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# Service Delivery Review – Economic Development

Final Report





County of Frontenac

November 2020

Draft For Discussion

Private and Confidential

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# Executive Summary

	Direction	Observations
1	Confirm a clear statement of economic development objectives	<ul style="list-style-type: none"> <li>▶ The Charter sets a direction, but the County does not have stated objectives for the outcome of economic development.</li> <li>▶ Set the objectives of sustaining residents and businesses, increasing the supply of living wage employment and completing your communities.</li> <li>▶ Link key performance indicators (KPI) to these founding objectives.</li> </ul>
2	Focus on activities that support attracting investment to the region	<ul style="list-style-type: none"> <li>▶ The role of the County should be complementary to other organizations and should reflect a regional view.</li> <li>▶ Refocus efforts on activities that support attracting new businesses and residents to the County.</li> <li>▶ Community and destination development are necessary to lay a foundation for growing the visitor economy.</li> <li>▶ Tourism attraction should be secondary to this development work.</li> </ul>
3	Create a working group that allows the County, member municipalities and the Frontenac CFDC to collaborate on ED	<ul style="list-style-type: none"> <li>▶ Limited coordination today and an emerging desire for Townships to have a greater involvement.</li> <li>▶ Establish an economic development working group with County municipalities and Frontenac CFDC to facilitate and coordinate activities.</li> <li>▶ Plan economic development together and set priorities, provide information and data, and liaise with governmental partners and other economic development and tourism organizations.</li> </ul>
4	Elevate marketing the trail	<ul style="list-style-type: none"> <li>▶ Construction takes a material amount of the time of the County Economic Development team.</li> <li>▶ Prioritize marketing and increasing economic benefits from the current trail system.</li> <li>▶ Retain a knowledgeable resource to deliver trail-building activities.</li> <li>▶ Work with Townships to investigate transitioning funded maintenance responsibilities.</li> </ul>





**CURRENT SITUATION**

# The County sought a review of its Economic Development services

**In August 2020, the County of Frontenac (the County or Frontenac) issued an RFP seeking the services of a consulting firm to conduct a service delivery review of its Economic Development (economic development) division**

The County wished the review to determine how to make best use of limited resources.

- ▶ The County wished the review to address two questions:
  1. What are the economic development activities that the County of Frontenac is best positioned to deliver?
  2. What is the model to ensure the most effective delivery of Economic Development services in Frontenac County?
- ▶ The review should consider the roles that the County, its member municipalities and other economic development organizations should play that will optimize service delivery.

The scope of this review does not include the specific economic development campaigns that the County should conduct.

**We took a four-phase approach to the work:**



- ▶ Discovery gathered the data we required to understand the current situation, including consulting with peers and stakeholders.
- ▶ Analysis allowed us to identify the challenges the County faced in achieving its economic development goals.
- ▶ Insight gave us the opportunity to explore future options with stakeholders.

This report captures the output of this work, specifically a summary of the current state along with the situation at peers, plus a set of recommendations on the future direction for the operation of economic development at the County.

# We consulted with a variety of stakeholders to understand their perspectives on Economic Development in Frontenac



## Frontenac municipalities and mayors

We interviewed each of the CAOs to understand their views on objectives for economic development, successes to date and future direction.

Additionally, we sought input from each of the mayors and through them that of County residents.



## Partner organizations involved in economic development

Municipalities are just one organization that conducts economic development in the region. Alongside them are provincially mandated organizations, volunteers, community and business associations among others.

In order to build a picture of the full economic development landscape, we met with:

- ▶ Frontenac CFDC
- ▶ Community Development Advisory Committee
- ▶ OMAFRA
- ▶ Tourism Kingston
- ▶ Kingston Economic Development



## Peers similar to Frontenac County

We spoke to four of the County's peers to understand how they ran economic development, selected for having similar characteristics to Frontenac:

- ▶ County of Hastings – upper tier, close to Frontenac, similar economic mix, comparable population.
- ▶ United Counties of Leeds and Grenville – upper tier, bordering the US.
- ▶ Lennox Addington County – upper tier, close to Frontenac, similar economic mix, slightly larger population.
- ▶ Prince Edward County - similar population, success in developing local economy.

Appendix A contains the interview guides that we used with each of these groups of stakeholders to inform much of the work contained here.

# The County has two full-time staff dedicated to economic development

## To the right, we list a general set of economic development activities

With a small team, County economic development cannot complete all of the possible activities.

- ▶ The figures to the right of the table show the percentage of the team's time that they contribute in some way to that activity.
- ▶ Of the 20 possible activities, just three occupy 75% of the team's time:
  - Assisting local businesses
  - Administering grants and applications
  - Building and maintain the K&P Trail

## Observations

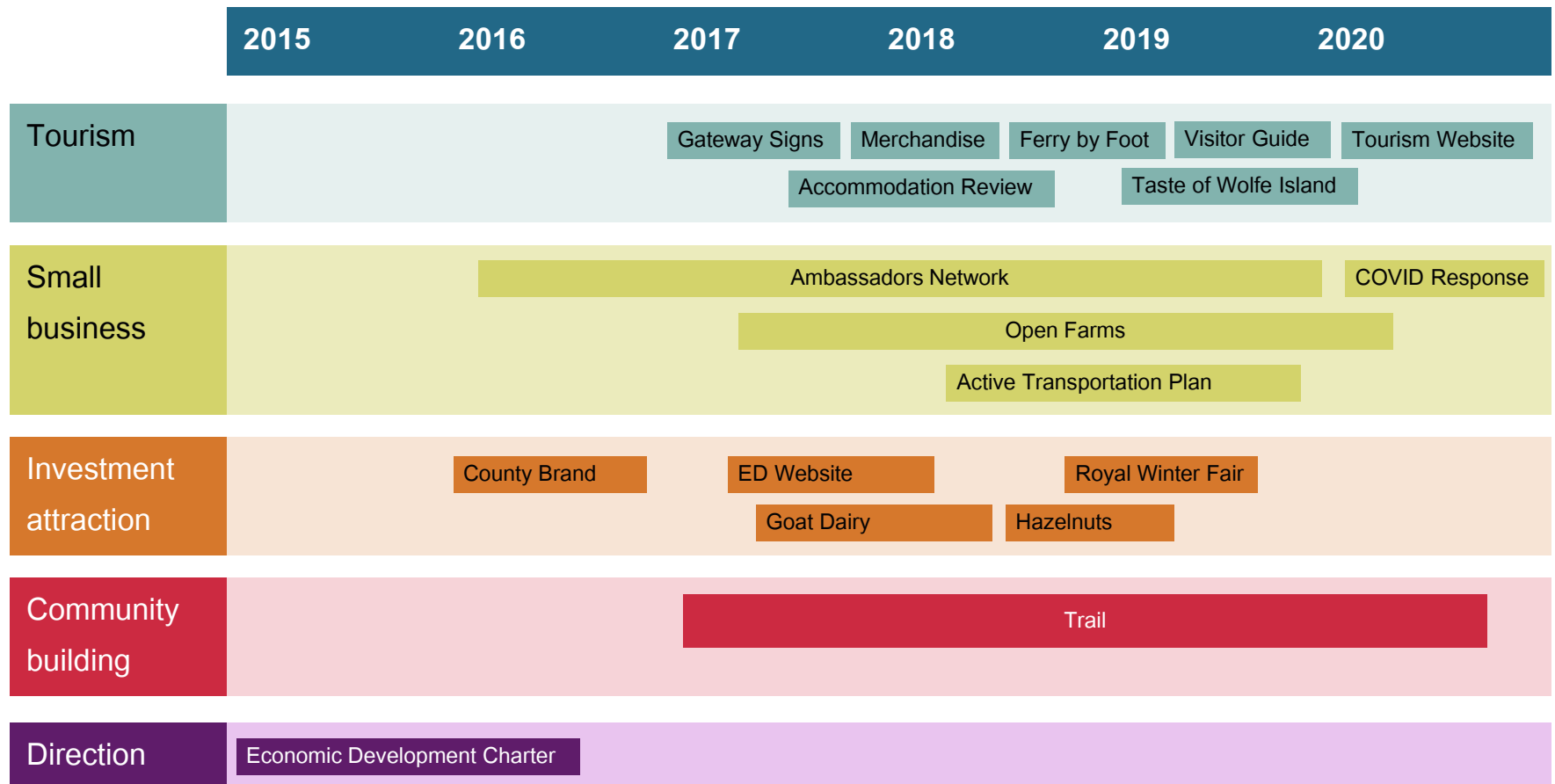
- ▶ It is uncommon for an economic development function to have responsibility for constructing and maintaining infrastructure, such as a trail.
- ▶ Many other organizations provide support to small and local businesses in the area.
- ▶ During our consultation, member municipalities indicated a desire to have a greater role in economic development.

Activities		%
Tourism	Attracting tourists to the region	
	Developing tourism activities/businesses/services	
	Marketing Frontenac region	10%
	Marketing local areas/businesses	5%
	Administering tourism centres	
Small Business	Assisting small businesses	25%
	Providing loans/funding	
	Administering business collaboration programs	
	Providing/receiving grants	25%
Investment Attraction	Lands	
	Developing labour force	
	Attracting investment to region	
	Developing local sectors	5%
	Retaining/expanding local businesses	2.5%
Community Building	Advocacy	
	Downtown revitalization	
	Developing partnerships and business networks	2.5%
	Planning/building infrastructure	25%
	Developing natural resources	
	Community improvement	

# This distribution of the time of the Economic Development team has led to the execution of a number of campaigns

The chart below maps the various achievements of the team since the Charter was put in place

While each initiative has much merit and as we understand, many have been recognized for their success, it is difficult to see how they work in consort to deliver a defined set of economic development objectives.





# Peers focused their efforts where they felt their strengths were

## Investment attraction, tourism and business coaching were the most common activities

Coordinating with the lower tiers played a significant role for two peers.

- ▶ Each peer discussed how they coordinated with the lower tiers, commonly in the form of an economic development committee with a representative from each lower tier.
- ▶ All indicated that lower tiers generally had limited capacity to undertake economic development activities. Where they did have capacity, they predominately focused on community development - investing in developing local assets that would be valued by new residents or visitors.

## Being the first point of contact for economic development inquiries was felt to be an important structure

If businesses were interested in the area, as the point of contact, the upper tier would appraise them of the full potential across the region.

- ▶ With this relationship, it was emphasized that knowing the inventory of assets in the area was critical.

### Observations

- ▶ The activities prioritized at peers are not a high priority for County economic development, such as investment attraction and lower tier coordination.
- ▶ Peers have a slightly clearer relationship with the lower tiers – particularly when the upper tier is the main point of contact for investment and is maintaining an inventory of assets.



# County economic development is, in many ways, representative of economic development at peers

## The peers we spoke to, like Frontenac, had smaller economic development functions

As such, economic development was not its own department or independent entity as it can be at larger municipalities.

- ▶ Each staff member tended to focus on one aspect of economic development – tourism, investment, marketing, business coaching, communications etc. – they were not generalists.

## Observations

County economic development looks similar in terms of staff numbers and reporting relationships.

- ▶ It looks different in terms of specialization. County staff are more generalists than the staff at peers appear to be.



**3** economic development teams report through **planning**

Most of the peers had a similar reporting structure to Frontenac.

- ▶ Comments related to the strong connection between economic development and planning. Having them collocated facilitated this relationship.



**1** peer reported to the **CAO**

This decision was felt to be a trade off between responsiveness and organizational support

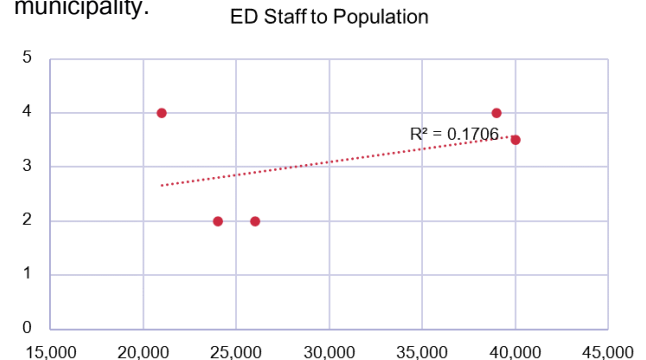
- ▶ Reporting to the CAO meant that many decisions was easier to achieve in a timely manner. Working with a planning structure offered more organizational supports.



**2-4** staff provided economic development services

There is often a correlation between the staff of a department and the population of the municipality

- ▶ For economic development, there was not a strong link of this nature. More likely, the decision on economic development staff related to the importance of economic development to the municipality.



# With limited resources, priorities will have to be set

## **As mentioned, the economic development team is not going to be able to do all forms of economic development**

We looked for guidance that would inform the economic development team on the priorities of the County and member municipalities for economic development.

- ▶ We reviewed two documents that provided some direction for prioritizing economic development – County Strategic Plan and Economic Development Charter.

## **Annually, economic development puts forward its priorities in the business plan**

County Council has the opportunity to adjust the priorities through the annual business plan process.

### *Observations*

- ▶ There is no clear, documented direction on the outcomes the County wishes to achieve from undertaking economic development activities – nor fulsome guidance to help make decisions on priorities.



The strategic plan directs “grow businesses, attract more visits and expand the tax base.”

- ▶ This encompasses almost everything that is economic development and make it difficult to use to set priorities.

It also provides some direction for operational planning “Focus on the Economic Development Charter and the Ambassador and Trail Asset programs will continue.”

- ▶ Which confirms current activities are valuable, but does not help to evaluate new activities.

The charter is more specific “Trips and trails; local food and beverage; recreation lifestyle”

- ▶ This suggests that tourism should be a priority for economic development, but provides no guidance on to what ends.

# Peers, equally, did not have clear reference points to help them set priorities

## Economic development staff appear to have broad latitude to set priorities

They tended to develop a direction during annual planning for the coming year, which they would typically present to Council along with other department's annual plans.

## COVID response has superseded other priorities to varying extents

Initially, peers were concerned about the economic impact on local businesses, but their outlooks quickly turned to the opportunity for economic development.

- ▶ Broadly, peers saw three buckets of opportunity, shown to the right.
- ▶ To be successful, the peers were thinking about any barriers to attracting these groups, of which two were mentioned by most:
  - Broadband
  - Housing stock

Equally, they all felt that if they didn't act now, other municipalities would attract the residents, tourists and businesses that were considering moving – this is a limited-time opportunity.

## Observations

- ▶ Frontenac created a COVID response plan focused on supporting the local economy. The opportunity COVID presents for growth has not superseded other priorities and the region may be missing some of the infrastructure to take advantage directly, such as broadband and residential opportunities. Even if Frontenac does not focus on this opportunity, you should expect to see some spillover from neighbouring municipalities.

## Attracting



### Businesses

- ▶ May want to build stronger local supply chains.
- ▶ May wish to operate in areas that will face less risk and less restrictions.



### Tourists

- ▶ People who previously may have travelled abroad.
- ▶ Encouraging participation in outdoor activities.



### New residents

- ▶ Individuals and families that may want to move away from densely populated areas.
- ▶ Employers who can remote work.

# Measuring the performance of economic development tends to focus on activity and not on the outcome

## The economic development team have defined a set of metrics they track year over year

The metrics shown to the right largely relate to measuring the activities they set out and do not relate strongly to either the charter or the strategic plan.

- ▶ Reflecting on the activity map, we can see that the measures relate to the activities that occupy most of the team's time – Trail; Grants and Small Business Assistance.
- ▶ While not uncommon, the dashboard does not go further to show the benefit to the economy that these activities have supported or led to.

## Peers also did not generally measure outcomes

They, like Frontenac, tended to measure achieving the activities they set out at the beginning of the year.

- ▶ Investment secured was a slight exception, as this was felt to be directly related to the economic development teams. Concerns were raised that municipal economic development does not directly create the outcome, it creates the conditions for the outcome to occur.

## Observations

- ▶ If Frontenac changes its approach to economic development and the focus of the team, a new set of KPIs should be somewhat linked to the answer of why that is the focus of economic development – and how the County is supporting achieving the outcomes it has set.

KPI	Measure	%
K&P Trail Completion	% Completion Tichborne to Sharbot Lake	100%
Total Grant Funds	Goal: 50,000 year (average) Trend equal or upward	100%
% of Projects financed by Grant	Total Grant Funding / Total Project Expenditure	40%
Grant Return on Investment	% Leveraged on Community Dev Reserve	50%
Business Enquiries	>= 20% Annual Increase (2017 Base Year = 10)	20%
Business Engagement (Open Rate)	Average Open Rate for monthly newsletters	66%
Business Engagement (Click Rate)	Average Click Rate for monthly newsletters	25%
Business Engagement (Participation)	Annual Ambassador event attendance	90
Business Engagement (Satisfaction)	Satisfaction of Ambassador program	95%
Commercial Assessment	>= Residential % Growth per year	Y



# Other organizations also do economic development activities that affect Frontenac

Using the same structure that we mapped the County's activities, the chart to the right shows other organization's activities

The chart shows both overlaps, gaps and areas of limited activity.

- ▶ Developing land, developing the labour force and community building have few or no organizations active.
- ▶ Despite the Charter strongly focusing on tourism, this also an area with relatively fewer active organizations.
- ▶ The obviously crowded area is small businesses, which, to some extent, attracts activities from all but Tourism Kingston.

## Observations

- ▶ Assisting small businesses and grant administration occupy approximately 50% of the time of the economic development team – yet both are areas focused on by others.
- ▶ These might be areas to consider moving away from and allowing others to lead.

	County	Townships	KDECO	CFDC	RTO 9/11*	Tourism Kingston	OMAFRA	EOWC/ EORN*
Tourism	Attracting tourists to the region							
	Developing tourism activities/businesses/services							
	Marketing Frontenac region							
	Marketing local areas/businesses							
	Administering tourism centres							
Small Business	Assisting small businesses							
	Providing loans/funding							
	Administering business collaboration programs							
	Providing/receiving grants							
Investment Attraction	Lands							
	Developing labour force							
	Attracting investment to region							
	Developing local sectors							
	Retaining/expanding local businesses							
Community Building	Advocacy							
	Downtown revitalization							
	Developing partnerships and business networks							
	Planning/building infrastructure							
	Developing natural resources							
	Community improvement							

\* We did not speak directly with these organizations and made the assessment of their activities based on information on their websites.

# Building and maintaining infrastructure, specifically the K&P trail, occupies 25% of the team's time

## It is uncommon for an economic development team to have responsibility for infrastructure

We understand that the County does not have other infrastructure functions that could build and maintain the trail.

- ▶ Other municipalities that have trails of this nature leave responsibility with a Parks or a Transit function.

Stakeholders we spoke with all agreed on the value of the trail and that a regional approach (i.e. the County) should be taken for its development.

## Observations

- ▶ Continuing with the current approach will limit the true economic development the team can complete.
- ▶ The Townships may have expertise to support trail construction and operation, given their other infrastructure responsibilities.



General agreement  
- regionally driven  
activity

Since it spans the County, consistency seems best – hence the County driving the construction.



Trail provides a great  
economic opportunity for  
the region

Clear how the trail can contribute to attracting people to the region and providing local businesses with opportunity.



Economic development staff  
not experienced in  
construction and maintenance

Without infrastructure functions, the trail has fallen to the economic development team, who do not have experience in this sort of work



Construction has  
largely been paid for  
by grants

Grants meter the pace at which the trail has been build historically.

# Depending on the objectives of the County, the role of the Economic Development team may need to change relative to the trail

The table to the right considers various options on how to continue the development of the trail

The options we have considered are:

- ▶ **Status quo** – continue with the current approach and pace of development
- ▶ **Increase build pace** – build a plan and budget that would complete the trail in a defined and shorter timeframe
- ▶ **Reduce build pace** – reduce the pace of the build in order to focus more of staff time on other economic development priorities
- ▶ **Redistribute responsibility** – Move responsibilities for construction and maintenance away from economic development staff.

We have used the Harvey ball system to visually demonstrate the relative fit of each option against our criteria

If the County desires a greater amount of economic development activities without a material increase in budget, the last two options appear more beneficial than the first two.

	Status Quo	Increase Build Pace	Reduce Build Pace	Redistribute Responsibility
<b>Achieve economic development Goals:</b>				
Funding and budget available				
Fits County economic development goals				
Considers the current economic climate				
<b>Matches the Skills at County:</b>				
Construction				
Operations				
Marketing				

Best to achieve economic development goals

Best to match skills to activities





# FUTURE DIRECTION



# We have formed a set of recommendations on the future direction for the Economic Development function at the County

## **Using the outcome of the stakeholder consultation, we completed a working session to explore desirable directions**

- ▶ Participants included CAOs and other representatives from Frontenac Islands, Central Frontenac, South Frontenac, the Executive Director of Frontenac Community Futures Development Corporation as well as the Frontenac County Economic Development team

We have expanded on the directions offered in that workshop to form a set of recommendations for the County Economic Development function. These recommendations fall into four areas.

1. Objectives and priorities
2. Responsibilities and activities
3. Regional coordination
4. Trail promotion

## **Any changes recommended here should be planned and happen over a period of time that fits the capacity of in the County**

The recommendations here largely keep the resources associated with Economic Development at the County consistent with today.

## **Future considerations we address include:**

- ▶ The specific regional and local roles played by the County, lower tier municipalities and the Frontenac CFDC
- ▶ How and when the County will provide coordination functions and data to its lower tier municipalities
- ▶ If the County should change its strategic focus in response to the Covid-19 pandemic, and how it should set priorities moving forward
- ▶ How to allocate resources and operate the K&P trail.



# 1. Confirm a clear statement of economic development objectives

**Being clear and honest about WHY the County should take part in economic development can provide strong guidance when setting priorities**

The working group articulated a few reasons for undertaking economic development:

Goal	Description
<b>Sustain the quality of life</b>	As residents and businesses depart the County, ensure people are moving to replace them and retain the current environment and opportunities.
<b>An environment that supports good jobs</b>	Much of the employment is seasonal and at times near to minimum wage, which can create economic incentives for residents to look elsewhere for employment. In turn, this might put pressure on the quality-of-life reference above.
<b>Complete our communities</b>	Develop the infrastructure and resources that match our communities, meaning residents need to travel less to access the facilities they use.

KPIs

**While municipal economic development does not directly create some of the desirable outcomes – it does not directly create jobs – it does create the conditions for business to create jobs**

As such, we feel these measures should still be assessed to confirm your economic development activities are supporting the outcomes you are seeking.

Type	Measure	Trend
<b>Sustainment</b>	# Population/households	↗ or →
	# Businesses	↗ or →
	\$ Regional economic output	↗ or →
<b>Jobs</b>	\$ Median income of lowest quartile	↗
	% Employed outside the County	↘ or →
	# Residents employed part-time/seasonal	↘ or →
<b>Communities</b>	% Share of transportation by car	↘ or →
	% Residents in housing needing major repairs	↘
	\$ Spending by residents within County	↗

These statements apply to both upper and lower tier organizations who can and should contribute to the progress in different ways.

**These objectives should directly inform what you measure to confirm you are successful**

There are many factors outside of what the municipality does that affect these measures – but if the County's activities do not positively affect these measures, the activities are not supporting the objectives.

## 2. Have the County focus on activities that support investment attraction to the region

The working group investigated which activities each partner, including the CFDC, is best positioned to lead in the economic development landscape

The shaded elements in the chart to the right show which activities we propose each organization take responsibility for. Additionally, we have indicated the percentage of County staff time to be dedicated to their responsibilities.

- ▶ Member municipalities have indicated a desire for greater involvement in economic development and the working group reinforced this. Importantly, not in isolation.
- ▶ To date, the County has done much of the economic development work but moving forward, there is a valuable role to play in orchestrating economic development across the region.

**Other important changes from today include:**

- ▶ More focus on attracting businesses and residents to sustain the current economic environment. Investments in the region should serve to meet community needs.
- ▶ While tourism was seen as important, community and destination development was needed first. Tourism-specific objectives should focus on strengthening community and visitor assets.
- ▶ Rebalance the construction and maintenance of the trail (more discussion later in this report).
- ▶ Less focus on local business support as other parties, notably the Frontenac CFDC, already provide leadership in this area.

Activities		County	Lower tiers	CFDC
Tourism	Attracting tourists to the region	5%		
	Marketing Frontenac region	5%		
	Developing tourism activities/businesses/services			
	Marketing local areas/businesses			
	Administering tourism centres			
Small Business	Assisting small businesses			
	Providing loans/funding			
	Administering business collaboration programs	5%		
	Providing/receiving grants	20%		
Investment Attraction	Enabling land development	10%		
	Attracting investment to region	15%		
	Developing local sectors	10%		
	Developing lands			
	Developing labour force			
	Retaining/expanding local businesses			
Community Building	Advocacy			
	Developing partnerships and business networks	5%		
	Planning infrastructure	10%		
	Downtown revitalization			
	Building/operating infrastructure	15%		
	Developing natural resources			
	Community improvement			

## 2. The County's redefined role would focus on coordination, attraction, communities and readying for tourism

Regional Coordination	Business Development	Community Building	Tourism
<ul style="list-style-type: none"><li>• Facilitating the coordination of all County municipalities to plan economic development together and set priorities</li><li>• Measuring results and consolidating data to support informed decision making</li><li>• Acting as a point of contact to support regional development and ease data gathering</li><li>• Working with other partners to help ensure their programs meet the needs of Frontenac businesses – primarily the CFDC</li><li>• Provide region-wide research, evaluation and progress reports for partners</li></ul>	<ul style="list-style-type: none"><li>• Delivering programs that would support new business development in Frontenac County</li><li>• Work with Townships to attract businesses that fill community gaps</li><li>• Designing programs to support the sustainment of current quality of life and the attraction of employment that provides compensation above a living wage</li><li>• Support the development of priority sectors identified by partners and confirmed by Council (e.g. Agriculture, Food and Beverage, Manufacturing, Artisans, Logistics, etc.)</li></ul>	<ul style="list-style-type: none"><li>• Delivering programs that would attract new residents to move to the County</li><li>• Completing construction of the trail while transitioning upkeep away from Economic Development staff</li><li>• Planning collaboratively with Townships to identify gaps in community infrastructure and steps to attract investment</li><li>• Helping lower tiers remain aware of the avenues of funding to support community building</li><li>• Taking a lead on other region-wide infrastructure (broadband)</li></ul>	<ul style="list-style-type: none"><li>• Creating a regional plan to attract tourism – potentially focused on understanding the existing and emerging attractions</li><li>• Expanding trail marketing campaigns to attract visitors</li><li>• Maintaining the County's branding efforts to attract residents and visitors to local businesses</li><li>• Coordinating with relevant tourism organizations to improve destination development efforts</li></ul>

The change in focus suggested, is aimed at having the County focus on elements of economic development that should be considered more regional.

- ▶ To transition from the current situation to the one we describe above should happen over time and with the support of the lower tiers as they take some responsibility for local economic development.

## 2. Frontenac is probably not ready to focus on COVID opportunities the way other regions are

**As we discussed in the current state, several peers are changing their economic development priorities to take advantage of COVID to attract new residents and businesses to their regions**

Frontenac has a choice between maintaining its current strategic outlook or choosing to follow the approach of these peers and focus on utilizing COVID.

- ▶ If the County chooses not to make COVID a focus, it will undoubtedly see an increase of interest in the region – the rising tide effect.

**Frontenac does not have the excess infrastructure and amenities to support the influx if it was successful**

Focusing on COVID to attract tourists, residents and businesses requires underlying infrastructure and amenities to support them.

- ▶ Tourists – Frontenac is short on accommodations and found last year difficult to manage with greater numbers of people at popular spots
- ▶ New residents – communal servicing is underway, providing a better prospect to residents wanting to move to the area, but housing stock is also a consideration. Broadband infrastructure does not compare to more urban areas.
- ▶ Businesses – beyond broadband, the other issue that was raised to us was service lands for commercial purposes.

At this time, it appears Frontenac should take advantage of the spillover, but not focus its economic development strategy around COVID.

### Rising Tide



- ▶ Accepting the overflow from peer activities to attract residents and businesses
- ▶ Passive gain from recreation/event tourism opportunities
- ▶ Maintaining current activities and strategic goals

### New focus



- ▶ Converting seasonal residents to permanent residents
- ▶ Focusing on needed infrastructure to support the increased activity
- ▶ Changing staff efforts to new activities

### 3. Critical to the role we propose is close collaboration between County, member municipalities and the CFDC

#### Economic Development Working Group

Meeting every 2 months

##### Participation

County economic development representative  
Township representatives (1 per)  
CFDC representatives (1)

##### Agenda

New activity and data  
Status of existing programs and outcomes  
Emerging priorities  
Allocation of responsibilities

##### Output

Consolidated annual economic development report  
Input to County Council on coming years priorities

**As a starting point for formalizing the collaboration, we suggest establishing an economic development working group**

The purpose of the working group would be to bring together the various stakeholders to help ensure alignment on priorities and to share relevant data and information.

- ▶ To the left, we have outlined a mandate for the group.
- ▶ While we suggest the meeting be used at an operational level for all participants to coordinate and support each other, we also suggest that the working group provide input to the annual plan for presentation to County Council seeking their approval.

**The working group will also give an opportunity for the lower tiers to develop their capacity for economic development**

Working with the County staff to solicit their expertise and their support for local initiatives.



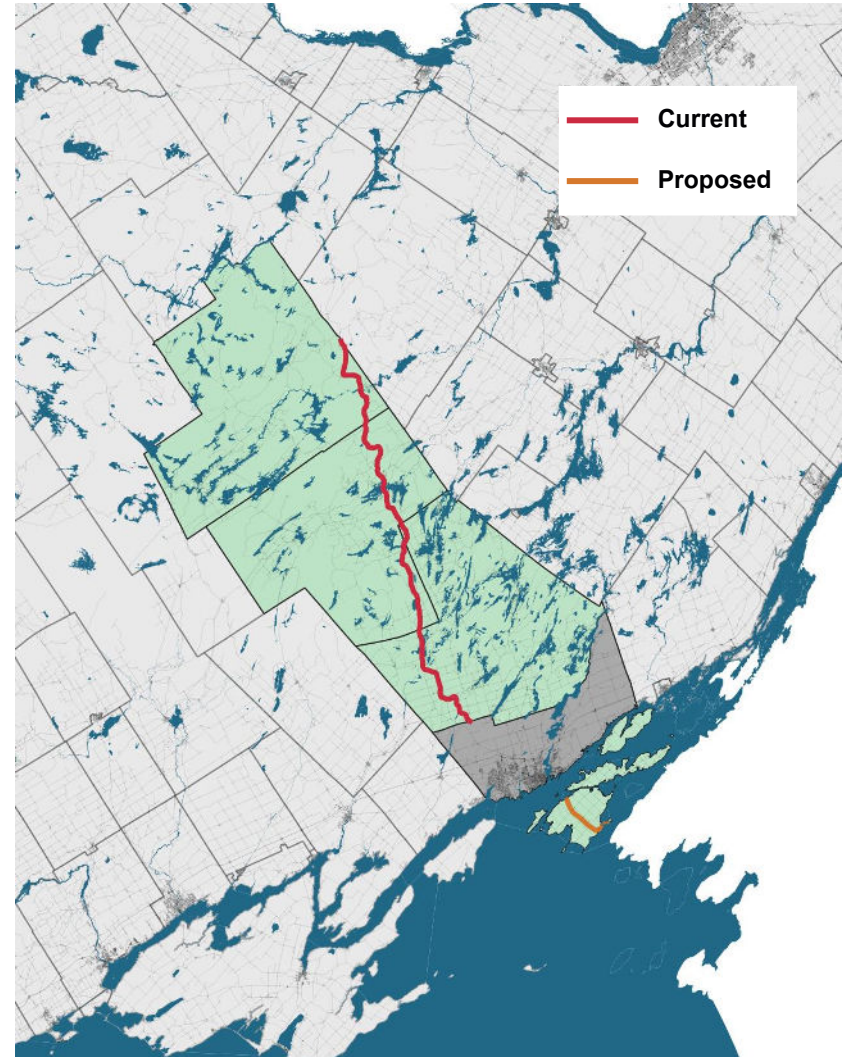
## 4. The County should elevate marketing the trail system

**The next phase of development of the trail requires consultation and design before construction can begin**

This should take less time of the Economic Development team and allow them to investigate alternate responsibilities with regard to the trail.

Specifically:

- ▶ **Marketing.** With 75km of trail in place, developing a strong plan for desired usage and attracting people who will ultimately contribute to the local economy should be a key activity for the team. Additionally, attracting trail-based businesses that enhance the experience of users, as well as assisting existing businesses take advantage of trail use.
- ▶ **Construction.** When construction begins, have an infrastructure professional lead the work. Potentially, this can be contracted to one of the Townships with that skill set, or alternatively contracting an individual, however, it is not clear there is a full-time workload to justify this sort of contract.
- ▶ **Maintenance.** Transition the maintenance responsibility to a contract with the lower tiers that the County would fund. Each municipality would maintain the elements of the trail within their borders to a County-wide standard.



# Proposals for a staffing model should come after the development of an economic development program that can meet regional objectives

## So far in this report, we have considered the roles and priorities of the County for economic development and not directly the staff complement

There is no doubt the current staff of two FTE cannot do more activities.

- ▶ This report directs where we believe the highest impact role would be for a regional economic development function.
- ▶ Considering whether two staff is the right number should be a function of the labour to deliver your economic development objectives, which should be derived following the process on the right.

## The scope of work of this review did not include deciding which programs or campaigns the County would run

We have largely considered what would be the best role given current staffing.

- ▶ That said, as indicated when we discussed the trail, we do believe that a knowledgeable resource should be retained to deliver any trail building activities and that maintenance should move to the lower-tiers.
- ▶ This is an increase in staff above what is in place today.

### Define impact

- What should economic development achieve for the County?
- Effectively, defining the levels of the KPIs we identified earlier in this report

### Plan programs

- Identify the programs or campaigns of economic development activity that will achieve the impact you have set out

### Identify staffing model

- Calculate the labour to run the programs and campaigns and confirm that this level of investment is justified by the impact you will achieve

# **APPENDICES**

## Appendix A

### Peer question guideline

No.	Question
1	Upper tier activities
2	Lower tier activities
3	Clients
4	Reporting lines
5	Why structured this way
6	Staffing
7	Recent changes
8	Formal arrangements for working with lower tiers
9	Formal arrangements for working with other partners
10	Measuring
11	Approach to setting priorities
12	Changes anticipated in coming years
13	Implications from COVID
14	Suggestions for Frontenac

## Appendix B

# Economic Development Activities

	Activity	Explanation
<b>Tourism</b>	Attracting tourists to the region	Efforts to encourage tourists to visit the region
	Developing tourism activities/businesses/services	Infrastructure in place to support tourist during a visit
	Marketing Frontenac region	Building awareness of all stakeholders of the characteristics that make Frontenac attractive
	Marketing local areas/businesses	Building awareness of the specific businesses and activities that are available in Frontenac
	Administering tourism centres	Operating physical locations that provide information to tourists to support their visit
<b>Small Business</b>	Assisting small businesses	Providing advice to small businesses of how to operate successfully
	Providing loans/funding	Administering loan programs, helping applicants and businesses apply to current programs
	Administering business collaboration programs	Running programs that provide forums for business to meet and collaborate in order to increase their success
	Providing/receiving grants	Administering grant programs, helping applicants and businesses

## Appendix B

# Economic Development Activities

	Activity	Explanation
<b>Investment Attraction</b>	Lands	Administering, organizing, and developing current municipal inventory of lands
	Developing labour force	Providing resources that helps residents acquire the skills they need to actively participate in the regions labour market
	Attracting investment to region	Marketing region and providing information to potential businesses and investors
	Developing local sectors	Prioritizing economic sectors, coordinating with education institutions and industry
	Retaining/expanding local businesses	Providing information and resources to businesses
<b>Community Building</b>	Advocacy	Building local and civic organizing capacity to advance policy reforms
	Downtown revitalization	Projects, programs, services and initiatives to refresh and revitalize downtown areas
	Developing partnerships and business networks	Building local economic and business organizing capacity to advance policy reforms
	Planning/building infrastructure	Funding, organizing, and directing new public infrastructure
	Developing natural resources	Encouraging and permitting businesses to responsibly develop local natural resources
	Community improvement	Redeveloping and rehabilitating municipal areas to meet environmental, social, and economic goals



