



Minutes of Committee of the Whole
September 10, 2019

Time: 9:00 AM

Location: Community Room

Present: Mayor Ron Vandewal, Pat Barr, Norm Roberts, Randy Ruttan, Deputy Mayor Ron Sleeth, Ross Sutherland, Doug Morey, Ray Leonard.

Absent: Alan Revill

Staff: Neil Carbone, CAO, Angela Maddocks, Clerk, Mark Segsworth, Director of Public Services, Louise Fragnito, Director of Corporate Services, Claire Dodds, Director of Development Services, Darcy Knott, Fire Chief, Emily Caird, Executive Assistant

1. Welcome and Opening Comments
2. Strategic Plan Workshop
 - a) Presentation for Workshop

The CAO began the workshop by presenting on the purpose of a Strategic Plan and how important they are to the success of a thriving municipality.

- b) A Logic Model for the Strategic Plan
 - What is it and why?
 - Performance Measurement

The CAO explained that with the previous Strategic Plan established in 2016, there were no performance metrics implemented, which would not be the case with the new plan. He then reviewed the Logic Model and explained that "what gets measures gets managed." The CAO noted that South Frontenac is facing a lot of growth pressures and with that comes a greater demand for service delivery. He explained that this process will help to prepare the municipality for these pressures.

- c) The Lay of the Land
 - Environmental Scan
 - Summary of current data/trends/studies

The CAO took Council and Staff through a review of the current landscape of South Frontenac. There was discussion around growing the municipality's farming and food production industry, attracting more businesses to the community, and encouraging residents to shop locally.

Council also discussed exploring alternative methods of funding service delivery outside of property taxation, considering climate change in everyday actions, additional opportunities for Federal Government funding, and need to clarify "responsible" growth and what that means to South Frontenac's rural environment.

- d) The Foundation of the Plan
 - Vision
 - Mission

- Values/Competencies

The CAO led Council and Staff through various exercises intended to foster thoughts on the Township's Vision, Mission, and Core Values.

Councillors and Staff expressed their thoughts on what they thought South Frontenac should look like in 50 years.

Notes attached.

e) SWOT Exercise

In the next stage of the workshop, the CAO encouraged staff to consider the municipality's Strengths, Weaknesses, Opportunities, and Threats. This would help Council make strategic decisions about how to move the Township forward over the next 3 years.

f) What We Heard: Themes and Priorities

- Survey Responses
- Open Houses

The CAO reviewed the results of the on-line survey and public Open Houses with Council and Staff, and noted that public feedback is one of several elements used to identify the Township's strategic priorities.

g) Potential Activities

After reviewing the various elements of community feedback, the CAO led Council and Staff through a variety of activities that required the group to suggest potential action items, to help identify municipal priorities.

The group raised the following as potential action items :

- Seniors & Affordable Housing
- Septic Tank Inspections
- Increased By-law Enforcement
- Public Transit Opportunities
- Promotion of Tourism
- Regulation of Short Term Rentals
- Explore Opportunities for Joint/shared services
- Increase local accommodations
- Green Bin Compost Program
- Consider Lake & Environment Education Programs.
- Invest in Recreation/Facility Infrastructure
- Enhancement of Villages - CIP, Sidewalks, Community Beautification
- Heritage Building Preservation
- Update of Facility Rental Fees
- Reduction of Carbon Footprint
- Increased Road and Brush Maintenance
- Introduction of Development Services/Permitting Software
- Township Branding
- Clear, defend-able Planning Guidelines
- Regional Leadership
- Explore Communal Servicing
- Review Planning Fees
- Focus on Attracting Businesses

- Enhance External Communications/Social Media
- Complete Transportation Master Plan
- More Promotion of Township Events
- Promotion of Regional High Speed Internet
- Reasonable Tax Increases

The next exercise included a series of polls that required Council and Staff to prioritize the themes that were brought up through the online survey. Positioning South Frontenac as a regional leader, promoting and facilitating responsible growth, and enhancing core service delivery (Roads, etc) received the most votes from Councillors and Staff.

h) Reflect/Review

Finally, the CAO had Council and Staff review the previous Strategic Plan's priorities and provide input on which elements were still vital to South Frontenac's growth in the coming years.

Based on the attached polling, Council and staff identified the following as some of the most relevant topics that still held merit:

- Developing a clear vision, goals, and plan for future development in the community through an updated Official Plan,
- Supporting efforts to build vibrant hamlets that are friendly to residents of all ages,
- and, developing an infrastructure master plan to identify and guide where the township should be going over the long term.

The CAO explained to Council that all of the workshop information would be compiled and a draft strategic plan would be brought back to Council for review and approval in the coming weeks. He thanked everyone for attending and contributing to South Frontenac's Strategic Plan.

3. Other Business - n/a
 4. Question of Clarity (from the public on outcome of agenda items) - n/a
 5. Adjournment
- a) The meeting was adjourned at 2:09 pm.

The Foundation of the Plan

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Vision Statement Feedback	What do you see in 50 Years?
For Current & Future Generations	Natural, Vibrant Hamlets
Township by which all others are measured	Wild Open Spaces/Rural Farms
Vibrant	Awesome and Incredible
Involved Residents	Developed through Harmonious Growth
Well-managed	A Place to Stay and Grow
Sustainable	Where People Live and Play
Proactive/Leader/Progressive	Strong, Connected Villages and Hamlets
Flexible/Adaptable	A beautiful place where people want to live
Strength in Community	A Complete Community that meets everyone's needs
Evolution/History	Accessible for everyone
Was a well-kept Secret	
Health Outdoors	
Geography	
Natural Assets/Setting	
Desirable	
What is our Identity	
Inviting	
Preserved Natural Features	
Same as right now (not part of Kingston)	
Meets needs of all constituents	
Maintain beauty & integrity of the environment	
Small town charm, big city services	
Responsibility to next generation	
Take back some of Kingston	

Values	Competencies	What We Could do Better
Transparency	Well Managed	Garbage processes
Proactive	Financial Expertise	Be more proactive
Fiscal Responsibility	Technical Expertise/Qualifications	Policing/Enforcement
Collaborative	Fire Service	Social Media
Environmental Protection	Rural Planning/Building	By-Law Enforcement
Teamwork	Outdoor Recreation Capacity/Volunteers & Events	Improved/Updated By-Laws
Adaptability/Flexibility	Director's Leadership	Communications
Customer Service	Corporate Memory	Responsiveness
Responsive	Co-operative and Forward-thinking	Resource Allocation
Respectful of Stakeholders	Equipment Maintenance	Climate Change Competency
Accessible Government		Roads Maintenance
Progressive		
Decisive		
Equity vs. Equality		

South Frontenac SWOT Analysis

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Strengths	Votes
Employees/Leadership	7
Parks & Trails	5
Lakes	4
Fire Service	4
Growth Prospects	4
Volunteers	3
Rural Landscape	3
Sense of Community	3
Service Delivery	2
Proximity to Kingston	2
Schools	2
Facilities	1
Reserve Balances	1
Condition of Infrastructure	1
Corporate Structure	0
Lake/Community Associations	0
Township Accessibility for Public	0

Weaknesses	Votes
Lack of Seniors Services	8
Staff Capacity	5
No Youth Employment	2
Underpromoted (marketing/communication)	2
No Employment Lands	2
Lack of High Speed Internet Access	2
No Accomodations	1
Lack of Transit	1
Proximity to Kingston	1
Strip Development	1
Lack of Full Services	1
No Organic Waste Mgmt	0
No Climate Plan	0
Identity	0
Number of Private Lanes	0
Residential Tax Burden	0
Water Quality/Quantity	0
Downloaded Hwy 38	0

Opportunities	Votes
Regionalization	5
Collaboration/Engagement	4
Proximity to Kingston	4
OP/Strategic Plan	4
Comuncal Services	3
Rideau Canal Economic Development	3
Identity	2
Four Season Destination	2
Improving Trails/Parks/Leverage Natural Assets	1
Become a low water expert	1
Camp Ground Growth	1
Influence Development	0
Seniors Housing	0
Leverage Growth	0
Queen's/Post Secondary Partnerships	0

Threats	Votes
Landfill Capacity	7
NIMBY-ism	6
Downloading	5
Regionalization	5
Upper Levels of Government/Legislation	5
Qualified Staff Retention/Recruitment	4
Climate Change	3
Service Demands vs. Capacity	3
Invasive Species	2
Proximity to Kingston	1
Deep-pocketed Developers	1
Nature of Political Discourse	1
Lack of Trades	0
Resident Compliance	0



* "Votes" Column reflects results of a Dot-mocracy exercise completed by Councillors & Staff that required them to vote on the importance/impact of each item using a limited number of dots.



2019-2021 Strategic Plan Feedback - Survey Themes

Survey Themes - Priorities

Position South Frontenac as a regional leader



Roads/Maintenance



Recreation



Environmental Protection



Waste Management



Events & Amenities



Seniors



Youth



Development Issues



By-Law Enforcement





Sidewalks/Trails

7%

Beautification

7%

Housing

36%

Shared/Social Services

0%

Economic Development

21%

Public Transit

14%



Summary Priority Areas

Summary Areas - South Frontenac's top priorities

Position South Frontenac as a regional leader



Promote and facilitate appropriate and responsible growth



Core Service Delivery (Roads, etc.)



Recreation/Amenities Enhancement



Environmental Protection



Enhanced By-Law Enforcement and Controls



Ensuring Adequate Shared & Social Services



Community Vibrancy, for all ages





Previous Strategic Plan Priorities: Are They Still Relevant?

1. Encourage and foster responsible growth in South Frontenac.

Developing a clear vision, goals and plan for future development in the community through an updated Official Plan



Positioning South Frontenac as a vibrant "destination of choice"



Following processes that acknowledge agriculture and its diversity



Making decisions sensitive to environmental concerns



Making decisions consistent with quality rural/small-urban lifestyles



2. Being a catalyst to support and help build vibrant communities.

Supporting efforts to build vibrant hamlets that are friendly to residents of all ages



Pursuing efforts with partners to support economic development



Ensuring there are no unnecessary municipal roadblocks to economic and community development





3. Continually improve how the Township conducts its business.

Stepping up our community relations processes related to public outreach and engagement



Improving customer service experiences and enhancing responsiveness, reliability, customer care, communications and easy access to services



Developing an infrastructure master plan to identify and guide where the Township should be going over the long term



Enhancing municipal coordination and partnerships



Continuing to enhance practices that help ensure financial responsibility

