



Special Council Meeting
Wednesday, November 2, 2016 – 9:00 a.m.
The Frontenac Room, 2069 Battersea Road, Glenburnie, ON

AGENDA

Page

Call to Order

Approval of Addendum

Closed Session

Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

Deputations and/or Presentations

Proclamations

Move into Committee of the Whole

- a) **That** Council adjourn and meet as Committee of the Whole Council, with the Deputy Warden in the Chair.

Briefings

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- a) **Staff Briefing:** Mr. Kelly Pender, Chief Administrative Officer and Mr. Joe Gallivan, Director of Planning and Economic Development will brief the Committee of the Whole with respect to Recommend Reports from the Chief Administrative Officer, Clause b).
- b) **2016-120**
Office of the CAO
Manager of Economic Development Position – Review and

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Background

Recommendation

Be It Resolved That the Council of County of Frontenac continue to implement the Economic Development Strategy as outlined in the Economic Development Charter and the Planning and Economic Development Department Business Plan, utilizing an in-house model to achieve Council objectives;

And Further That this model includes a Manager of Economic Development and a contract Community Development Officer working together with planning staff to realize Council's objectives.

Information Reports from the Chief Administrative Officer

Reports from Council Liaison Appointees

Reports from External Boards and Committees

Reports from Advisory Committees of County Council

Return to Council

- a) **That** Council revert from Committee of the Whole Council, to Council.

Adoption of the Report of the Committee of the Whole Council

- a) **That** the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

Motions, Notice of Which has Been Given

Giving Notice of Motion

Communications

Other Business

Public Question Period

By-Laws – General By-laws and Confirmatory By-law

a) First and Second Reading

Resolved That leave be given the mover to introduce by-law a) that has

been circulated to all Members of County Council and that by-law a) be read a first and second time.

b) **Third Reading**

Resolved That by-law a) be read a third time, signed, sealed and finally passed.

By-Laws

- a) Confirmatory By-law

Adjournment



Report 2016-120

Council Recommend Report

To: Warden and Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Kelly J. Pender, Chief Administrative Officer
Joe Gallivan, Director of Planning and Economic Development

Date of meeting: November 2, 2016

Re: **Office of the CAO – Manager of Economic Development
Position – Review and Background**

Recommendation

Be It Resolved That the Council of County of Frontenac continue to implement the Economic Development Strategy as outlined in the Economic Development Charter and the Planning and Economic Development Department Business Plan, utilizing an in-house model to achieve Council objectives;

And Further That this model includes a Manager of Economic Development and a contract Community Development Officer working together with planning staff to realize Council's objectives.

Background

At the October 19, 2016 meeting of County Council, the following motion was passed:

Be It Resolved That the hiring of a Manager of Economic Development be put on hold;

And That staff be directed to bring forward a report to a special meeting of Council on November 2nd, 2016 at 9:00 a.m. evaluating the position and to discuss options for the implementation of the County's Economic Development Strategy.

The purpose of this report is to provide council with the background related to the above motion.

Comment

The current Manager of Economic Development was hired in 2008 with a mandate to:

- complete the K&P Trail from the City of Kingston boundary to Sharbot Lake, including a Trails Master Plan;
- provide support and direction for sustainability initiatives, including community engage the Directions for Our Future document [Directions for our Future](#)
- direct community engagement on issues such as the Community Improvement Plans and workshops; and
- Research, strategic planning and completing grant applications.

The incumbent, Anne Marie Young has indicated her intention to retire at the end of 2016. The recruitment process has commenced, but will not be finalized until after consideration of this report.

A copy of the Job Description used for recruitment purposes is attached to this report, **Schedule “A”**.

Over the course of her employment the incumbent has largely been focused on (estimate 50% of her time) on trails related issues, namely master plan, acquisition, construction/project management and operations. We anticipate that the acquisition and construction aspect of this project will be completed in 2017. This will still require the follow up/closing on current purchase offers, tender/management of trail construction and final grant reporting. It should be noted that the time investment on trail work in the past two years has declined to approximately 25% of the incumbent’s time as the ‘trail building’ portion now covers a smaller length of route between the County boundary to Sharbot Lake route.

The Directions for Our Future document combined with the County Official Plan were requirements for the County to receive Gas Tax Funding. This funding is now transferred to member municipalities for use on their local capital priorities. The 2018 business plan for planning and economic development indicates a review of the Directions document as part of our obligation to maintain gas tax eligibility.

Research and strategic planning are the foundation for guiding the direction of any municipality and the foundation for receiving grant dollars for supporting operational objectives. In this regard, (in addition to the Directions document) the Manager has lead or participated in the development of the following plans:

- Trails Master Plan [Trails Master Plan](#)
- Economic Development Charter [Economic Development Charter](#)
- 2016-2020 Business Plan [2016-2020 Planning and Economic Development Business Plan Page 61 to 82](#)

- 2017-2021 Planning and Economic Development Business Plan [2017-2021 Business Plan](#)

Community engagement also falls within the responsibility Manager of Economic Development, including spring and fall community meetings/workshops, special events planning (County 150th) and community improvement plan public meetings.

Finally, the Manager has been charged with securing grants to support County wide initiatives. As noted further on in this report, a total of \$697,000 in grants in support of County wide economic development have been secured by the incumbent in the past 24 months bringing the total to \$2,566,900 (18 successful applications out of 20) for her time with the County.

Moving Forward

The 2013/14 Service Delivery and Organizational Review (SDOR) completed by KPMG recommended that when the incumbent Manager leaves the County, the position report to the Director of Planning. This move was fast tracked by the Chief Administrative Officer (implemented in January 2015) in an effort to ensure that planning and economic development resources were integrated and working in a cooperative manner. This move was undertaken to ensure that economic development and planning work together to grow the economy, not in independent silos as happens in many municipalities. Frontenac now has a competitive advantage as it is the only County in Eastern Ontario that combines planning, economic development, and GIS/mapping into one operation working together as a team.

After the completion of the SDOR County Council embarked on a strategic planning exercise that was approved in May of 2014 and reviewed/renewed earlier this year. One of the three goals stated that the County would “prioritize support to economic development objectives of employment/revenue generation”.

The first major project undertaken by the Manager under this new reporting relationship was the development of the Economic Development Charter (EDC) including leading the spring of 2015 the consultation and the resulting focus on the three strategic priorities:

- Trips and trails;
- Food and beverage; and
- Recreational lifestyle.

The implementation plan for the EDC recommended the addition of a Community Development Officer (Job Description attached, **Schedule “B”**) to assist with the manager with “on the ground activities”. With the approval of the 2016-2020 business plan for economic development, the allocation of \$500,000 from reserves was made to advance economic development initiatives. As we mentioned at the time – with the completion of the EDC, the County would be moving from “**planning**” to “**doing**”. At the same time, as the Council commitment to economic development, the Chief Administrative Officer and Director charged the Manager with the task of securing a matching \$500,000 for implementation of the EDC. Ms. Young has exceeded this objective by \$197,000.

As part of this focus on action, Council established a Community Development Advisory Committee (CDAC) to provide guidance on the implementation of the EDC. At the request of CDAC, a presentation was provided to the committee on March 17, 2016 to provide clarity regarding roles and responsibilities moving forward. (Attached, **Schedule “C”**) Staff will provide an abridged version of this presentation during the briefing portion of this report.

Summary of Activities

As part of our reporting to citizens, transparency and accountability are key tenets of the business direction that Council and staff work under. At a staff level we try to work with an accountability loop we call “advise, do, and report”. For economic development this accountability is summarized below:

<p style="text-align: center;">Advise</p> <p style="text-align: center;">(Say what you are going to do.)</p>	<ul style="list-style-type: none"> • Economic Development Implementation Plan • Economic Development Charter • 2016-2020 and 2017-2021 Business Plans
<p style="text-align: center;">Do</p> <p style="text-align: center;">(Do what you said you were going to do.)</p> <p style="text-align: center;">~ Detailed List of Accomplishments Below ~</p>	<ul style="list-style-type: none"> • Commitment of \$500,000 for three years to advance Economic Development • Commitment for the final leg of the K&P Trail • Support for related grant applications • Securing of related grants • Hiring of a Community Development Officer to establish a “field” presence
<p style="text-align: center;">Report</p> <p style="text-align: center;">(Complete the loop by reporting back on what was accomplished.)</p>	<ul style="list-style-type: none"> • Bi-monthly activity reports to CDAC • Review business plans • Key Performance Indicators (KPIs) reported to Council

The table below is a summary of economic development activity, recent past, current and future.

<p>Work Completed Past 18-24 Months</p> <p>Manager of Economic Development (Mgr), Director of Planning and Economic Development (Dir), Community Development Officer (CDO)</p>	<p>Last 100 Days</p> <p>Community Development Officer (CDO)</p>	<p>Work to be Completed Next 18 Months</p>
<ul style="list-style-type: none"> • Economic Development Implementation Plan - ALL • Economic Development Charter - ALL • Implemented a year of activities for the County's 150th Anniversary per committee and Council – Mgr/ Communication Officer (CO)/ ALL • Coordinated sustainability breakfast and facilitated ICSP workshop – Mgr/ALL • Start-up of Community Development Advisory Committee (CDAC) - Mgr • Completed K&P Trail White Lake Road to Tichborne (includes 2 bridges) - Mgr <ul style="list-style-type: none"> ○ Tendering, project management and inspection ○ Coordinated maintenance – beaver dams/fencing • Commenced process of securing K&P Trail to Sharbot Lake (routing, legal/ title review, valuation and purchase/ 	<ul style="list-style-type: none"> • Met personally with: <ul style="list-style-type: none"> ○ 34 business owners/local organizations (30 of whom have signed on as Brand Ambassadors) ○ Frontenac Community Futures Development Corporation ○ All Township CAOs ○ Frontenac Arch Biosphere ○ Land O' Lakes Tourism Association ○ KFL&A Public Health ○ KEDCO ○ L&A County Economic Development ○ Several County Councillors for guidance on approaching local business and to review expectations through external funding program ○ A local commercial property owner regarding challenges and available space • In conjunction with Communications Officer, have posted 22 Brand 	<ul style="list-style-type: none"> • K&P Trail Target Date July 1, 2017: - Mgr <ul style="list-style-type: none"> ○ Complete final land acquisition 31 properties (23 owners) and trail routing ○ Complete tendering, project manage and inspection for final 12.8 kms from Tichborne to Sharbot Lake ○ Finalize grant/ grant reporting for Canada 150 grant • Finalize Age Friendly report, present to Council and the Community – Mgr / Consultants <ul style="list-style-type: none"> ○ Finalize grant/grant reporting to Grants Ontario– Mgr • Represent the County by presenting at Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Local Food Conference in November on our economic development plan for local food • Project management for the continuation of

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<p>lease of key segments) - Mgr</p> <ul style="list-style-type: none"> • Completed final reporting and negotiations with AMO for related Gas Tax Funding – Mgr/ Finance • Completed and submitted two Business Plans – including KPIs for Council Review, input and approval – Dir/Mgr • Completed a Grant Writing Check List for the purpose of improving grant success rate for Frontenac – Chief Administrative Officer (CAO)/Mgr <ul style="list-style-type: none"> ○ Shared with member municipalities • Successful Grant Application for Canada 150 Grant for K&P Trail Completion (\$247k) - Mgr • Grant Application for Economic Development (\$365K) - Mgr <ul style="list-style-type: none"> ○ Including partnership agreements with four member municipalities (\$65k) • Successful Grant Application for Big Data for Small Places (\$50k) – CAO • Interviewed summer students and then supervised to complete Agri-business data for Frontenac - Mgr • Successful Grant Application for Ontario Age Friendly Program (\$35k) - Mgr 	<p>Ambassadors on Facebook (as of Oct 21), resulting in:</p> <ul style="list-style-type: none"> ○ 222 shares and a reach of 61,732 ○ An increase of 309 likes to the County Facebook page <ul style="list-style-type: none"> • Presented branding program to all Township Councils. • Reported on activities to CDAC • Attended Ontario East Municipal Conference • Connected with the Ontario Highlands Tourism Organization on their regional brand initiatives • Attended North Frontenac Economic Development Task Force meeting • Attended the OHTO Tourism Summit • Secured data feed from Kingston & Area Real Estate Association for web listing of available commercial land • Connected with Haliburton Highlands Tourism Manager regarding their promotional items program. • Toured North Frontenac Township and Howe Island (working to prepare on online cycling map for Frontenac Islands) • Presented the regional brand and brand ambassador program at the Land O' Lakes 	<p>implementation plan that is augmented with the external funding – Mgr/CDO:</p> <ul style="list-style-type: none"> ○ Continue brand ambassador program and networking as per all listed in column 1st 100 days – by staying connected and maintain the relationship ○ Design and Implement Marketing plan with the inclusion of businesses from all Townships ○ Complete Web-based portal to include content for all townships – working with web designer for design and then compiling content and input in-house ○ Follow-up required for the web-portal will generate more interaction with the public ○ Accommodations Study with assistance for North Frontenac – includes tendering - project management – and report to Council ○ Building on the brand, complete a signage strategy and implement first phase of signage installation starting with major highways with assistance from all Townships
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<ul style="list-style-type: none"> • Coordinated and in collaboration with North Frontenac Economic Development Task Force, completed Branding Exercise – Mgr • Hiring process for Community Development Officer - All • Implemented Brand Ambassador Program – Brand Partners (as of 29 Oct. 2016) - CDO • Received Economic Developers Association of Canada Award for Best New Brand – Marketing Canada Award – ALL • Received the Economic Developer of the Year Award (2016) – for work on the K&P Trail, Economic Development Charter and new Branding - Mgr • Completed Community Engagement for Community Improvement Plans at Harrowsmith, and North Frontenac. Mgr/CP • Completed first claims and reporting to external funding ED - Mgr • Coordinated and participating in an OMAFRA 1st Impressions Exercise for Harrowsmith/ Verona/ Sydenham with three villages in East Hastings Township - Mgr • Commenced process for Web-based portal: compiling and inputting 	<p>Tourist Association AGM</p>	<ul style="list-style-type: none"> ○ Implement first phase of local food awareness with assistance of South Frontenac and Frontenac Islands, National Farmers Union, Ontario Federation of Agriculture - determine maps of farm gate and signage ○ Implement program for Frontenac Islands for attracting visitors by foot. (farmers market/ summer use of arena space • Support to CDAC committee – 6 to 8 meetings/year- Mgr • Required quarterly claims and progress reports to external funding and provided to Council for their information – Mgr/ Finance • Create an package for attraction purposes - CDO • Execute communication plan for Community Improvement Plans - Mgr/CP • Biyearly Doors Open event as per Heritage groups- Mgr • Hiring and supervising of 2 summer students
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<p>all content including township profiles; statistical data- Mgr</p> <ul style="list-style-type: none"> • Conducted RFP process for consultant for Age-Friendly Community Plan - Mgr <ul style="list-style-type: none"> ○ Coordinated and participated in visioning workshop for steering committee ○ Coordinate and participating in 2 Age-Friendly Expos back to back in Sydenham and Sharbot Lake 		
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Options

Economic Development is a discretionary activity for Counties. If a County chooses to develop an Economic Development program they have four options:

1. In-house model using internal staff and resources based upon a plan approved by County Council;
2. Creation of a wholly owned separate municipal corporation under the Municipal Act (e.g., KEDCO);
3. Contracting out – utilizing an external corporate entity on a fee for service basis to perform all or a portion of the service; or
4. Leave all or a portion of economic development to member municipalities.

For the purposes of our discussion, we have considered both options #2 and #3 to be essentially a “contracted-out” scenario. With option #2 requiring an incorporation and board appointment process, plus negotiations regarding mandate, while #3 requires a public procurement process and contract (mandate) negotiations.

While there are no Counties in Eastern Ontario that employ the contracted out model, the City of Kingston operates on this model through the Kingston Economic Development Commission (KEDCO). Likewise, some municipalities contract some aspects of economic development to agencies such as Business Improvement Areas (BIA) or a Chamber of Commerce. Usually these arrangements are “fee for service” agreements. For example, until recently both the Towns of Gananoque and Perth contracted out tourism visitor services to their Chamber of Commerce. Both have now taken the service back in house.

Below is a table that highlights some of the key aspects surrounding both models:

In-House Model	Contract Out Model
<p>Policy Direction / Control</p> <ul style="list-style-type: none"> • Economic Charter • County Official Plan • Department Business Plan and annual Budget • Shift in policy direction can take place quickly based on Council resolution. • Economic development focus is directed exclusively on Frontenac County. 	<p>Policy Direction / Control</p> <ul style="list-style-type: none"> • Policy direction derived through an agreement • Shift in policy direction may be slow as contract would need to be revised • Economic focus of contracting agency may be larger or smaller than Frontenac County, and County Council’s economic development policies may have less priority.
<p>Accountability and Transparency</p> <ul style="list-style-type: none"> • All economic development actions implemented following County Council policy and resolutions. • Annual reporting to Council and the public through business plan updates. • Open meetings requirements as per the Municipal Act • Grants to individual businesses need to be fair and criteria based (e.g., Community Grants program) • Council-approved Key Performance Indicators (KPIs) to measure success. • Economic development reports and recommendations go directly to County Council and/or Committees. 	<p>Accountability and Transparency</p> <ul style="list-style-type: none"> • Limited or no direct public involvement • Limited or no project approval by County Council. • Business can be conducted in closed meetings • No direct control over operating budgets. • No direct reporting to County Council or public. • Grants to individual businesses can be made at the discretion of the Board.

Regional Collaboration	Regional Collaboration
<ul style="list-style-type: none"> • Economic development coordinated with land use planning at County and Township levels (regional competitive advantage). • Direct ties between economic development initiatives and trail development. • Direct ties between economic development and regional tourism. Manager of Economic Development responsible for strategic approach and building relationships with other Counties, Provincial Ministry staff, and Federal agencies. • Multi-faceted approach. Economic development policy implementation is aided by land use planning, GIS/mapping/visuals, and communications. • Community Improvement Plans – ensuring connection between economic development policy and planning policy. • County and Township staff directly involved and sharing information on planning and economic development activities. 	<ul style="list-style-type: none"> • No coordination between planning and economic development. • No clear relationship between trail development and economic development. • No coordinated involvement in Community Improvement Plans. • Lack of strategic approach to regional economic development.

As a preliminary list staff have identified the following agencies that work in related/allied fields that could be interested in delivering all or a portion of the economic development programs of the County:

- Frontenac Arch Bio-Sphere
- Land O' Lakes Tourism Association
- Community Futures Development Corporation (Frontenac, Lanark/Leeds and/or Prince Edward Lennox & Addington)
- Regional Tourism Organizations (RTOs)
- KEDCO
- Eastern Ontario Trails Alliance
- Member Municipalities
- Neighbouring Counties

As noted previously, all Eastern Ontario Counties have an economic development division. All with a longer history than Frontenac. At the same time, most are augmented by economic development officers at a member municipality level that work on local business attraction and retention under a regional umbrella/brand. These types of arrangements are generally not formalized, but long standing working relationships have defined roles and responsibilities.

Sustainability Implications

The Economic Development Charter includes the statement:

“In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities.”

Financial Implications

The Manager of Economic Development is on Band G of the County of Frontenac Administrative salary band (\$78.5k to \$92k). The Community Development Officer is a three year contract position funded from reserves and is on Band K (\$56k to \$65k). Both positions have been evaluated for, and are compliant with our requirements under the Pay Equity Act.

The Manager position was deemed to be market competitive as part of survey in 2015.

A contracting out scenario would require similar resources to implement the scope of the 2016-2021 Business Plan as presented.

Time delays would be incurred under a contracting out options while procurement options were evaluated or corporate entities were established.

Contracts for the delivery of goods and services have been signed with granting agencies. All grants come with time limits and performance expectations. No attempt has been made to determine if funders would be open to transfer of funds to a contract agency.

Continuity in fulfilling grant obligations is a primary consideration for staff. Successful completion is always a consideration when granting agencies are considering subsequent grants.

Should Council wish to pursue a contracting out model, our procurement policy would require a public procurement process as there are several agencies that may be interested in providing this service on a fee for service model. Should Council wish to sole source the contract, similar to the recent discussions with the Eastern Ontario Trails Alliance, at their discretion, Council could waive the conditions in the by-law and provide public notice of such intent.

Organizations, Departments and Individuals Consulted and/or Affected

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MANAGER OF ECONOMIC DEVELOPMENT

GENERAL PURPOSE

Reporting to the Director of Planning and Economic Development, the Manager of Economic Development is responsible for coordinating an economic development and liaison function within the County of Frontenac and promoting the sustainable development of the County of Frontenac through integrating tourism, commercial and residential development, and expanding relationships with local organizations.

The Manager, Economic Development will maintain economic development strategies/plans including business retention and expansion, and implement and administer the Economic Development Charter, policies and programs established and approved by the County.

SUPERVISION EXERCISED

Supervision of direct reports, interns and contract employees.

ROLE EXPECTATIONS

Economic Development:

- Develop and implement economic development strategies/plans and programs, and form partnerships with existing and potential business partners to expand the economic base of the County of Frontenac. Assist local businesses with partnership opportunities, and sourcing of resources.
- Create networks with business leaders and community leaders, potential investors, Chambers of Commerce, regional economic development offices and BIAs; forge relationships with upper levels of Municipal government and non-governmental operations (e.g. Ducks Unlimited, Trillium Fund)
- Develop promotional strategies, business plans and marketing plans/programs to promote the County of Frontenac and facilitate sustainable commercial and residential interest and growth.
- Represent the County of Frontenac, act as liaison and point of contact for any and all economic development and tourism-related matters including publications distribution, media relations, business inquiries, County of Frontenac programs and services (e.g. available venues), and ambassador programs.
- Advise and provide counsel to Council, CAO, and other councils of the County of Frontenac concerning economic development and tourism activities and opportunities.

- Work with rural and small urban community stakeholders in identifying immediate and long-term economic demands and understanding the economic development research demands of the rural community.
- Assist with the development and preparation of by-laws, agreements, policies, procedures and systems necessary to ensure that effective controls are in place to protect the economic development strategies and directions of the County of Frontenac.
- Work with other departments of the County of Frontenac and external agencies in developing and maintaining a GIS-based data base, site locator and investor information resource.
- Develop and maintain relationships with adjacent municipalities and provincial offices (e.g. OMAFRA, MTCR, MOE, and MMAH) and their related agencies as required.
- Develop and foster relationships with other key stakeholders and ensure opportunities for synergies are maximized and duplication of common effort avoided.

Staff Leadership:

- Provide coaching, counselling, and guidance to assigned staff.
- Ensure a high performance work team, creating an engaging and motivational work environment.
- Supervise and monitor work performance to ensure achievement of departmental and County strategies.
- Ensure the training/development needs of reporting staff are assessed and appropriate development plans initiated.
- Conduct timely performance evaluations with reporting staff.
- Monitor attendance and administer Employee Attendance Awareness Program.
- Assist in determining the recruitment needs of departmental staff, working in collaboration with the Director and Human Resources.
- Work closely with the Director and Human Resources regarding disciplinary action.
- Manage according to the associated Collective Agreement, where applicable.

Financial Management:

- Assist the Director in developing the budget for the Economic Development function.
- Review monthly variance reports and initiate necessary action.
- Ensure expenditures are within budget and in alignment to County policy.

Health & Safety:

- Promote a positive attitude towards safety and discusses the general safety regulations and the specific safety requirements of the department with the employees.
- Protect own health and health of others by adopting safe work practices, reporting unsafe conditions immediately, and attending all relevant in-services regarding occupational health and safety. Follow all guidelines for employees and employers as legislated under the *Ontario Occupational Health and Safety Act*.

KEY RESPONSIBILITIES

- Undertake in-depth research to identify and evaluate funding opportunities from senior levels of government and other sources.
- Assist municipalities of Frontenac to maximize their opportunities to take advantage of available resources to strengthen and sustain the economic and community viability of the area.
- Work to strengthen and foster the relationships between various individuals and groups working both actively and passively to enhance the economic viability of the Frontenac area.

The foregoing description reflects the general duties necessary to describe the principal functions of the job identified and shall not be construed to be all of the work requirements that may be inherent in this classification

EDUCATION & EXPERIENCE

- Completion of a university or college diploma in economics, business marketing, commerce, or relevant program; degree preferred.
- Minimum of five (5) years of rural economic development experience with significant exposure to the tourism industry.
- A combination of equivalent/relevant education and experience may be considered.

KNOWLEDGE, SKILLS & ABILITIES

- Demonstrated understanding of local government, rural issues and affairs, provincial legislation affecting agriculture and rural communities are essential.
- Demonstrated knowledge of municipal operations, economic development principles and tourism programs.
- Proven ability to work as a team member and with little supervision.
- A sound knowledge of small and medium-sized business demands and business planning practices.

- Demonstrated leadership skills including effective mentoring, coaching, counselling and conflict management skills.
- Demonstrated superior communication skills, both written and verbal and ability to communicate complex information to a diverse audience base, including Townships' staff, Councils, business community members and investors.
- Demonstrated financial acumen in evaluating funding opportunities from senior levels of government and other sources.
- Demonstrated professional work ethic and behaviours in interaction with internal and external contacts.
- Demonstrated strong project management skills (scheduling, resource allocation, contingency planning).
- Demonstrated understanding of real estate, planning and data base management/development.
- Demonstrated understanding of County land use planning and economic development in rural eastern Ontario.
- Demonstrated ability to develop and deliver effective presentations using strong public speaking skills.
- Demonstrated commitment to ongoing process improvement, ability to change and effectively assist others through the stages of change.
- Demonstrated analytical skills and ability to research and problem solve issues that may arise in carrying out the duties of this position.
- Demonstrated ability to prioritize work effectively, manage a full work load and meet deadlines in a busy environment with frequent interruptions.
- Ability to prepare accurate and detailed records and reports.
- Effective computer skills including working with Microsoft Office Suite of products (Word, Excel, PowerPoint, Outlook); ability to use other database/software packages.
- Demonstrated understanding and commitment to health and safety policies, procedures and applicable legislation.
- Proven willingness to learn and acquire new information and skills.
- Demonstrated strong attendance record.

COMPENSATION

- Probationary period of six (6) months

- Remuneration at the “G” non-union grid level



**COMMUNITY DEVELOPMENT OFFICER
PLANNING AND ECONOMIC DEVELOPMENT**

GENERAL PURPOSE

Under the direction of the Manager of Economic Development, the Community Development Officer provides the support necessary to implement the actions approved in the County's Economic Development Implementation Plan while adhering to the principles outlined in the recently adopted Frontenac County Economic Development Charter.

Operating in a highly confidential structure, the Community Development Officer will identify and seek out opportunities for new business, and the growth or expansion of current businesses in the community, and help to ensure the growth, overall health, and vitality of the four Townships and the Frontenac region as a whole. As an innovative and strategic thinker, the Community Development Officer has well-developed interpersonal, communication, and presentation skills along with a strong focus on clients.

SUPERVISION RECEIVED

- Works under the general supervision of the Manager, Economic Development.

SUPERVISION EXERCISED

- None.

ROLE EXPECTATIONS

Community Development:

- Acts as the point of contact for prospective businesses and guides them through the selection, permitting and inspection processes of the four Townships of Frontenac, navigating any roadblocks.
- Builds rapport with property owners, developers and real estate representatives; serves as point of-contact between these stakeholders and prospective investors.
- Works with prospective business owners from initial contact through to business opening, ensuring security of their confidential business operations and strategy.
- Coaches existing businesses who may need assistance with issues such as marketing, financing, grant opportunities, etc., ensuring protection of their competitive advantage.
- Cultivates relationships with partners to ensure efforts are coordinated and initiatives are not duplicated. (e.g. Frontenac Community Futures Development Corporation [CFDC], Land 'O Lakes Tourist Association [LOLTA]).
- Communicates the guidelines and restrictions of the zoning code and other municipal parameters.

Analysis and Advancement of Community Development:

- Maintains databases of prospects and properties/available spaces; provides details on characteristics of spaces to prospective tenants.
- Contributes to the development of marketing materials for Frontenac. Collaborates with existing economic development committees of Frontenac to develop recruitment marketing programs and materials.
- Identifies gaps, community needs, and market potential, keeping in mind the potential need for multiple models to meet the County's vast and varied geography.
- Updates key demographic figures and information important to business attraction.
- Researches need for and viability of particular projects the Economic Development Implementation Plan; develops business plans as required.
- Makes the required connections of related industries (e.g. accommodations, local food, artisans) to enrich marketing possibilities (mapping, packaging).
- Researches and prepares high quality grant proposals and obtains the necessary support from the communities and relevant organizations in a timely manner, exercising extreme confidentiality of the sensitive information.
- Protects own health and health of others by adopting safe work practices, reporting unsafe conditions immediately, and completing any training regarding occupational health and safety. Follows all guidelines for employees as legislated under the *Ontario Occupational Health and Safety Act*.
- Performs other duties as assigned.

The foregoing description reflects the general duties necessary to describe the principal functions of the job identified and shall not be construed to be all of the work requirements that may be inherent in this classification.

EDUCATION AND EXPERIENCE

- Diploma in Business Administration, Marketing, Communications, Public Relations or a related field; Degree preferred
- Minimum 3-5 years of related progressive experience, preferably in a municipal environment
- Experience in one or more of: community or business development, communications, marketing, public relations
- Solid network of contacts within the municipality, an asset

KNOWLEDGE, SKILLS AND ABILITIES

- Demonstrated knowledge of the importance of planning and economic development departments working collaboratively to support and improve business opportunities in the Frontenacs
- Demonstrated understanding of the economic development function in rural and small town communities
- Demonstrated understanding of the permitting and inspection processes of the four Townships of Frontenac and guide new businesses through them, working through any roadblocks
- General understanding and ability to communicate the guidelines and restrictions of the zoning code and other municipal parameters
- Ability to work effectively with a broad range of people and professionals, including entrepreneurs, developers, real estate agents, and landlords
- Exemplary verbal and written communications skills

- Excellent interpersonal skills, including the ability to build solid relationships and support among stakeholders, listen and provide assistance; fosters open communication
- Partnership-building skills, including the ability to motivate, negotiate, and influence stakeholders into a course of action
- Demonstrated ability to maintain highly confidential and sensitive information, related to community businesses and future direction and strategy
- Knowledge of social media and how to effectively utilize the platform in performing the duties of the position
- Demonstrated professional work ethic and behaviours in interaction with internal and external contacts
- Ability to champion new ideas and initiatives within the scope of the position
- Ability to balance long-term strategic issues and goals with short-term priorities
- Demonstrated ability to prioritize work effectively, manage a full work load and meet deadlines in a busy environment with frequent interruptions
- Ability to prepare accurate and detailed records and reports
- Demonstrated attention to detail and ability to perform high level analysis
- Demonstrated trouble shooting skills and ability to problem solve issues that may arise in carrying out the duties of this position; ability to navigate through roadblocks, using an innovative and creative approach to problem solving
- Demonstrated understanding and commitment to health and safety policies, procedures and applicable legislation
- Demonstrated effectiveness working with minimal supervision with proven reliability and trustworthiness
- Demonstrated proficiency in Microsoft Office Suite of products including Word, Excel, PowerPoint, Outlook; ability to use other software applications
- Proven willingness to learn and acquire new information and skills
- Possess and maintain a valid Ontario Class "G" driver's license and clear Driver's abstract

COMPENSATION

- Probationary period of six (6) months
- Non-Union Band K

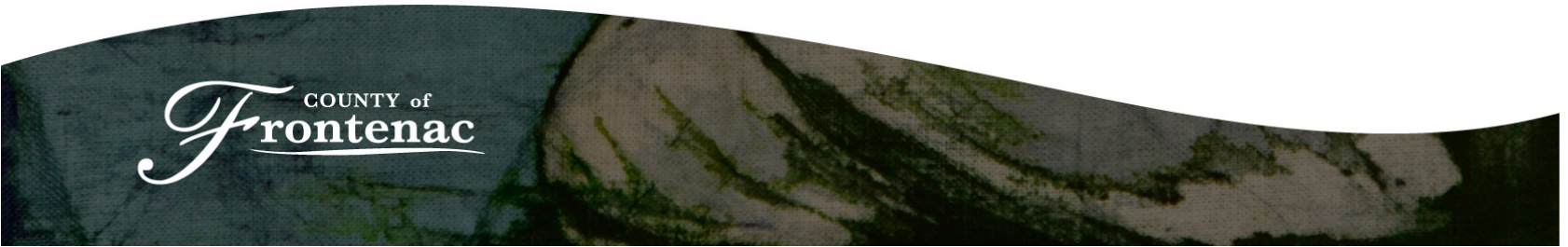
WORK ENVIRONMENT

- Varied hours of work to meet the operational demands including attendance at meetings outside of regular business hours, evenings and weekends
- Driving in a vehicle; travel throughout the region
- Periods of time sitting in meetings, viewing a computer monitor and keyboarding



Moving Forward

March 17, 2016



Background

- Moving from planning to action!
 - Plans are in place – Ec Dev Charter, Official Plan, Trails Master Plan, ICSP
 - RED grant application submitted – January 15, 2016
 - Expect response in the May-June timeframe
 - Total grant = \$310,000
 - RFP for Branding – closed on February 25, 2016
 - North Frontenac – lead
 - Accommodation attraction is first up after RED application response
 - Community Development Coordinator – anticipated start of July 1, 2016 (three year contract)



Principles Moving Forward

- Confidentiality is assured for potential investors. The name/contact information will only be shared with permission.
- Collaboration and partnerships will be encouraged where others have expertise or where internal resources are limited.
- Success will be a combination of:
 - Push – proactive plans actively recruiting investors
 - Pull – reacting to investors as they arrive
- Best use of scarce resources – right time, right person



Issues Working Against Us

- Lack of economic development infrastructure
 - Branding and Marketing, Cellular, Coordinated road systems
- City of Kingston divides the County
- Lack of tourism infrastructure
- No history of working together
- Our neighbouring Counties are:
 - far ahead of us in developing their economic development presence
 - outspending us
 - working with established brands
- No Frontenac presence on 401
- Political affiliation in the north



Issues Working For Us

- Strategic planning is done – background reports are in place
- Planning and Economic Development working together
- Grass roots efforts are place in Central and North Frontenac
- K&P Trail nearing completion
 - Sharbot Lake as a trails hub – link to Trans Canada Trail – Renfrew – Bancroft – Kingston
- Dark Skies - NF
- Our social media presence is growing
- Known for our sustainability efforts
- City of Kingston as a tourism destination



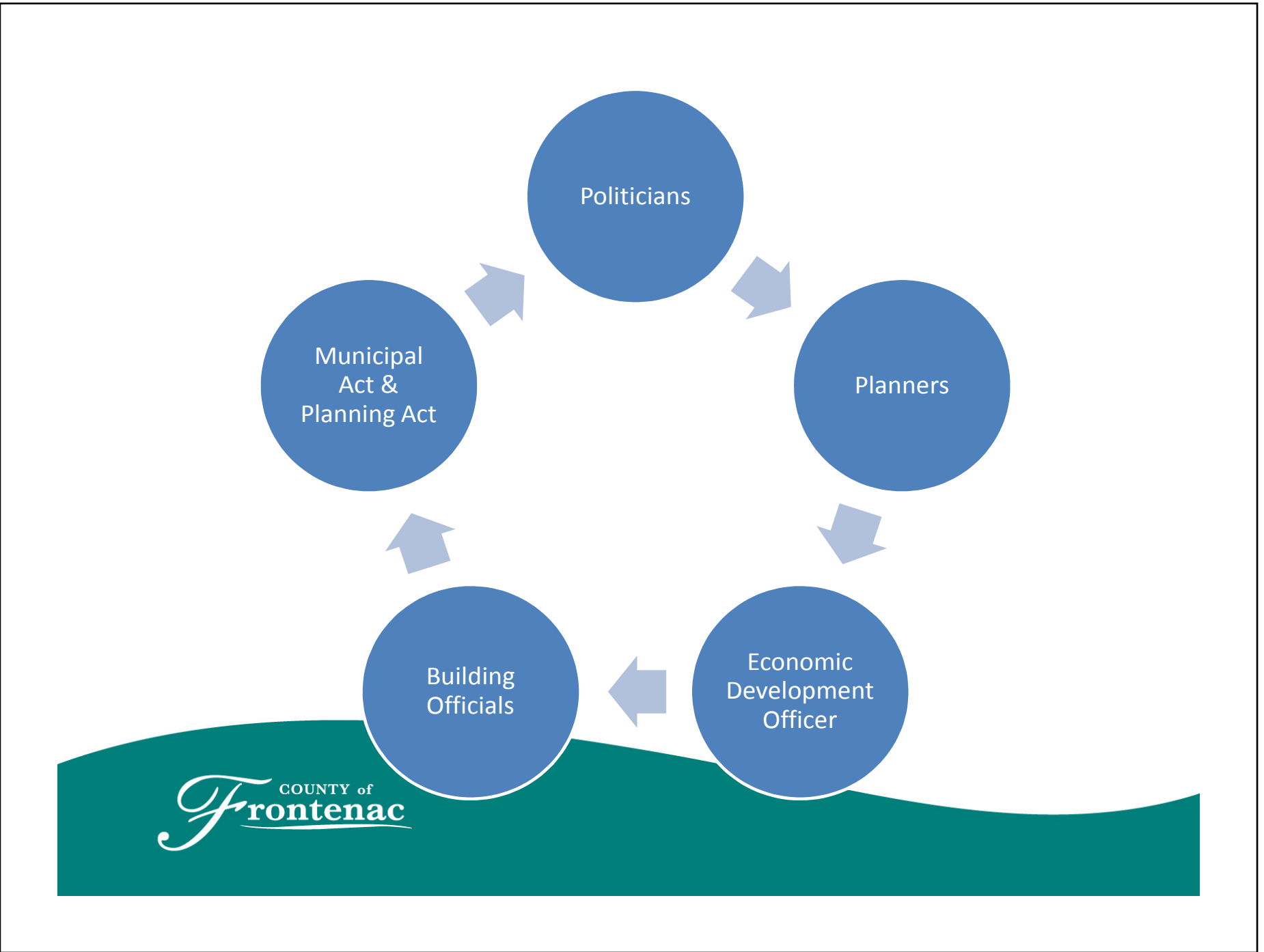
Issues Working For Us

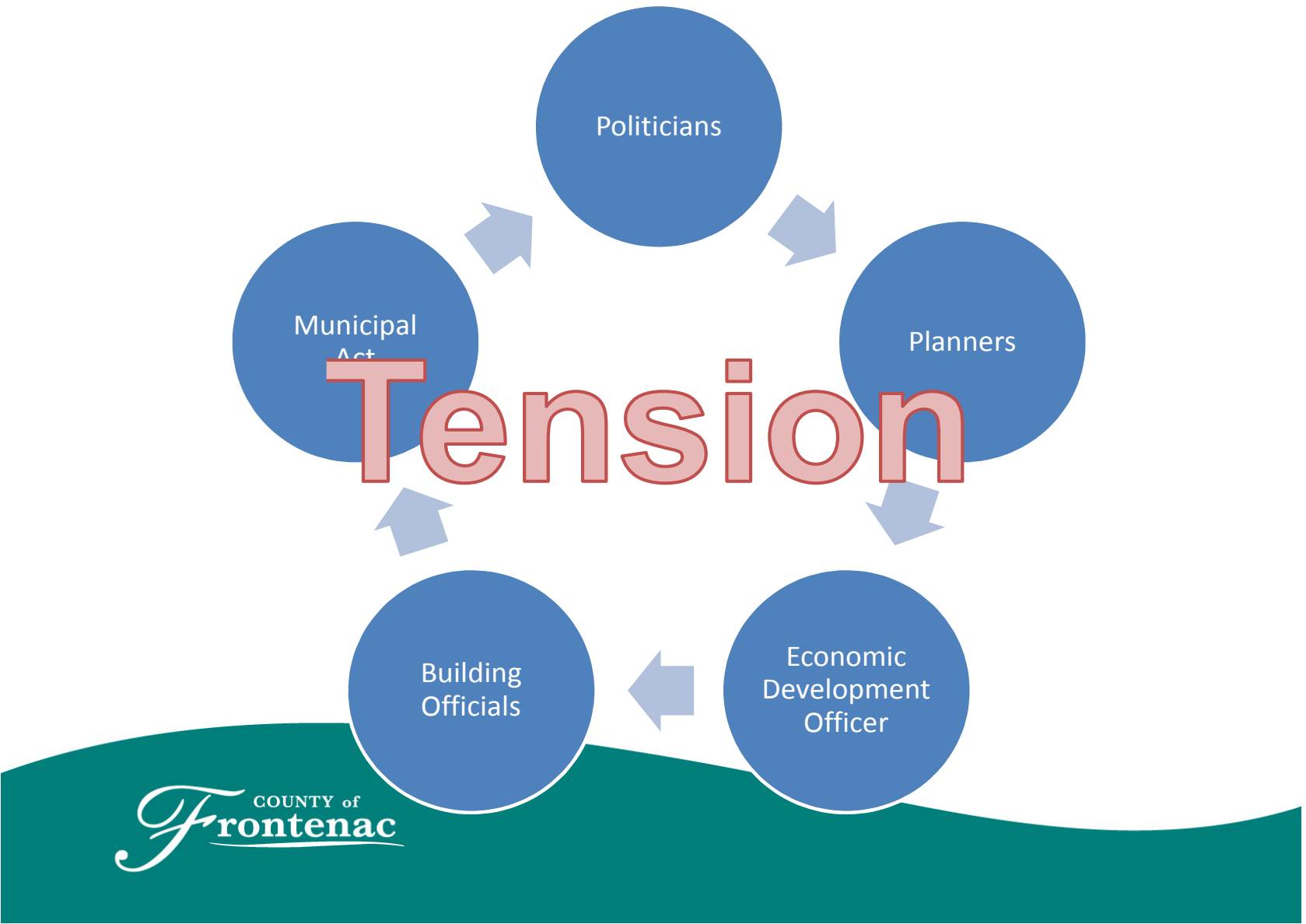
- Bon Echo, Silver Lake and Frontenac Provincial Parks + Rideau Canal World Heritage designation
- Vast and varying geography – Lake on Ontario to Canadian Shield
- Traffic counts on Highway 401 and Hwy 7 corridors
- Access to U.S. markets through Wolfe Island
- North is above the reliable snow line for winter activities
- Political affiliation in the south



Traditional Economic Development







What About Our Neighbours?

Leeds & Grenville

- Manager of Ec Dev
- Economic Development Officer
- Ec Dev Administrator & Communications
- \$xxxx

Lennox & Addington

- Dir of Community Development Services
- Community Dev Officer
- Administrative Assistant
- Graphic Designer (Share)
- \$xxxx



Roles and Responsibilities

Community:

- Input on strategic plans
- Partners in implementation through community engagement

County Council:

- Establishing and coordinating overall community goals and objectives
- Budget approval
- Reviewing community/committee input
- Authorization for signing of agreements



Roles and Responsibilities

Warden (Deputy Warden):

- Leadership
- Government relations (lobbying)

Eastern Ontario Wardens Caucus (EOWC):

- Regional strategy
- Regional coordination in partnership with the Leadership Council
- Lobbying and awareness



Roles and Responsibilities

Community Development Advisory Committee:

- Oversight and guidance for implementation of the strategic plan established by Council
- Recommend changes in course/strategy to County Council
- Regular review of KPIs
- Example: Food Hub

Member Municipality Councils:

- Determining local priorities
- Budget approval
- Authorization for signing of agreements



Roles and Responsibilities

Member Municipality Staff:

- Advice to Council and Committee (where in place)

County Chief Administrative Officer:

- Advice to Council and Committee
- Overseeing implementation of Council Direction – including coordination of County employees
- Reporting results to Council and Committee



Roles and Responsibilities

Director of Planning and Economic Development:

- Advice to Council and Committee
- Coordination and Integration of Planning and Community Development services
- Reporting results to Council and Committee
- Budget preparation, monitoring and reporting



Roles and Responsibilities

Manager of Economic Development:

- Advice to Council and Committee
- Supervision of Community Development Coordinator and seasonal staff
- Day to day oversight of plan implementation
- Partnership relations – e.g., member municipalities, Provincial/Federal staff, CFDCs, KEDCO, LOLTA, FAB
- Municipal Economic Development best practice expert
- Programs promotion
- Budget preparation, monitoring and reporting
- Key Performance Indicators – monitoring and reporting
- Project management – e.g., Trails development, studies and reports
- Management of grants process (checklist)
- Reporting to Council and Committee – including KPIs.



Roles and Responsibilities

Community Development Officer:

- Daily face of the program
 - Cold calls & Lead follow up
 - “Match-making” (e.g., new egg producer to other producers or to a grading station)
- Promotion of plans – e.g., CIPs, Accommodations Study
- Statistics and research
- Community engagement/relations – attendance at community events
- Event planning/management
- Grant writing



Roles and Responsibilities

Community Planner

- Zoning/Official Plan compliance/review

Communications Officer:

- Branding management and consistency
- Support for program promotions
- Events planning/management

County of Frontenac G.I.S. Team:

- Base mapping
- Property research
- Data analysis



Scenario One

Harrowsmith B&B:

“Everything in Place”

As part of our accommodation objective the Community Development Officer (CDO) identified 18 properties in Harrowsmith that have the potential to be converted into a Bed and Breakfast. After a direct mailing and follow up phone calls, a lead is received for a potential investor in a B&B in Harrowsmith. The project will convert an existing single family home into a 5 room B&B. The home is located in the Hamlet on Highway 38.

Project fits within the three County priorities and is permitted in the current zoning.



Scenario Two

Trailer Manufacturer in Parham/Tichborne: “Lifting Required”

A start-up boat trailer manufacturing business is proposing to create 12 jobs and is looking for land in the Hwy 38 corridor near Parham/Tichborne with profile to the highway.

The project does not fit within the three County priorities and zoning/Official Plan changes may be required.



Scenario Three

Adventure Park – Highway 7 Corridor:

“Pushing”

A group of Ottawa investors are looking to establish a three season adventure park (zip lines, mountain biking, rock climbing), including 24 “bunk” units in the Hwy 7 corridor between Kaladar and Maberley.

The project fits within the three County priorities and is permitted in many of the current zones in the preferred area. Competition for the development between the three Counties (Lanark, Frontenac and Lennox and Addington) will a reality for this project.



Scenario Four

Accommodation “Fam” Tour: “Team Effort”

It is now November and Council has approved a Familiarization (“Fam”) Tour for the end of June to promote to potential developers/investors the recently approved accommodation study for Central and North Frontenac Township. The report identifies nine development ready sites that complement the three pillars of the economic development charter. All nine sites are eligible for support under the recently approved regional Community Improvement Plans.

The target audience for the tour are existing providers in other geographic regions, City of Ottawa/Kingston hoteliers/independents and the existing adventure tourism market.



Scenario Five

Wolfe Island Tourism Expansion:

“Collaboration”

Staff, working with the City of Kingston, KEDCO and Local Independent Hoteliers Association have identified 3 potential hospitality providers that are interested in an expanded presence in the Marysville Hamlet of Frontenac Islands. The providers see this as a way to lengthen stays in their facilities.

Options run the gamut from the operation of a satellite boutique inn in Marysville, to packaging day trips adventuring trips to Wolfe Island and Big Sandy Bay. The aim is to work with the investors to remove barriers and find solutions.

All options fit within the three County priorities.



Summary Chart

Position	Scenario One (B&B)	Scenario Two (Trailer)	Scenario Three (Adventure)	Scenario Four (Fam Tour)	Scenario Five (Wolfe Is.)
Comm Dev Officer	80%	50%	30%	30%	15%
Comm Planner	5%	10%	10%	5%	10%
Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%



Summary Chart

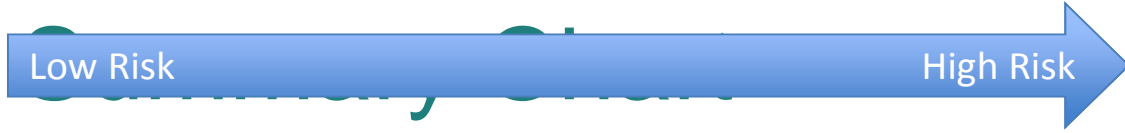
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Comm Planner	5%	10%	10%	5%	10%
Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%



Summary Chart

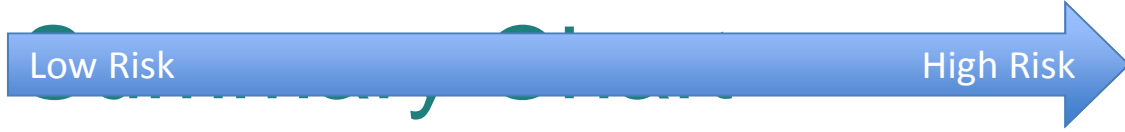
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Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%





Position	Scenario One (B&B)	Scenario Two (Trailer)	Scenario Three (Adventure)	Scenario Four (Fam Tour)	Scenario Five (Wolfe Is.)
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Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%





Position	Scenario One (B&B)	Scenario Two (Trailer)	Scenario Three (Adventure)	Scenario Four (Fam Tour)	Scenario Five (Wolfe Is.)
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Comm Planner	5%	10%	10%	5%	10%
Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%

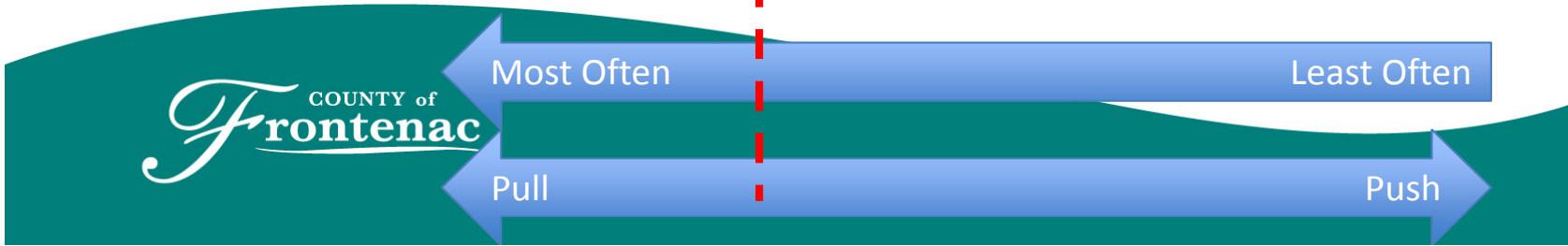


Current State

Future State



Position	Scenario One (B&B)	Scenario Two (Trailer)	Scenario Three (Adventure)	Scenario Four (Fam Tour)	Scenario Five (Wolfe Is.)
Comm Dev Officer	80%	50%	30%	30%	15%
Comm Planner	5%	10%	10%	5%	10%
Manager of Ec.Dev.	15%	30%	50%	40%	50%
Director	*	10%	10%	10%	15%
Communication s Officer	*	*	*	10%	10%
GIS	*	*	*	*	*
CDAC	*	*	*	5%	5%



Summary

- We have three years and \$500k (plus grants/partnerships) to make a difference
- Our plans are in place – our objectives are clear – our politicians are supportive, but others are ahead of us
- Branding will commence soon
- Aligning Planning & Ec Dev gives us a strategic advantage
- Community Development Office – July 1st for 3 years
- Moving from planning to action!



By-Law No. 2016-0041

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
November 2, 2016

Whereas Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other *Act*; and;

Whereas Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality July pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

Whereas the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its special meeting held on November 2nd, 2016 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its special meeting held on November 2nd, 2016 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its special meeting held on November 2nd, 2016 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 2nd day of November 2016.

Read a Third Time and Finally Passed, Signed and Sealed this 2nd day of November 2016.

The Corporation of the County Of Frontenac

Frances Smith, Warden

Jannette Amini, Clerk