for the cost of hiring a qualified planning consultant to prepare the CPP By-Law template. The County is contributing staff time for the management of the project, including conducting public engagement events, and the preparation of all mapping.

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

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

**Attachments:**

1. Request for Proposals: Community Planning Permit System



2069 Battersea Road  
Glenburnie, ON K0H 1S0  
Tel. 613-548-9400  
Fax 613-548-8460

**REQUEST FOR PROPOSAL  
RFP-2024-001  
COMMUNITY PLANNING PERMIT SYSTEM BY-LAW TEMPLATE**

**1. Scope of Request for Proposal (RFP)**

The County of Frontenac is looking to implement a Community Planning Permit System (CPPS) land use planning tool that municipalities can use to streamline the planning approval process and help to support local priorities, such as the protection and enhancement of waterfront areas. To implement a CPPS, each municipality must adopt an Official Plan Amendment for the CPPS area and pass a Community Planning Permit By-Law (CPP By-Law).

The County of Frontenac requires a qualified consultant to undertake the necessary background work and put together a general CPP by-law template that can be tailored and implemented in all waterfront areas of each Township. The detailed requirements for the project can be found in Section 3 – Terms of Reference.

**2. Organization Information**

The County of Frontenac (*“County”*) is a rural upper tier municipality, which includes the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. It is located in Eastern Ontario extending from the Frontenac Islands south of the City of Kingston to north of Highway 7, has a total population of approximately 29,295 and an area of 4,000 square kilometers.

**General**

The County is responsible for the delivery of land ambulance services for the County and the City of Kingston. The County runs Fairmount Home, a long-term care facility and manages the operations of the Howe Islander ferry service in addition to municipal services such as land use planning and sustainability planning. The County of Frontenac (the *“County”*) is a rural, upper tier municipality located in Eastern Ontario, extending from the islands south of the City of Kingston to north of Highway 7. The total population of the County is approximately 29,295 with an area of just under 4,000 square kilometres, including the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. The population of all townships increases significantly in the summer with seasonal residents.

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The County is governed by an 8-member Council with the Warden being the head of Council. Two representatives from each constituent Township sit on Council, including its mayor and one other member that is selected by the local council members.

The County manages the operations of Corporate Services, Planning & Economic Development, Fairmount Home, Frontenac Paramedic Services, and the Frontenac-Howe Islander Ferry. The County employs approximately 400 people under three different union contracts.

Frontenac County is characterized by hundreds of lakes, rivers, and wetlands covering its geography, including pristine lakes on the Canadian Shield, Lake Ontario, and the St. Lawrence River waterbodies surrounding Wolfe and Howe Islands, as well as the southern section of the Rideau Canal National Historic Site and UNESCO World Heritage Site, Areas of Natural and Scientific Interest, and numerous local and provincially significant wetlands. These features form the backbone of the County's economy and cultural identity. The County takes pride and responsibility in ensuring that these features are managed in a sound and sustainable manner.

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The County of Frontenac's Planning & Economic Development department provides day-to-day planning services for the Township of Frontenac Islands, Township of Central Frontenac, and Township of North Frontenac. While the County is the approval authority for Official Plan amendments and plans of subdivision/condominium for the Township of South Frontenac, the Township's staff manages their own day-to-day planning matters. The Township of South Frontenac has its own planning department and deals with all planning applications within its jurisdiction.

In 2023, all four Townships agreed to proceed with the creation of a Community Planning Permit System (CPPS) that is intended to help streamline the development approvals process and help to protect and enhance waterfront areas.

### **3. Terms of Reference**

#### **Part 1: Background Information**

These Terms of Reference will guide the preparation and creation of a template for a Community Planning Permit By-Law to be used by each of the four Townships in Frontenac County. The Terms of Reference describe what the study will entail, in particular, the process, public engagement, final documentation, deliverables, etc., as well as the project management responsibilities of the County.

The CPP By-Law is intended to be applied to, and help with, the management of development in Waterfront Areas. Waterfront Areas are generally defined as all lands extending 150 metres (500 feet) from the ordinary high-water mark of any water body. A water body shall be deemed to be a permanent standing area of water more than 8 hectares in area or a major river or waterway.

#### **Background and Context**

It is important that the CPP By-Law considers the very rural nature of the County. For context, some of the rural characteristics of Frontenac are as follows:

- There are a small number of villages in the County, and none of the communities have full municipal water and sewer services.
- There is a significant amount of Crown land in the northern half of the region (North Frontenac Township is comprised of two-thirds Crown land).
- There are 7,471 waterbodies across Frontenac County, including 685 named lakes, as well as extensive waterfront shoreline on Lake Ontario and the St Lawrence River for the islands comprising Frontenac Islands Township.
- There are 15,370 properties within 10 metres of the waterbodies across Frontenac that could potentially be included in the CPPS by-law.
- While Frontenac has several recreational commercial uses in waterfront areas, much of the existing waterfront development is characterized by undersized lots of record and development envelopes that are located less than 30 metres (98 feet) from the highwater mark of waterbodies.

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## Relevant Plans and Studies

The CPP By-law and background work should have regard to the following plans and studies:

- [Frontenac County Official Plan \(2016\)](#)
- County of Frontenac Natural Heritage Study (2012) – Available from County staff upon request; document does not meet current online accessibility requirements.
- [A Long-Term Planning Framework for Frontenac County's Natural Heritage System \(2021\)](#)
- [Shoreline Planning in Frontenac County \(2019\)](#)
- [Township of Central Frontenac Official Plan \(2021\)](#)
- [Township of Central Frontenac Zoning By-law \(2011 – Consolidated 2023\)](#)
- [Township of North Frontenac Official Plan \(2017\)](#)
- [Township of North Frontenac Zoning By-law \(2019 – Consolidated 2023\)](#)
- [Township of South Frontenac Official Plan \(2003 – Consolidated 2023\)](#)
- [Township of South Frontenac Draft New Official Plan \(2023\)](#)
- [Township of South Frontenac Zoning Bylaw \(2003 – consolidated 2023\)](#)
- [Township of Frontenac Islands Official Plan \(2013\)](#)
- [Township of Frontenac Islands Zoning By-law \(2013\)](#)

## PART 2: Framework for the CPP By-Law Template

### Goals

The CPPS for waterfront properties in Frontenac County has several goals:

- To streamline the development approval process by establishing a clear permitting framework (permit class hierarchy) and establishing standard built-in deviations/variances within the draft CPP By-Law Template.
- To help protect the aesthetic character of the shoreline and water quality of waterbodies by maximizing shoreline vegetation retention, ensuring that shoreline developments do not dominate waterfront character by managing site alteration and vegetation removal within 30 metres (98 feet) of all waterbodies.
- To put together and initiate a comprehensive public engagement strategy to maximize input from all relevant stakeholders.

### Scope of Work

#### 1. Project Initiation

- Prepare and discuss how all key deliverables will be completed within the allocated timeframe by preparing a detailed work plan.

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- Develop community and stakeholder engagement strategies to maximize public and technical input.
- **Deliverable (Consultant):** A detailed work plan and community engagement strategy.

## 2. Technical Review and Issue Identification

- Conduct background research on best practices to ensure proposed by-law template is consistent with current legislation, policy, and best practices. The focus will be on waterfront development (residential and non-residential), including how legal non-conforming uses and non-complying structures should be handled in the CPP By-Law.
- Review Township of North Frontenac, Township of Central Frontenac, Township of South Frontenac, and Township of Frontenac Islands Official Plans and Zoning By-Laws to identify consistency between Waterfront Area policies and provisions.
- **Deliverables:**
  - **Staff:** Staff to review Official Plans and Zoning By-Laws and identify housekeeping revisions to be implemented into the CPP By-Law. Staff will also identify where Official Plan policy changes or additions are required for enabling policies that will be needed to implement the CPPS.
  - **Consultant:** Provide a short report on best practices and relevant key findings from background research.

## 3. Community and Stakeholder Engagement

- The consultant will prepare an engagement strategy for the CPPS process. The engagement strategy will include both in-person and online engagement opportunities that will be distributed equitably across all four townships. The engagement events should include opportunities to provide information about the CPPS, gather feedback about public concerns with respect to waterfront development, and gather feedback about the draft CPP By-Law template. It should be noted that each township will be responsible for conducting additional public engagement when refining the completed template and that this additional consultation is outside the scope of this project.
- The consultant shall ensure that the engagement strategy includes the opportunity to meet with and solicit feedback from the four conservation authorities in Frontenac County: Cataraqui Conservation, Quinte Conservation, Mississippi Valley Conservation, and Rideau Valley Conservation.
- A general description of how engagement will be equitably distributed (number of sessions and general locations) needs to be included in the proposal submitted by the interested consulting team.
- County staff will create an online project page and commenting portal using Engage Frontenac (Engagement HQ platform) to collect written comments on the CPPS process. The platform can also host questions and answers, surveys, and other tools that the consultant can use as part of preparing and implementing their engagement strategy.
- The consultant will consolidate, analyze, and summarize findings of all comments and feedback received from community engagement.
- **Deliverables (Consultant):**
  - Prepare a report that discusses community and stakeholder engagement and summarizes key issues.
  - Presentation of findings and technical review to the County's Planning and Economic Development Advisory Committee (PEDAC).

#### **4. CPP By-Law Template Preparation:**

- The consultant will prepare a draft CPP By-Law utilizing input received from technical review, community engagement, and Township and County planning staff. The draft CPP By-Law must be flexible to accommodate minor revisions for each Township based on varying policy/provision differences.
- County GIS staff will prepare all required mapping.
- Community engagement on the draft CPP By-Law will take place in accordance with the engagement noted above.
- The consultant will review, consolidate and summarize all comments received above the draft CPP By-Law.
- The Consultant will allow for a minimum of two rounds of comprehensive revisions of the draft CPP By-Law: the first after review by staff and the Project Advisory Group, and the second after review by staff, the Project Advisory Group, technical agencies, and the public.
- The consultant will present the second version of the draft CPP By-Law to the County Planning and Economic Development Advisory Committee (PEDAC). Staff will be available to assist with presentations.
- **Deliverables:**
  - **Staff:** Draft Mapping for each Township
  - **Consultant:** Draft CPP By-Law; presentation slides

#### **5. Final Draft CPP By-Law Template:**

- The consultant will prepare a final draft of the CPP By-Law that can be easily modified to suit the needs of all Townships.
- County GIS staff will make revisions to all required mapping.
- Present final draft CPP By-Law to PEDAC.
- **Deliverables:**
  - **Staff:** Draft Mapping for each Township
  - **Consultant:** Final Draft CPP By-Law Template and presentation to PEDAC

### **PART 3: Project Organization**

#### **Study Leads**

The CPP By-Law Template is being completed for the County of Frontenac. The County is the principal client and is responsible for all matters related to the study, including all binding contractual terms, the study design, the conduct and timing of the study, the cost and its adoption and/or approval. Although the County is the principal client, this project will be a collaborative effort between the four Townships and the County to ensure a coordinated approach to the CPP By-Law.

The County will assign a project manager that will be responsible for day-to-day communications with the consultant and will form a Project Advisory Group comprised of staff from the County and the four townships.

## Meetings

The number of meetings required is dependent on the proposed methodology of the study, and the design of the engagement strategy; however, the following are anticipated as a minimum requirement:

- Start-up meeting with the Project Manager and Project Advisory Group;
- Meeting with the Project Manager and Project Advisory Group to discuss the public engagement strategy (may be combined with start-up meeting);
- Meeting or focus group with the four conservation authorities as noted above;
- Meetings with community members as per the engagement strategy noted above;
- Meeting with the Project Manager and Project Advisory Group to discuss the results of the technical review and issues identification;
- Meeting with the Project Manager and Project Advisory Group to discuss the summary of public comments and draft CPP By-Law; and,
- Meeting with the Project Manager and Project Advisory Group to receive feedback about the draft CPP By-Law.

## Study Updates

The proponent shall provide, on a regular basis, a written status report outlining work completed and an estimate of financial commitments. This reporting cycle should be noted in any work plan submitted with the proposal.

## Product Delivery

The CPP By-Law Template document and any appended support documents shall be prepared using Microsoft Office software and meet the following criteria:

- All draft and final versions of documents will be prepared and delivered using Microsoft Word to ensure that each township is able to take the template and revise it to meet their own requirements. Other publishing software will not be accepted.
- All documents will be in an accessible format that meets the *Accessibility for Ontarians with Disabilities Act (AODA)* Communications Standard, and all website content, including the by-law template, must conform to the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. Any documentation delivered that is not in an acceptable accessible format shall be returned to the consultant for corrective action and this corrective action shall not be billed to the County.
  - All mapping shall be done in ESRI shapefile or Geodatabase.
  - The delivered products resulting from the study are to be owned by the County and are subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

## Timing

It is anticipated that the project will commence in March 2024 and be completed by the end of December 2024.

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## Cost

All benefiting municipalities have contributed to the project budget. To use the public monies as efficiently as possible, the County is not releasing the project budget. All proposals shall include the total cost of the study, including disbursements. The agreement shall specify an upset figure which shall not be exceeded.

## 4. Schedule of Events

The proposed schedule for preparation, receipt, and review of proposals and selection of the successful consultant is anticipated to be as follows. Although every attempt will be made to meet all dates, the County reserves the right to modify any or all dates at its sole discretion.

Request for Proposal Issued	Monday January 29, 2024
Deadline for Questions	Friday, February 9, 2024, at 2:00 p.m.
Responses to Questions Issued	Wednesday, February 14, 2024
Deadline for Proposal Submission	Wednesday, February 21, 2024 at 3:00 p.m.
Interviews	Thursday, March 7 and Friday, March 8, 2024
Notification of Award	Tuesday, March 12, 2024

## 5. Bidding System Registration

The County will only consider proposals received from proponents who have registered with the County's electronic bidding system at <https://frontenaccountry.bidsandtenders.ca> (the "Bidding System") and have obtained the RFP directly from the Bidding System.

All proponents must establish a Bidding System account and be registered as a Plan Take for the bid opportunity, which will enable the proponent to download the RFP, to receive bid opportunities and addenda without the "preview" watermark on them, email notifications, and to submit their quotation electronically through the Bidding System.

To ensure receipt of the latest information and updates via email regarding this bid, or if a Bidder has obtained this Bid Document from a third party, the onus is on the Bidder to create a Bidding System Vendor account and be registered as a Plan Taker for the bid opportunity.

## 6. RFP Contact and Proponents' Questions

Prior to the Deadline for Questions, respondents may ask or seek additional information in relation to this RFP through the Bidding System using the "Submit a Question" link associated with this bid opportunity. The County will not accept any respondent's questions or requests for information by any other means, except as specifically stated in this RFP.

## 7. Submission of Proposals

To obtain documents online, please visit <https://frontenaccountry.bidsandtenders.ca>. You can preview the bid documents with a "preview" watermark prior to registering for the opportunity. Documents are not provided in any other manner.

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Proposals will only be accepted if they are received by the Bidding System by no later than the Submission Deadline. Only electronic submissions shall be received by the Bidding System. Hard copy submissions are not permitted.

The Submission Deadline will be determined by the Bidding System clock. The timing of the proposal submission is based on when the proposal is received by the Bidding System, regardless of when the respondent began the submission process. Responsibility rests solely with the proponent to ensure its proposal is received by the Bidding System by no later than the Submission Deadline.

Proponents are advised that transmission of proposals can be delayed due to file transfer size, transmission speed, and other issues. Proponents are strongly encouraged to allow sufficient time to upload their proposal submission and attachment(s), if applicable, and to resolve any issues that may arise. The Bidding System will send a confirmation email to the Proponent advising that their proposal was successfully received.

Bidders should contact bids&tenders support listed below, at least twenty-four (24) hours prior to the closing time and date, if they encounter any problems. If you do not receive a confirmation email, contact bids&tenders at [support@bidsandtenders.ca](mailto:support@bidsandtenders.ca). Late bids are not permitted by the Bidding System.

#### **8. Acknowledgement of Addenda**

It is the responsibility of the proponent to have received all addenda to this RFP that have been issued by the County through the Bidding System at <https://frontenacounty.bidsandtenders.ca>. Proponents will be required to check a box for each addendum and any applicable attachments that have been issued before a proponent can submit their proposal to the Bidding System.

Addenda will typically be issued through the Bidding System at least forty-eight (48) hours prior to the Submission Deadline. However, in some cases it may be necessary for the Counties to issue an addendum within the forty-eight (48) hours prior to the Submission Deadline. In such cases, the addendum will include an extension of the Submission Deadline.

Proponents must check the Bidding System for any addenda up until the Submission Deadline.

If a proposal is submitted before an addendum is issued, the Bidding System will automatically withdraw the proposal and identify the status of the proposal as incomplete (not accepted by the County). The withdrawn proposal can be viewed by the proponent in the "MY BIDS" section of the Bidding System. The proponent is solely responsible for:

- a. reviewing the status of their proposal;
- b. making any required adjustments to their proposal;
- c. acknowledging the addendum; and
- d. ensuring the proposal is re-submitted and received by the Bidding System by no later than the Submission Deadline.

The County will not be responsible for the withdrawal of a proposal due to the proponent's failure to acknowledge any addenda issued prior to the Submission Deadline.

**9. Amendment of Proposal**

If a proponent wishes to amend an already submitted proposal prior to the Submission Deadline, the proponent may withdraw the submitted proposal and submit a revised proposal prior to the Submission Deadline through the Bidding System. The proponent is solely responsible for ensuring that the revised proposal is received by the Bidding System by no later than the Submission Deadline.

**10. Withdrawal of Proposal**

Prior to the Submission Deadline, the proponent may withdraw the submitted proposal through the Bidding System.

**11. Bid Requirements**

- a) A digital copy of the proposal and work plan. The submission must not be more than 20 pages (excluding appendices). All proposals must be legible and typewritten.
- b) A Certificate of Clearance from the Workplace Safety & Insurance Board (W.S.I.B.) certifying that the proponent is in good standing with the Board, and confirming that their account is active and up to date;
- c) Proof of liability insurance with a minimum limit of \$2,000,000;

**12. Interview**

An interview may be necessary as part of the evaluation process. Please ensure your firm is available on Thursday, March 7 and Friday, March 8 for an interview. The interviews can/will be conducted remotely.

**13. Negotiations**

In the event that a prepared proposal does not precisely and entirely meet the requirements of the county, the County reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

**14. Oral Explanation or Interpretation**

No oral explanation or interpretation shall modify any of the documents or provisions of this Request for Proposal. A written addendum will be issued by the County to all who have been issued Request for Proposal documents, if it is considered that a correction, explanation, or interpretation is necessary or desirable. All addenda issued must be acknowledged on the Form of Proposal.

**15. Proposal Evaluation**

Qualification evaluations will be carried out based on the following criteria:

1	Applicable expertise and resources	25
2	Similar project experience	30
3	Proposed approach/work plan	35
4	Budget	10

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	<b>Total</b>	<b>100</b>
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Proposals will be evaluated on the basis of all information provided by the Proponent(s). Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements outlined in the RFP. Failure to comply with these requirements may deem the proposal non-responsive.

The review committee will be comprised of County staff, Township staff, and may also include outside experts.

The County reserves the right to accept or reject any or all proposals, for any reason whatsoever, and to accept or reject any proposal, if considered best for the interests of the County. The lowest bid or any proposal will not necessarily be accepted.

Selection of a proposal will be based on (but not solely limited to) the following criteria and any other relevant information provided by the Proponent(s) at the time of submission.

In the event that a prepared proposal does not precisely and entirely meet County requirements, the County reserves the right to enter into negotiations with selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

**16. Acceptance of this Proposal and Contract**

Upon selection, the successful Proponent(s) will be required to enter into a formal Contract with the County. The completed Request for Proposal will form part of the Agreement. The County will prepare the Contract document for execution by both parties. The County will not accept a Contract document prepared by the Proponent(s) or a third party.

During the term of the Contract, the successful Proponent (s) shall maintain in full force and effect, liability insurance with a minimum limit of \$2,000,000 and shall provide the County with proof of insurance. Proof of WSIB coverage and a valid and up to date Clearance Certificate must also be provided to the County. The Clearance Certificate must be kept up to date for the balance of the Contract.

Failure to execute the contract and to file all documentation, as required herein, within the specified time period shall be just cause for the cancellation of the contract. The County shall then have the right to award the Contract to any other proponent or re-issue the Request for Proposal.

**The RFP results will be advertised on the website with only the successful Proponent being contacted.**

**17. Other**

**Confidentiality**

The proposal must not be restricted by any statement, covering letter or alteration by the Proponent(s) in respect of confidential or proprietary information. The County will treat all proposals as confidential. The County will comply with the Municipal Freedom of Information and Protection of Privacy Act, and its retention by-law pursuant to the Municipal Act, in respect of all proposals. All public reports approved by the Council of the County will become public

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information. Such public reports will not include proposal documents. The County will not return or destroy all copies of any successful proposal. All unsuccessful proposals will be destroyed within a year of determining the successful proposal.

### **Errors and Omissions**

The County shall not be held liable for any errors or omissions in any part of this RFP. While the County has used considerable effort to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the County, nor is it necessarily comprehensive or exhaustive.

### **Bid Cancellation**

The County reserves the right to cancel this bid request at any time up to the Award of a Contract.

### **Privacy and Freedom of Information**

All submissions and attached materials received in response to this RFP are deemed to be the property of the County of Frontenac as of the date of their submission except to the extent they are protected as third party material under applicable privacy law. The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA or the Act) applies to all tenders, quotations and proposals submitted to The Corporation of the County of Frontenac (the County). Tenders, quotations and proposals will be received in confidence and are subject to the disclosure requirements of the Act. Pursuant to orders made by the Information and Privacy Commissioner/Ontario, the County shall not withhold the following information from tenders, quotations or proposals, if requested through the MFIPPA process by any person or business:

- the cover letter to the tender, quotation, or proposal;
- the table of contents;
- lists of figures, tables, and appendices; and
- any information regarding the form and structure of a tender, quotation or a proposal (i.e. information which may disclose the manner in which the document is constructed).

Bidders/proponents should identify any portions of their tender/quotation/proposal which contain a trade secret, scientific, technical, financial, commercial or labour relations information supplied in confidence and which will cause harm if disclosed. The County of Frontenac cannot ensure that any given portion of any materials received in response will not be ordered released under MFIPPA.

### **Legislative and Licensing Requirements**

All Proponents and proposals must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the RFP.

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Please be advised that a condition of the agreement will be a requirement that the Successful Proponent comply with the applicable laws of Ontario and Canada, including the:

- *The Occupational Health and Safety Act (Ontario)*
- Ontario Human Rights Code
- *Pay Equity Act (Ontario)*
- *The Accessibility Customer Service Standard*

Any agreement that results from this RFP will be subject to the laws of the Province of Ontario and Canada.

**Incurring Costs**

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the County of any proposal by reason of any delay in the acceptance of a proposal.