



**Committee of the Whole Meeting
Wednesday, March 27, 2019 – 9:00 a.m.
The Frontenac Room, 2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to Order**
- 2. Disclosure of Pecuniary Interest and General Nature Thereof**
- 3. Strategic Planning Workshop**
 - a) Mr. Rob Wood, 8020 Info Inc. will take Council through each of the major strategic issues to be discussed.
- 4. Adjournment**

2 - 92



Frontenac County Strategic Plan

Mar.27 County Council Workshop: Discussion Guide & Materials

- 8:45am *Informal Mixing/Refreshments/Snacks*
- 9:00am Introductory Presentation / Overview of the Workshop
- 9:15am **Lightning Round:** Reactions to advance input & township consultations
(See appended documentation.)
- 9:30am Developing /Confirming a **Vision** for the County (see worksheet, pages 4-5)
- 9:45am **Strategic Choices** — Setting Priorities and Direction (see worksheets):
- What leadership role should the County play? (see pages 6-7)
 - Strategic approaches for working with other municipalities & partners (p8)
 - Pressures for connectivity/responding to broadband/cell service gaps (p9-10)
 - Responding to environmental concerns & applying a climate “lens” (p11-12)
 - Priorities for transportation services (moving people, ferries) (see p13-14)
 - Playing a role in funding roads/bridges, or not? (pages 15-16)
 - Priorities and direction for economic development (page 17)
 - Strategic choices related to planning & development (page 18)
- 10:30am *Break*
- 10:50am **Strategic Choices** (continued):
- Financial, taxation and debt parameters (pages 19-20)
 - Decisions with major capital, risk or budget Implications:
 - Long Term Care and what to do with Fairmount building (p21-22)
 - Reviewing County options for Administrative Offices (page 23)
 - Priorities for Paramedic Services (see 24-25)
 - Background on Financial Services (page 26)
 - Other strategies to be proposed?
- Noon **Mission** (page 3)— Review/Confirmation (changes required after discussion?)
- 12:10pm Wrap-up, Next Steps and Takeaways
- 12:25pm Adjournment

Note: Some participants must leave for other County-related meetings by ~12:15pm.

Other Important Priorities not included above as requiring strategic decisions:

The priorities identified in a strategic plan speak to areas where special attention, resources and effort are needed over the current term of County Council.

In addition, several other important issues related to the strategic planning process will be addressed in the annual operational plans for the organization. They include:

- Frontenac Paramedic Services (per its recently approved strategic plan)
- Fairmount (wait lists, recruitment, staffing levels and other issues)
- 10 Year Housing Plan and Seniors/Retirement Homes
- Trails and Recreation
- Asset Management and Financial Services
- Municipal Information Services or Legislative and HR Services
- GIS and Continuous Improvement
- Shared Services
- Others to be noted?

Summary of Strategy Development Process To Date:

- “Commissioning” Session — consultation Jan. 14 with County Council members
- Background research, reviewing reports, business plans and related documents
- Consultation with Senior Staff Feb. 14
- Consultation meetings with Township Councils:
 - Feb. 28 — Central Frontenac Township
 - Mar. 1 — North Frontenac Township
 - Mar. 11 — Frontenac Islands Township
 - Mar. 12 — South Frontenac Township
- Online Input/Community Survey (203 responses) — March 4-22, 2019.
- County Council Priority-Setting Workshop — March 27, 2019

Future Milestone Dates:

- Follow-up work with staff after the County Council workshop — March/April
- Draft strategic plan to County Council for review / direction — April 17 / May 15
- Frontenac County Strategy Plan to Council for final approval — May 15 / June 19

Mission Review

All strategy is framed by your mission: your purpose or reason for being. Most municipal mission statements are quite similar.

Frontenac County's 2014-2018 (current) Mission Statement is:

The effective, efficient and sustainable delivery of services to citizens.

We'll come back to this statement at the end of the planning workshop to see whether any tweaks might be needed in light of Council's vision and strategy development discussion.

Defining Success:

Another dimension related to your core purpose or mission involves reflecting on what County Council would define as a "success".

What difference should the County of Frontenac make in the world (i.e. what should be accomplished), for whom, and at what level of effort, cost or investment (e.g. should that be more, less, or about the same as current levels)?

Some input from the township consultations also suggested that greater clarity is needed around the County's "value proposition".

For reference:

The four key modules in the Balanced Scorecard for the County are:

- Customer Focus
- Financial Performance
- Learning and Growth
- Process Improvement

Vision Review:

Frontenac County's 2014-2018 (current) Vision Statement is: *The County of Frontenac is known for its unique natural environment and lifestyle choices and commitment to — and promotion of — strong, resilient, diverse, rural communities.*

What do we envision for Frontenac County? | Key goals to achieve that vision?

For consideration:

From the northern most tip to the islands, the County of Frontenac is a vibrant community of diverse friendly people from all walks of life. The beauty of Frontenac is in the landscape but the strength is in its people.

The County of Frontenac's goal is to support the people of Frontenac and be the voice for the rural community.

The County of Frontenac facilitates those living, visiting and doing business to experience the diversity of the region and all that it has to offer in areas of tourism, agriculture, forestry, services and government.

The County of Frontenac recognizes the unique and distinct characteristics of its four townships and how each contributes to the rich culture of the region.

Frontenac is committed to sustaining its pristine natural environment and lifestyle choices, and the promotion of strong, resilient, diverse, rural communities.

As a framework for strategic planning, the future vision might incorporate goals related to:

- **Working together with municipalities** (the townships, City of Kingston and other counties) **to resolve complex issues** where solutions require a collaborative vision and effort with partners beyond County borders. This might include addressing broad issues like expanding the network of broadband and cell services, finding new solutions for waste management, seeking additional funding for roads, and finding savings through shared services and facilities.
- **Supporting community vitality** through services, infrastructure, and partnerships.
- **Effective management** of planning, community and economic development.
- **Completing major capital projects** related to Fairmount and administrative offices.
- **A sustainable financial framework** that respects the taxpayer and manages risks.
- **Building the County's capacity** in terms of strong leadership, organizational development, partnerships, physical infrastructure, IT, and HR/staffing/succession.

What We Mean To Others — Brand Positioning.

Brand is more than a tagline or slogan. It infuses your product or service with meaning.

A clearly articulated brand provides focus and is a foundation for all brand experiences. It should guide decision-making on important choices affecting the development of your organization, from human resources to operating budgets.

The County of Frontenac brand expression and identity was launched in 2016. The goal of the campaign was to create a sense of place for Frontenac and to highlight the offerings of the community to support and attract business, tourism and residents.

The *#infrontenac* campaign has shaped the economic development programming and promotion of key sectors including:

- agriculture,
- food and beverage,
- manufacturing and technology, and
- trails and recreation.

Questions for Reflection/ Discussion on the future Vision for Frontenac County:

A vision statement is typically a clear and succinct description of goals for what the organization and/or community should look like after we successfully achieve our full potential. It also involves a blend of aspirations that preserve "the core" while stimulating progress.

- A decade from now, what kinds of **accomplishments** would make us the proudest? What would/could/should be our most **significant breakthrough** in that time?
- How might future internal or external **engagement / interactions** be different?
- How might the organization and its programs be **positioned within the broader network of services?** How will we be different, better and special? Who are our key partners for the future? What's our niche? And what do we NOT do?
- What does Frontenac County **look like as an organization** in terms of people, resources, scope of services, geography covered, and leadership approach?

Briefing/Worksheets

Strategic Choices – Setting Priorities and Direction

1. What leadership role should the County play?

Strategic Choices:

- Clarify what leadership role, if any, the County should play in coordinating joint action with townships, the City of Kingston and other partners to develop solutions to complex problems otherwise beyond the reach of formal mandates and jurisdictions.

Options/Scenarios:

Examples of issues raised during the consultation process include:

- Working with other municipalities to help find long-term solutions to potential waste management issues (this service responsibility rests with the townships);
- Playing an active, centralized role in seeking grants and funding opportunities for both upper and lower tier municipalities in a shared cost model;
- Promoting a consistent approach in the region to develop a culture sensitive to climate change and environmental concerns (see #4, page 11);
- Advocating with partners for a regional approach to transportation (moving people);
- Coordinating a shared services model/network for the County together with partners;
- Providing leadership to find economies and efficiencies by sharing assets, such as a joint administrative office or similar facilities;
- Externally representing the county and its constituent parts (townships/communities) through channels such as the Eastern Ontario Wardens' Caucus (EOWC), Eastern Ontario Regional Network (EORN), Eastern Ontario Leadership Council and so on.

Background Factors/Pros & Cons:

- The challenge will be to find the right balance between centralization and local autonomy, seizing collaborative opportunities without disrupting existing jurisdictions and responsibilities, finding payoffs for all the partners involved, and a sustainable model to enable the County to play such a role.
- Some have pointed out past successes in this approach whether it's promoting a County identity, sharing back-office functions or advancing the region's interests through EOWC and EORN.

An example: Collaboration to Address Waste Management Issues

Waste management is part of Environmental Services and focuses on solid waste collection, disposal and waste diversion (recycling/reuse). A 2014 Environmental Services White Paper prepared by the EOWC found that:

- Eastern Ontario municipalities were spending \$80 million a year for solid waste and waste diversion (2012)
- Solid waste management liabilities (closure and post-closure costs when landfills are filled) totalled \$95 million for rural municipalities (ten times that of the City of Ottawa) (2012). Municipalities typically hold environmental reserves to cover such costs, but they would not cover both closure and creation of any new capacity.
- In 2014, there were 426 municipally-owned/operated landfills in Rural Eastern Ontario, 181 of which were still open (the rest are closed with municipalities bearing the monitoring costs). There was an estimated 37% of total capacity still available.
- If rural townships are required (by the Province) to receive ICI waste from major centres, landfills in municipalities like the townships of Frontenac County may fill up much faster than expected.
- It may become imperative for rural townships to consider more intensive diversion strategies than have been considered in past --- for solid waste from other jurisdictions as well as internally generated.
- Options for waste diversion include:
 - Multi-municipality collaborations and material recovery facilities (MRFs).
 - Participation in studies or trade associations that seek to grow the market for recovered materials.
 - Advocacy concerning strategies to reduce the total amount of waste in Ontario.
 - Diversion of some kinds of solid waste to fire energy-from-waste incinerators.
- Waste diversion (one way to extend the life of landfills) may have plateaued at roughly 29% of total solid waste generated, with higher cost per tonne in rural areas as compared to urban (average \$361 to \$452/tonne for rural areas; \$155 to \$211/tonne for urban areas; higher costs due in part to higher transportation costs)
- Some municipalities are expressing interest in a multi-municipality Energy-From-Waste facility (incinerator) but appreciate that this strategy might only be financially sustainable if a significant number of adjacent municipalities develop the facility together. There may also be significant regulatory hurdles to overcome.
- It has been suggested that the County might provide some leadership on building critical mass and helping the townships overcome regulatory hurdles.

2. Approaches for working with other municipalities and partners

Strategic Choices:

- Whether or not (or to what extent) the County should explore alternative political and/or operational structures and agreements with townships, the City of Kingston and other partners as a strategy to optimize efficiency and effectiveness in service delivery.

Background Factors/Pros & Cons:

- Some feedback in the consultation process suggested it would be worthwhile to consider “what works” and “who could best deliver” various services provided by the County, townships and the City. The idea pointed towards a network/consortial model rather than a traditional, hierarchical approach, with a focus on leaner administration.
- It was noted that some past projects have involved townships working together; in other cases, the County has worked in coordination with individual townships. (Shared services for back-office functions like IT, HR, and finance and/or planning are examples.)
- One proposal was that the County, in conjunction with the member municipalities, conduct a comprehensive review across all five organizations.
- It’s not clear at this point what kind of timeline would be realistic for such a project.
- Such an approach would also require a review of how joint, shared or coordinated resources might be funded over the long term. (An example might be a grant application writer hired at the County, funded in part by townships that save time/money or otherwise benefit from sharing the expertise and resources.)
- It was also noted that a shared-services system can provide “bench-strength” to cover vacations, sick leaves or interim periods of service between hires.
- No specific new opportunities for savings were identified in the township consultations — current arrangements seem to be working well, however, in those areas where they have already been implemented.
- A question was raised about whether a revised structure might help the municipalities cope with expected retirements in senior leadership positions.
- Some input indicated that the value proposition for the County (i.e. what value is offered/delivered to taxpayers) may not be apparent to the public. Clarifying the role of the County vis- à-vis the townships may be helpful both in showing the value of services delivered and also in clarifying some degree of confusion about it among members of the public.

3. Pressures for connectivity: Responding to broadband/cell service gaps

Strategic Choices:

- **Deciding whether to ‘stay the course’ with a long-term regional approach** (with support from the County) or pursuing a solution distinctly ‘made-in-Frontenac-County’.

Options/Scenarios:

- Continue with the regional (EORN) approach, with EORN as the lead.
- Actively support EORN through continued provincial and federal advocacy (via EOWC and/or independently).
- Select and design ‘band-aid’ solutions for one or more ‘local’ areas where regional approaches are challenged to address either fixed or mobile broadband/cell service.
- Focus on developing applications/laying the groundwork for eventual use of upgraded/gap-filling service (e.g. first responders/public safety, fleet connectivity, roads maintenance and winter control, installation of sensors for environmental monitoring/water quality, autonomous vehicles).

Background Factors/Pros & Cons:

- Digital connectivity crosses municipal boundaries and links to other types of infrastructure (e.g. transportation infrastructure and services); it usually involves working with local stakeholders in the private and public sectors.
- Designing and costing connectivity/broadband projects is time-consuming, taking years of work to prepare for and implement connectivity projects that ‘move the needle’. It also requires negotiating muscle with ‘big players’ and funders in both public and private sectors,
- Both the EOWC and the EOLC (which includes representation from EOMC and the economic development community) have made digital connectivity their top priority, considering it as ‘foundational’ infrastructure without which the success of any economic development initiative will likely be weakened.
- The CRTC has established a new standard for ‘high speed internet’ (50 Mbps down and 10 Mbps up); EORN is studying the cost to reach this target across the region.
- There are new technologies entering the digital infrastructure arena (such as Low Earth Orbiting satellites) that may help to address connectivity gaps in both urban and rural areas.

- A pan-provincial municipal coalition referred to as MACAVO has identified Highway 7 (MTO and federal government controlled) as part of a preferred test corridor (stretching from Windsor to Ottawa) for autonomous vehicles. Other municipalities are beginning to identify other sections of road that might ultimately connect to the corridor to provide a path for these technologies to be deployed within municipalities; autonomous vehicles require very high quality, continuous connectivity and (possibly) embedding sensors in roads.
- VIA Rail is optimistic about being able to implement its proposed plan for high-frequency 'northern route' passenger service (with wifi on board), which will run through Central Frontenac; if there is a stop in Frontenac County, there is an opportunity to think about a north-south digital corridor.
- The 2019-2020 proposed federal budget presented March 20, 2019 identified digital infrastructure and services as a priority but the process for funding success is not clear.
- The federal budget has announced one-time gas tax funding for municipalities to deploy on infrastructure; it is believed that both roads and bridges and connectivity infrastructure are eligible expenditures.
- The provincial government has made two recent announcements: one is an eight-week opportunity to 'nominate' roads and bridges projects for federal-provincial infrastructure funding; the other is a one-time funding province-only allocation to invest in measures that improve service delivery or make municipal operations more efficient and effective.

Some highlights from the consultations/online input:

- Connectivity/broadband topped the list of issues identified both in township consultations and online survey respondents. Respondents linked it to goals for economic development, emergency and other services, and community vitality.
- Township feedback also indicated the critical role that broadband and cell service play in attracting people to live in their communities.
- "Broadband is similar to electricity... it is essential in the current world ... communications is essentially development."
- "We need 21st century internet urgently."
- "The cell service in our area is absolutely ridiculous and needs to be attended to immediately! We can't do business here properly, so nobody's going to bring business."

4. Responding to environmental concerns & applying a climate “lens”

Strategic Choices:

- Whether or not to adopt the use of a “**climate lens**” to ensure that the County assesses (and presumably mitigates) the Greenhouse Gas (GHG) impacts of its decisions and operations on the local community and more distant jurisdictions. (By definition, climate lens means assessment of greenhouse gas mitigation and climate change resilience assessment; it is not a broad environmental assessment tool).
- Whether or not to adopt a broader “**environmental lens**” including but not limited to climate change impacts (e.g. might also include impacts on water quality, resource and waste management, biodiversity, habitat preservation, human health impacts from use of certain materials/ chemicals etc.)

Options/Scenarios:

- Develop/adopt and apply a “climate lens” across all County operations, projects and initiatives; encourage townships to do the same; require that external proponents and internally-generated proposals include reporting on climate change impacts and any mitigation measures/opportunities.
- Build on the Infrastructure Canada “Climate Lens” — this option would incorporate other environmental considerations that do not have a direct/obvious link to GHG reduction or climate change resilience.
- Build on other climate lens methodologies and environmental assessments to use a comprehensive approach (e.g. a lens that considers impacts of both infrastructure projects and regular operations).
- Use a case-by-case approach to considering climate impacts (e.g. County Council requires consideration in development of plans or waives it to ensure regulatory compliance or if the project is routine with predictable and manageable environmental impact.

Background Factors/Pros & Cons:

- Infrastructure Canada’s “Climate lens”, announced in June 2018, is applied to specific infrastructure funding programs to ensure that climate impacts from funded projects are considered costs for project-by-project assessments (projects eligible for inclusion in infrastructure applications).
- While GHG assessment of impacts of proposed infrastructure projects are one part of a “climate lens”, assessment of opportunities to mitigate impacts are also included and may be just as important for municipalities as ‘new projects’. Examples might be:

ways to mitigate impacts of extreme weather (service outages, flooding) and 'build in' resilience (emergency response, modifications to roadworks or maintenance).

- Beyond infrastructure projects, operational measures that reduce GHGs might include energy efficient buildings or equipment, bylaws related to idling, hazardous waste disposal policies and services, fuels used in fleets, or 'group' transportation services that reduce single-person vehicular trips. In Frontenac County, at least some of these services fall under the responsibility of the townships rather than the County.
- Ontario's approach to climate policy and managing environmental assessment processes are changing, including: withdrawal from the federal carbon tax approach and transferring the work of the Environmental Commissioner Office to the Auditor General effective May 1, and a new process for submitting streamlined environmental assessment notices and updates. It applies to public roads and highways, transit projects, waste management projects, water and wastewater works, resource management, and flood protection projects; consultation is mandatory.
- The County 'brand' clearly links life and work in the Frontenacs to the environment generally; economic development activity (whether trails, tourism, or small-scale artisan operations) are based on a healthy natural environment.

Some highlights from the consultations/online input:

- Introduction of a "climate lens" was raised by some townships during consultations.
- Although climate change was not a specific answer option in the online survey, Environmental Services was in the top three issues of concern to respondents, following broadband/internet service and roads and bridges.
- "We need to remember that the richest and most inviting aspects of our region are the lakes and the land. Although this could be captured under environment, it should also be front and centre for all other issues you have noted in your list... it is the geography that draws people here, be it residents or tourists or cottage owners, which in turn drive the economy, the tax base and so on. It is the single biggest asset."
- "Good planning is needed to ensure that environmental issues, especially planning for the impacts of climate change, are addressed".
- "Climate change is already affecting the lakes so we need to be more proactive on environmental issues that protect the water quality of our lakes and our wells. We need to be more careful with proper land development so that it does not destroy or interfere with wildlife habitat or water quality."

5. Priorities for transportation and ferry services (moving people)

Strategic Choices:

- Focus on **maintaining good roads** (for residents' vehicular use) or strive to **develop/improve transportation services** that use fixed infrastructure (whether roads or ferries or public transit).
- Decide if the County has a role in supporting **transportation services as part of an economic and social development strategy** (other elements being connectivity/ broadband, ease of mobility within and beyond the County, environmental protection and so on).

Note that physical infrastructure (roads/bridges) are covered in a separate briefing note.

Background Factors/Pros & Cons:

- In rural and near-urban municipalities, the physical infrastructure associated with transportation (roads and bridges) is viewed as being the foundation of economic development (e.g. “our roads are our public transit system”). This is because there is rarely a business case for private operators to fill the “transit” gap; in addition, provincial gas tax revenues tend to go to municipalities that operate a conventional/ public transit system within their own boundaries.
- The availability/quality of transportation services increasingly are seen as a key amenity that rural municipalities can use to attract new residents, especially young families drawn to a lower-cost lifestyle while still working in an urban centre (or from home). These new residents — along with long-time residents — see both the physical infrastructure and transportation services as being vital to executing daily activities (getting to the local rink or ballfield or picking up groceries or getting out to community events).
- Simultaneously, the costs of maintaining roads and bridges in municipalities with geographically-dispersed populations mean there is often no available budget ‘room’ at the Township level for transportation services that use road infrastructure.
- Arising from the 1998 municipal amalgamation, the City of Kingston has provided support for some roads that County residents use to get back and forth to work and/or other appointments. It is not clear whether the City is willing to continue to contribute to these roads or if the townships will have to absorb more of these maintenance costs in their public works budgets.

- Recently, Frontenac County Council has funded some transportation services but it is not clear whether there is a preferred approach for provision of ongoing support for transportation services in the years ahead.
- The Province of Ontario is providing some funding to municipalities for transportation/mobility services through MTO's Community Transportation Grant Program (supports initiatives supporting local transit or inter-community bus service in areas that are unserved or under-served by public transit. Lennox and Addington, Addington Highlands and Deseronto have all received multi-year funding for their initiatives. Ultimately, these services must become self-sustaining. Maximum funding is \$500,000 for projects in individual communities; \$1.5 million for inter-community initiatives. None of the applications for the preceding three funding awards received the maximum amount.
- The Province of Ontario is currently building a new ferry to service Wolfe Island. At this time, there is no reason to think that there will be any change in how revenues for the ferry's operation are generated (provincially-funded).

Some highlights from the consultations/online input:

- This topic came up in several township consultations, but was typically not selected as a 'top priority' except for ferry/public bus services on Frontenac Islands; some references were made specifically to commuting and ability to get to/from medical appointments.
- Ferry service, particularly to Howe Island, was raised (standards/frequency of service, seen as limiting economic development, population growth and assessment growth).
- Respondents to the online survey ranked transportation services well down the priority list (third from last).
- "In attracting young families that are commuting, our roads and winter plowing need to be a priority."
- "Health, transportation, communication."
- "Since we don't have public transit, we need to keep our roads in good shape and could also benefit from keeping connected to community partners to assist us in serving our community."

6. Playing a role in funding roads/bridges, or not?

Strategic Choices:

- Determine whether there is a **collaborative/upper-tier role, or not**, for the County to play in the funding and maintenance of the roads and bridges in the Frontenacs.
- Confirm whether or not the County should provide leadership, in tandem with the townships, to seek **long-term regional transportation solutions**.

Options/Scenarios:

- The infrastructure support options open to the townships and the County include:
 - a) maximizing grant revenue;
 - b) increasing procurement collaboration to achieve better pricing from suppliers;
 - c) developing more shared service agreements with neighbouring municipalities, especially for winter control, if that would be more cost-effective;
 - d) providing some services such as engineering 'centrally' if that would be more cost-effective; and
 - e) looking for ways to increase the lifespan of infrastructure investments so that annual maintenance costs would be reduced.

Background Factors/Pros & Cons:

- In Frontenac County, responsibility for roads and bridges lies with the townships. These services were devolved in 1998 with the County's restructuring agreement.
- There has been some collaborative work among the townships' public works departments to undertake joint procurement for major roadworks. There has also been discussion about the possibility of Frontenac County providing some support to the townships in the form of assisting with grant applications to maximize the share of upper government funding that goes to municipalities.
- Residents — whether year-round or seasonal — as well as tourists and other visitors have expectations for safe, comfortable high-quality infrastructure, especially for roads they use frequently.
- Because municipal roads and bridges are maintained (repaired, rebuilt) and kept clear of snow/ice in winter, largely from the municipal tax base (which is largely residential), local governments in rural areas face significant financial challenges in keeping their infrastructure up to standard (these standards are set by the province).
- The number of households is relatively low in comparison to the numbers of bridges and lane-kilometres of roads. This means a very large proportion of township

budgets must go to roads and bridges, potentially 'crowding out' other worthwhile expenditures.

- Bridges represent a major maintenance challenge. Like most other communities, the bridges in Frontenac County tend to be older and are increasingly expensive to repair or replace. In areas with many lakes, rivers and wetlands, there are more bridges than might be found in a similar-sized area of flat terrain. The topography also makes reconstruction of roads more expensive. Maintenance is exacerbated by repeated freeze-thaw cycles, as experienced this past winter.
- With few exceptions, provincial and federal infrastructure funding envelopes are competitive processes; no municipality knows whether its application(s) will be approved until decisions are made by other bodies. This hamstring municipalities' ability to implement infrastructure projects in the most cost-effective ways, counterbalanced to some extent by the availability of (as much as two-thirds) funding from upper levels of government. Federal gas tax revenues can be used for some aspects of 'green' infrastructure.

Some highlights from the consultations/online input:

- This topic came up often, sometimes with intensity, in township consultations, and was a top priority often because of the budgetary considerations associated with this responsibility. The County's potential role in grant maximization was the strategy most discussed.
- In the online survey, the importance of roads and bridges was ranked second only to broadband/internet, and many comments linked physical infrastructure to economic development and the ability to attract new residents. Some also referred to safety and vehicular maintenance costs.
- "The roads are a priority for the following reasons: they are dangerous, especially in the spring due to drainage issues that cause the roads to, in places, fill with runoff. Potholes that are receiving temporary fixes and just get worse. My mechanic is the only happy one these days."
- "Improved roads should positively impact some of the other items on your list, such as: Transportation, Paramedic, Economic Development, Residential development etc."
- "Quick responses to emergencies can save lives. Roads and bridges need serious attention, winter thaw is destroying our roads."

7. Priorities and direction for economic development

Strategic Choices:

- To affirm the current economic development strategies and priorities, or confirm modified directions for the current term of County Council.

Background Factors/Pros & Cons:

- Current objectives relate to business expansion, investment attraction, supporting assessment growth, promoting the regional brand (#inFrontenac) and advancing community improvement plans.
- In tourism, the focus is on promoting the Frontenac region as a destination to local, national and international markets.
- Plans are to continue implementation of the Economic Development Charter.
- Current plans have a continued focus on the Ambassador Program (currently it has ~145 ambassadors) to engage and support the business community.
- Additional efforts are being made in Tourism through training and partnership development.
- Development and implementation of the Trail Asset Management Plan continues (with K&P Trail development to Sharbot Lake 95% complete).
- Recent pilot projects such as the Open Farms local food awareness event have been successful and establish a model for further economic development initiatives.

Some highlights from the consultations/online input:

- In general, consultations showed satisfaction and support for recent work done in the economic development portfolio.
- Some feedback during the strategic planning consultations suggested it was equally or more important to focus tourism promotion and product development on nearby markets that could be attracted for day-trips (e.g. from Kingston, Smiths Falls, Gananoque, Napanee and so on).
- Respondents to the online survey ranked economic development at 6th out of 14 options on the potential priority list. Other factors, though, like broadband and cell service, environmental issues, emergency services and transportation (which were higher on the list) all affect economic development, as the comments often indicated.

8. Strategic choices related to planning & development

Strategic Choices:

- To affirm the current approach to planning strategies, priorities and service delivery or confirm a modified direction for the current term of County Council..

Background Factors/Pros & Cons:

- Current objectives relate to integrating land use planning, implementing a strategic regional planning policy, working collaboratively with Townships to enhance service levels and providing sound planning opinions to County and Township councils.
- Key factors for this file include population growth, increases in the number of applications (up 30% over 3 years), more complex applications/constrained properties, the need for more policy in Official Plans to justify local decisions (LPAT) and impacts of provincial mandate on policies, from cannabis to secondary units and tree preservation.
- There are significant workload demands on County capacity in areas where there is growth in demand for new housing. Retention of building and planning staff is also a priority, which follows on recent increases in capacity.
- The need for a resilient departmental approach for planning services across the County has been identified. There is significant involvement with some townships.
- A communal services study is in the final stages of completion.
- Major policy reviews (private roads, official plan updates, community improvement plans, secondary and servicing plans and population projections) run some risk of being continually delayed — delays that make application review more difficult due to legislated changes that must be considered at other levels.

Some highlights from the consultations/online input:

- This topic came up in several township consultations, but issues were varied — from satisfaction with shared planning services provided to participating townships, to a desire expressed by South Frontenac to devolve planning responsibilities to the Township (a process that would likely extend beyond this term of Council).
- Respondents to the online survey ranked planning services well down the priority list.
- Online comments included several planning concerns related to the desire to see local concerns and priorities incorporated into planning approaches. (This seemed to be particularly of concern in the north.)

9. Financial, Taxation and Debt Parameters

Strategic Choices:

- Finding the right balance for future budgets — between demands for new services and covering non-discretionary cost increases vs. the desire to keep tax increases to the level of inflation or less.

Options/Scenarios:

- Look at options to cut or trim services once all efficiencies have been pursued.
- Place a moratorium on new projects.
- Look at tax increases above target levels on a case-by-case basis.
- Explore opportunities for regional grant applications and other sources of funding.
- Explore use of reserves and debt management.
- Implement mechanisms like development charges where applicable.
- Look at options to defray rising costs through increases in assessment/tax base.

Background Factors/Pros & Cons:

- Pressures for budget increases are being driven by increasing demand for services, inflationary and other increasing mandated costs, additional demands place on the County by new policies and government regulations, and commitments locked into employee contracts in a business where much of the budget is devoted to staffing.
- Provincial funding is likely to decline or stay flat, and some services may be downloaded (increasing costs).
- The County's contingency reserve is below the amount recommended, leaving the County somewhat vulnerable to funding reductions.
- A 2019 initiative involves a review of the classification of properties with MPAC.
- Another initiative involves a review of the County's current energy management processes within each department and tools to improve energy management.
- Potential financial risks in the future include increases in benefit and retirement rates, depletion of reserves for land acquisition and development, and other reserves (e.g. gas tax, strategic projects) being fully committed.
- With debentures retiring in 2022, tax room for capital projects could be increased.
- Being at the half-way mark of the plan, it may be time to review the .65% increment for capital assets to assess its validity and capacity to fund future capital projects

[Financial, Taxation and Debt Parameters.../continued]

Some highlights from the consultations/online input:

- The most typical comments on tax levels that came up in consultations with townships was a desire to “respect the taxpayer” (which was a priority in the last strategic plan) and to keep increases in line with inflation. There was an expressed desire to avoid large, sudden one-time increases in any given year.

Some typical comments from the online input on growing the tax base:

- “Commercial development is required so that the entire tax burden is not borne by residential taxpayers if newer, better and more services are to be affordable.”
- “Maintain/grow the tax base within the parameters of protecting the environment.”
- “Development growth — attracting the right types of small business to support residents while improving long-term tax revenue for the county.”

Some typical comments from the online input on growing the tax base:

- “Minimize property tax increases, look for out-of-the-box solutions that are inclusive, environmentally sound and benefit the majority.”
- “Keeping tax increases to zero should be a priority. Cottagers carry the big burden.”
- “Maintain tax increases below the annual rate of inflation while maintaining existing infrastructure.”

10. Long Term Care: What to do with the Fairmount Home building?

Strategic Choices:

- Deciding when, where and what type of facility/facilities will best meet future requirements for long-term care, at the current Fairmount Home or elsewhere. This might take the form of choosing a framework or shortlist of options to be explored.

Options/Scenarios:

- Commit to the **same site with same number of beds** (which would involving planning for major rehabilitation of the existing facility, or tear down/reconstruction).
- Commit to a facility on the **same site**, but with construction of **additional beds**.
- Look to a **build new home in the County** (and **decommission existing**).
- Look to build a **new home/facility** in the County (and **keep the existing** home).
- Invest in a **campus-of-care** model.
- **Simply maintain the current home** as long as possible and at increasing cost.

Background Factors/Pros & Cons:

- The Fairmount building is aging and will require significant renovation in the 2025 timeframe. Maintenance costs are increasing, the septic system is aging, the water system falls under a strict regulatory regime, infrastructure such as electrical, plumbing and HVAC require significant repairs, and changes will be required for rooms, washrooms and gathering spaces to adapt to changing care demands, including bariatric residents.
- How might the decision on a joint administrative facility in the County (e.g. if it were no longer located at current Glenburnie site) affect the options? If a new facility were to be built in the County, the City might no longer feel obligated to pay two-thirds of the costs.
- Can/should a distributed model of facilities be pursued rather than a single location? In some consultations, there was interest in more flexible infrastructure and developing a network of services/facilities rather than just one large edifice, with Fairmount as the “anchor” of a larger network.
- Provincial policy and funding may increasingly focus on supporting facilities of larger size (e.g. more beds may be required in the home to meet minimum requirements of, say, 160 beds). Aside from Ministry requirements, plans may also be constrained by the need for scale — as one said, “at least 100 beds to be economical”.

- People want to stay in retirement homes/LTC facilities close to their families. But just because the home is local doesn't mean people won't be assigned to other facilities elsewhere in the South East region. While City residents fill most of the beds, the City also pays for a significant majority of the costs.
- Fairmount Home is a home of choice with 200+ waiting residents on their wait list — a ratio of 2.8 candidates waiting for each bed.
- The debenture is coming up for renewal: Could the County take advantage of renewing at a higher debt ceiling or should it hold the line?
- How does this LTC option fit with other needs for senior/retirement housing?
- How might this decision be influenced by considerations related to scarce talent pool, recruitment challenges and/or lack of public transportation for workers?
- The timeline from decision to operation might be as much as 8 years or more to complete design requirements, secure approvals and funding, construction and so on.

Some highlights from the consultations/online input:

- A concern expressed: "Building new dedicated facilities with a 50-75 year lifespan when what we are experiencing is a 20-25 year 'bubble' due to baby-boomers aging."
- This topic was raised in several township consultations, but typically it elicited little comment, despite it being a major potential capital item.
- Respondents to the online survey ranked long-term care and Fairmount home well down the priority list of 14 County issues of interest or concern (third from last).
- "Rather than prioritizing what might be done with Fairmount Home, the strategic and long-term concern should be what will be required to provide a satisfactory level of services to seniors in the County based on projections of the numbers and requirements of the future population."
- "Glenburnie is a long way away" for some County residents more interested in multiple facilities/services distributed throughout the area.
- "Absenteeism in both Fairmount and the Paramedic Services continues to be a dramatic problem. Council should continue its efforts to manage this..."
- "We are going to have more seniors in the future needing long-term care. Important to keep funding and expanding Fairmount home."

11. Reviewing County options for Administrative Offices

Strategic Choices:

- To affirm, or not, the County's commitment to continue pursuing with partners the options for a joint/shared administrative facility to replace aging buildings currently used for administration; or failing that, to proceed on its own.

Options/Scenarios:

- Commit to a facility on the **current site** (replacement or rehabilitation).
- Look to join with one or more partners (discussions are currently in process with the Cataraqui Region Conservation Authority and the Township of South Frontenac) to develop a new **joint administration office**, with a decision to go to the next stage of development (e.g. exploring governance, site options etc) expected by June 2019.
- Depending on potential partners, preferred sites might be on the County's current site at Glenburnie, at a serviced location in the County, or at some other location.
- Various governance and financing models would be explored once commitments are made, or not, to pursue a joint approach.

Background Factors/Pros & Cons:

- Extensive background is already publicly available through the work of the Committee and past project work.
- Last year, architectural services were engaged to validate initial assessments of benefits and costs — work intended to enable the potential partners to make a decision on whether or not to pursue the next stage of a shared development project. The scope of the assignment included:
 - o architectural analysis of the needs and validation of space planning assumptions,
 - o preliminary floor plan concepts to help quantify potential cost savings on shared space in a joint facility that meets partner needs,
 - o implications related to parking, building code and so on,
 - o potential options to preserve brand identities on a shared site, and
 - o initial budget-level estimates, cost multipliers for construction and benchmark lifecycle costs, both for a joint project and comparison with stand-alone options.
- The report projected potential savings of a joint (three-partner) facility over three stand-alone buildings at \$2.7M in capital costs and \$110,000 annually in operating costs.

12. Priorities for Frontenac Paramedic Services

With the approval of the Frontenac Paramedic Services (FPS) strategic plan in 2019, the focus for 2019-2023 will be on implementation. This work goes hand-in-hand with the launch of a new Brand Strategy.

The strategic goals in the vision for FPS include excelling in compassionate high-quality patient care as key partners in out-of-hospital health care.

It also speaks to actively engaging communities and being leaders in staff growth, recognition and development through progressive programs, training and equipment. This includes promoting staff unity, wellness and opportunity, enhancing community outreach and education, and ensuring effective operations and continued leadership.

Strategic Pressures:

There is a considerable lack of **understanding of the “modern” role of paramedics** in the health care system — it is no longer just “grab and go” as an emergency transportation service. Treatment and/or stabilization of the patient on site is the goal. This may require finding ways to improve public relations and community outreach.

Call volumes continue to increase, particularly in the City of Kingston, and could potentially jeopardize the ability of FPS to meet legislated Response Time Standards.

Demand for 911 paramedic services is increasing as a result of population growth and an aging population — 54% of calls in 2018 were for patients 60 years of age and older. The overall increase was 5.94% in 2017 and 8.42% in 2018.

There is a wide variance in call distribution among the 7 paramedic stations, with Wolfe Island and Robertsville being the lowest in volume.

Discussions continue with Leeds-Grenville, Lennox & Addington and Lanark Counties regarding changes in land ambulance deployment by these neighbouring municipalities, which may have either positive or negative effects on FPS call volumes, deployment and response times.

- Strategic Direction: A *Ten-Year Resources and Facilities Masterplan*, to be completed in 2019, will guide the addition of ambulance resources to address increasing call volumes, Unit Hour Utilization (UHU) and declining (slower) response times.

FPS — Other Background Issues:

WSIB Presumptive Legislation for PTSD may result in increased claims for Paramedics, the need for wellness services, and increased costs. (The presumption is that post-traumatic stress disorder diagnosed in first responders is work-related, to support faster access to resources and treatment.) There is also a lack of evidence-based practices to improve paramedic mental health.

While absenteeism levels are consistent with levels for other paramedic services across the province, costs can be significant and difficult to address.

Training requirements for paramedics are increasing, placing stress on the training staff, training facilities (Frontenac Room) and front line paramedics. The future of the current training facility will have to be determined.

It is a challenge to develop **meaningful patient-related KPIs** (Key Performance Indicators) since FPS/the County cannot obtain patient information after transport to hospital.

13. Priorities for Financial Services

Financial services are provided within a legislative framework of financial policies and internal controls that supports the strategic direction of Council, protects the County's financial position and minimizes risk to the ratepayer.

In addition to managing the County's financial resources, risks and procurement process to ensure transparency and best value for the Corporation, the long-term strategic priority in this area involves managing and investing the County's assets and financial resources to support a financially sustainable municipality.

Strategic Pressures:

The 2019 final **assessment** roll provided by MPAC showed a growth increase of 2.1%. As a result of changes in the relative share of assessment between the County and the City of Kingston, the City will assume an increased percentage of the costs of Social Housing, Social Services administration and Land Ambulance. This reverses a 10-year trend of assessment increasing at a higher percentage in the County than in the City.

Unanticipated changes in **funding** are looming in the background of the municipal budget process. Grant flexibility is limited by the provincial/federal government. There's merit in conducting a review of Federal Gas Tax and OCIF funds for trails projects.

Staffing challenges include an aging workforce, recruitment challenges, succession planning, disability management and, at Fairmount, resident behaviours affecting staff.

Training requirements for staff are increasing.

The cost of providing **benefits** has risen exponentially in recent years.

Collective bargaining in 2019 involves the CUPE Local 2290 agreement for Fairmount Home and unionized County Administration staff, and the OPSEU 462 agreement for Frontenac Paramedics.

EORN's expansion of **telecommunications** systems may require a municipal contribution.

As an opportunity and a challenge, the City of Kingston's growth is placing pressures on paramedics and long-term care services. For the first time in 10 years, property assessment growth in the City shifts more of the costs of paramedics to the City.

The County remains committed to a program and culture of continuous improvement with the intent of making the most efficient use of scarce resources, including a decrease in dependence on the use of consultants.

APPENDED FILE

Please see a companion document which includes a compilation of external input to inform the strategy development process:

- One-page summaries of input from each Township consultation.
- Summary themes from all the online input and comparative charts on overall priorities.
- Verbatim download of all the online commentary (currently at 203 responses).

Township Consultations and Online Input from Residents

Mar.27 County Council Workshop: Addendum

As an addendum to the Discussion Guide for Council's strategic planning workshop on March 27, 2019, this document provides a compilation of the extensive external input received in late February and March as part of the strategy development process.

It has two main components:

- 1) Highlight notes from **consultations conducted with the four township councils** in the Frontenacs: Central Frontenac (Feb. 28), North Frontenac (Mar. 1), Frontenac Islands (Mar. 11) and South Frontenac (Mar. 12).
- 2) **A compilation of all the input received online** and by email from residents of the County (year-round and seasonal) from March 4 to 22. It is not meant to be a "representative sample" for statistical purposes, but does provide insights into the expressed interests, priorities and concerns of those served by the County.

It should be noted that not all comments speak to matters within the County's mandate — they also reference township or city responsibilities (such as roads or, in some cases, planning) or issues beyond municipal jurisdiction.

Please note the highlight notes and charts, which are covered on pages 8-12. The actual public input and charts of detailed results begin on page 13.

Summary of Feedback from Township of Frontenac Islands:

Participants were Mayor Denis Doyle and councillors Bruce Higgs, Barbara Springgay, Jarda Zborovsky, Noreen MacDougall, CAO Darlene Plumley with other staff present. The facilitator from the consulting team was Rob Wood.

Two overriding themes through the evening were **digital infrastructure** and **transportation** (moving people — by island bus or shuttle/taxi/Uber etc and ferries).

Issues Discussed:

Gaps in Digital Service: Island residents are complaining that they "can't even do the basics" with such slow service. Some people are choosing dial-up service since "high-speed" costs more but is no faster. Islanders also have problems with interference from US signals. This discourages people from becoming islanders.

[Township of Frontenac Islands ... / continued]

Transportation Services: The constraint in moving people on and off the island (e.g. number of cars on the ferries) is a keystone factor that affects many other priorities, strategies and direction for the Islands. It is a “squeeze” point limiting tourism, services, economic vitality and lifestyle. The lack of public transit (e.g. bus/shuttle service, especially from the winter ferry dock) is a directly related issue.

Howe Island Ferry: The point discussed was not about taking over management of the Howe Island Ferry from the County — it was the need to guarantee service standards. Ferry service is seen as a serious constraint on growth on Howe island, to the point where they wish to avoid any economic development/growth that would increase load.

Roads: There is a lot of surface work to do on roads, and it “strains the budget”. Nevertheless, “we would rather manage our own roads”.

Economic Development: Growth depends on ferry service — “we can’t take much development”, at least until the ferry gets replaced. Howe Island reps feel there is no room for growth given current strains on their ferry service.

Other topics discussed:

Paramedic Services: Don’t close the station on Wolfe island. In addition to the impact on service response time, it would have a negative effect on quality/standard of life on the islands, discourage people from living there and have an impact on assessment/taxes.

Waste Management: Feedback indicated interest in seeing the County take a leadership role in negotiating a broadly regional solution to long-term waste management issues.

Shared services: Comments indicated the Township was pleased with current service-sharing arrangements with the County (e.g. Planning/IT/Treasury), with an openness to exploring further sharing opportunities to improve efficiencies and effectiveness.

Taxation: The main response in this category was “respect for the taxpayers”. This referred both to value-for-money-spent and also to avoiding large annual increases.

Summary of Feedback from South Frontenac Township:

Participants were Mayor Ron Vandewal and Councillors Alan Revill, Doug Morey, Norm Roberts, Ray Leonard, Ron Sleeth and Ross Sutherland, along with the CAO. The facilitator from the consulting team was Rob Wood.

At the end of the hour-long consultation, participants spoke to what they felt should be key “breakthrough” priorities for the County. Those priorities included:

- Explore devolution of planning functions from the County to South Frontenac (Council previously passed a motion to this effect) and look at improving the approval process.
- Pursue County access to more money for roads through upper tier funding programs.
- Quarterback use of a climate change “lens” applied to decision-making across the county/townships.
- Place more emphasis on the types of economic development that effectively serve South Frontenac (e.g. day-trip visits from near markets/Kingston/Smiths Falls).
- Look at ways to improve services for senior citizens.
- Address broadband and cell service issues (the general feeling was that initiatives in this area were in hand/underway).
- Consider restructuring the county and townships (not bigger, but to be leaner — structure by “what works”; seek better coordination and strategic planning in step with the City of Kingston; and develop a clear value proposition for the County).

The last point had been put in the context of being proactive about potential changes by the province with regard to **municipal structures**. The detailed suggestion was that the County, in conjunction with the member municipalities, conduct a comprehensive review across all five organizations to optimize the political and operational structures to ensure maximum efficiency and effectiveness in service delivery and appropriate representation.

It was noted that the County plays an important and valuable role **representing township and county interests externally**, through groups like the Eastern Ontario Wardens’ Caucus, the Eastern Ontario Regional Network and similar channels.

Concerns were expressed about the costs of maintaining Highway 38 and there was interest in exploring opportunities for the County to secure **funding for roads** at an upper-tier level (with responsibility for roads work remaining with the townships). Discussion also touched on the need to integrate with Kingston transportation/roads.

As noted above, discussion covered ideas related to applying a climate “lens” to decisions across the Frontenacs, along with concerns about developing a regional **waste management** solution and supporting protection of the **environment**. It was suggested that municipalities with many lakes and wetlands might wish to collaborate more closely to protect those assets.

On the topic of **shared services** between the County and townships, the general feeling was that, where efficiencies could be achieved, sharing arrangements were in place.

Kudos were given to the County’s **economic development** effort and how it had been “turned around” in terms of branding/promoting the Frontenacs as a destination and providing business development services. Some suggested South Frontenac needs to press its priorities for attention at the County level, such as promoting farms, markets, festivals and small artisan businesses to nearby (day-trip) target markets like Kingston.

Summary of Feedback from Central Frontenac Township:

Participants were Mayor Frances Smith and councillors Tom Dewey, Cindy Lynn Kelsey, Elwin Burke, Victor Heese, Bill MacDonald, Sherry Whan, Brent Cameron, Nicki Gowdy; CAO Cathy McMunn with other staff present. The facilitator from the consulting team was Kathryn Wood.

Issues Discussed:

Two overriding themes through the discussion were the need for **infrastructure investment** and attention to developing/maintaining **community vitality**.

Broadband/High-speed Internet: There was general agreement that improved service is needed for all aspects of economic and community development, with emphasis on the importance of connectivity for business, and telecommuters at their cottages. The discussion also touched on the need for better cellular coverage with references to specific areas where calls are ‘dropped’.

Roads and Bridges: This Council sees a need for major investment to maintain this infrastructure, and believes that the County could play a role in maximizing grant revenues (similar to the role played by Lennox and Addington County). There was a sense that a “County engineer” might be helpful to the townships in undertaking roads studies and long-range plans for maintenance. For some, **transportation services** were seen as conjoined with roads and bridges, with particular concern for residents being able to stay in their homes, get to medical appointments, or back and forth to

work. Mobility services were seen as being an antidote to isolation and a way to maintain the social fabric of the community. There was a sense that the County might have a role but it wasn't as easily/clearly defined as with hard infrastructure.

Fairmount Home and Paramedic Services: Councillors saw these two issues through a demographic lens, understanding that an aging population puts greater demands on long term care facilities (including higher levels of care) and that paramedic services are another part of the community's ability to respond to the needs of an older population. The demographic shift may be amplified by late career/retirees moving into the area or staying at their cottages more often. A broader discussion ensued about long term care as the 'anchor' of a network of services/facilities distributed across the County. A desire for 'flexible infrastructure' was raised in light of the oncoming baby boomer 'bubble', along with a suggestion that current provincial changes to the healthcare system might provide an opportunity for reconfiguration.

Economic Development and Planning: Councillors are generally quite happy with efforts of the County's economic development team, believing that the focus on smaller organizations is appropriate for their township. The Ambassadors Program was also well regarded. The group believes that economic development linked to the natural environment has strong potential; there was also some concern about the impacts of climate change on the environment. This discussion included positive references to **County branding** and a desire to continue to raise the County's profile with external audiences. Councillors see economic development translating into jobs and the ability to sustain the vitality of rural communities.

Several references were made to the importance of retaining certain types of local retail and service businesses as hubs of community activity. There were also references to the economic development opportunities that might arise if VIA Rail's Northern Route (high-frequency passenger service) stops in Sharbot Lake, and if Highway 7 is further developed.

Councillors are generally satisfied with the **County's role in planning**. They are interested in reviewing bylaws to encourage the desired types of developments in the township.

Waste Management: The major concern was landfills filling up; there was a sense that 20-25 years might seem like a long time but there is a need to be proactive. There was interest in exploring a regional approach to incineration such as is used at the Durham York Energy Centre.

Summary of Feedback from North Frontenac Township:

Kathleen Vollebregt from the consulting team facilitated a consultation with the North Frontenac Council at a meeting March 1, 2019, chaired by Dep. Mayor Fred Perry.

Feedback:

When considering the choices and priorities for the future the Township sees the biggest challenges to include **broadband/cell service** and **waste management**.

Development of the Township is not possible without sufficient access to internet services and it is essential from an emergency planning perspective.

“Broadband gaps and cell phone services – everything hinges on that – bringing people into the community, economic development.”

Waste management has been an ongoing issue and one the Township feels will escalate if not placed high on the priority list.

“I’m still impatient on the post-landfill world. That was a priority last time around and very little was done.”

Council members mentioned roads maintenance as an ongoing issue and urged consideration of a County road system that could access provincial funding from the upper tier.

The Council was clear that Fairmount Home is not a major priority given very few, if any, individuals from North Frontenac are in residence at the home.

Feedback encouraged the Townships and County to work in collaboration for as many priorities as appropriate to increase efficiencies and manage limited resources. While working together is encouraged, there were two concerns about greater collaboration:

- Potential erosion of North Frontenac’s identity: the positioning of *Four Seasons, More Reasons* is a valuable asset. It reinforces the expansive, natural, and undisturbed wilderness and the business case for four-season economic development.
- Management of the budget and allocations to townships with potential for increased shared services.



Summary of Commentary and Themes from Online Input

As part of the strategy development process initiated by the County of Frontenac, online input was invited from all residents, including seasonal residents, on a number of key strategic questions. From March 4 through 22, 2019, more than 200 responses were received, and they continue to come in.

- One question asked them to look at choices and priorities for the future — and what they saw as our **“single biggest challenge or frustration right now”**.
- A second question asked them to identify their **top 4 priorities, choices or key issues** from a list of 14, plus they had the option to add to the list, which almost two dozen did. A follow-up third question asked respondents to explain why their top issues were important to them and the community.
- Finally, aside from some data to help classify the data, respondents were asked to identify **the goal or breakthrough they’d most like to see the County accomplish** in its next strategic plan.

There are many potential issues to be addressed over the next few years — our session on March 27th will open the conversation on some of the following topics.

Answer Choices	Responses	
Broadband/Internet Service	55%	106
Roads and Bridges	44%	84
Environmental Issues	42%	81
Cell Services	42%	80
Frontenac Paramedic Services	35%	68
Economic Development	31%	59
Financial, Debt and Tax Issues	29%	55
Residential and Commercial Development	28%	54
Planning Services	16%	30
Long-Term Care and Fairmount Home	13%	24
Future Use and Impacts of Technology	13%	24
Relationships with Community Partners	9%	18
Transportation Services (Moving People)	8%	15
County Image/Brand and Communications	3%	5
Other Issues? (please specify)	12%	23

Total number of respondents who answered this question: 192

Some themes of interest/concern that emerged in comments:

A number of general themes emerged in the online input, and sometimes varied from area to area (north, south, central, islands) and whether the respondent was a year-round or seasonal resident, a business owner or volunteer. Some of the broad common themes include:

Broadband, Internet and Cell Service:

- This theme was mentioned in hundreds of comments, and represents a top concern of respondents. They said the lack of network connection or slow service leads to safety concerns (to call 911/paramedics, or if someone gets lost and doesn't have a cell signal), delays in economic development and attraction of businesses, and decreased quality of life.

Workforce and Commercial Development:

- Lack of infrastructure to support economic development — ex: high-speed internet, but also lack of local hotels, restaurants and bakeries which support tourism.
- A lot of people commute out of the county for work: how can we create more opportunities for jobs within the county's boundaries?

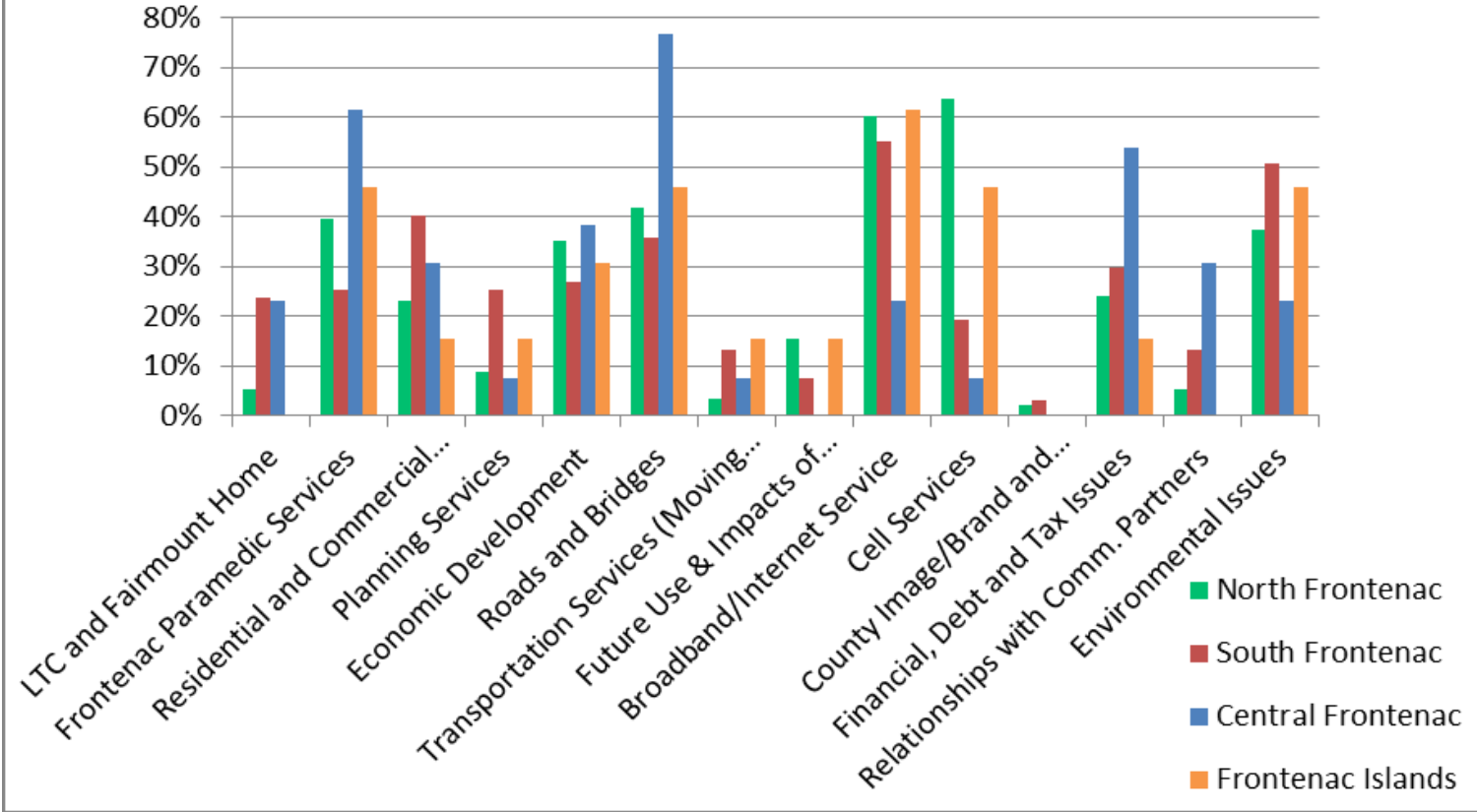
Environmental:

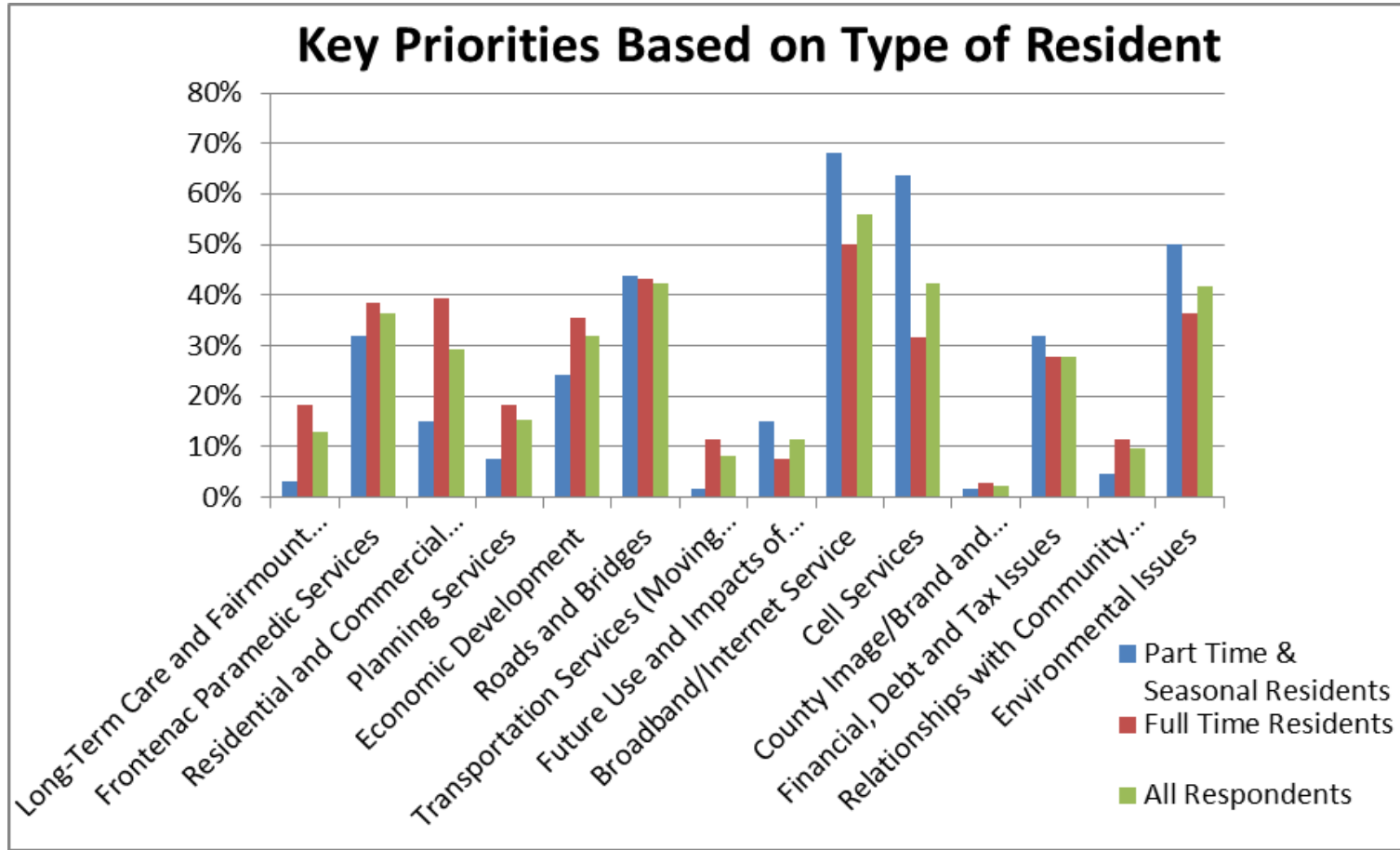
- Respondents indicated concerns about poor water quality. This may hurt tourism and attraction of residents. As one typical comment: "Our lakes are the foundation of South Frontenac's and the County's economic vitality."

Planning:

- Some respondents sought less of a County role in planning matters and more support for decision-making at the local level. As one said: "Each Township should have its own planner. When you use the county planner, it is a conflict of interest as they are not as familiar with the individual township issues."
- There were many responses indicating concerns with the current conditions and levels of road maintenance (although this is a township responsibility).

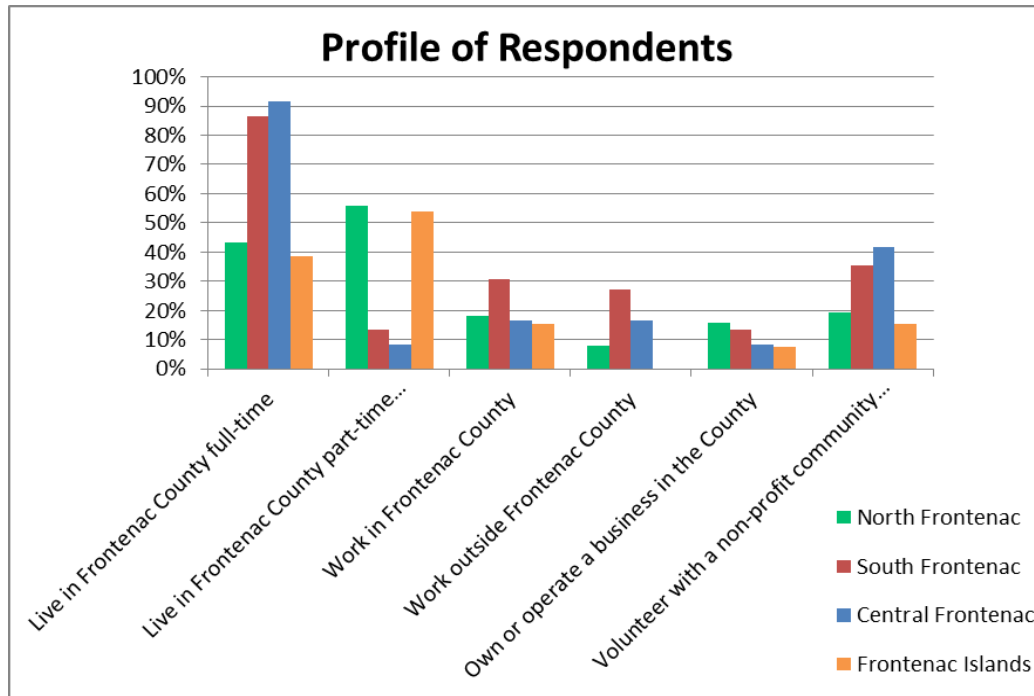
Key Priorities based by Repondent's Township





Summary of the Profile of Respondents

Answer Choices	North Frontenac		South Frontenac		Central Frontenac		Frontenac Islands	
Live in Frontenac County full-time	43%	38	86%	51	92%	11	38%	5
Live in Frontenac County part-time (weekends/seasonal)	56%	49	14%	8	8%	1	54%	7
Work in Frontenac County	18%	16	31%	18	17%	2	15%	2
Work outside Frontenac County	8%	7	27%	16	17%	2	0%	0
Own or operate a business in the County	16%	14	14%	8	8%	1	8%	1
Volunteer with a non-profit community group	19%	17	36%	21	42%	5	15%	2
Other (please specify)		3		3		2		2
Answered		88		59		12		13



Public Online Input Responses

1. Choices and Priorities for the Future:

When it comes to making choices and setting priorities for Frontenac County over the next four years, what do you see as our community's single biggest challenge or frustration right now? (Please be as specific as possible.)

Responses: 174

- My biggest frustration right now is trying to complete an update on our zoning bylaw. Several residents, council and other committees have given input to help improve our present plan and update it, however the planners will not consider 95% of the comments using the excuse "it would be too hard to enforce." Most of the recommendations they put forth are issues we have had to deal with and feel it would give us a better working document for the residents. I feel we are being pushed into making our document follow the other zoning bylaws in the county. Planners do not understand our way of life, it is our plan and we want it to serve our needs, not other areas.
- When I look at the goals and strategic objectives for the 2019-2022 I don't see anything geared to improve the township of North Frontenac for residents/seasonal residents other than seniors. Telecommunication services improvements would be key. Free parking for one vehicle plate at north Frontenac Park lands for residents/seasonal residents. I know there is a minimal fee at the moment but you still have to go pick it up and for people mostly up on weekends it is difficult to get the pass so if it could be sent out with our tax bill or something?
- Right now - I find the specific provisions and planning constraints the County applies turns our Township into a bedroom community or weekend playground. Everyone responds environment. environment. environment ... but we are not having an issue with protection in the north. We struggle more with trying to sustain communities. So my challenge for you - is less county interference regarding planning matters and more support for local decision making at the local level.
- Part-time residents (summer cottagers) get nothing for the taxes they pay, and they pay the bulk of the taxes in the township.
- 1- For all the taxes we pay, that we (cottage owners on Big Gull Lake) have to drive to the dump and then pay \$\$ to drop our garbage off at the dump.
2- Access to high speed internet for seasonal dwellings on Big Gull Lake at a reasonable price.

- I see the lack of Middle class families being able to or wanting to live in North Frontenac due to the distances required to travel for employment or recreational activities. This is reducing the numbers in our local school which in turn reduces funding which in turn reduces the appeal of a small school to families looking at North Frontenac. Our communities are becoming more attractive for those on "Social Assistance" which in turn also discourages those of a higher socio-economic class from living here. To me we are in a downward spiral in these trends.
- The biggest single challenge is the absence of reasonably priced high speed internet / Broadband internet in many (most?) parts of North Frontenac. The absence of this network creates a barrier to individuals wishing to move or work in North Frontenac. I am very satisfied with the condition of roads, snow clearing, waste management, etc. North Frontenac does an excellent job in these areas
- Protection of the lakes in the region, limiting development on those lakes.
- Lack of internet service providers.
- Lack of business opportunity
- Road maintenance and land fill management
- Broad Band & Cell Service
- Senior levels of government have downloaded responsibilities onto the County but not provided the funding (or transferred revenue sources - ie Gas tax based on # residences rather than residents) to support those responsibilities.
How to implement rural access to high speed internet and make the County attractive to new residents.
- Inconsistent cell networks - beyond being a frustration with dropped calls, there are many zones in North Frontenac that have no signal at all, creating a major safety hazard should an emergency arise and there is no way to contact emergency services. This risk becomes heightened when all the wonderful trails, lakes, and remote islands are taken into consideration where neighbors maybe scare - of course there are areas with homes that do not regularly receive a cell signal.
- Roads, Groceries, Dumps
- The area is a heaven for the outdoor enthusiast but there is a lack of infrastructure with respect to supporting tourism. Examples of this are accommodations. This is more precedent with respect to winter activities. Although there was a parking lot put in in Ompah, this parking lot is rarely used due to its proximity to the snowmobile trails.
- Broadband
- We need better cellphone coverage. Currently near Coxvale coverage is uneven.



- Providing better cell service and Internet service. Please bring us all into the 21st century. The fact that we can't use cell phones in so many areas of the township and county in this day and age is really disturbing. It's a matter of safety.
- Growth goals based on a seasonal property tax base. Potential lack of alignment.
- Cell coverage and internet access
- Water quality — too many boats and they are getting too big. Especially wake boats.
- Communication. It's too slow. You got this survey info Friday morning, with a one week deadline, and don't bother getting it to us until Monday afternoon.
- Broadband DSL internet — East end of Big Gull Lake.
- Frustration — no internet service.
- It took a few years before they worked on our county road “Grier rd” we still have flooding over a large swamp and has caused car damage to some, the roads are my issue, we pay high taxes to be part time residents
- Impact of climate change
- Cell and broadband service
- Inability to get internet connection where I have a cottage
- Recurring flooding of roads. Poor cell service.
- The County assuming a larger and larger role in matters that detracts from the ability of Townships to manage their issues at the local level. An example would be the Planning function.
- Local planning - Each Township should have its own planner. When you use the county planner it is a conflict of interest as they are not familiar with the north issues. As such they impose their views on the Township and the local council is not effective in representing its residents.
- Biggest frustration right now is the County OP that includes protective measures that exceed the minimum regulatory requirements ie waterfront development, provincial vs regional ANSIs etc. Applying these broad excessive protective measures for regional ANSIs has taken away any ability for the Township to make any local decisions regarding protection or zoning. When you check on the background of the Natural Heritage Study that formed the basis of the zoning you find the advisory committee was significantly biased towards extreme protectionism. NF is home to businesses and residents trying to make a living, promoting economic development and employment locally. Not just users of weekend hideaways.

- Planning and Bylaws in the official plan. The County and Township should not be putting articles in the official plan that restricts landowner's use of their property. It devalues property and discourages growth.
- Lack of family medical doctors nearby.
- Developing a strategy to grow tax base, economic opportunities for residents and with this better infrastructure that will support more steady growth.
- Preserving the peaceful, natural environment, but also developing or re-developing essential services like grocery shopping, health care, services readily available to most communities.
- The lack of infra structure, paved roads, hotels, restaurants, medical services as in clinics, and dental offices
- Lower taxes.
Reduce staff.
Stop putting regulations on private lands
- Broadband and cell phone service
Roads and transportation
- Cell phone and internet services - both non-existent for many areas. Our location is a dead zone.
This is dangerous. It impacts emergency response and we often meet lost visitors to the area who thought they could depend on these normal services.
- County looks after the south, the populated and the rich. Ambulance service even with Robertsville farce is just that. Thanks for putting all our money into the Central and South K&P. There is a K&P in North Frontenac or did you know that. We have elders too. For every dollar you give to Fairmont how about a penny for us.
- Land on lakes to build homes/cottages is getting scarce but we need more population in North Frontenac. Why not promote building of condo/town houses or something similar on land near public boat launches where retirees can come and live or summer and enjoy the many lakes but not actually be on the lake.
Let's face it. We need tax payers, the stores need customers
Build it and they will come
- Affordable housing, not enough housing, services not available to all because of location sites.
- I see favouritism among some businesses and areas of residence in the community. It would appear as though he received better services and road conditions are well looked after compared to others!!

- Top priority should be maintaining the road network.
- Cell phone coverage — It's dangerous breaking down in a dead zone and tourism thrives on staying connected.
- Conditions of our roads
- The county does not make it easy for current businesses to expand and new business to get set up. The administration and staff are unskilled and too cautious leading to lengthy decisions and dispute resolutions. Turning from why we can't (because it's not been done here before), to how we could (because it's being done elsewhere) is the biggest opportunity.
- Internet service
- Invasive Species
 - Illegal or defective septic systems and outhouses
- Tight restriction on building permits and garbage dump hours of operation are too limited.
- Balancing economic development with environmental factors.
- I'm in North Frontenac and we need more of a tax base: new industry (ies) that attract more people. Also promote local initiatives and encourage more to develop.
- One of my biggest frustrations is no taxi or Uber services. I am a resort manager with a restaurant and believe in zero tolerance to drinking and driving. I believe a transportation system would be very beneficial to all local businesses.
- We own a small service business and are finding it difficult to find enough work within Frontenac County to be financially successful.
- Senior Care and economic development
- Lack of infrastructure to support economic development - high speed internet for example. But also lack of local hotels, restaurants and bakeries which support tourism. This is a double edged sword of course as one of the key resources to leverage in NF is space and natural beauty.
- Infrastructure for JOBS to bring people & keep people here!!! Youth not involved. Year round extra accommodation, restaurant open during week,
- Attracting young families, keeping our only school open
- Roads
- Fixing Roads in all Frontenacs
- Keeping the waterways clear of pollution

- No Broadband Internet and Cell Phone coverage missing in dead spots.
- Poor and expensive cellular and internet connection
- Reliable mobile internet across more of the county.
- Cell service everywhere in the county
- Communication(cell services)
- Cell service everywhere in the county!!
- Property bylaws, roads, bylaw enforcement and tax base
- Medical care in North Frontenac
- No cell phone coverage at Snow Road. It's dangerous as internet phone service doesn't pin point location in an emergency. Land lines often fail and have crackle and buzzing and are expensive ...
- Limited access to high speed internet in all residential, commercial locations
- No cell coverage in Most of North Frontenac
- Maintaining/growing the tax base within the parameters of protecting the environment
- I am a fairly new seasonal resident but there does seem to be a lack of services / businesses in the area.
- Helping seniors remain in their homes as they age.
- Waterfront assessments
- Communications - In the form of limited cellular services and high speed internet providers. This is a concern in regards to emergency/safety in rural areas for residents who have cottages/ camping and other outdoor activities.
- Communications - cellular and internet
- Business Development
- Increasing the tax base --- population growth
- The condition of the roads. The maintenance staff do a good job of filling pot-holes but a reconstruction is required, eg Ardoch Road
- Ensuring long term financial sustainability
- Providing Services, IE Fire, Policing, Road Maintenance, Garbage Collection, Building Services while trying to keep Taxes down or to a minimal increase.
- Lack of protection for what we value, for what is unique and defines us as a landscape.



- Responsible development
- Lack of stability and certainty in funding from provincial and federal jurisdiction for infrastructure (maintenance and new) and social services (housing, programs for seniors and the less well-off, homecare, transportation); more is downloaded to county and municipalities than can be funded by the property tax base.
- Creating place for large employment through attraction of large business
Building safe communities allowing pedestrians to navigate villages.
Community Activity - All weather recreation sites, parks, arenas, outdoor rinks/solid surface for recreation
- The Official Plans and bylaws dictating land use for private land owners. We have too many regulations and controls.
- Climate change threats to roads, and outdoor living, what we can do in a rural community to help reduce the impact.
- The biggest challenge is environmental protection, including the protection of our water. This should be done by ensuring new developments conform to existing regulations, including natural severances. In addition, we need ensure that all septic systems are safe and routinely inspected.
- The lack of swimming facilities during the winter months
- Transportation and waterfront property development affecting the water quality in our lakes
- Maintain the rural sparsely populated character of the area.
- Water quality of our lakes.
- Environmental degradation.
- In South Frontenac we need planning for the future. Taking whatever comes is short-sighted, we need to plan areas for industrial, commercial, residential, and recreational use.
- I see managing development while providing balance between newcomers and residents who have been in the community for generations. We need to support our agricultural heritage while encouraging growth that does not compromise our communities. We need to maintain a rural character which means ensuring that lands are set aside, and development occurs that does not infringe on our rural character. I do NOT want to live in suburbia.
- Water quality of our lakes. As algae blooms continue (and or more shared and reported) who will want to spend summers on the lake here?



- Water quality of Dog Lake, blue green algae blooms.
- Protecting the ecology of our region, especially our lakes. For the second year in a row, Gilmore Point Beach was closed because of algae. We lived by the beach 14 years before that happened!
- A lack of a comprehensive plan to increase the quality/reduce the degradation of the quality of water in our lakes.

Our lakes are the foundation of South Frontenac's and the County's economic vitality. The assessed value of our lake residential and commercial properties is a significant portion of our overall assessment base and therefore our tax revenue.

The value of these properties is related to the market value owners and buyers see in having access to the lakes. If the water is bad and Blue-Green Algae blooms off shore in late summer, property values will go down.

There needs to be By-Laws, Regulations, and whatever legally binding government policy and corresponding enforcement teeth to uphold several new standards. One standard would require all owners of lake front property to have an environmentally appropriate natural barrier say, 3-10 feet, (Watersheds Canada can provide a scientifically-based standard) along the waterfront to reduce the impact of nutrient-rich runoff getting to the lake water easily.

In addition, there needs to be clear laws and regulations to keep farm animals out of our lakes as now happens in Dog Lake in South Frontenac.

Another might be settling boxes/ponds at the end of every lake tributary/feeder stream/gully to hold the water allowing settling of materials before it enters a lake. Other townships in Ontario over by Georgian Bay are doing this. Why can't we? There are Provincial and Federal resources for this key initiative. See:

<http://www.cielap.org/pdf/GreeningStormManOntario.pdf>

- Lake water quality - especially blue-green algae.
- 1. Lake water quality & algae growth.
- 2. Over-regulating development or changes on our own land except as it might relate to environmental.
- 3. Over-regulation in general except for environmental
- Development growth -- attracting the right types of small business to support residents while improving long term tax revenue for the county.
- Enforcing the rules that already exist and imposing consequences for building and land development.
- Roads

- To decide what type of community you want to be:

1. Bedroom suburb of Kingston, or
2. Rural option for Kingston worker
3. Standalone community basically ignoring Kingston

These choices have different values for roads into Kingston, for rural gas stations, and for rural shopping.

All choices will have to address the many lakes which involve cottagers/retirees/vacationers. How much input do you want from these people who are a big income source for the community. Are they to be welcomed or tolerated?

- Clarity on what the county does for lower tier government and residents, do they have untapped resources available to residents or do we have to go through local township office for services, the County has grown in twenty years to be almost as big as pre-amalgamation which defeats the purpose of cost savings to the taxpayer. It is recognized that they do not operate a county road system or staffing for same, however it has evolved to same or bigger size of county council and there is still uncertainty to the general taxpayer as to what they do.
- Lack of commercial development and space to accommodate future business and augment business expansion. South Frontenac should be a good incubator for small business and assist the tax base along with crucial employment
- We are a region of much natural beauty and with rural roots and farming as our foundation. We are also a region considered at risk in terms of our ground and surface water. And we are in the throes of a climate change emergency. As such, I think we need to plan smartly, with an ecohealth approach to all development. Further, I have become concerned by the notion of corporations buying up Canadian farmland, and think we should have a local policy regarding foreign ownership. Not only does this drive up prices for local farmers and residents, it takes ownership and stewardship of our land out of the hands of Canadians and with a lens to Canadian values. Some provinces have a 10 acre limit for foreign ownership. Ontario hasn't a limit, but perhaps we could add one at the township level? Investing in Canada
- To many rules, regulations and bylaws on what property owners can do on their own property.

Residents pay taxes to the township and get told what we can or can't do so that high paid employees get to ride around in township vehicles all day and night and accomplish nothing.



- Revitalization of the core of the village. It doesn't look very attractive. Need to make the village of Sydenham inviting to potential tourists, maybe this can also draw new business.
- Landlords not maintaining rental properties in the village of Sydenham.
Lack garbage cans.
Not enough planters with flowers in the summer months.
Poor choice of road sweeper to clean winter grit and sand.
- Development. Current process is cumbersome and inefficient. Process heavily favours status quo as council, committee of adjustment and planning department already have 3 votes to one, (the applicant) Consideration of any minor variance or new development requires countless approvals and decisions by the municipal staff that may or may not be objective. There appears to be little oversight from the county on township compliance to the intent laid out by the Ontario official plan and legislation
- The limit on people paying for the water system I feel it should be spread over the entire county as people use the village whether they live here or not. so only out of fairness.. And we shouldn't be forced to pay MORE if we don't use it
- Development which is too much for local water resources in a changing climate. Very few limits on residential development.
- People / organizations trying to squash or stifle new developments. The NIMBY effect is huge. It is fine for the protestors as they already have what they want. There needs to be more resistances to these protests.
- Transportation and Housing
- A lot of people communicate out of the county for work, I would like to see more opportunities for jobs within the county boundaries. I am also frustrated with lack of a ability to sever lots to sell. We would like to offer lots on our farm for sale but the township will not allow us to do so.
- We are new to the area, from Loyalist. I can tell you we are much happier here with property taxes, garbage tags, etc , living is much easier on the wallet.
But I was upset when a 4 wheeler was racing fast down hwy 38 in Hartington, as a result, a rock hit my windshield and I had to pay for a new windshield -- Loyalist does not have 4 wheelers racing on the side of the roads beside cars, likely for good reason.
It would be nice to have a splash pad and park for children, we loved the one in Napanee.

- Too much development for a delicate environment and water resources. The issues of combining nature and development are being totally ignored by our elected officials. A willy-billy plan to squeeze development into whatever parcel of land becomes available is short-sighted and environmentally unsustainable. Development for the future begins with solid planning, not haphazard chance coming from some developer. The strain on the aquifer grows stronger each time a new development is approved and, sooner or later, there will be a crisis. Knowing this but not including its consideration in a development plan is not only reckless but seriously irresponsible. Technology and new systems are being created that would assist in planning adequate water resources and sewage treatment. The County and the Townships need to put Planning before Development and Development before Planning. By Planning, I do not simply mean delineating boundaries for hamlets, towns etc. I envisage a holistic approach to Planning whereby every factor from water to services, from land use to aesthetics, from sewage to waste requirements, and from recreation to preservation. Planning requires a wide horizon with all elements of stewardship of this County being carefully, thoughtfully, and most of all honestly, considered.
- Financial constraints. There are a lot of wants within the County, but no money to pay for them
- Roads
- Balanced budget. Prioritizing of funds.
- Roads — At one time the road we live on were told 1 km of hard top would be done each year .so far there has only been 1 km done in the 18 years we have live here. Can it's costly in automotive repairs because the roads are so bad at times
- Keeping it in a country way , why do we need a dog park when we live in the country, if you move from the city to the country , then live like you are in the country, not the city
- The need for more seniors homes in our area and less low income housing.
- Over governed at the municipal level should be at the county level
- That we're thinking too narrow. We're not looking at bigger opportunities for the broader county but focused on what's important for say Sydenham or North Frontenac etc. We think small.
- The biggest challenge facing our community right now are affordable and a variety of options for senior living. I think we need to start looking out of the box. We need to start considering alternative housing options like smaller house cluster developments and shared housing. We need to offer more services to help our seniors live in the rural areas instead of having to move to the city.

- I see in our newsletter that a composter is available. It would be wonderful to start a compost pick up such as Kingston has in place. My concern with the backyard version is that we have enough vermin and wildlife around, no need to attract additional nuisances.
- It's not clear what direction the community is headed towards. Knowing this would help us internally prioritize our projects. I.e. Large scale developments, infrastructure projects or businesses developing in the area?
- Aging infrastructure
Lack of emergency preparedness communication
- South Frontenac needs a community/recreation centre that has a gym, pool and weight area. Most residents have to travel to Kingston to utilize a gym or put their children into swimming lessons from fall to spring.
- Inexpensive broadband for everyone is taking far too long.
- Lack of residential development caused by an extreme shortage of land available to build on.
- Proper funding for paramedic services for example more ambulances to serve the public.
- The environment - our lakes, land and wild life are our greatest assets, it's what attracted me to this area, what friends & family love about my community and what has kept me here for over 10 years.
- Sydenham should have its own arena.
- Being forward thinking in terms of encouraging and supporting innovation and new approaches to ongoing problems. Motivating the "old boys" to think outside the box.
- The lack of collaboration and cooperation across the 4 communities on issues where a common solution across the county would be best, most effective and least expensive in delivering services to all communities. Silo thinking is shown to impede progress in each township as the various wards (old unique townships) compete for services and improvements. Every township does not need separate planning and development regulations and approval processes and criteria. Additionally, the past and current councils and administrations (at the township level) are NOT enablers they are obstructionists even on things that will assist with economic growth.
- High tax prices. Lack of garbage or recycling pick up while paying such high taxes especially on new build homes
- Intelligent people are not the ones making decisions.
- Economic development, growth and jobs

- Right now, in Central Frontenac, I feel that the biggest challenge is trying to meet all the expectations, with the limited funds available.
- Maintenance and improvements to roads.
Could dirt roads be upgraded with a stone or material that would better resist erosion and potholes? Thereby requiring less maintenance and regrading. Possibly saving money in the long run.
- -Consider a secondary route for Road 38.
-Crow Lake / Bollingbrooke Road needs serious work done on it. Also, bridge over the Tay River in -Bollingbrooke needs to be replaced with a wider new structure.
-Consider eliminating on street parking in Verona, Parham and Sharbot Lake parking.
-Population densities in Verona, Sharbot Lake and Parham are to the point that treatment of waste water and sewage need to be seriously considered.
- Economic development
(Attracting businesses; retaining skilled work/youth; lack of facilities/properties set up for various developments).
- Road maintenance
- How far away from Kingston we are! Need more exciting things and resources in order to attract other townships and our own people
- The land on which the old Sharbot Lake Public School is located is prime real estate for a project such as a recreation/community center & tourist hub.
This would provide an economic boost as well as much needed esthetic appeal in the village as it is situated along a major road as well as within the heart of the village.
The building could host social events, year round farmers markets in addition to the tourism generated at Christmas with the trees filled with lights.
- Poor cellular service/mobile internet available. It is hard to grow a community when there are so many "dead" spots and areas without any reception for mobile phones.
- Economic growth. Internet service
- With climate change, preventing forest fires. A large scale fire would not only destroy homes and cottages but would also devalue all lands.
- Having opportunities for your young people to entice them to stay and work in the area
- Cell coverage
- Environmental protection should be the top priority.
- Consistent, reliable ferry service is the most important issue for Islanders.

- The lack of enough "critical mass" in terms of (primarily) population to make it a viable location for commercial and business endeavours and to attract better and more services. Or stated conversely, a lack of business and commercial critical enterprise to attract more population to live and work in the township.

That is not to say unleash unbridled and unplanned development and turn the entire township into some kind of urban center, however, even a single, well planned and controlled more densely populated "hub" is necessary to make business, consumer and entertainment services viable within the township (or at least to attract some that aren't 60-90 minute commute away.

For the islands: Reliable Ferry Service which includes accurate messaging (ferry signs, Email, Twitter in a timely manner for stoppages/start-ups, Alternates for Paramedic service when Ferries are shutdown, A building that will host community events

- Getting the right investments geared towards tangible development that will create jobs
- A bunch of dinosaurs that are stuck in the past and refuse to maintain our infrastructure properly or lay the groundwork for future generations who will inherit these islands. Without proper communication services and transportation services the islands will become a retirement community and eventually a ghost community.
- Roads. Especially on Howe Island. They are atrocious.
- Maintaining environmental protection in the face of developmental pressures.
Protecting the natural environment, infrastructure and property in the face of extreme weather events.
- No internet service availability
- The fact that we own property in the community and are facing limited use of our own personal private property is extremely frustrating due to an impending ANSI (Palmerston Lake). We have NOT been properly notified, the proper procedures have NOT been followed and we don't even know what kind of ANSI is being placed on our property which will essentially have financial implications to each landowner involved.
- ANSI limiting rights of land owners is wrong
- I believe the single biggest challenge facing North Frontenac and our countryside in general will be keeping our natural landscape and natural places beautiful and protected. One of the biggest assets of the area is our abundant wild life, lakes and forests. If we want to capitalize on attracting tourism, businesses and cottagers and or full time residents to the area I believe some serious effort needs to be put forth on cleaning up the "North of Seven" image. It will be a real challenge to attract any wealth to the area with the high number of dilapidated properties, store fronts, broken

or inconsistent street and hamlet signage etc. I understand that average income levels may be lower than neighboring counties but I wish there was some way to stop people from devaluing our neighborhoods by treating their properties like junk yards. If we look at my newest and most immediate neighbor as an example, they alone have two broken down camper trailers, a full size broken down spray painted bus, 4 or 5 dilapidated and un-drivable automobiles, a skidder and a rusty ancient backhoe. To top it off, in less than a year they have erected nearly a dozen outbuildings, most of which are now damaged vinyl garages. On top of this dogs breakfast they have erected a home-made 6 piece multi-coloured 75 foot communication tower. This one example alone has brought down the entire value of the neighborhood and will increase the difficulty of attracting people and return visitors to the area.

I understand there are limits to what the municipality can control or enforce on private land but perhaps we need to develop property tax penalties or increases for multi building sites (including vinyl car ports / garages and a surplus 10 x 10 outbuildings). Perhaps there could be a limit to how many vehicles can be scattered about on a property before there is increased taxes? I understand there could be some initial backlash but how is this any different than raising taxes on contributing businesses and home owners that are actually building or improving their homes and neighborhoods? We increased the value of property and neighborhood by completing significant improvements and as a result our taxes doubled, so if somebody is doing the exact opposite, resulting in many negative implications for the county why shouldn't they be penalized?

Some initiatives that would help right away are simpler solutions such as municipal road and hamlet signage. Central Frontenac has noticeably improved Hamlet signs over the North, it would be nice to clean up the random advertisements such as "Smitty's appliances" which plasters the entire county and install nice signs throughout the North. We are marketing the drive as a "four season's scenic route" which I believe is a good idea but in order to do so the route needs to be scenic. It's hard to attract motorcycle tour bikes and automobile day trippers when the route is full of pot holes, dirty roads and falling down signs.

Lastly, and perhaps most importantly we need to really research and think hard about going along with the Government narrative that we need to increase broadband and download speeds and increase rural cell phone reception. I realize at the surface level this sounds great but at what cost? Numerous scientific evidence is surfacing about the health risks around 4g and especially 5g technology. In addition to the very real health concerns we need to take into consideration the damage these towers pose on our landscape and "dark sky" initiatives. Do you really want to be star gazing with four giant flashing red lights filling the night's sky? Are we going to attract outdoors enthusiasts to our lakes and forests when the view



is a 300 foot flashing tower? I realize the “snow road abyss” is something that some people like to complain about but I urge you for the future of our children and our land to really give this more thought. I feel that this is not something to complain about but to actually use to our advertising advantage. I’ve had numerous folks from the city to my location and they all find it to be a breath of fresh air. If we are going to increase the value of the area and attract tourists and wealth to the region we should get behind the idea of disconnecting from the devices which many studies are now pointing to as a reason for increased depression. Do you really believe that by erecting more cell towers that it will bring people and prosperity to the region? We have already ruined the skyline in Plevna and Ompah, did this increase the number of residents and tourists to the area? Look at the statistics, I believe the answer will be no.

2. Key Priorities to be Considered in the Plan:

The County of Frontenac must consider a wide range of issues as it develops its next strategic plan, including those listed below.

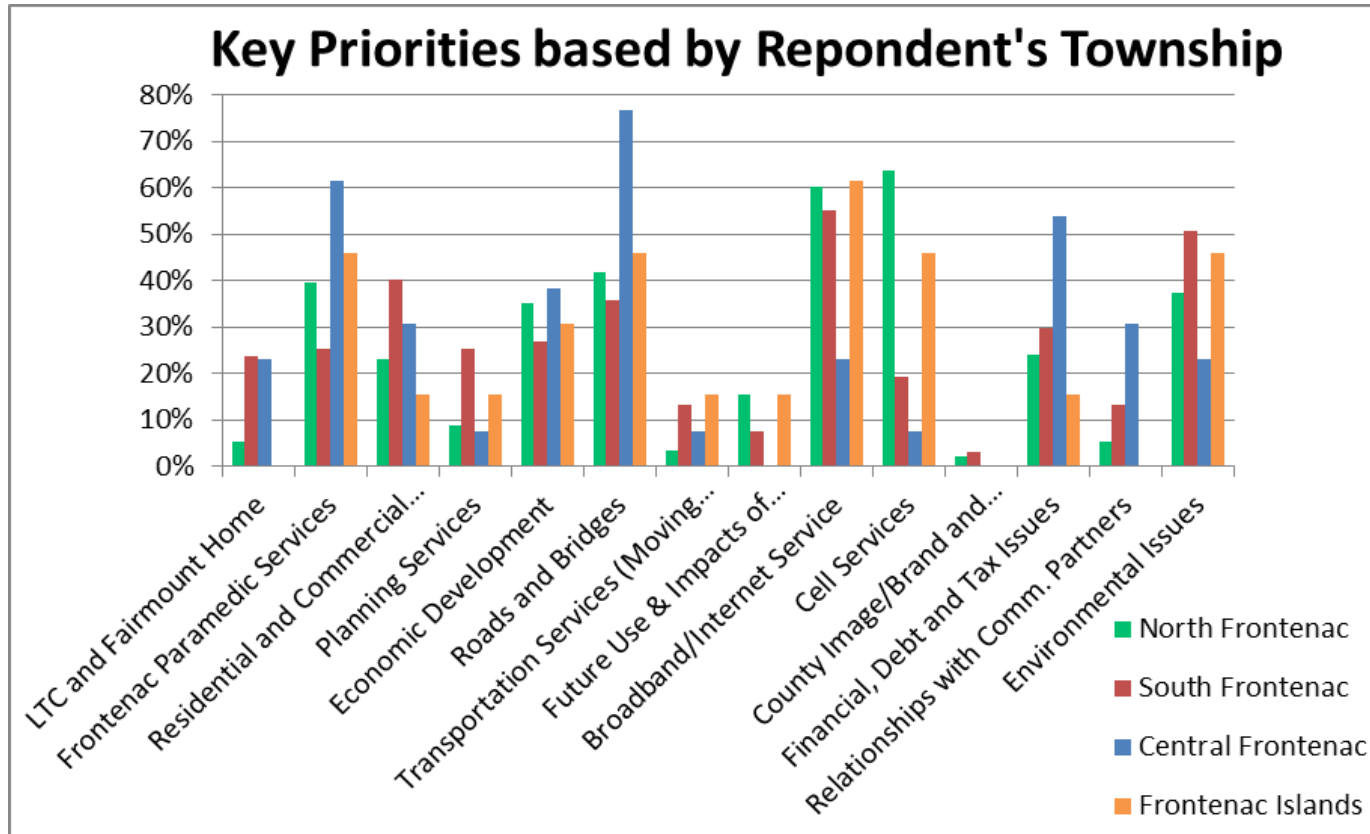
Which of the following priorities, choices or key issues do you feel are most important from your perspective as a resident/taxpayer in Frontenac County?

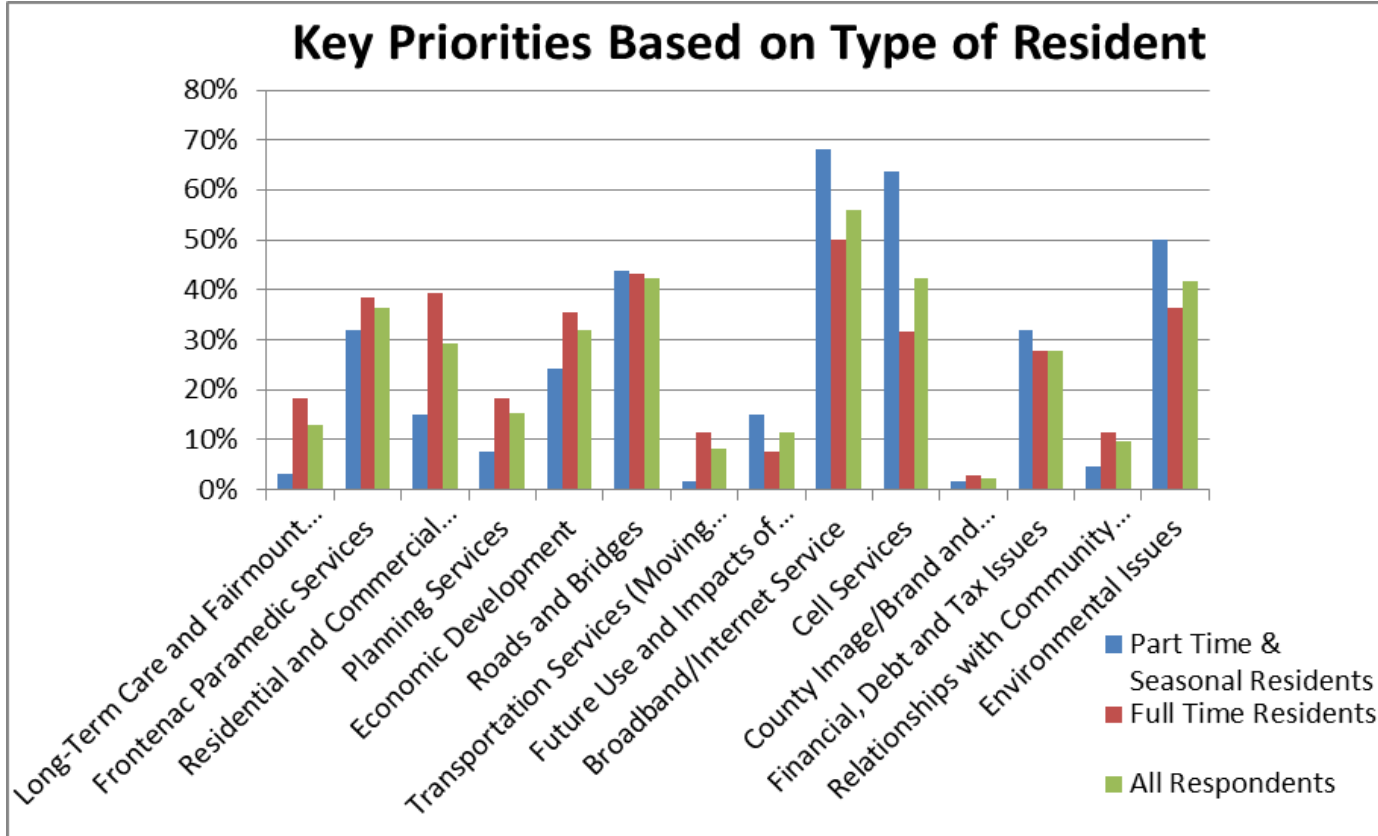
(Check up to 4 factors all that you feel should be considered top priorities for the County.)

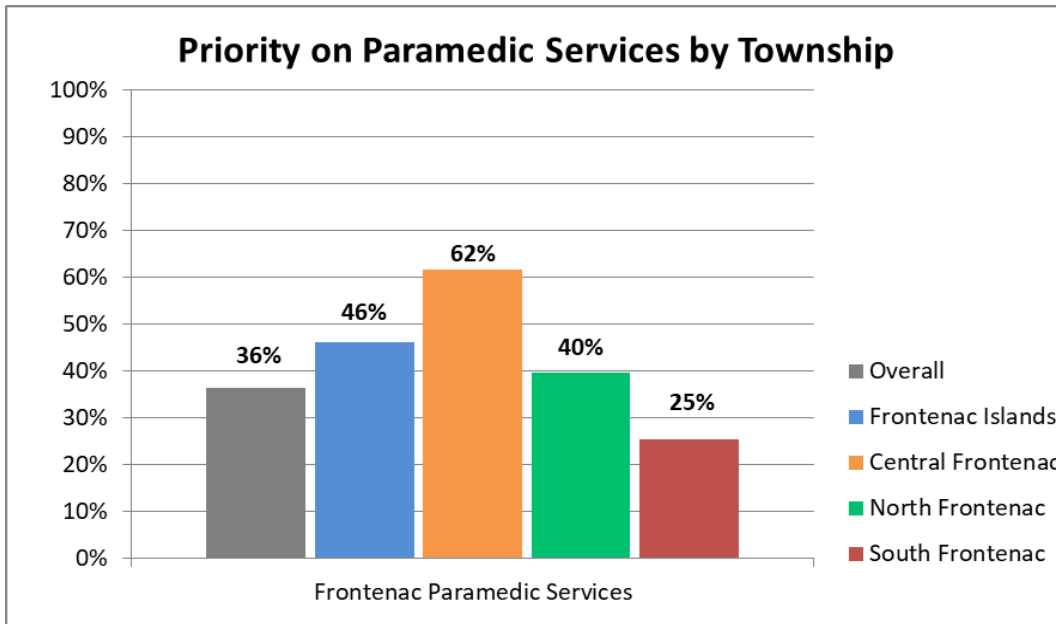
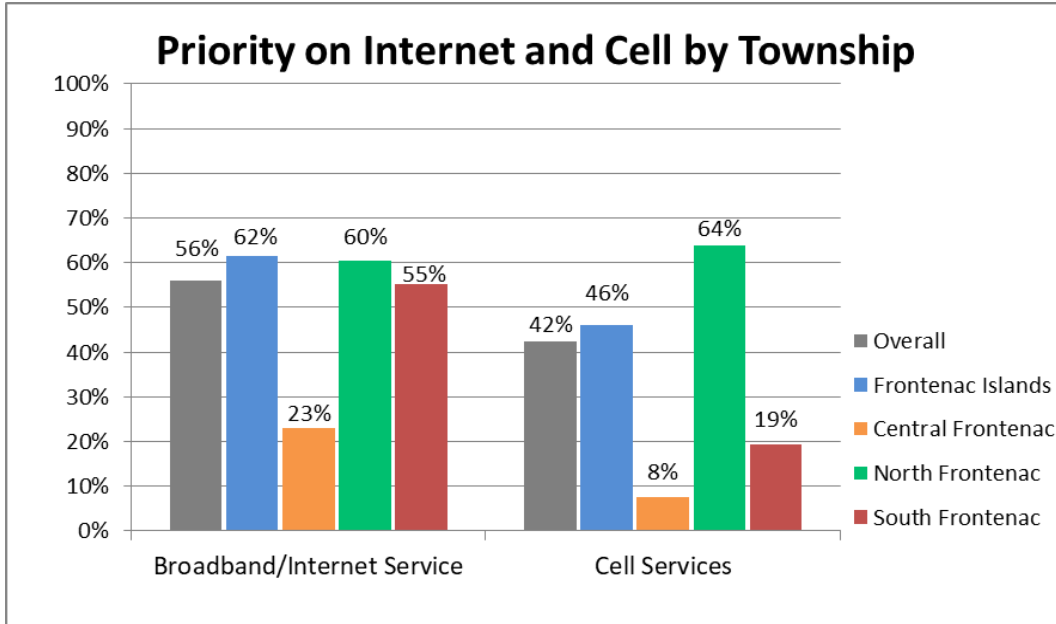
Responses: 184

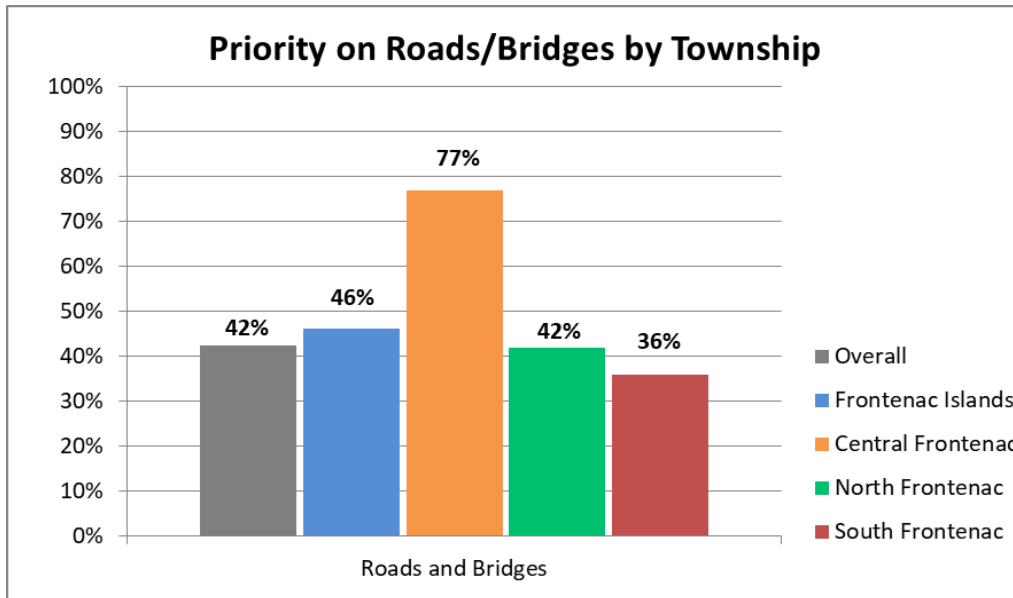
Answer Choices	North Frontenac		South Frontenac		Central Frontenac		Frontenac Islands	
Long-Term Care and Fairmount Home	5%	5	24%	16	23%	3	0%	0
Frontenac Paramedic Services	40%	36	25%	17	62%	8	46%	6
Residential and Commercial Development	23%	21	40%	27	31%	4	15%	2
Planning Services	9%	8	25%	17	8%	1	15%	2
Economic Development	35%	32	27%	18	38%	5	31%	4
Roads and Bridges	42%	38	36%	24	77%	10	46%	6
Transportation Services (Moving People)	3%	3	13%	9	8%	1	15%	2
Future Use and Impacts of Technology	15%	14	7%	5	0%	0	15%	2
Broadband/Internet Service	60%	55	55%	37	23%	3	62%	8
Cell Services	64%	58	19%	13	8%	1	46%	6
County Image/Brand and Communications	2%	2	3%	2	0%	0	0%	0
Financial, Debt and Tax Issues	24%	22	30%	20	54%	7	15%	2
Relationships with Community Partners	5%	5	13%	9	31%	4	0%	0
Environmental Issues	37%	34	51%	34	23%	3	46%	6
Other Issues? (please specify)	11%	10	15%	10	0%	0	8%	1
Answered		91		67		13		13

Which of the following priorities, choices or key issues do you feel are most important from your perspective as a resident/taxpayer in Frontenac County?









Additional Comments on Priorities:

- All of the above are very important. But for this area I believe the four I checked provide necessities for this area
- Fair implementation of taxes for summer residents.
- Garbage collection for Big Gull Lake cottage owners - or at a minimum it should be free to drop garbage at the dump
- Schools
- Medical services, as in clinics and dental offices,
- If would have checked off Long Term Care and Fairmount Home that would have justified giving your Fairmount Holiday Haven and Spa for the Rich priority 1.
- Long term care and Pine Meadow. Intergenerational day care.
- Reducing fees and improving workforce skillset.
- Broader health delivery options with closure of LHINs. NF will need to partner with other providers to meet residents health needs long term.
- Continuing library services
- Environmental especially in relations to over development on lakefront



- Seniors. Housing
- Protecting our environment, working to protect the Lakes.
- Policing of shoreline development
- Paramedics and Fairmount Home are/could be stand-alone entities
- All of these things are important, but i think that we need to remember that the richest and most inviting aspects of our region are the lakes and the land. although this could be captured under environment, it should also be front and center for all other issues you have noted in your list...it is the geography that draws people here, be it residents or tourists or cottage owners, which in turn drive the economy, the tax base and so on. it is a single biggest asset.
- Communication infrastructure in general
- Making sure Agriculture continues to be an important part of the county. Agriculture is an important part of Frontenac's economy and I want to ensure farmers have a voice.
- Utility services including power, communications, waste, sewage, and roads/highways.
- Support for locally produced food.
Support for off grid energy production and storage.
- Community Hall and Store for Howe Island
- I strongly believe that we need to look at making rural utilities more affordable. Hydro, oil and propane costs are so high that it is very difficult to retire in North Frontenac or survive on a fixed or lower income. I think this is going to be even more noticeable and perhaps drive people out of the area when the newly proposed carbon tax kicks in. My situation is slightly different as we also run a business but our hydro, oil and propane bills currently exceed \$1500 / month plus over a thousand per year in wood. Take away the business and just heating and keeping electricity to the house exceeds \$1000 / month in the winter.
- ANSI eliminated

3. How or Why Are Those Issues Important?

Below, please explain why you feel one or more of these issues [issues listed in question 2] should be a priority for strategic planning...

Responses: 152

- I believe planning, and environmental is also essential for the protection of our area.
- I find the local perspective is lost when the County Planner represents the Township. We need to promote local priorities and the real local issues.
- The environment is a high priority because of all the income produced by seasonal cottagers.
- Having well maintained roads is an absolute must and priority.
Any way to reduce the tax bill is always going to be well appreciated and accepted.
The garbage issue speaks for itself.
Good quality broadband and internet services is currently non-existent on Big Gull and is frustrating for long stays.
- We need property development to increase our tax base.
Our county and municipal representatives need to advocate for a lot more funding for our schools. They need to be brought up to a level where families desire to move here and send their children to our schools because they are the best.
- Technology is the great equalizer and a very basic requirement for any economic development.
Of course, protection of the environment is mandatory. This is what makes North Frontenac unique and attractive.
- all factors noted above have some degree of overlap and priority is difficult to determine, however, if I had to choose one factor over all others, I would choose paramedic services, as it could mean the difference between living or dying
- Because I said they are!!!
- If these services are substandard people will not choose the area as their home
- Our cell phones are useless at the lake. We have to drive quite a distance to simply get minimal service. Which means that we are paying Bell for a Land Line that we seldom use.
- LTC and Emergency Services are a "Table Stake" for local government.
Technology issues are investments in the future of a sustainable community.

- Feeling like there may not be emergency services available in a time of need has been a major contributing factor limiting our engagement in the community, which has resulted in sending less time and money at local businesses.
- Cell phone reception and internet speeds make it impossible for people in the community to keep up with the world around them. For business especially.
- As a taxpayer in Mortg Frontenac I find it extremely frustrating that I pay full taxes on my property but receive less service than those buying camping and road permits. The road to camps sites are well maintained to the lakes that campsites are on. This continues to be extremely frustrating to myself and other home owners who pay thousands of dollars in taxes but do not have their roads maintained either summer or winter.
- Poor land lines that are not being adequately maintained by Bell, combined with so many cell service gaps is a matter of public safety. The Internet is the primary tool for communications today. These services are deemed essential by the federal government so nothing more needs to be explained here on these two issues. Let's get on with it. Economic development is needed to improve the property tax base and to provide more jobs in the area. Finally, we must be concerned about the environment. Things like proper septic maintenance, abolishing polluting outdoor wood stoves that aren't properly maintained and waste disposal strategies need to be addressed.
- These are the minimum issues that I believe are required to support any growth goals and attract/retain taxpayers.
- Care of our environment
- Good planning is needed to ensure that environmental issues, especially planning for the impacts of climate change, are addressed.
With an aging demographic, ensuring good paramedic facilities is important.
- If residents were able to have internet and cell services (by all providers), a lot of people would spend much more time at their cottages and be able to rent them out. This would help improve the economy of the area
- I think they speak for them self's as they're all linked to development and quality of live, living in the north.
- Technology is growing at a rapid rate and Frontenac county needs to keep up in order to grow jobs therefore retaining and growing our population while keeping in mind our natural environment



- Planning can support or frustrate efforts to promote economic development and development in general. The County tends to apply broad rules whereas the Township can develop local solutions that work and reflect local needs.
- Concerned that planning at the local level is too heavily influenced by the County. Particularly concerned with the Twp using the County Planner. Impacts the ability to make local decisions and the Planner doesn't have a real sense of the NF communities. Almost as bad as when MMAF had more control.

Twp talks economic development but then we implement unreasonable protective measures and roadblocks to building and development. For example, many in the area bought a lot, built a garage and then a home when they could afford it. Planners without a sense of the area do not understand how important this type of provision is to the local area and a means of facilitating development. Enforcement challenges are used as an excuse to block many reasonable OP / Zoning provisions.

- We need to keep taxes at a rate of inflation if we are to encourage growth. Spending money on the KP trail is a waste. We need to encourage growth and get rid of red tape in official plan. We need to expand Fairmont home for future residents.
- Cell service is a necessity especially when environmental areas are set aside and emergency contacts becomes a necessity

Environmental protection is and should be a priority for all lakes in Ontario

Emergency service is also a priority for paramedics also fire service

- Internet has become the most important communication reality in the modern world...banks are closing branches in the region with the advent of on-line banking. North Frontenac needs to invest in the infrastructure to attract investor, season property buyers and commercial interests.
- I believe that our township needs growth to permit expanding the tax base.
- The lack of medical clinics makes it difficult for seniors to move here as a retirement community

The lack of commercial enterprises makes it difficult for younger families to move here as there are no jobs

Having lovely scenery is fine, but we do not have restaurants or overnight accommodations in hotels and motels so visitors can only come for a few hours, not days, or weeks (our rental and camping facilities are fine for the summer, but do not make for a four season customer base for restaurants or hotels and motels)

- Future planning and tax base



- Paramedic - our closest service was just moved to Robertsville - another 15-20 minutes south of our location. Response time to us is now 30 plus minutes and they are unavailable at night.

Internet/cell service- See response to question #1

Road & bridges- County Road 16 requires major work - it is a busy & only connector between Hwy 509 & Hwy 511 in our area south of Calabogie

- Don't worry about that -- our Mayor has already screwed up our Strategic Plan -- you'll find it on our Council's shelf.
- Retired people like to know they can get to a hospital if needed. Having a nice but not big place to comfortably live in, not needing a lot of repairs and outside maintenance. Not being close to a large centre, today's world wants to be connected with Family and friends. We get a lot of stuff online and delivered free which fits right into retired life but also support local business for things they carry
- We need better cell/internet services especially living in a rural setting. Many elderly go to Pine Meadow to live. We have many elderly living in Frontenac with the need for better services for them. Frontenac is a large area thus the need for more paramedics.
- The cell service in our area is absolutely ridiculous and needs to be attended to immediately!! We can't do business here properly so nobody's going to bring business here !! I've talked to a lot of people will not consider this area to build or buy a cottage because cell reception is not available and they want to do business from the cottage or just everyday living feel comfortable and safe by having good cell service .
- Good physical and electronic communications will encourage development of small business and population growth that will sustain the Township through taxation base growth.
- Helping businesses achieve their goals of serving the community, instead of becoming a barrier to change, will have the largest impact on the community.
- Need dependable, affordable Internet and cell service in North Frontenac. Very poor at the moment.
Keeping tax increases to zero should be a priority. Cottagers carry the big burden. Looking after the lakes and forests for our future generations is a must. Pollution must be fought.
- Economic development needed to expand our tax base, bring in more cottagers, campers, sportsman to help boost the local economy.

- Comprehensive broadband/internet service is critical to attract economic development and for current residents. Also we need to be fully aware of environmental issues, e.g. water quality in our lakes, alternate forms of energy, conserving crown land and wise development/planning. For example a proposed development on Ardoch Lake was absolutely over the top in terms of density and consequences for the lake, e.g. water quality.
- Cell service is almost non-existent at my location, transportation to get people out and about in the community, and right now I have observed a lack of trust between community partners
- Operating a small service business, cell service is critical. I need to research and order parts while offering my services and there are so many places in Frontenac County without reliable cell service. It makes it very inefficient and I need to postpone estimates and work until I can get access to the information I need
Road maintenance is important to me. For example, driving today from North Frontenac to Central Frontenac to perform service calls I encountered quite a bit of road deterioration, pot holes, large areas flooded on the roads.
Part of my service offering is for industry with forklifts and machinery. More economic development and customers in the Frontenac County area would be beneficial to my business and I would be able to work more locally. Currently, I travel to Kingston to keep my small business financially viable.
- Rural Ontario has many seniors who need care. Economic development to support growing population of people moving out of unaffordable major cities. Need infrastructure to support current models of communication. Making sure our environment is protected while grow as a county
- NF should leverage key natural assets around lifestyle, and leisure and a place to have fun outdoors. It is harder and harder to find places to roam outdoors and NF has much to offer
- Roads Bridges have to be maintained & looked including proper snow removal ... Paramedics & Long Term care important to get people to hospitals & Care to keep them here in community near loved ones
- In attracting younger families that are commuting, our roads and winter plowing need to be a priority....Friday nights and Sunday nights to be priority for road treatment as young families are commuting for work.
- Health, transportation, communication
- Because the county is so rural and phone service expensive, cell service is important.

- Safety — can't call 911 without cell phone coverage in dead spots.
Home resale values will decrease, because nobody will buy home without broadband internet.
No younger families will move here if they can't commute because the roads aren't clear, and don't have broadband to work from home.
- Better internet and cellular connection would help attract new businesses and would provide a much safer environment for seniors who have chosen to live in North Frontenac.
- Without reliable, fast internet and cell service, it is hard to run a business, or work from home, or even to live in the country full time. It is also dangerous to not be able to call 911 because you are out of cell service.
For the environmental issues, flooding of homes and other buildings in particular is a growing concern as climate changes. I don't know if this involves working with the Mississippi Conservation authority as well as other activities.
- My landline is a piece of crap, unreliable, unpredictable and overpriced for the quality (poor). I do not have the option to use cell service at my home (6 km deficit). My health concerns make me seriously consider changing locations because of communication issues.
- Growing senior community with no means of emergency contact in case of power outages which are many in area. Internet services should be as reliable.
- Without the above the young will leave and we will continue to be a community of elderly and die off, or a bedroom community for larger cities and visitors.
- Tax base is small, better cell and internet would boost small business. Roads need more attention.
- We need cell phone coverage.
We need access to timely paramedic services. It would be nice to have 24 hour coverage.
We need to protect our most valuable resource which is pristine nature, clean water and abundant wildlife.
- Things like economic development require infrastructure and support and technology and planning is fundamental to improving economic interests
- Residents, guests and businesses require good cell coverage Residents need it for safety
- We need cell service and improved internet services to enhance safety of residents, promote tourism, and promote economic development.
- Currently we don't have any cell service or internet service at our property.



- High speed internet service essential to quality of life for seniors to remain at home & access outside services.
- Small community that needs to attract young/new people and to attract young/new people it needs to be affordable and attractive.
- The Tax Base will not expand without improved communications networks in place (cellular and internet), to provide services most people and businesses take for granted in urban centers.
- Broadband and paramedic services are no longer a luxury but a necessity for new population growth
- Seasonal residents and tourism is an important and major part of economy and should be supported.
- We want to attract individuals/businesses to our County to live, work and shop. This helps bring tax base, local spending, creates jobs, and gives the county a different perspective and diverse Population.
- We live in an area with two UNESCO designations and absolutely no protection is offered in order to ensure that these areas continue to exist. Developers are allowed to change the landscape before they apply for the development and thus disrupt important environments as they please. Since these actions affect "all" of us, the "this land is my land" attitude needs to change if we are going to continue to have such bio-diversity.
- Way too much lakefront development from developers who neither respect nor care about the effects of said development on flora, fauna, noise to neighbours or the negative aspects to our wildlife and how it affects the water quality. It also seems like the developers have to the township in their back pocket so to speak (i.e. Gary Beech) who continues to develop and go around the rules and regulations with no repercussions
- Responsible and clear development planning and processed.
Economic development partnership with the County and South Frontenac.
Finish the Seniors Housing initiative with the three remaining Townships
- Economic Development will follow if Residential and Commercial Dev is priority, Residents want to live in their community in old age so Long Term Care options are required. To get new commercial and res dev moving into the area tech is pushing the growth so Broadband is a requirement but at cheaper options. Poor infrastructure cannot support growth so roads and bridges are important.
- We are going to have more seniors in the future needing long-term care. Important to keep funding and expanding Fairmount home. Also keep taxes at inflation rates.



- Planning is now basically whatever developers want they get and it is making a chaotic sort of community. Need to have a better plan for how we want to develop. Also need to protect what we have in terms of environment and if possibly improve.
- To protect the environment and to provide needed services
- Transportation of people in needs of services is crucial, even if we add medical services in the region.
- We need broad band to expand our potential and our environment is the most important issue we have No environment no life
- We need 21st century internet urgently. Avoid backlot development. Base decisions on science not prejudice e.g. the recent nonsense with grandfathered cottages
- Very important for the wealth and liveability of our county.
- Environmental issues are important for property values, quality of life in the county, and what we pass on to our children.
- We need to consider the impact of development on our environment and group things together to minimize damage to the ecosystems we have. The pressure of more residents and more business moving from Kingston will be more important in the next decade.
- A strong, well and professionally staffed planning department would help us properly set priorities based on sound principles. Elected officials need good, independent advice so that they can make appropriate decisions.
- Families and businesses will not want to move to South Frontenac without easy access to internet and cell phones. Where I live, access to each of these is really crappy. Anyone who lives in the 21st C of cell and internet would not move here. Also if they can't swim in the lakes in the summer without fear of microcystins, they will go elsewhere. We need to have families moving and staying here. These are probably some of the most important factors in their decisions to move and stay here.
- I think Frontenac can be economically sound with the proper Internet structure and still promote its beautiful wilderness.
- Keeping the local waterways clean and attractive for future generations will help support municipal coffers through taxes and tourism that supports local businesses and attracts new ones
- The state of Battersea Road between Puff Place Lane in Keelerville and Braden Lane or Braden Road, yes there are 2 different road signs, is atrocious. Will it take someone being killed to get it fixed? It should be an embarrassment to the township.



- There needs to be a balanced approach to coordinating these three activities: Planning, Residential and Commercial development. And environmental issues. Lakes have a limited capacity for total and new development.
For example, a recent residential proposal for back-lot development along the shore of Dog Lake on a cove that doesn't get a natural water flow, and is susceptible to Blue-Green algae blooms every year, would have created significant roof and roadway surfaces that would have been huge catch basins for runoff. There was no clear plan in the developer's proposal, and no requirement from Planning for management of the water runoff and nutrient loading of the lake.
- Planning services cover all these issues for the future. Technology and cell service will become increasingly important especially for residents working from home needing good internet and cell services. Given climate change and future development, environmental issues are very important. Lake water quality is rapidly deteriorating. Rural communities need to stand up to government policies that could further degrade environmental protections of our land, water and fauna.
- Broadband is similar to electricity - it is essential in the current world
Cell - the quality of reception in the Storrington area is spotty, communications are essential
Development - this impacts what kind of community we want to be
Roads - too many roads are privately maintained
I would like to add a fifth choice - Environmental as recently we are experiencing more blue/green algae than before
- Climate change is already affecting the lakes so we need to be more proactive on environmental issues that protect the water quality of our lakes and our wells. We need to be careful with proper land development so that it does not destroy or interfere with wildlife habitat or water quality. There are more and more permanent residents in the area and connections to these people and their organizations must be encouraged and welcomed into all levels of governance. Internet services make it easier to communicate with the people in the area, especially younger families who are used to sending and receiving information in this way.
- Dovetails with my first comments
- Without appropriate land and water stewardship, this region will lose everything.
- Roads are in horrible shape. Protecting the Frontenac arch from over development is very important in environmental sensitive areas.

- Since we don't have public transit we need to keep our roads in good shape and could also benefit from keeping connected to community partners to assist us in serving our community.
- Quick response to emergencies can save lives.
Roads and bridges need serious attention, winter thaw is destroying our roads. There must be a more environmentally responsible way to address these challenges
Broadband/Internet and Cell services (or lack of) are the same issue and impact not only response time but quality of life in the county.
Environmental because if we don't take care of our communities we won't want to live here.
- These issues are interrelated. Improving the communications sub systems has promise of enhancing awareness and enhancing connection to messages and movements in the economy. Economic development is multifaceted and requires real investment opportunities for private and public interests. This cannot all be accomplished via regional property taxation alone to support business growth and infrastructure support. Creative business projects supported by the county that produce new user revenue generation through a return of capital via tax incentives could generate external investment and harness the resources of the area and its people.
- To improve the village
- We are in an area under served by Cell reception and broadband. Land line phones are becoming unreliable and I doubt anyone will be upgrading landline capacity or reliability so wireless seems to be the way to go.
Environmental issues are absolutely critical to everyone's health and wellbeing. Frontenac County has some of the most beautiful rural areas in Canada, but the ecosystem is fragile and we risk losing what makes us a unique and sustainable area for residents and visitors.
- We need to attract investors and people to want to live in South Frontenac. This will increase jobs, economic development and raise home values.
- Managing debt and trying to lower our taxes must be a priority.
Planning and planning for growth will provide solid base against detractors.
Broadband and internet services will provide strong foundation for businesses and growth.
Our population is aging. South Frontenac can be proactive in establishing long term care for its residents.

- Roads are a big problem
- We are facing a worldwide crisis with climate devastation. All planning must have good environmental practices at the fore. Baby boomers are now entering LTC but there are insufficient beds. A programme that increases the number of beds and in home care needs to be greatly expanded in the very near term. Similarly, seniors who no longer drive and low income residents who have no transportation means need an affordable option to get into Kingston as well as travelling within these widespread communities. Perhaps Dial-a-Bus should be looked at as a possible solution. Many areas within the County do not have adequate broadband/internet and cellular service. In particular, dead spots for cell phones can be deadly for people who need emergency services.
- Ensure the survival of our county. Along sure we can attract the people to live and work here is so important. I am very involved in the local Agricultural community and would like to see a continued support of that community. We are so fortunate to have 2 farmers on council at the moment who can bring a well-rounded approach to county and township issues.
- Long term care is of major importance because of our aging population. It has to be available and affordable, two things many seniors are finding lacking.
- Because of some deregulation on the provincial front and a new government that cares less about the environment, we still need strong planning in order to protect our natural resources.
- Paramedic- self explanatory
Environmental - self explanatory
Development — If aspects of County were developed and looked appealing for business growth, the remaining issues on the list, internet, funds etc. would grow also. Attraction for not only residence but business needs to take an uphill swing. Currently 2 pizza places in Harrowsmith from a grocery store, and 2 gas stations, with more residence is a sign of poor something
- Road repairs would help save people money in vehicle repairs. Not enough choices for internet services. And jobs so most people's children don't have to leave our community's to find decent employment
- These issues are important because we are dealing with aging population with limited funds. Affordable, green, small-scale housing options for seniors needs to be explored. Municipalities need to expand their development plans to include alternative housing and support businesses that can make life more cost effective, familiar and easier for our seniors.

- Internet /Cell Service — it simply is not good enough. Although, living in Bath was similar. Why are we living in 2019 with so much technology and advancement, yet if a tree gets in the way or during "busy times" in the evening, do we have crappy service? I don't know how many times a week we are trying to watch a show on Netflix and it just cuts out and we can't watch anything? Also, we live off desert lake road, people come to visit and have zero cell service, we only have cells — it is a major safety concern for the times I am travelling and need to contact my husband who is at home.

Image / Brand - it astonishes me that we live near all these beautiful lakes and beaches — stunning scenery really, feels like we live in BC where we have moved to recently (Buffy Lake) — Just stunning !!!! Yet Prince Charles Public School has a horrible reputation. I was told by local restaurant owners to not even "trick or treat" in Verona, to head to Harrowsmith-- to not trust the area or send my son to the school ... It is unfortunate that we moved here not realizing the implications for my son's social and academic development. You would think, with what this area has to offer, the community and establishments would have a similar reputation compared to Harrowsmith or Sydenham? Why do I have to send my son to a school in Harrowsmith to get a good education and socialization? What can we do to clean up Verona and make it better? It really does deserve better than what people perceive it as. Also, daycare is a major issue out this way-- why is this not a priority for South Frontenac? Tree of Life is the only licensed facility? My husband and I have had some real struggles with this, not even thinking this would be an issue when we moved here — a rude awakening. Wish we would have looked into this more. Husband works for the city and the hours are often not accommodated by the city or daycares.... I'm teaching out in Tamworth, there were only unlicensed options available, one was running a puppy mill, all others were full.

Roads — from what I hear, plow services were known the best in the past but have gone downhill... I teach out in Tamworth, Stone Mills is actually better? Also desert lake road has some crazy flood zones that should be addressed.

- These are the most important from a long-term strategic planning aspect than those items that are narrowly focused. For instance, rather than prioritizing what might be done with Fairmount Home, the strategic and long-term concern should be what will be required to provide a satisfactory level of services to seniors in the County based on projections of the numbers and requirements of the future population.
- AS we grow older, we need good ambulance service and paramedic services , they are good now , but we are a growing older generation
- These issues impact the life of residents every day.

- #1 I would include police and fire with paramedic. These are essential services benefiting all.
- #2 Prudent use of tax money. Take the time to develop work/business plans. Exam budget at every meeting. Keep tax payers up to date...brief updates.
- #3 Planning and economic development. Rampant growth without a plan....establish some esthetic principles (low cost) ,reflecting the rural life values. I am impressed with Sydenham.
- #4 I did not include environment....very important and can be included in my points above.
- We need to develop and welcome more industry and jobs to this area.
- Without good communication infrastructure it's virtually impossible to conduct business
- We moved to Sydenham for quality of life, we are not generational South Frontenac residents. We want to maintain that quality of life while thinking more openly beyond small town issues. What's important to our young family is:
Fast and efficient paramedic service, Reliable roads, Low taxes, Improved internet service, A brand and community image that continues to draw other young families, businesses, farmers etc. to the county.
- We can update and add to existing sidewalks in the community so that people can safely travel through town on foot, wheelchair, etc. Some walks end in the middle of a street, for example. We have a beautiful S&P trail, but I don't feel safe traveling the side of the road to get to it.

I believe we have a community center that is underfunded and poorly promoted. An initiative toward disabled residents would be a great addition. Something for people to get together to share ideas, get counseling, or just a place to stay active. The winter months are very difficult for many with mental health and disabilities. Activity and social interaction is key.
- A proper infrastructure is needed to bring base business to the area. It will help create traffic in the area (year round) and benefit businesses new and existing.
- Population is aging which will create an increased need for paramedic care
The lack of internet and cell coverage puts the residents at risk and impacts economic development
- Residential development (services) would greatly benefit the community.
Recreational services and broadband internet will increase moral in the county.
Roads and bridges require attention as well. Petworth road is very unpleasant.
- Being prepared for the imminent upheavals across all sectors
As much as is reasonably possible is a sensible use of resources.

- The township needs to grow and expand its tax base in order to keep taxes low and maintain services.
- Affects the most people
- I feel there's too much unconstrained residential development.
- As South Frontenac grows, we need to ensure the environment and our impact on it is considered in all aspects of planning and expansion to ensure our community is a clean, safe and environmentally sound place to live for future generations. We need to protect our resources.
- It is essential that the infrastructure and support systems are in place to create an environment where all feel safe and welcome to live here. New ideas need to be embraced as solutions to solving problems that have been created by those who are content to maintain the status quo.
- These are things that are most important for future success, sustainability and growth of Frontenac County. The lack of overall team effort, cooperation and common sense will stall the progress and the ability of the entire community to keep up with society and adjacent Ontario counties.
- Paying less for taxes makes living in central Frontenac more worth while
- Roads and bridges were mentioned in my previous comments. But, also, improved roads should positively impact some of the other items on your list, such as; Transportation, Paramedic, Economic development, Residential development, etc. Internet and cell service also would have a positive impact on a number of items such as business and development, paramedic service and peoples safety in times of emergency.
- Great paying jobs and basic supporting infrastructure are key to economic growth which will result in population growth and taxation growth.
- I feel that Paramedic Services should be a priority because of our distance to the nearest hospital, and because of the lack of available transport for people like the elderly. Safety should always be a top priority. I feel that the Roads/Bridges and the Environment are key issues because they have been deferred on in the past, and to continue to do so only makes the cost that much higher. Regular maintenance is cheaper in the long run than repair, or outright replacement. Lastly, I feel that broadband internet is important because we lack choice in Central Frontenac, and with more and more services being distributed on the web, we need better broadband infrastructure to stay current.
- Hard to move forward without the newer technological services
- Safety and well being

- Environmental issues. Sewage and waste water management in denser populations. eg: Walkerton
Paramedic services. Still only one vehicle based North of the 401. Same as 1960's Roads and bridges. Verona, Sharbot Lake and Crow Lake are almost impassable in Summer. Bollingbrooke Bridge is old and one lane. No alternate available.
Transportation: The K&P was slow but it was an easy trip to Kingston or North to Renfrew. Never replaced with a viable alternative.
- The population in Central Frontenac is ageing and we need to think about how we are to serve this ageing population. Attracting businesses and skilled labour (economic development) to the area is one way to possibly fill this gap-however we also need affordable and attainable housing options in order to attract this labour to the area.
- Frontenac paramedic services is #1 we need to aim for central Frontenac to get the best care as well. Parham station needs to stay and no more cutbacks
- Economic growth would offer more services to families which in turn will draw more residents. I feel as central Frontenac is greatly lacking in providing resistance with necessities such as an affordable grocery store, job opportunities and childcare.
- With so many lakes and greenspace in the area the environment needs to be top priority. Cell services need to be improved.
Paramedic services with an aging population need to be available.
- Roads...still use them for getting everywhere and will be used in our future
Technology impact... I'm thinking this means wind turbine power/ solar power. A great idea if they can be located in an area out of sight for people, a challenge for sure.
Broadband Internet service...links us with a world outside our community, gives us information at our fingertips, can be used to create employment.
Environmental issues...we all love the green...for most of us, a clean environment is why we are here.
Thank you all for your good work!
- The area is sustainable on the backs of seasonal users. Seasonal users only frequent this area for the nature. 'To get away from it all'.
- There is no internet service in our area (other than very expensive satellite) and extremely poor cell coverage. Making these a priority would make area safer (accessibility) and more attractive for people living and visiting.
- If we don't look after the environmental issues there would no longer be a Frontenac. This can be accomplished by working with partners like property owner groups.

- Re residential & commercial development and economic development. Also commercial development is required so that the entire tax burden is not borne by residential taxpayers if newer, better and more services are to be affordable.

Technology and internet services because they will be critical to the success of attracting business and residents. When considering the "impact" of technology that should be done from the perspective of how best to leverage the technology to attract the opportunities and services rather than merely on how the technology will impact on existing services.

It appears the County has already created a laundry list of potential priorities all of which are very familiar and have been talked about many times. These predetermined items may we'll be valid "needs" but a true "strategic" plan would start with a blank slate and would identify the key strengths and obstacles and potentially unique value propositions the township/county can offer and develop its vision, strategy and priorities around them.

Frontenac Paramedics service, Transportation Services, Planning - a good community reacts to issues but a great community plans for the future based on issues experienced or issue other communities experienced or changes that are taking place by any level of government that will affect the residents of their county
Environment - less garbage/more recycling/building and construction changing the lay of the land that has adverse effects on residents

- Residential and commercial developments through proper planning and economic development would greatly enhance total economics and demographics of the Community
- The roads are unsafe and cause damage to vehicles traveling at post speeds which is expensive. Reliable cellular and high speed internet is required for home based businesses to succeed, without these businesses there is little hope for younger families succeeding here. A community center and small store with basic items are needed to make living on Howe Island a viable option for new families who are looking to build a future here.
- The roads are a priority for the following reasons; they are dangerous, especially in the spring due to drainage issues that cause the roads to, in places fill with run off. Potholes that are receiving temporary fixes and just get worse. My mechanic is the only happy one these days.

Rural internet needs upgrading, in many areas it is slow and often I cannot get a good signal. Granted I am on satellite but it's my only option so I am stuck.

- The county's strongest asset is the natural environment. Development should occur within parameters set in accord with the precautionary principle, make as little impact as possible on the environment because outcomes are often unforeseeable and/unpredictable.

I commend the County for creating an OP that provides more protection than the previous one but further measures could be taken. Planning is essential. Wise decisions that maintain the integrity of the natural resources will provide more financial resources than haphazard development would.

- Lack of connectivity with no internet and poor cell reception is not acceptable considering how the world works.
- Roads and Bridges: As a resident or visitor, traveling the roads of the region should not even be a thought. But they are if you travel the 509. In the winter there is one lane to drive down the center of the highway. It is rarely plowed fully and the spring pot holes bring you to a complete stop. As a 'four seasons scenic route' it would be nice if this road was more easily traveled year round for both residents and visitors.

Future Use and Impacts of Technology & Environmental Issues & County Image:
More cell phone towers will have major negative implications on the landscape and the health of the residents. I know some people may think they want cell service but I urge you to think about the implications this will have. We chose to live and set up our business here because of the beauty of the area and it's untouched landscape. When someone moves here and has a view of trees, hills, water, an untouched skyline.. how do you think those residents will feel when one day all they see is a brightly lit tower impeding their view? I'm sure people who won't see the towers will be happy they have cell service. But what are the costs to those who would see them daily? Or those tourists who will be fishing, hiking, or camping on lakes with a view of a tower rather than the natural beauty of the unscathed Frontenac skyline? Please consider preserving the beauty of Frontenac. Please consider NOT making more cell phone coverage one of your priorities. There are so many other implications this will have. No one wants to live next to a tower, nor do they want to hike, fish, or camp next to one. Frontenac's main quality is it's beautiful landscape. Please help preserve that.

Financial Issues: Utility costs in the country are very expensive. The new carbon tax will only make them more.

- I want to have the use of my own private property without ANSI limitations. I DO NOT want an ANSI placed on my property! Better communication regarding the planning process with tax payers and especially affected land owners is pertinent. ANSI infringes on rights of land owners and has the potential of shutting down businesses and way of making a living can make property worthless.

4. The Accomplishment You'd Most Like to See:

If the County could accomplish just one breakthrough goal in its next strategic plan, what do you feel that should be?

Responses: 148

- Internet connections
- To remove upper tier influence on municipalities who should have to right to make their own decisions .I feel the county, since we hired the county planner for the township, is trying to influence the local municipality to comply with their decisions and not do what is best for our area.
- Improved telecommunication
- Something other than the environment. Let's limit the County's influence and empire building and recognize local authority and decision making. Let's ensure each municipality has it's own / independent planning function.
- Make the taxes in North Frontenac fair for summer residents.
- Attract a large employer to the county in order to increase the population, the taxes paid and the infrastructure available to the residents.
Whatever happened to the Uranium mine?
- Stop trying to find ways to spend tax dollars and implement a line by line budget detail.
- Widespread high speed internet
- Fully accessible cell and internet service for everyone, including cottagers
- Affordable Broadband and Cell without the Gaps
- Measuring Success in attracting new residents.
- Complete cell phone coverage to all properties and businesses in North Frontenac, with a stretch goal to include all the lakes, islands, trails, and fields.
- Better cell phone and internet services.
- Work on infrastructure which will in turn attract more business and people to the area
- Internet
- Reliable cell and broadband service.
- Cell service everywhere!
- Cell service and internet
- A sound grasp of climate changes challenges, with respect to water quality, impact on infrastructure, increased risk of fire, irregular weather events.

- Internet and cell service
- 1) Biggest frustration right now is the County OP that includes protective measures that exceed the minimum regulatory requirements i.e. waterfront development, provincial vs regional ANSIs etc. Applying these broad excessive protective measures for regional ANSIs has taken away any ability for the Township to make any local decisions regarding protection or zoning. When you check on the background of the Natural Heritage Study that formed the basis of the zoning you find the advisory committee was significantly biased towards extreme protectionism. NF is home to businesses and residents trying to make a living, promoting economic development and employment locally. Not just users of weekend hideaways.
 - 2) Concerned that planning at the local level is too heavily influenced by the County. Particularly concerned with the Twp using the County Planner. Impacts the ability to make local decisions and the Planner doesn't have a real sense of the NF communities. Almost as bad as when MMAF had more control.

Twp talks economic development but then implement unreasonable protective measures and roadblocks to building and development. For example, many in the area bought a lot, built a garage and then a home or cottage when they could afford it. Planners without a sense of the area do not understand how important this type of provision is to the local area and as a means of facilitating development. Enforcement challenges are used as an excuse to block many reasonable OP / Zoning provisions.
 - 3) Shift away from forcing a county vision on the individual municipalities and let local representatives govern locally.
- I know there are other groups working on broadband and cell service therefore I would like to see the county to help searching ways to help with roads and transportation. Also to ensure the growth of community and economic development
- Resist the tendency to build empires - promote local decision making a priority and limit County level decisions to very high level principles.
- Hire a local planner and listen to the local people.
- Shift from forcing a county vision on the individual municipalities and let local representatives govern locally.
- Less restrictions – get rid of the red tape – be more transparent and get cell service for all the North
- Necessity of lake associations and annual meetings with representatives from every lake
- Until we have reliable and affordable internet and cell services in North Frontenac we are unable to attract new businesses or residents to our area.

- Federal and Provincial funding to the infrastructure required to make broad band internet services a reality
- More medical services, which will bring more seniors, and the commercial will follow
- Attracting business to the county that would provide employment for residents and support service growth.
- County wide cell service
- Fair sharing of funds for a seniors home away from the rich voters in Kingston & the South.
- Promote the building I suggested, that will bring and support my other issues.
- More housing and affordable housing.
- Great cell service
- A county-wide approach to road and bridge maintenance and development.
- Achieve the outcome of helping businesses reach their goals, so more businesses will come into the community for the betterment of its residents.
- Provide Internet service
- Tough environmental stance
- Comprehensive broadband/internet coverage would allow for more economic development and help existing residents.
- Community partners working together with trust and a futuristic outlook on bringing 4 season tourism into OUR community. Time to step into this century.
- Better Cell phone service
- Economic development
- Be known as a tourist destination of choice in Ontario.
- One Small Town...Little Homes...empower retirees to stay, youth to come & stay with affordable housing & jobs & working together as community sharing individual gifts & talents.
- Increase school aged population
- Smaller council, this is not a city, trim the fat
- Cell phone service coverage.
- Affordable high-speed internet
- Increase the cellular network to include Highway 509 and Elphin-Maberly road areas.
- Expanded cell coverage

- Cell phone coverage.
- Better means of communication for all.
- We need more accommodations and businesses geared to the passing through Tourists. A decent Beach area for those not renting for a week but just overnight following the 509 scenic route. Who might then want to come back and stay longer. Publicity to educate the tourists about our Wonderful area.
- Improved small business tax base.
- Get cell phone coverage for all North Frontenac residents.
- Not sure
- Obtain and support cell coverage in all of Frontenac County
- Internet and cell service across the county
- Not sure, as I said I am a new resident so I can't speak to the challenges.
- Access to home handyman services for rural senior homeowners.
- More commercial businesses in North Frontenac
- Provide acceptable levels of cellular and internet services County wide.
- Broadband throughout the county
- Long term financial plan
- I'm not sure if the county could help with this but I would like to see the Frontenac Community Arena finished in the next 4 years. The upstairs in the newer addition complete with the elevator that is needed to make it accessible. With the Growth of youth Hockey in our area the available ice seems to be nill. It would be great to see an additional Ice Pad built to could stay open in the summer or at least a study done to see if this is viable.
- The area is so huge and there are so many competing interests. A thoughtful development plan is paramount in my opinion. Let's vow to keep development in the hamlets and resist the urge to look like Pickering, Ajax, Whitby, and Oshawa.
- Limit development on lake front
- A positive Planning relationship with the Townships, especially South Frontenac.
- Action plans being worked and not evaluated in excess. Set a plan, dev the plan, act on the plan.
- Planning to the township
- Monitoring of septic systems
- Integration of Health services



- Keep taxes to inflation.
We do not need more regulations from the Official Plan.
We do not need more dog parks.
We have spent too much on the KP trail - something that is only going to be used by a few. How many councillors have walked it?
- Fiber to most residents
- High speed internet
- I would like to see the county help get farmers and other residents working together on ways to protect the environment.
- Eliminate blue-green algae from our lakes.
- We need to develop a vision, not just respond to requests from people and businesses that are looking out for themselves. Then we can say yes or no to those that fit our vision and those that don't
- A positive relationship with the Townships within the County should be fostered. Decisions based on evidence rather than popularity should be encouraged.
- A sustainable environmental plan to protect the beautiful area we live in and having the resources to enforce existing by-laws and maintain and create parks and public lands with clean waterways that can be enjoyed by future generations to come. This will bring extra tourism and therefore dollars to the community and keep communities growing.
- Protecting the environment!
- Agreement and recognition across the county and Townships that water quality of our lakes is one of the top 3 goals on which we should focus along with several that relate to our resident's daily quality of life.
- An overarching environmental policy that improves our lake and well water quality, protects wooded areas and endangered species and prevents indiscriminate development that may degrade the above.
- Clean up the lakes without restricting development on your own land or motorboats
- Decide what we want to be when we grow up
- Minimize property tax increases, look for out of the box solutions that are inclusive, environmentally sound and benefit the majority. Be the model that others can follow with pride.
- Enforce with consequences the 100 meter ribbon of life for lakefront properties.

- County should focus on the things they do best at - branding, broadband, cell, and technology initiatives - overall communications. They have provided planning services and do that well, however without being responsible for roads, bridges and transportation, how can they make the best decisions on these matters.
- Work with municipalities to attract commercial development
- To make climate change and the environment central to all decision making. we currently, sadly, have provincial leadership that does not value these aspects, nor the fact that our rural communities are reliant on the environment, unlike our urban neighbours. Rather our natural resources, be it vacant land, farm land, lakes or other, are seen as resources at the ready for exploitation by others. Prince Edward County is a good example. Yes, the influx of foreign and Toronto money to the region has been a plus in many ways for the economy, but the people who were born and grew up there can no longer afford to live there either.
- Fix Northshore road.
- The County should actually have its employees remember that the tax payers of this county are their employers. Most of the employees of the county should be fired as they accomplish nothing but collecting large salaries in cushy jobs. Trying to actually get a human being to talk to when you try to contact the township is impossible. If you do get to speak with someone they can't answer your question anyway and no one actually knows what is going as they don't care about the tax payer. They only care about collecting big salaries for doing nothing.
- Make our entire County a place people would want to travel too. If we want business to come to our community we need to have a nice space to draw them too, to offer them space where people would want to come to visit and spend their money. Some of our villages and hamlets look run down.
- No new taxation on existing taxpayer revenue sources.
Improve efficiencies to lower taxes.
Create new revenue from economic growth through business creation in the county.
Ensure compliance and accountability of the township councils and staff to the larger strategic initiatives of the county.
- Build an indoor pool
- Affordable seniors' housing with long term care provided where needed.
- Limits on development in respect to water resources.
- Long term care established within the boundaries of SF.
- Roads

- A transportation system.
- Unified townships to agree on issues and strategies. We are so lucky to have a diverse population but let's make it work for all of us!
- A holistic vision with a road map that starts with a wide lens understanding of the critical issues of the future and works its way down to a narrower view of the steps needed to be taken now to accomplish the ultimate design of the County in 20 years. To do this, of course, you will need people who can imagine (with their feet on the ground and their eyes on the sky) what the County should (or might) look like in 20 years and then be able to build the steps that would take it from the present into the future.
- I guess putting more into internet and cell services.... it is 2019 and we aren't really that far away from Kingston.
- A beautiful, natural rural setting...friendly to all...housing, small commercial ventures, parks, wetland, visitors, and roads. Reasonable budget. Engage residents in the vision and to make that extra effort with their homes and property. In particular, Sydenham residents are vested in rural family living. Volunteerism+. Let's not be a bedroom community. South Frontenac...I think...is an example to Kingston. (Small businesses here are the backbone to the community....sponsorship, community organizing). Thank you.
- Bring a large employer within the County making it less of bedtime community. Almost every resident has to leave the area for work, thus making them spend money elsewhere, not allowing for any growth except residence looking for cheaper taxes because "we have nothing".
- Road repairs.
- Reduce taxes , and stop waste spending on consultants, we vote in people to take of things , not to spend and see what's what , make a decision , and carry on
- Better internet access
- Investments in paramedic services, community recreation infrastructure and low taxes.
- Affordable senior housing options.
- Bring services across 401. This will be a key step in the growth of the area. City services of water, natural gas and sewage would drastically improve cost of living and doing business in the area.
- Create the regional municipality of Frontenac
- I feel a recreational complex would very much benefit the community and possibly other communities surrounding South Frontenac.
- Cheaper basic living expenses.



- Increase severance limit to free up more building lots
- More Ambulances!
- Responsible lighting for new construction, and retrofit of township buildings.
- Economic Growth
- Working with the various townships develop and enact a common plan for attracting people, businesses, visitors and investment to Frontenac County.
- Lower taxes for people who choose to live or build new homes even though we share the same road with people who pay half the taxes in older homes
- Road improvement.
- Jobs. Most of your brightest and best must leave to find employment.
Tourism is one option but the emphasis at present is on summer. You have year round activities that could be evaluated.
Losing the passenger services on the railways was the death knell for many communities in Frontenac. Affordable efficient mass transportation has to be a better way than the hundreds of personal vehicles that travel Road 38 each day.
- Develop a clear vision and practical steps to achieve the identified goals of the strategic plan. [actually attain some tangible results]
- Addressing the concern of the prime vacant area that was the Sharbot lake public school.
- Preservation of the environment and green space within North Frontenac
- The Broadband/Internet
- Taxes at a steady state. Make it easier for seasonal users to upgrade their property features.
- Cell service and/or broadband internet service
- Protection of lakes
- Maintain tax increases below the annual rate of inflation while maintaining existing infrastructure.
- A sound strategy for viable and impactful economic development. That means attracting commercial & business opportunities and enterprises to the region that:
 - a) Make a strong and sustained impact on the local regional economy
 - b) Will attract skilled and professional new residents and not just trades, and
 - c) Are NOT these fringe ideas so often bantered around that will have little and typically one time, short term economic impact.
- I do not know at this point what the strategic plan of the County is

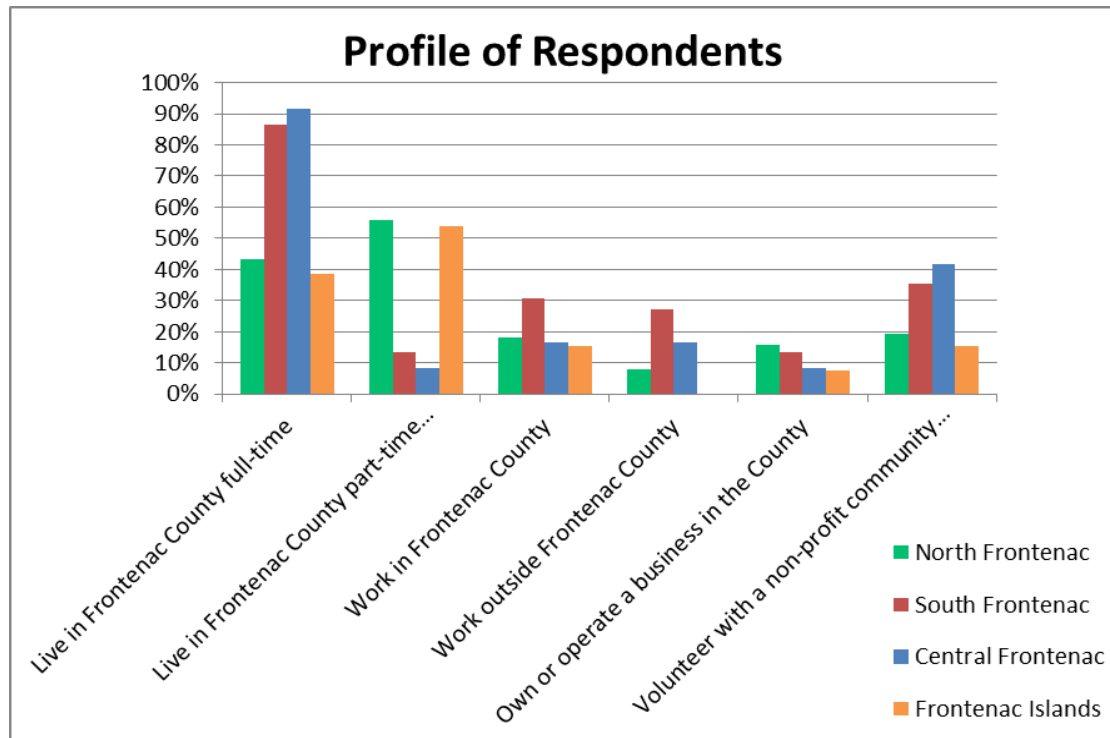
- Create an investment-friendly environment (residential, commercial, and industrial)
- Raise taxes enough to provide decent services instead of constantly penny pinching at the expense of basic infrastructure that is fall apart or is obsolete.
- Improve the roads and internet service
- High speed broadband availability across CF
- I'm not sure it's a breakthrough goal, but I'd like to see Crow Lake Rd repaved -- at least from Hwy 38 to Wemp Rd. On a grander level, I'd like to see Broadband Internet of at least the Canadian Standard speed goal of 50 Mbps Down, 10 Mbps Up.
- Planning for the effects of climate change to protect the natural environment, roads and bridges, utility infrastructure, homes and cottages, and ensuring residents are as safe as possible.
- Internet
- Let Frontenac's strengths shine: Frontenac has so much going for it. It is beautiful, rustic, untouched by technology. Preserve this. More residents and visitors will come. More businesses will open. Clean up dilapidated properties, upgrade signage, avoid cell phone towers, and market it to tourists as the beautiful place it is. Off-grid, rustic, natural. Show that we value these attributes. They set us apart from others and should not be ignored.
- I would love to see the county thrive with tourism, businesses, cottagers and full time residents. I believe we have the natural scenery, lakes and forests to make this a reality. In addition our proximity to the Nation's capital and other major city centres makes this a prime location for the future. I understand there are many challenges in managing a large remote region such as ours but believe that if we take the necessary steps to beautify the region a snowball effect will take place and Frontenac will slowly become a desired location to live, work and play.
- Let the land owners and the tax payers have more input in the decision making of larger impactful projects and/or planning that affects them personally. i.e., input regarding the ANSI would have indicated that land owners did NOT want the ANSI. We should have been able to have a say in the process and deny the ANSI. Personal property affected should not be dictated by individuals that do not live in the area locally. These types of decisions should only be made by the local municipality and the tax payers who are impacted.
- Eliminate ANSI from strategic plan

Categories for Data Classification:

To help us classify the categories of feedback (check all that apply), please indicate whether you...

Responses: 172

Answer Choices	North Frontenac		South Frontenac		Central Frontenac		Frontenac Islands	
Live in Frontenac County full-time	43%	38	86%	51	92%	11	38%	5
Live in Frontenac County part-time (weekends/seasonal)	56%	49	14%	8	8%	1	54%	7
Work in Frontenac County	18%	16	31%	18	17%	2	15%	2
Work outside Frontenac County	8%	7	27%	16	17%	2	0%	0
Own or operate a business in the County	16%	14	14%	8	8%	1	8%	1
Volunteer with a non-profit community group	19%	17	36%	21	42%	5	15%	2
Other (please specify)		3		3		2		2
Answered		88		59		12		13



Other comments for consideration...

Responses: 38

- Try to improve communications. Very few residents in the township are aware of this survey. Many do not use a computer. This should be advertised in the North Frontenac News, (which everyone receives) or included in the tax bills which every land owner just received. The way it was advertised just caters to a select group, not the average resident.
- I want to see this planning concern making the final summary and not lost in the document prepared by COUNTY staff.
- Be cognizant of your seasonal property tax base. They are frustrated with the lack of services given the significant increase in property taxes. There is a significant disconnect and reliance on MPAC assessments to drive property tax growth is short sighted.
- I suspect protecting our pristine northern landscape will top the submissions - but I guess we have been and can do well locally in this regard — since the area is still pristine and still worth protecting.
- Shame on the county
- The County needs to exercise spending restraint- The KP trail is not good use of money — how many staff have walked it?
- Tell North Frontenac's mayor to stick to Township business and that County will not support the dreams he is peddling.
- Please think of all parts of the township not just the ones that work well for some thank you
- Please ensure that you consult the residents on an on-going basis as part of the planning process. Appropriate updates would be welcome and requests for feedback.
- Waste disposal should remain free of charge for recycle exchange but perhaps waste disposal on the land should be discontinued.
County needs a reuse center like Lamarck County.
- Thanks for developing this survey. I hope you get a good response.
- This concern has been reiterated every year for many years now; when will it be taken seriously?
- Homelessness
- I just wanted to add that I hope that kind of plan that I have described would be constructed with the active participation of grass roots folk who have lived with past strategic plans. The worst thing that could happen is that this plan is developed by bureaucrats and politicians.

- Absenteeism in both Fairmount and the Paramedic Services continues to be a dramatic problem. Council should continue its efforts to manage this through the contract negotiation process.
- Government is supposed to work for the people. cut the regulations and red tape and try to encourage growth
- Thank you for the survey. I appreciate the opportunity to provide feedback.
- Fight recent provincial government proposal to extend cormorant hunt! If proposal becomes reality, boaters, swimmers and fishers will have to share our peaceful, beautiful lakes with hunters all summer. This poses an extremely dangerous scenario. Dead bird carcasses will pile up on our shores and in the water causing a health hazard.
- Most people do care and want the best for the County. Things that are valued for a long time usually cost more than one wants to spend.
- There are a lot of issues, not only in Frontenac County, but globally. Find effective solutions from other communities and customize for our needs even if this means a higher initial cost that will provide future benefits and optimal long term results.
- Make governance more transparent. Open up more meetings to the general public. Notify community organizations of meetings via email and invite discussion from all perspectives.
- Thank you for making this survey possible.

As well, one final comment ... we have a wonderful resource in the SFCS, and it does so much to support seniors especially, but there is nothing for non-seniors with disabilities. Example, no option for transportation (as is true of seniors through the SFCS), which I think, truly, is discrimination against those with disabilities in our region.

- Frontenac is a great part of the world that needs the utmost attention to the right economic development plan as its population and demand for resources grows.
- The marketing plan is working! #InFrontenac is a great branding tool!
- Engage residents in planning.
- Thanks for the opportunity to participate
- It would be great if we could also see how the county is looking for new investment of growth opportunities vs receiving a newsletter that is focused largely on current operational matters. There doesn't appear to be a vision for the county as a whole, something that residents can easily understand where the investments are going.

- The other day I looked in the yellow pages for programmer, programming, computer programing - None to be found. Probably there somewhere but locally not much of a concern. Maybe some promotion or direction in that area would be a good thing.
- It is my observation that volunteering is becoming a full time job Canadian society is relying on to get free labour to fulfill jobs we need to be paying for. As these demanding roles increase our volunteer base is shrinking and I fear a crisis is looming.

I think that we should be identifying the roles volunteers are playing and the number of "man hours" they are taking in preparation for the gap this group of people is going to leave us with.

The mandatory volunteer hours we require from our young people and "placement hours" required for graduation are increasingly becoming a short fix for jobs and responsibilities we used to pay people to do.

Once finished schooling many young people are working to balance life's responsibilities and do not have the time/energy to volunteer. Plus having it "forced" on them as a graduation requirement they resent the process. They do not see value in the tasks they are being asked to do.

The older people continue to work past age of "retirement" in order to survive and do not have the time/energy to volunteer.

The volunteers out there are being asked to do too much and get burned out.

In 5 - 10 years we are going to be in crisis as the ageing population will not be available to use to fill the gap in many facilities and agencies that government rely on to keep our communities together/fed/housed/cared for.

Could someone please do a comprehensive study on the number of jobs we need to "INSOURCE" vs outsource and the cost of "UPSIZING" vs downsizing as this is a situation we cannot afford to ignore.

- Over time I have seen more and more outsourcing and downsizing of government staff. I see many of the roles we used to pay people to do being fulfilled by volunteers in the community.

As our population is rapidly ageing and the role of the volunteers becoming more demanding I am concerned over the next 5-10 years that we will be losing a significant "man hours".

I think that we should be identifying the roles volunteers are playing and the number of "man hours" they are taking in preparation for the gap this group of people are going to leave us with.



- If you're going to undertake development of a "strategic plan" do it right! Don't just rehash and repackage the same old arguments, ideas and re-rank the same laundry list of priorities that have been on the table for the last 10 years or more.
- Move into the 21st century, open up council meetings using YouTube so people can be a part of the process instead of being kept in the dark.
- Change is necessary and as long as people are directly involved and committed to making Frontenac the best and most desirable place to be in Eastern Ontario. When this occurs success will follow.
- Hopefully you can work within the tax budget and keep property tax increases to a minimum.
- Well done survey. Use local businesses when work is done at cottages...more promotion of them.
- REMOVE the Palmerston Lake and Plevna Cedar Swamp ANSI from the official plan from the township and county.