



**ECONOMIC DEVELOPMENT TASK FORCE**  
**MEETING AGENDA**

**MONDAY FEBRUARY 28, 2022 AT 7:00 P.M. AT THE NORTH FRONTENAC MUNICIPAL COMPLEX COUNCIL CHAMBERS (EDTF MEMBERS ONLY); HOWEVER PUBLIC MAY PARTICIPATE VIRTUALLY BY TELEPHONE DUE TO COVID-19.**

**TOLL FREE 1-866-797-9101; CONFERENCE ID 9863835.**

*2 Year Economic Development Task Force Strategic Plan with Objectives beginning in March, 2020*

**Objectives**

- (1) Tourism Expansion and Community/Business Development.*
- (2) Investigate Incentives for Businesses.*

**Initiatives**

***From Objective 1:***

**2020**

- a) Identify and interview potential Investors for potential Business Opportunities.
- b) Continue to work with Frontenac County to coordinate activities in regards to the County of Frontenac Accommodation Review and Strategy for Growth.
- c) Complete a monthly Business Profile for existing Businesses for the Township's Website, Social Media Pages and Council Meeting Agendas.
- d) Continue with Star Gazing Activities and Mural Projects.
- e) Plan a Bus Tour for Businesses to attend other Businesses throughout the Township.
- f) Install Township Maps at various Rest Stops throughout the Township.

**2021**

- g) Determine feasibility of a Star Gazing Festival in North Frontenac Township.
- h) Determine feasibility of a contest for singer/songwriter to create and record a North Frontenac themed song.

***From Objective 2 (2020):***

- a) Continue to investigate opportunities to expand North Frontenac Community Improvement Plan and make recommendations to Council.

## **1. CALL TO ORDER**

## **2. DISCLOSURES OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

## **3. PRESENTATION**

None

## **4. ECONOMIC DEVELOPMENT TASK FORCE NOTES**

- a) Notes of the January 17, 2022 EDTF Meeting as approved via email by members of the Task Force and received for information at the February 4, 2022 Regular Meeting of Council.

## **5. BUSINESS ARISING**

- a) Complete a monthly Business Profile for existing Businesses for the Township's Website, Social Media and Council Meeting Agendas – Councillor Inglis and Paul Thiel.
- b) Continue with Star Gazing Activities and Potential Star Gazing Group – Betty Hunter.
- c) Update re: Welcome Package for new Residents.
- d) Update re: 2022 EDTF Budget.

## **6. COMMUNICATIONS**

## **7. NEW BUSINESS**

- a) Review of The Township of North Frontenac Strategic Plan 2019-2022
- b) Discussion re: Review and Update the North Frontenac Economic Development Task Force Strategic Plan

## **8. ADJOURNMENT**

**Notes of the Economic Development Task Force (EDTF) Meeting Held on Monday January 17, 2022 at 7:00 PM online via Zoom Videoconferencing.**

Present: Councillor John Inglis (Chair), Councillor Fred Fowler, Betty Hunter, Dan Vaillancourt, Cyndy Bonello, Corey Klatt - Manager of Community Development (MCD), Matt Walker - Economic Development Officer (EDO) (Secretary in Lori Newman's absence).  
Regrets: Paul Thiel and Lori Newman (Secretary)

**1. Call to Order:**

The meeting was called to order by the Chair at 7:01 p.m.

**2. Disclosures of Pecuniary Interest & General Nature Thereof:**

None.

**3. Delegations:**

None.

**4. Economic Development Task Force Notes:**

Notes of the December 20, 2021 EDTF Meeting as approved via email by members of the Task Force and received for information at the January 14, 2022 Regular Meeting of Council.

**5. Business Arising**

**a) Complete a monthly Business Profile for existing Businesses for the Township's Website, Social Media and Council Meeting Agendas - Councillor Inglis and Paul Thiel.**

Due to the Christmas holidays, a Business Profile was not completed this period. Councillor Inglis will work on the next monthly Business Profile.

**b) Continue with Star Gazing Activities and Potential Star Gazing Group – Betty Hunter.**

Betty Hunter advised the EDTF that the North Frontenac Amateur Astronomy Club (NFAAC) has been approached by a representative of the Royal Astronomical Society of Canada (RASC) to do a media article. The MCD, Betty and Gary Colwell will work with RASC to ensure they have the required information.

The Township has been contacted by the Wild Outside Program in Ottawa (Canadian Wildlife Federation, no-cost and barrier-free program designed to get youths outside) regarding bringing students to the DSP in at some point this winter to use the Observatory. Betty and Gary Colwell will work with this Organization to plan this event.

The NFAAC is not currently meeting due to the pandemic-related Community Hall closures but the group continues to communicate with each other electronically.

**c) Update re: Welcome Package for new Residents, per Council Resolution #272-20 and action plan for Welcome Package.**

The Township Maps have been printed and are ready for distribution.

Municipal staff will begin to send out welcome letters to new residents. The MCD or EDO will contact members of the EDTF when a new resident requests a visit, as previously discussed.

The EDO will order business card protector sheets to put the business cards in for the Welcome Package so they are organized and enticing.

**d) Discussion re: Council Resolution #55-21 re: Potential Additional Rest Stops along the Scenic Route.**

The MCD will looking into the Myers Cave property at the bridge to determine who owns that property and will provide this information to the EDTF for discussion.

Councillor Inglis suggested that although the Township has numerous rest stops, many aren't visible along Road 506. The south east side of Road 506 and Highway 41 would be an ideal site for people to stop and use the washroom. EDO stated that local businesses have reported that this area is a very popular place for people to briefly stop and do things like check ratchet straps on boat trailers.

MCD stated that information signs to direct people to the Land O'Lakes Rescue Petting Farm have been installed previously along Highway 41 and remain in place. MCD also advised the Township currently has several rest stops throughout the entire Township.

**e) Discussion re: 2022 EDTF Budget for Council Consideration.**

It was discussed that the Dark Sky Pad area is in need of:

- An electrical connection from the wiring box to the Observatory;
- Small storage shed at the rear of the Observatory;

- An extension of the concrete pad fence to block headlights from cars in the parking lot.

It was agreed that the NFAAC will fundraise for the telescope eye pieces. Once fundraising occurs Council will need to approve acceptance of the eyepieces for the telescope.

The MCD will add \$5,000 for improvements at the Dark Sky Pad in the draft 2022 Economic Development budget for Council's consideration.

The MCD will also add money in the Draft 2022 Budget for another Mural Project in 2022 for Council to consider.

#### **6. Communications:**

None.

#### **7. New Business:**

None.

#### **8. Adjournment:**

Meeting adjourned at 7:48 p.m.

**The next meeting of the EDTF will take place on Monday February 28, 2022 at 7:00 p.m. at the Municipal Council Chambers located at 6648 Road 506, Plevna.**

#### **Recommendations to Council**

Be It Resolved That Council receives for information the January 17, 2022 Notes of the Economic Development Task Force (EDTF);

Received by Council on February 4, 2022

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**Councillor John Inglis, Chair  
Township of North Frontenac  
Economic Development Task Force**



## The Township of North Frontenac Strategic Plan

2019-2022

### 1. Introduction

The Township of North Frontenac is home to approximately 1,800 permanent and 7,000 seasonal residents. The low-density population makes for the preservation of 1,164 square km of unique landscape located entirely on the Canadian Shield.

Nestled in the heart of Eastern Ontario's Highlands Country, we have various year-round outdoor activities and a relaxed living style. All while you take in the natural beauty of North Frontenac's scenic landscape and lakes. For these reasons it is one of the best destinations for outdoor activities and relaxing living in southeastern Ontario.

Our peace and tranquility is only a few hours from Toronto, Ottawa or the United States. North Frontenac is in the heart of Eastern Ontario's cottage country and within the Ontario Highlands. Cottages, lodges and campsites dot the shores of the Township's many clean lakes. Our expansive, natural, and undisturbed wilderness boasts infinite opportunities for outdoor recreation. Located entirely on the Canadian Shield, the landscape can be rough, but at the same time provide for scenic backdrops and vistas. The natural beauty, wildlife, outdoor activities and the tranquility of North Frontenac are what most residents and visitors love about the area.

In the summer, many people spend their time on the large network of trails, hiking, hunting, and off-roading with ATVs. But equally as entertaining, and possibly even more popular, is enjoying time in and around the water, partaking in activities like swimming, boating, fishing, water-skiing, tubing, canoeing and kayaking. North Frontenac Park Lands are a collection of 184 backcountry campsites, most accessible by water only, nestled along the shores of 12 lakes atop the Ontario Highlands and the Mississippi Valley watershed. The waterways provide recreational experiences, such as the solitude of a canoe trip down a remote lake and rivers to the adrenalin of shooting rapids in a kayak.

The winter season is also enjoyed by residents, and significant snow falls blanket the landscape, replacing the scenery of North Frontenac with an alternatively beautiful appearance. Residents commonly enjoy snowmobiling, cross country skiing and snowshoeing on the large network of trails. In the winter season you can continue to fish through the ice for trout or walleye. In all, the great variety of natural settings that exist in North Frontenac, with a seemingly endless array of scenery to take in, are equally beautiful and stunningly unique during all the four seasons.

Our community is experiencing growth in the arts and crafts and other small businesses. We have a very strong community focus and have an abundance of activities for social events and community get togethers.

North Frontenac has the darkest skies in Eastern and Southern Ontario, and we are easily reached by millions of potential visitors from Southern Ontario, Eastern Quebec and Northern

New York. Our designated Dark Sky Preserve (DSP), by the Royal Astronomical Society of Canada, is the first Municipal DSP in Canada. In addition to providing education and information, we have public star gazing education nights with the assistance of expert astronomers and Astro-photographers.

## **2. Purpose**

The purpose of implementing a Strategic Plan for the Township is to identify our key goals and annual objectives to ensure a focus on a high-quality short-term service delivery and long-term sustainability for the future. The development of a Strategic Plan is necessary to ensure the alignment of the Work Plans of the Township's staff and Council's focus. This ensures our focus for service delivery, revenue generation, budget management and assessing performance is primarily focused on our strategic goals and objectives. By doing so, it ensures all activities of Council and Staff are aligned, effective and provides high value for our community.

## **3. Strategic Plan Process**

The strategic planning process is one that allows us to review our Strengths, Weaknesses, Opportunities and Threats, commonly referred to as SWOT. Council and Management review the SWOT and our strategic direction on an annual basis. A survey was sent to all our residents and that response combined with staff and Council input has made up this Strategic Plan. Our Mission, Vision and Goals remain as is, as they continue to reflect our focus going forward.

## **4. Mission**

The Township of North Frontenac's mission is the effective, efficient and sustainable delivery of services to its citizens.

## **5. Vision**

The Township of North Frontenac will preserve our unique and pristine natural environment to promote a strong, resilient rural community.

## **Values**

To maintain and achieve our vision we value:

- Honesty – truthfulness, sincerity and frankness.
- Strong Ethics – openness and transparency
- Positive Attitude – being pleasant, rational.
- Respect – equality, open mindedness, courtesy.
- Teamwork – operations, volunteers, businesses.

## **6. Goals and Strategic Objectives**

To achieve our Mission and our Vision we have defined the following goals and associated 2022 strategic objectives for The Township of North Frontenac.

## **7. Goals and Strategic Objectives**

### **Economic/Community Development**

- Identify and implement Community Development initiatives (*Economic Development Task Force Chair*)

- North Frontenac Businesses Collaboration (*Mayor*)
  - Annual summer event – Farmers/Craft Market
  - Visitor Activity Packages
  - Identify an Annual Winter Event to start in 2023
  - Reach out to local aboriginal groups for inclusion in this objective

#### **Support opportunities for seniors to stay in their homes**

- Potential partnership with Central Frontenac as part of their senior housing project (*Mayor, Deputy Mayor and Councillor Hermer*)
- Identify and communicate services available to seniors (*Councillor Inglis*)
- Enhanced paramedicine (*Mayor and Deputy Mayor*)

#### **Enhance and Sustain Capital Assets/Infrastructure**

- Maintain Assets and Asset Management Plan to ensure long term sustainability (*Treasurer*)
- Maintain Reserves/Reserve Funds (*Treasurer*)

#### **Attract a Diverse Council**

- Continue to lobby for new Council diverse candidates for 2022 elections (*Mayor*)
- Investigate options for medical benefits for future Council members (*Treasurer*)

#### **Modernization**

- Modernize North Frontenac (*CAO*)
  - Virtual Meetings and recording Capability (*Treasurer*)

### **8. Reporting**

Each objective owner works with others to achieve the objectives. This will include identifying expertise required from members of Council, staff, the public and from our other stakeholders as required. These objectives will be reported to Council annually at a minimum. Once objectives have been achieved, they could identify further objectives to ensure we stay focused and continually enhance our community.

### **9. Communication**

It is critical that our Strategic Plan and its progress is communicated to our residents, Frontenac County and its Townships, and other key stakeholders. We will provide this Strategic Plan to our community to ensure they understand our focus related to achieving our long-term objectives and enhancing our community. Secondly, we need to make sure key stakeholders understand our Plan in order to potentially identify areas of collaboration and to share resources where possible. Finally, having our Plan communicated at the municipal, provincial and federal level could help us identify areas where assistance from them, to achieve our objectives, may be available. In accordance with our 2016 Communications Plan adopted by Council, as amended, Communication will be achieved through our website, email, in person, social media and media as applicable. Communication will be ongoing to ensure all involved are aware of our current state as we progress towards the achievement of our Strategic Plan.



**2020 NORTH FRONTENAC ECONOMIC DEVELOPMENT STRATEGIC PLAN**  
**FEBRUARY 2020 – 2 YEAR PLAN TO BE REVIEWED AND UPDATED ANNUALLY**

**Introduction**

North Frontenac's Economic Development Task Force was formed to identify and promote opportunities for community and economic development in the Township. It does this by making recommendations to Council and by operating a small budget of its own. It is volunteer and Council driven with staff support.

Tourism is the major force in North Frontenac for economic activity, supported by lodges, cabin rentals and campgrounds. There is also a base of businesses in retail, construction, forestry, small manufacturing and crafts. Seasonal residents outnumber permanent residents by more than two to one, and have a large impact on construction and retail. Also, we are host to an increasing number of seniors who convert cottages to permanent homes, largely on waterfront locations - they generally do not start new businesses but support existing businesses and are the basis of a crucial volunteer sector.

Currently we are in need of more accommodation and retail services on a year-round basis to support increased tourism activity. Services are partially in place but need to be enhanced to be sure we can support tourism objectives. Our tagline "4 Seasons, More Reasons" must be supported by accommodation, and business owners must be able to earn income in all seasons.

We depend on our natural environment as a draw for both tourism and lifestyle based business choices. North Frontenac is seen as an accessible, unspoiled wilderness area by urban residents from Ottawa, Kingston and Toronto. The Economic Development Task Force will promote business activity which protects and enhances the assets we have now, in accordance with the Township's Strategic Plan.

**Mission**

To support the development of economic wealth within our community, and to improve the economic wellbeing and quality of life of our community; to implement initiatives which enhance the community by creating and/or retaining jobs, businesses, supporting incomes and increasing the tax base.



## **Vision**

To promote Economic Opportunities and help businesses in North Frontenac thrive on a year round basis.

## **Mandate**

To provide recommendations to North Frontenac Council regarding Economic Development opportunities.

## **Objectives**

- (1) Tourism Expansion and Community/Business Development.
- (2) Investigate Incentives for Businesses.

## **Initiatives**

### **From Objective 1: Enhance Tourism Opportunities:**

#### **2020**

- 1(a) Identify and interview potential Investors for potential Business Opportunities.
- 1(b) Continue to work with Frontenac County to coordinate activities in regards to the County of Frontenac Accommodation Review and Strategy for Growth.
- 1(c) Complete a monthly Business Profile for existing Businesses for the Township's Website, Social Media Pages and Council Meeting Agendas.
- 1(d) Continue with Star Gazing Activities and Mural Projects.
- 1(e) Plan a Bus Tour for Businesses to attend other Businesses throughout the Township.
- 1(f) Install Township Maps at various Rest Stops throughout the Township.

#### **2021**

- 1(g) Determine feasibility of a Star Gazing Festival in North Frontenac Township.
- 1(h) Determine feasibility of a contest for singer/songwriter to create and record a North Frontenac themed song.

### **From Objective 2: Investigate Incentives for Businesses (2020):**

- 2(a) Continue to investigate opportunities to expand the North Frontenac Community Improvement Plan and make recommendations to Council.