



**Report 2018-121**

### **Committee Recommend Report**

**To:** Chair and Members of the Community Development Advisory Committee

**From:** Alison Vandervelde, Community Development Officer

**Date of meeting:** October 11, 2018

**Re:** **Community Development Advisory Committee – Frontenac Ambassador Program, Second Year Review**

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#### **Recommendation**

This Report is for information purposes only.

#### **Background**

Brand recognition was identified as a priority project as part of the of the Rural Economic Development Program “Advancing Economic Development in the Frontenacs through Collaboration”. The Frontenac Brand Ambassador Program was originally launched in September 2016 as a means to grow recognition for the regional Frontenac brand. In the ensuing two years, the program has grown to 140+ Ambassadors and has evolved to act as a business network for the Frontenac region, and has served as a sounding board for Frontenac County Economic Development Staff.

In September 2017, Ambassadors were surveyed for feedback on the program. Of the approximately 100 members at that time, 46 completed the survey. The complete (redacted) results accompanied [Report 2017-125 Frontenac Ambassador Program One Year Review](#) at the October 2017 CDAC meeting.

Based on the survey results, feedback at the fall ambassador meet-up, and many conversations in person or over the phone with Ambassadors, five goals were developed for the program:

1. Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.
2. Help local businesses achieve success by connecting them to resources they need.

3. Increase resident support of local businesses by developing and executing an innovative shop local campaign.
4. Improve the relationship between local municipalities and local businesses by focusing on improved communications.
5. Grow Frontenac’s reputation as a desirable place to do business by leveraging local business success stories.

**Comment**

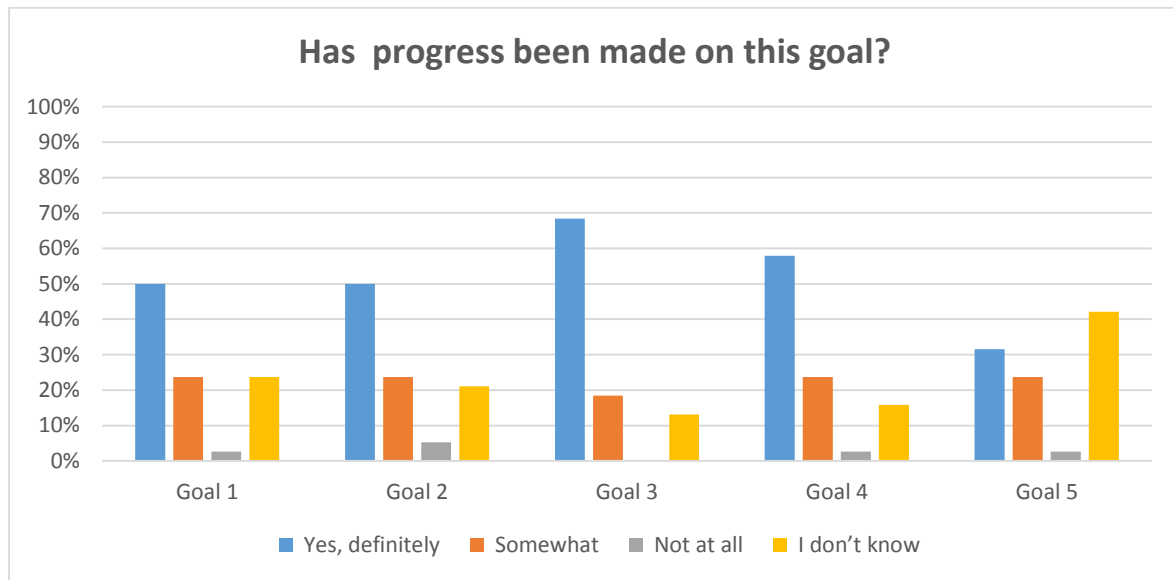
To gather feedback at the end of the program’s second year, a similar survey with a few different questions was open to Ambassadors for most of the month of September 2018.

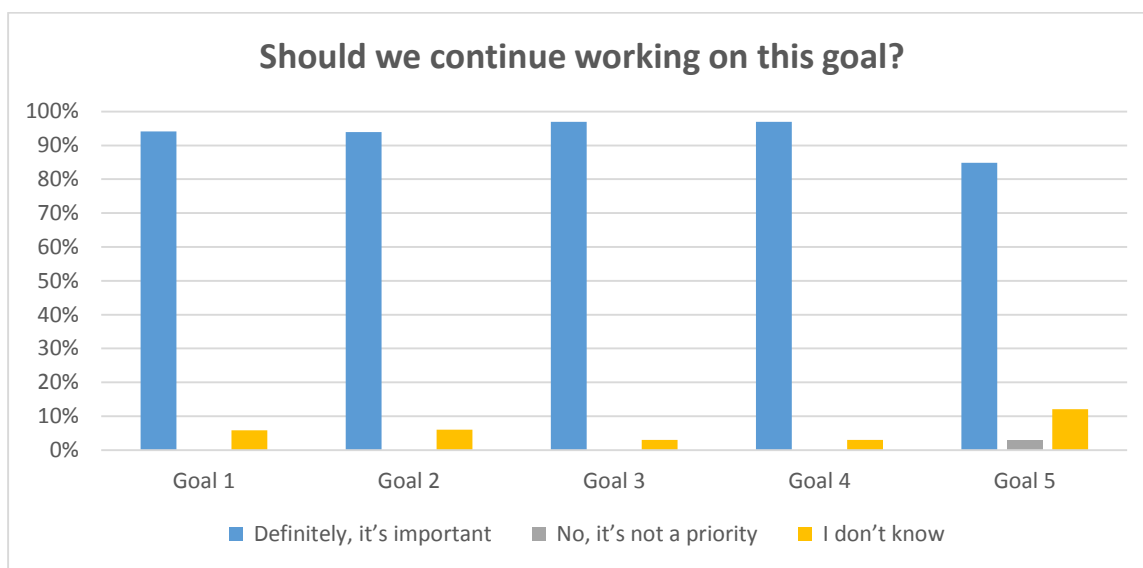
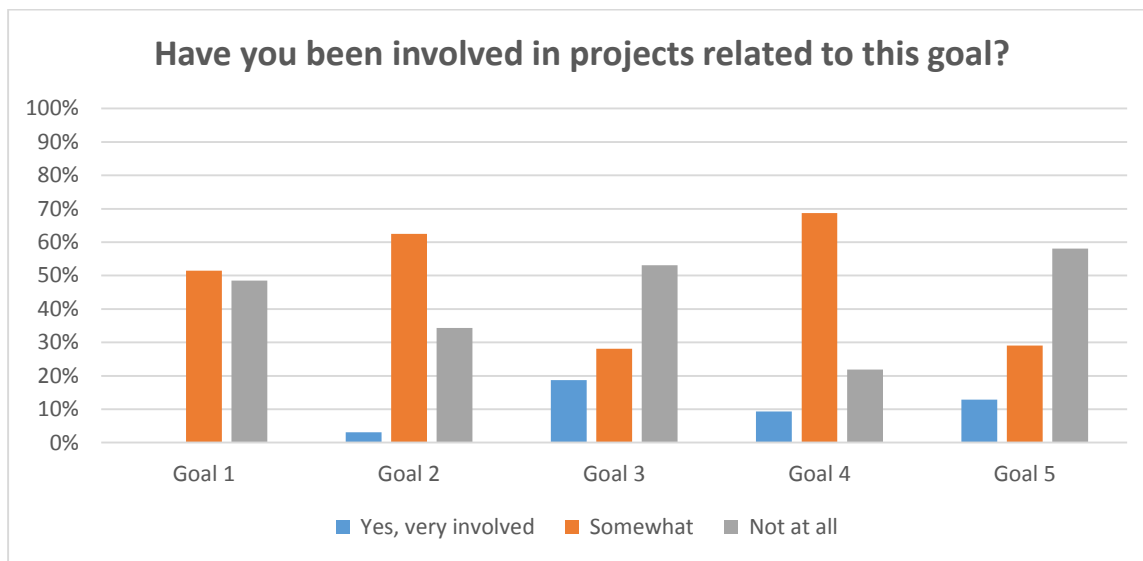
Forty-five (45) responses were received. The complete survey results – including open-ended comments, but excluding information that would identify individuals – are attached as Appendix A. Following is some analysis of the results.

**Feedback on the Program**

Generally Ambassadors continue to see the program as valuable, with an increase in the “Extremely Valuable” rating (Question 2).

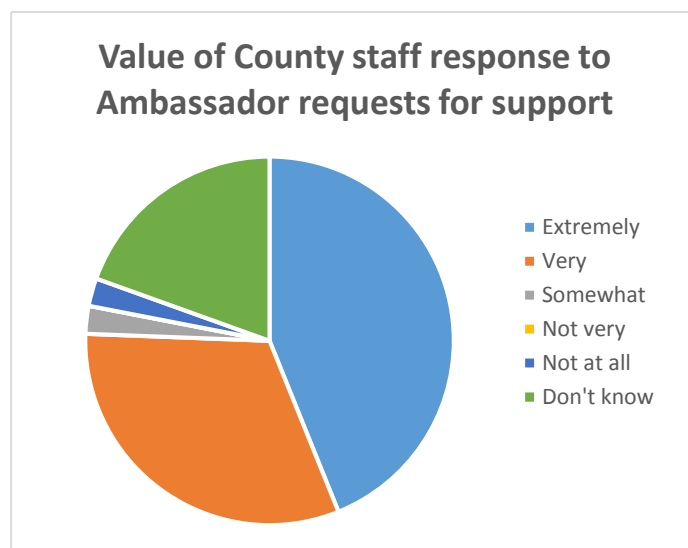
For the most part, Ambassadors believe progress has been made on the five goals developed last year, and despite not feeling like they have been very involved in projects related to the goals, they view them as important enough to continue working on them (Question 5).





In general, Ambassadors also value in the specific initiatives that have been launched because of the program (Question 1).

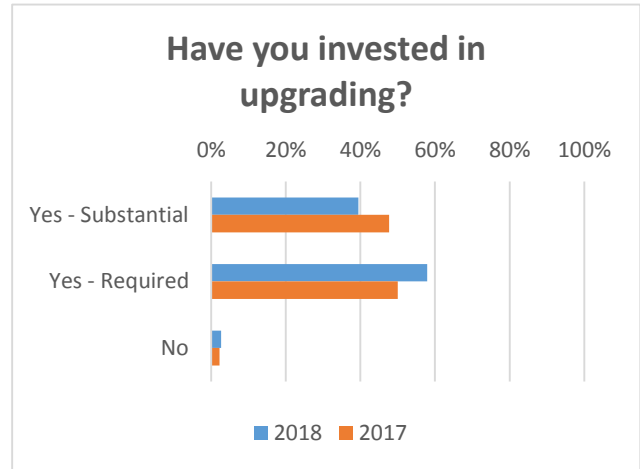
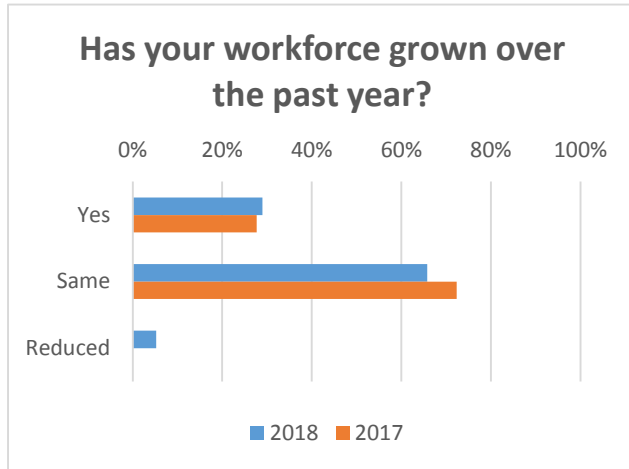
Ambassador feedback on the value of “Frontenac staff responses to requests for support” is especially interesting. Nearly 44% rated it as extremely valuable and 32% said it is very valuable. This indicates that those who have made requests of staff find value in the response. Staff estimate that the 20% who “don’t know” have not made requests of staff. This supports staff’s goal of increasing time spent reconnecting one-on-one with Ambassadors in 2019.



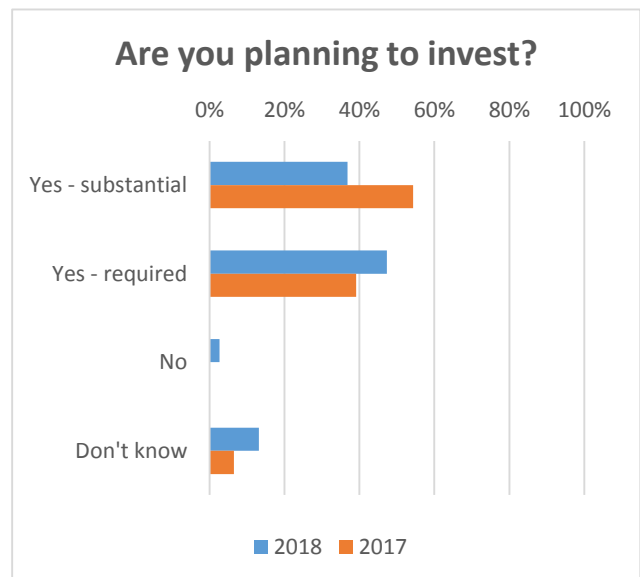
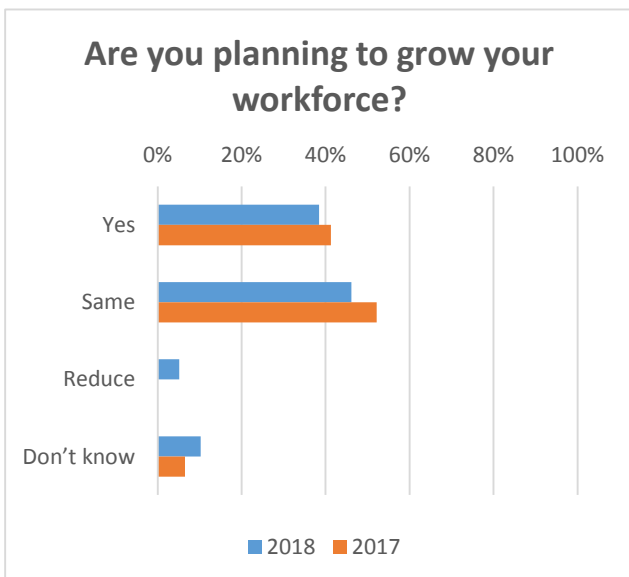
## Business Climate

In the 2018 survey, four questions were presented exactly the same as they were in the 2017 survey. Collectively, the responses indicate a slightly more conservative current state and outlook on the business climate in Frontenac.

While more respondents indicated that they have grown their workforce in 2017-2018, versus 2016-2017, two reported a reduction in their workforce this past year, compared to zero in the previous year. Also, fewer Ambassadors reported substantial investments in upgrading their property or equipment in 2017-2018 versus 2016-2017. This year, more respondents indicated they made the investments required to maintain their usual business standards.



Indicating a more conservative outlook for 2019, fewer Ambassadors are planning to increase their workforce, while two are planning reductions and four are unsure. Similarly, fewer are planning substantial improvements to property or equipment in 2019, with one anticipating a reduction in investments and five are unsure.



## Challenges

Ambassadors offered many thoughtful comments throughout the survey. A few remarks stood out as being especially interesting.

Two comments in response to Question 6 (Are there alternative or additional goals that you think the Frontenac Ambassador network should consider?) highlight government policies as restricting innovation:

*“Establish a person or group of people who are familiar dealing with government agency (health, food and safety). A lot of businesses are afraid to ask these agency's questions to raise red flags and being targeted by inspections. One example is labelling food products. A person (from the county or CFDC) familiar with health and food agency could ask questions anonymously on behalf of businesses.”*

*“I think developing a strategy that reviews and reduces bylaw barriers to mixed residential/commercial uses would be a good thing. We may not be leveraging our assets as much as we might. For instance, in my township, it is my understanding that I cannot have more than a couple non-residents working at my on-site business. No idea why we would want to restrict that, for service business for sure, and probably for many product businesses. Example might be agriculture and related processing businesses. Another goal might be increase availability of housing options for people who want to live in the Frontenacs (and are coming from big urban centres). We've likely got hundreds, if not 1000s, of buildings that are candidates for 'granny suites'. Can we come up with a strategy/plan of support for those homeowners that want to create self-contained, cost-effective living spaces for millennials and others who might want to try out living/working in the area without having to buy here first? I am thinking also of families with young children who might want to try out the area by renting for a year or two... someplace close to schools and healthcare facilities... and either a big back yard or wonderful recreational spaces.”*

One comment in response to Question 8 (What opportunities and threats should we be aware of as we look at the next 5 years in Frontenac?) echoes a similar sentiment:

*“As a business that uses the building department, the building department in South Frontenac is seriously understaffed. My guess would be the same issue is ongoing in Central Frontenac. Council [...] needs to be aware that there is a serious shortage of building inspectors and they [have] some obligations under Bill 124 that they need to meet regardless of staffing.”*

Also in response to Question 8, a couple of ambassadors noted the anticipated growth from urban migrants as both an opportunity and a challenge:

*“I think that in the next 5 years, we will see growth in the cottage and summer home sector. I think that we need to be ready for a clientele that expects to have some "big city" conveniences, but with small town "charm".”*

*“I think there is both opportunity and threat from the folks selling their homes from the Ottawa & Toronto area. Many of these people will be bringing \$\$\$ into the*

*area from selling their homes and perhaps starting businesses, so the area will be profiting from their economic contributions and perhaps expertise. On the other hand, the more \$\$\$ coming into the area will raise property values which will make it less affordable for existing residents and it's possible that the friendly, laid back feeling #InFrontenac could morph into more gentrified, city type attitudes.”*

In response to Question 15, one Ambassador noted that improved access to capital would allow for additional growth:

*“I think financial aid is lacking. Yes Frontenac Futures is doing a good job but they can't help us if there are no programs to help us. We are not all wealthy people here, we work hard and when we put everything we have into our business and have nothing left to give and the first thing all lenders ask is “how much are you investing into this? “What collateral do you have? It makes you want to shut the doors and get a job. We need a source of funding so we can grow.”*

Another response to Question 8 includes a rallying cry for Ambassadors that seems to sum up the rural entrepreneurial spirit driving many small businesses in Frontenac:

*“Regardless of what happens with NAFTA, we are all going to have to get more proactive in delivering value to prospects and existing customers. The ability to market and sell over the 'net means customers will not 'come to us' especially if there's the least concern about how to get to us and whether we actually have what customers want. They won't be driving "all over hell's half acre" only to find a) you're not open, b) you don't have what they want 'in stock', or c) it's going to take a week (or an unknown time) to get what you want ordered in. We need a sense of urgency in our businesses that most of the time, I don't see. Some of that is paralysis from the current uncertainty but not all of it. We can't use the current uncertainty as an excuse to sit back and wait. If we do, we're dead. The market rewards those who take action, imperfect though it may be. That's been true for +30 years and it's still true today. In addition to the current NAFTA uncertainty, there's also the overall prediction of a coming decade of slower-than-normal economic growth. If that's the case, each of our businesses needs to be thinking "what action can I take today with whatever I have right now and from wherever I am right now?" Again, doing anything else is an excuse. We can ALWAYS do SOMETHING. Even if all you do is learn more about what customers need or get some training in new ways to market, that's something! Time's a-wasting! Let's get at it!”*

## **Future of the Ambassador Program**

Survey responses indicate that ambassadors are still supportive of the goals that were developed based on the 2017 survey, and that they believe there is still work to be done. These five goals will continue to influence staff activities in 2019.

As suggested earlier, the stark contrast between those Ambassadors who reported seeing great value in “Frontenac Staff Response to Ambassador Request for

Assistance” versus those who reported not knowing what the value was implies that there are a number of Ambassadors who have not requested assistance.

Moving ahead, it will be important to remain highly responsive to ambassador requests for support. At 140+ members, the Ambassador program is a healthy network of forward thinking, engaged business owners. While new members will continue to be welcomed, staff will not focus intensively on growing the network. Instead, efforts will be invested in supporting those current members, listening to their great ideas, and finding ways to help implement them to improve communities in Frontenac.

### **Sustainability Implications**

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

### **Financial Implications**

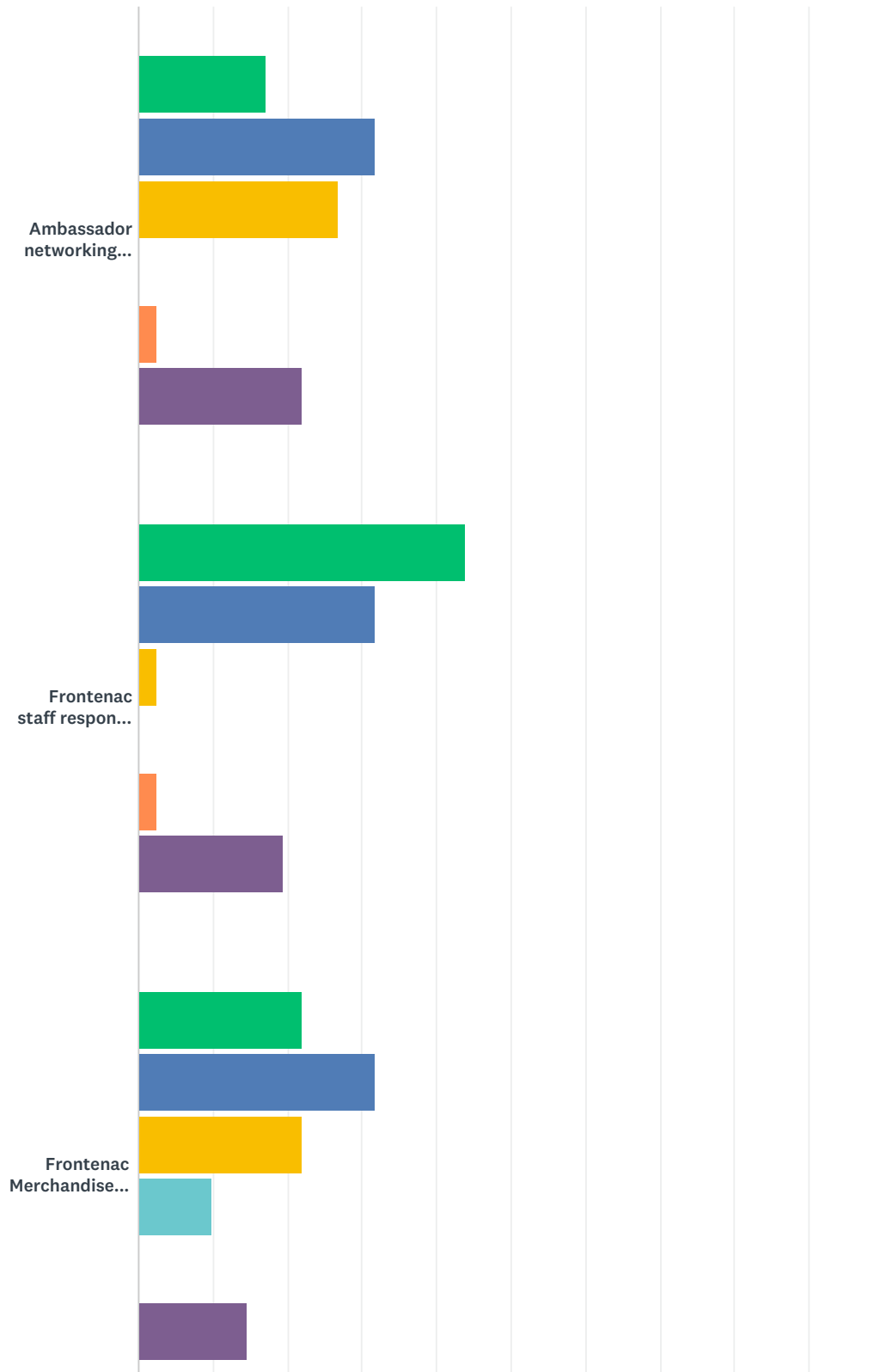
Falls within the budget of the Planning and Economic Development department.

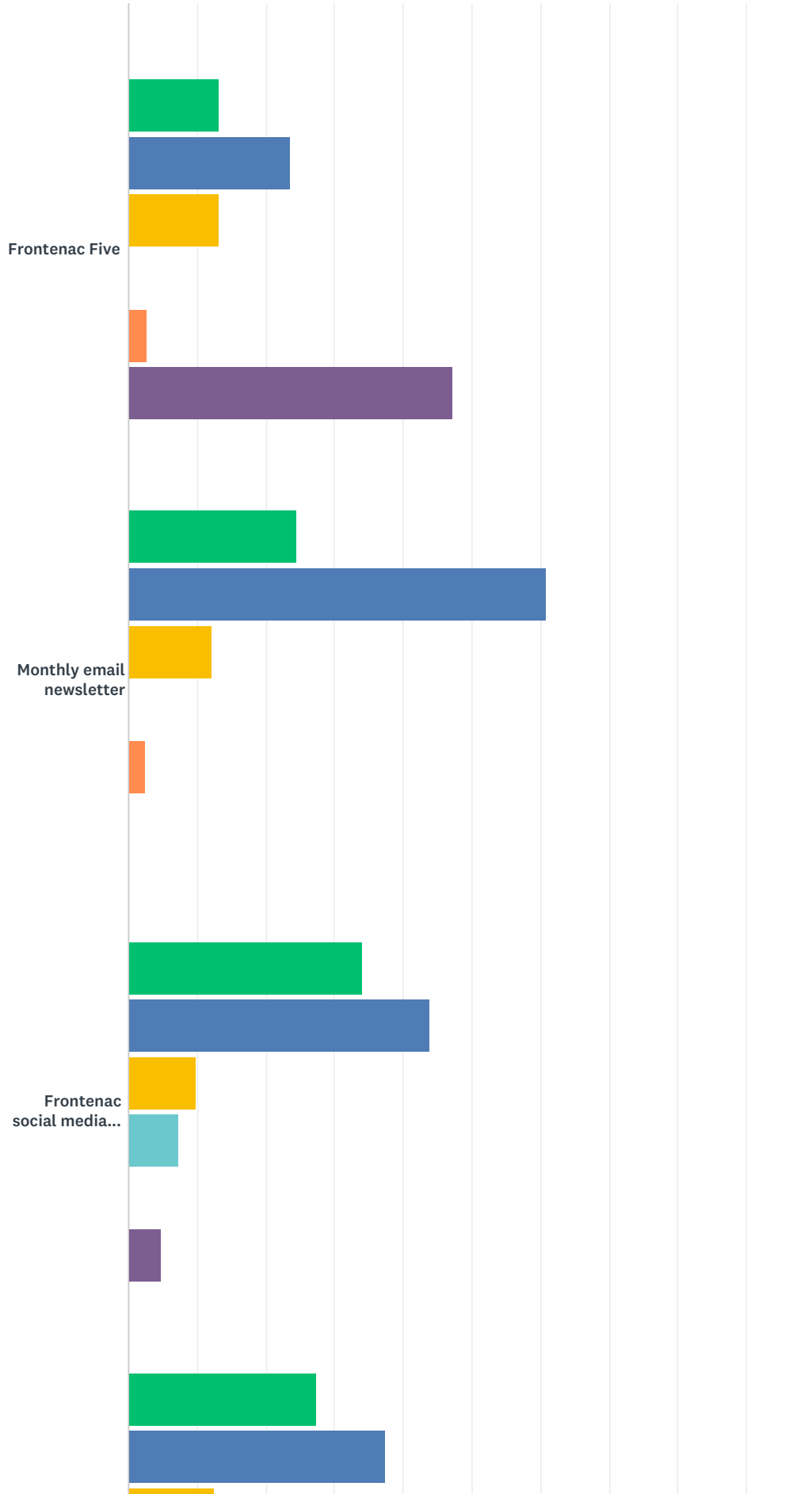
### **Organizations, Departments and Individuals Consulted and/or Affected**

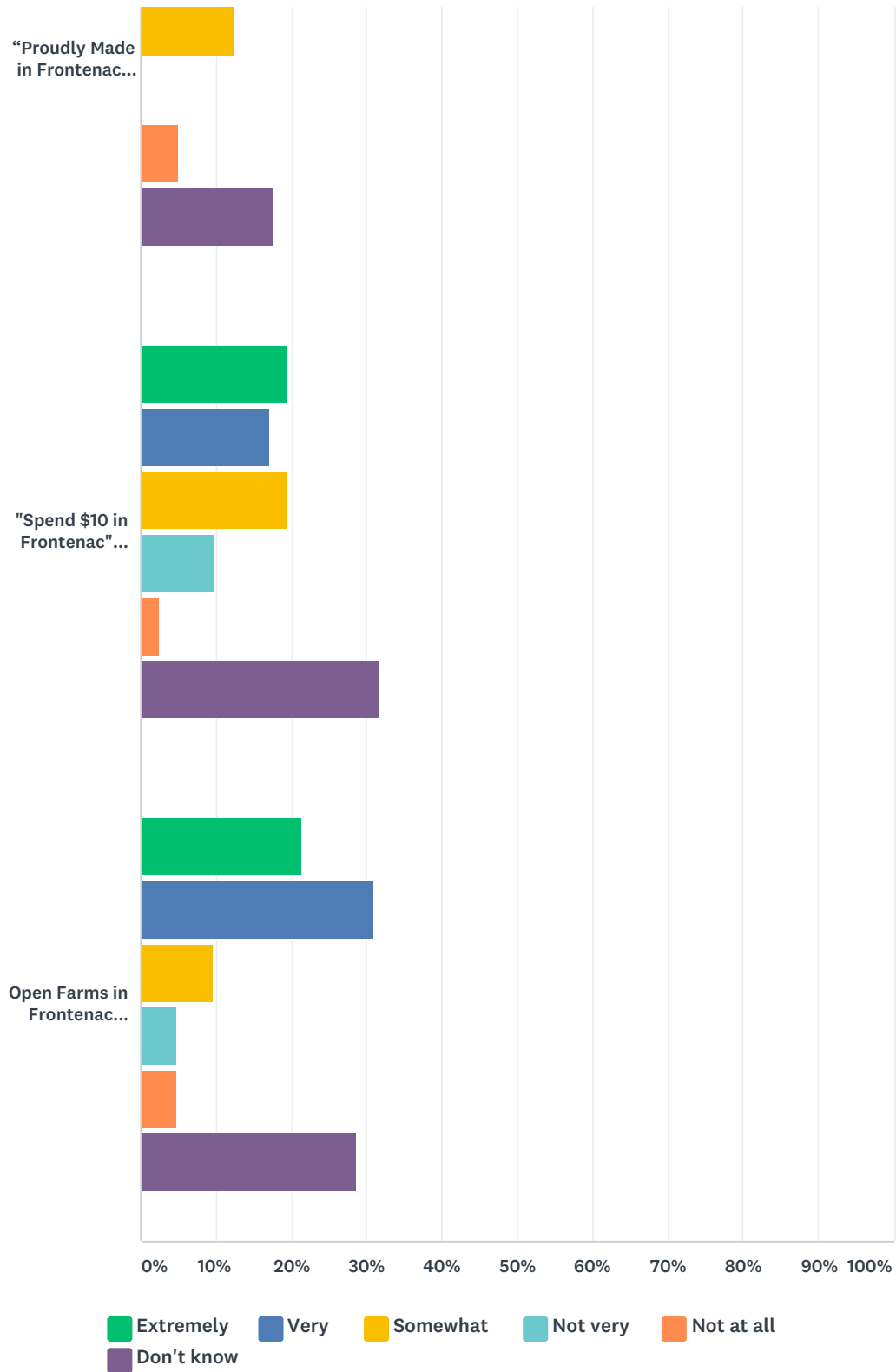
Members of Community Development Advisory Committee  
County Council & staff  
Township of Frontenac Islands  
Township of South Frontenac  
Township of Central Frontenac  
Township of North Frontenac  
Frontenac Community Futures Development Corporation  
Residents of the County of Frontenac  
Local Businesses

Q1 Since September 2016, the Frontenac Ambassador Program has grown to include 140+ businesses and organizations. It has also driven a number of specific initiatives. How valuable have these things been:

Answered: 44 Skipped: 1







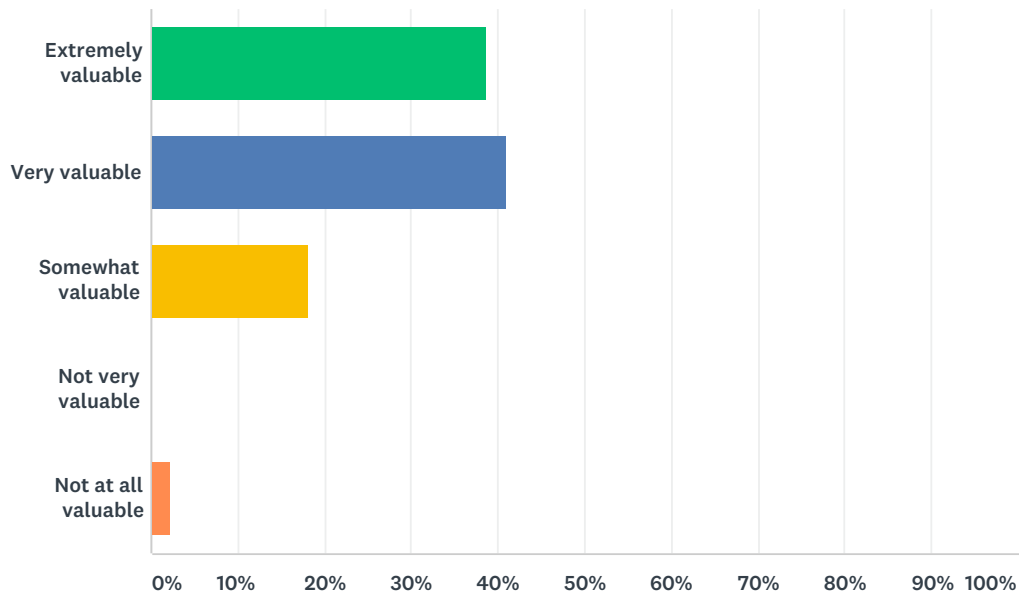
	EXTREMELY	VERY	SOMEWHAT	NOT VERY	NOT AT ALL	DON'T KNOW	TOTAL
Ambassador networking events (March 2017 at the Crossing Pub; November 2017 at the Holiday Country Manor; April 2018 at the Mill Street Café)	17.07% 7	31.71% 13	26.83% 11	0.00% 0	2.44% 1	21.95% 9	41
Frontenac staff response to Ambassador requests for support	43.90% 18	31.71% 13	2.44% 1	0.00% 0	2.44% 1	19.51% 8	41

Frontenac Merchandise (t-shirts, hats, hoodies, etc)	21.95% 9	31.71% 13	21.95% 9	9.76% 4	0.00% 0	14.63% 6	41
Frontenac Five	13.16% 5	23.68% 9	13.16% 5	0.00% 0	2.63% 1	47.37% 18	38
Monthly email newsletter	24.39% 10	60.98% 25	12.20% 5	0.00% 0	2.44% 1	0.00% 0	41
Frontenac social media presence	34.15% 14	43.90% 18	9.76% 4	7.32% 3	0.00% 0	4.88% 2	41
"Proudly Made in Frontenac" product tags	27.50% 11	37.50% 15	12.50% 5	0.00% 0	5.00% 2	17.50% 7	40
"Spend \$10 in Frontenac" print campaign	19.51% 8	17.07% 7	19.51% 8	9.76% 4	2.44% 1	31.71% 13	41
Open Farms in Frontenac (September 9, 2018)	21.43% 9	30.95% 13	9.52% 4	4.76% 2	4.76% 2	28.57% 12	42

#	COMMENTS	DATE
1	Could not participate in Open Farms as we had a conflict with another event.	9/25/2018 8:53 PM
2	Where do we purchase Frontenac Merchandise?	9/20/2018 9:30 PM
3	My product is a cloud based service, 'association management', so quite a bit different than a farm product or a store ... which I believe most of your effort is focused, as it should be.	9/20/2018 8:33 PM
4	I think building the platform will take time to be incorporated however I feel it has been able to generate a buzz within the community and a new awareness of other business and community partners	9/20/2018 4:01 PM
5	We were away for Open Farms, but it appeared to be quite successful.	9/15/2018 9:52 AM
6	Ambassador program is a great thing and is working well!	9/10/2018 11:43 AM
7	Hi Alison: We haven't used the services other than attend the networking events so cannot comment on some of these questions, however, we are pleased to be part of the branding campaign and feel that it is a very worthwhile service. Thank you for helping to make it so successful!	9/9/2018 5:46 PM
8	I haven't taken advantage of some of these but that's ok. Not everything is valuable to all Ambassadors.	9/9/2018 10:02 AM
9	I like the newsletter, but the other stuff doesn't affect me.	9/8/2018 4:32 PM

## Q2 In general, how valuable do you think the Brand Ambassador program has been to date? (Acknowledging that we all define "value" differently).

Answered: 44 Skipped: 1

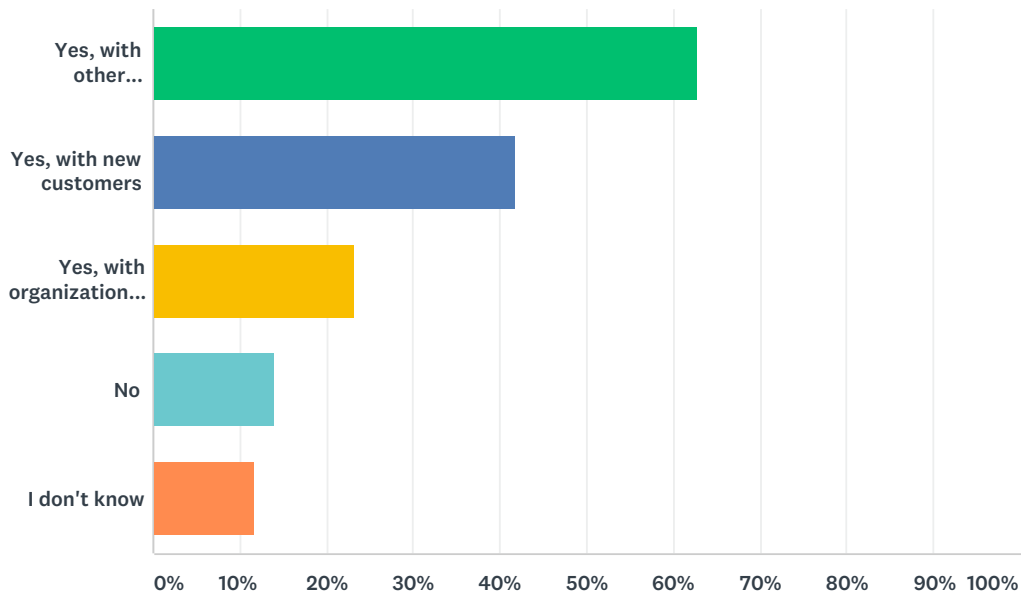


ANSWER CHOICES	RESPONSES
Extremely valuable	38.64% 17
Very valuable	40.91% 18
Somewhat valuable	18.18% 8
Not very valuable	0.00% 0
Not at all valuable	2.27% 1
TOTAL	44

#	COMMENTS	DATE
1	The Brand Ambassador program is extremely valuable even though we are not able to participate very often.	9/25/2018 8:53 PM
2	any additional marketing or awareness is very valuable	9/20/2018 8:33 PM
3	We are new to the program and finding our role.	9/13/2018 11:25 AM
4	Works well for all of us in rural areas.	9/10/2018 11:43 AM

### Q3 Has the Frontenac Ambassador Program facilitated new relationships for you and your business? (You can select multiple responses here)

Answered: 43 Skipped: 2

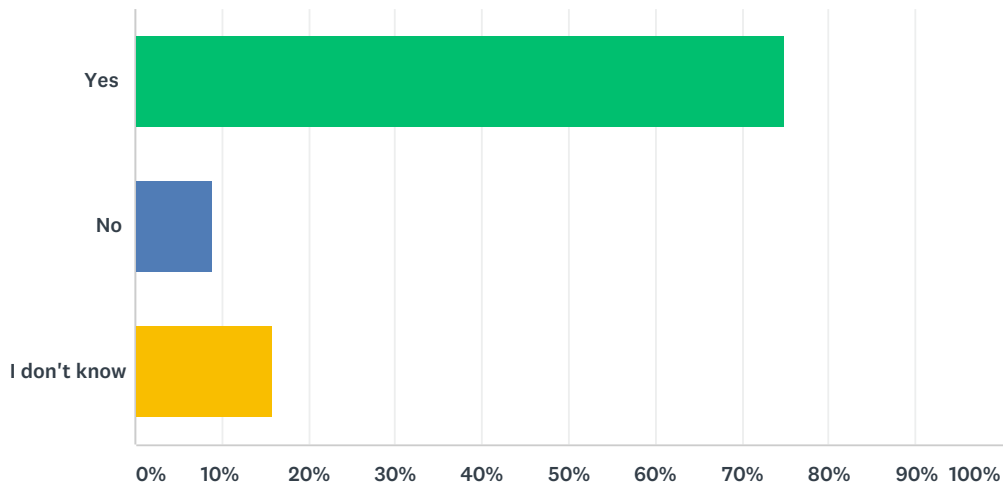


ANSWER CHOICES	RESPONSES
Yes, with other businesses in the region	62.79% 27
Yes, with new customers	41.86% 18
Yes, with organizations that support my business	23.26% 10
No	13.95% 6
I don't know	11.63% 5
Total Respondents: 43	

#	COMMENTS	DATE
1	not yet, just joined, hoping to be highlighted in an upcoming newsletter	9/20/2018 8:33 PM
2	I'm in the process of slowly retiring, so not particularly looking to expand contacts or opportunities. What I AM looking for is someone to help start a similar business to mine; so far no takers.	9/15/2018 7:20 PM
3	Found a new company that could become another ambassador. [REDACTED]	9/10/2018 11:43 AM
4	Not for me, not yet. But that's ok. I haven't 'pushed' it' as much as I could. Plus my goal with the Ambassadors is longer term.... to get businesses and business people to think about rural areas differently. That's not going to change overnight. I'm patient!	9/9/2018 10:02 AM

# Q4 Has the Frontenac Ambassador Program positively impacted your business in some way?

Answered: 44 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	75.00% 33
No	9.09% 4
I don't know	15.91% 7
<b>TOTAL</b>	<b>44</b>

#	IF YOU CAN, PROVIDING SPECIFIC EXAMPLES WOULD BE USEFUL TO US	DATE
1	It has helped other companies to find and reach out for networking opportunities as well as clients find me and spark conversation about being an ambassador.	9/25/2018 10:07 AM
2	Posts on social media	9/20/2018 10:56 PM
3	Helped to give our business a presence in the community and meet new people!	9/20/2018 10:09 PM
4	Helped with promotion	9/20/2018 8:36 PM
5	not yet	9/20/2018 8:33 PM
6	I have met and begun new business relationships that I may not have otherwise done.	9/15/2018 9:52 AM
7	See answers to #3 - through this program, we have been linked up with other people in the region, including customers. As we are new to the area we could not have been as successful with our business without the help of #InFrontenac. Also the marketing has been very helpful from tags to networking!	9/15/2018 6:32 AM
8	it has helped me provide information to my customers. I get a lot of people who ask a lot of questions about local attractions and businesses. I am able to provide the info	9/14/2018 8:55 PM
9	It has helped us get a few people to know [REDACTED] is.	9/10/2018 11:43 AM
10	Facebook post dedicated to our business has brought many more customers to our business and many more page likes & follows on Facebook.	9/10/2018 8:39 AM
11	Having the opportunity to network with other entrepreneurs in the community helps us to educate each other about what services are available in our community that we can support without having to look further afield.	9/9/2018 5:46 PM

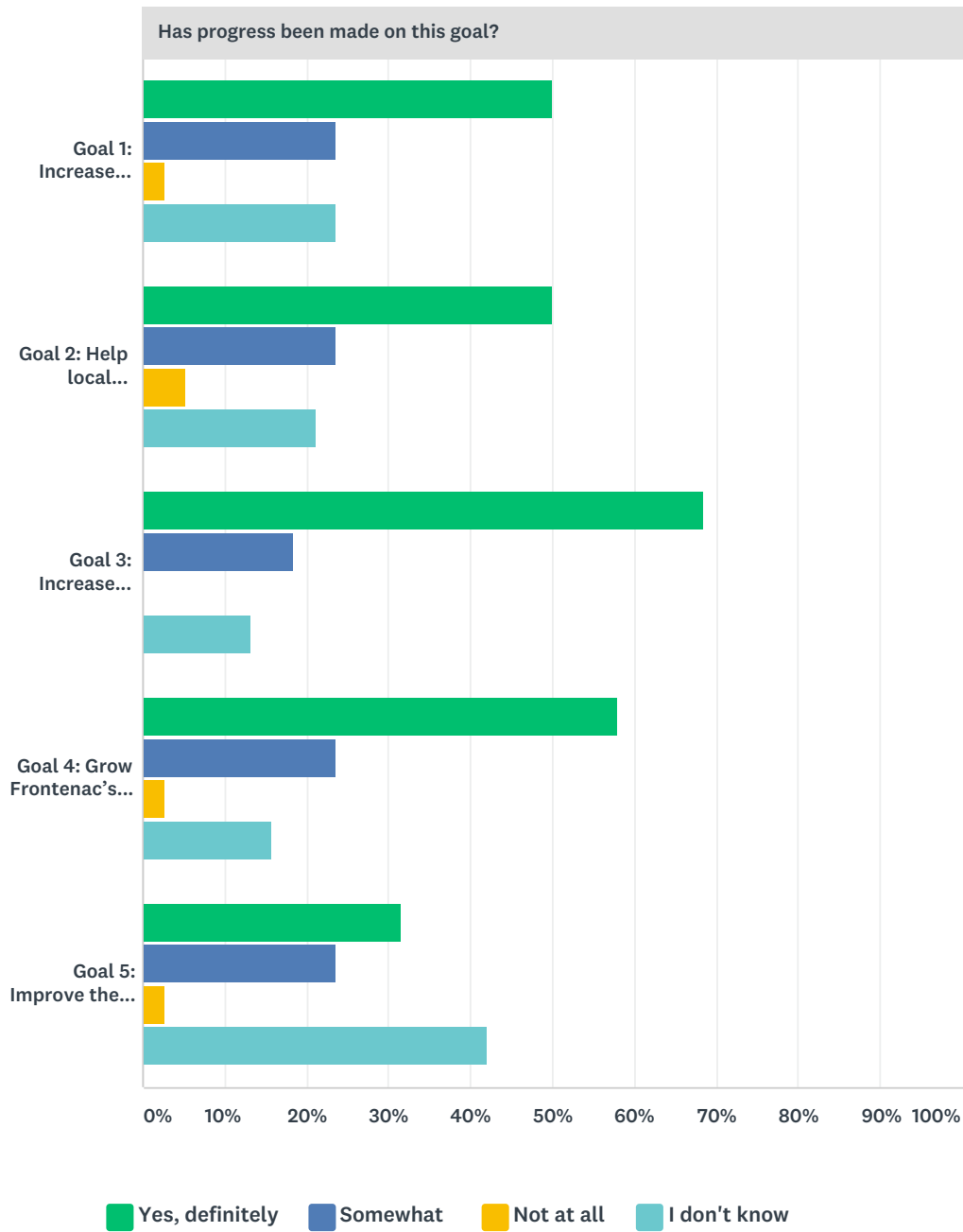
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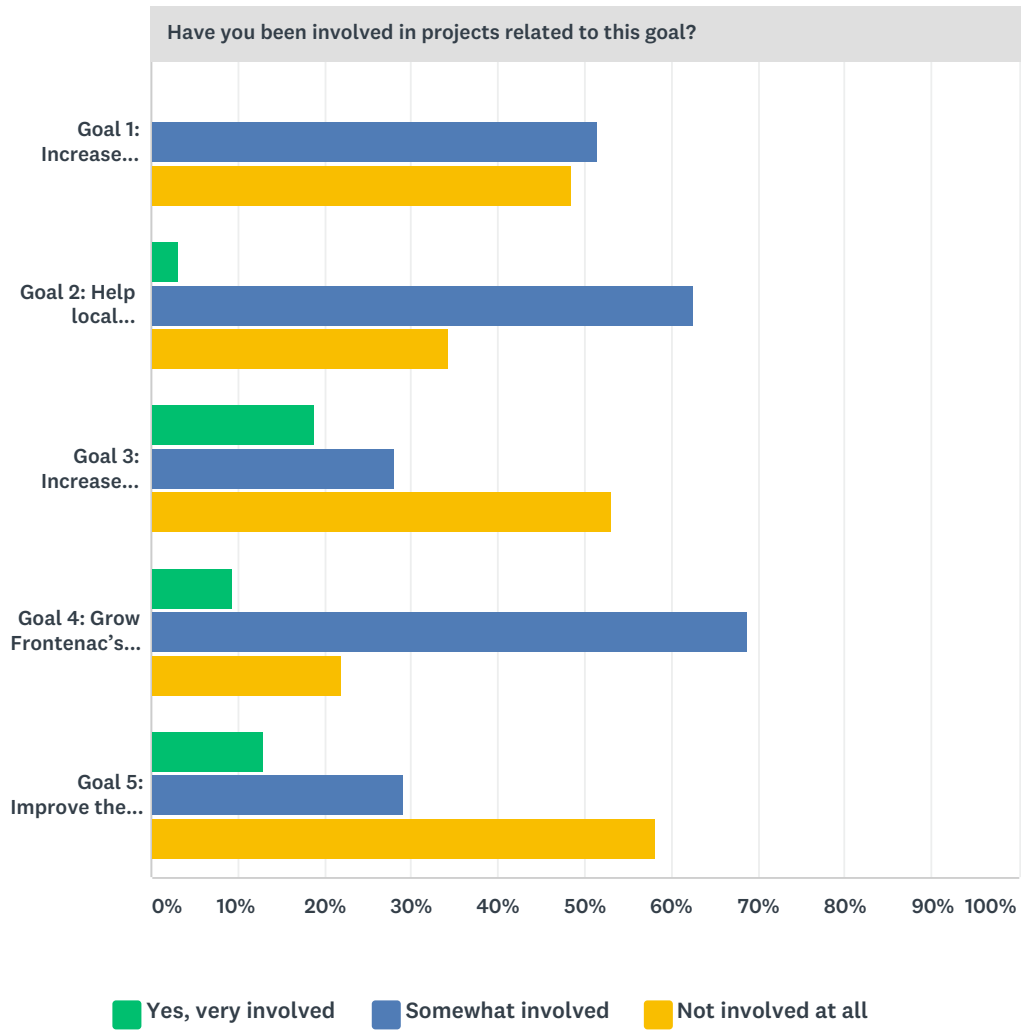
12	Gives me a chance to talk about rural businesses in new ways, especially with people I think might be 'urban refugees'. I tell them my commute is less than 100 feet. And that I get to watch deer, wild turkeys and other wildlife walk across the front lawn. That I can actually see the stars at night and the international space station pass over head. That it's quiet here; I can hear myself think! Which pays off for my customers. That I know my neighbours and we can help one other out in crises. And find ways to pay each other back that don't involve writing big cheques. That I'm 15 minutes of rural driving from the 401... Then I just wait.... usually the response is: "gosh, I wish I could work that way...." Well you can... just take the urban blinders off.... Ok that's my sales pitch for the day!	9/9/2018 10:02 AM
13	I believe we have gotten a few [REDACTED] jobs from the program	9/8/2018 7:37 PM
14	I got a valuable referral from the networking event at The Crossing Pub.	9/8/2018 4:32 PM
15	Hard to say... we promote the program, but it's always difficult to know the impact. Sometimes it takes a long time for the impact to circle back...	9/8/2018 8:18 AM

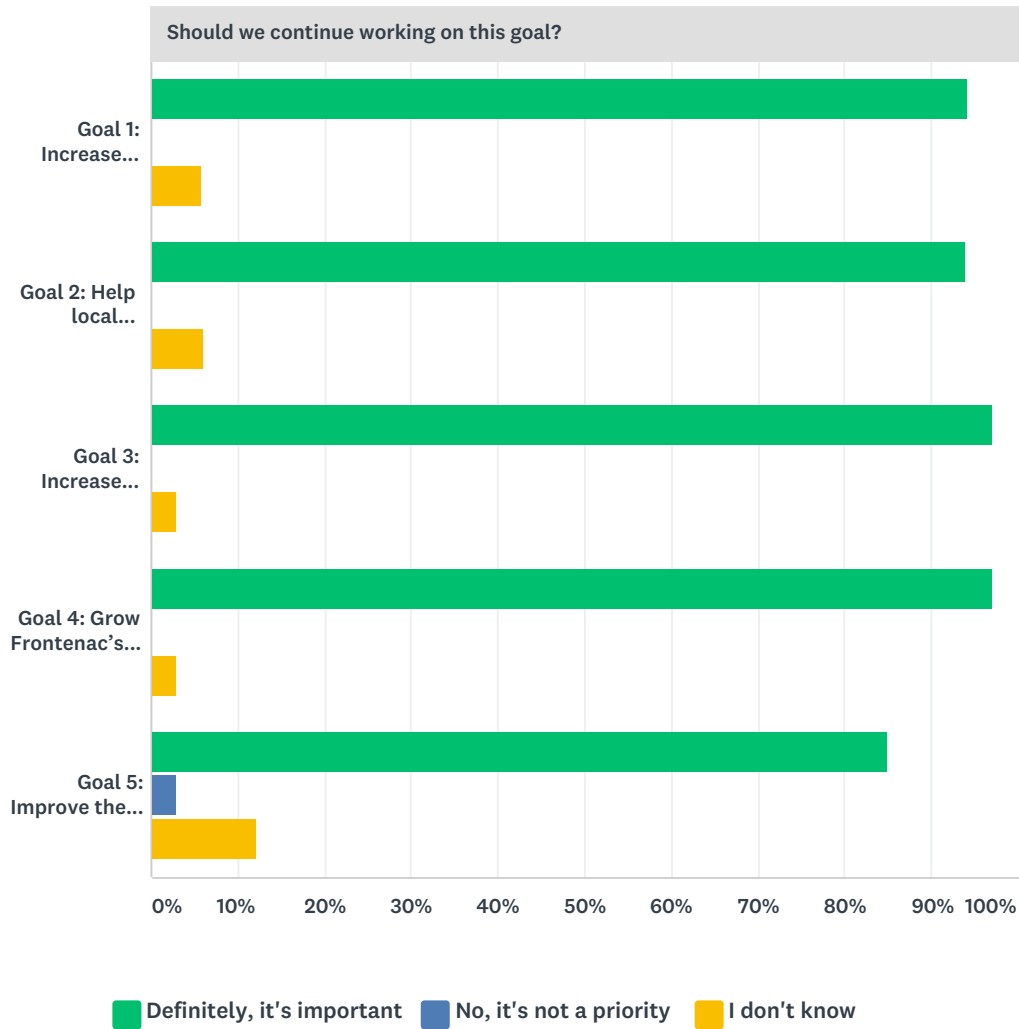
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### Q5 Five goals were developed based on last year's survey results. Please give us your feedback:

Answered: 39 Skipped: 6







Has progress been made on this goal?					
	YES, DEFINITELY	SOMEWHAT	NOT AT ALL	I DON'T KNOW	TOTAL
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	50.00% 19	23.68% 9	2.63% 1	23.68% 9	38
Goal 2: Help local businesses achieve success by connecting them to resources they need.	50.00% 19	23.68% 9	5.26% 2	21.05% 8	38
Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	68.42% 26	18.42% 7	0.00% 0	13.16% 5	38
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	57.89% 22	23.68% 9	2.63% 1	15.79% 6	38
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	31.58% 12	23.68% 9	2.63% 1	42.11% 16	38

Have you been involved in projects related to this goal?				
	YES, VERY INVOLVED	SOMEWHAT INVOLVED	NOT INVOLVED AT ALL	TOTAL
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	0.00% 0	51.52% 17	48.48% 16	33
Goal 2: Help local businesses achieve success by connecting them to resources they need.	3.13% 1	62.50% 20	34.38% 11	32

Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	18.75% 6	28.13% 9	53.13% 17	32
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	9.38% 3	68.75% 22	21.88% 7	32
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	12.90% 4	29.03% 9	58.06% 18	31
Should we continue working on this goal?				
	<b>DEFINITELY, IT'S IMPORTANT</b>	<b>NO, IT'S NOT A PRIORITY</b>	<b>I DON'T KNOW</b>	<b>TOTAL</b>
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	94.12% 32	0.00% 0	5.88% 2	34
Goal 2: Help local businesses achieve success by connecting them to resources they need.	93.94% 31	0.00% 0	6.06% 2	33
Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	96.97% 32	0.00% 0	3.03% 1	33
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	96.97% 32	0.00% 0	3.03% 1	33
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	84.85% 28	3.03% 1	12.12% 4	33
<b>#</b>	<b>COMMENTS</b>			<b>DATE</b>
1	We have are in the infant stage of developing an economic development group to assist with the direction of the village and to develop strategies for improvement			9/20/2018 4:11 PM
2	I think that these goals are all very important, even if they don't directly impact every business in the county.			9/15/2018 10:03 AM
3	I have the sense (maybe incorrect) that the Frontenac CFDC has played a major role in profiling local business success stories. That's great but I have no idea whether the Ambassadors Program has played any role in that. I don't think it changes what the F/A program should be doing regardless.			9/9/2018 10:24 AM

## Q6 Are there alternative or additional goals that you think the Frontenac Ambassador network should consider?

Answered: 10 Skipped: 35

#	RESPONSES	DATE
1	We would still be interested in the open Farm event if held on a different weekend. We would also suggest a 2 day event.	9/25/2018 9:04 PM
2	Establish a person or group of people who are familiar dealing with government agency (health, food and safety). A lot of businesses are afraid to ask these agency's questions to raise red flags and being targeted by inspections. One example is labelling food products. A person (from the county or CFDC) familiar with health and food agency could ask questions anonymously on behalf of businesses.	9/21/2018 9:17 AM
3	Go after work from home businesses and employees, if you or your business are capable of working from home why would you NOT choose Frontenac.	9/20/2018 8:43 PM
4	Continue on the same track and make business aware of any programs that could be beneficial to them. Either with funding opportunities or business development	9/20/2018 4:11 PM
5	Not that we can think of.	9/20/2018 2:44 PM
6	Expand upon Goal #1 by creating support of local businesses by expanding resident support to region support. Put the #InFrontenac campaign online in a bigger way - create an online #InFrontenac marketplace and throw resources at promoting it in a big way. Have tourists think of #InFrontenac similarly as PEC as a destination but with more adventure opportunities.	9/15/2018 6:48 AM
7	Improving access to a community kitchen	9/10/2018 2:41 PM
8	No	9/10/2018 11:52 AM
9	I think developing a strategy that reviews and reduces bylaw barriers to mixed residential-commercial uses would be a good thing. We may not be leveraging our assets as much as we might. For instance, in my township, it is my understanding that I cannot have more than a couple non-residents working at my on-site business. No idea why we would want to restrict that, for service business for sure, and probably for many product businesses. Example might be agriculture and related processing businesses. Another goal might be increase availability of housing options for people who want to live in the Frontenacs (and are coming from big urban centres). We've likely got hundreds, if not 1000s, of buildings that are candidates for 'granny suites'. Can we come up with a strategy/plan of support for those homeowners that want to create self-contained, cost-effective living spaces for millennials and others who might want to try out living/working in the area without having to buy here first? I am thinking also of families with young children who might want to try out the area by renting for a year or two... someplace close to schools and healthcare facilities... and either a big back yard or wonderful recreational spaces.	9/9/2018 10:24 AM
10	We should have a easy list to know who does what in the area. For example, I am sorry I do not offer that service but I know XYZ company does and here is there number and email. This way we could keep more customers here .	9/8/2018 8:37 AM

## Q7 Are there other ways the Frontenac Ambassador Program could be enhanced to benefit your business and Frontenac?

Answered: 14 Skipped: 31

#	RESPONSES	DATE
1	No suggestions at this time.	9/25/2018 9:04 PM
2	A possibly opportunity to show deals and seasonal promotions businesses are doing that we can upload on. I realize this happens more for the food and tourism businesses but for the service companies this would be nice too.	9/25/2018 10:12 AM
3	Establish a person or group of people who are familiar dealing with government agency (health, food and safety). A lot of businesses are afraid to ask these agency's questions to raise red flags and being targeted by inspections. One example is labelling food products. A person (from the county or CFDC) familiar with health and food agency could ask questions anonymously on behalf of businesses.	9/21/2018 9:17 AM
4	Attend trade shows (even far away) showcasing all of us.	9/21/2018 7:20 AM
5	Supporting business through education for example social media course, how to write a press release, etc. Elevate all of the business' as a whole in how they present themselves. Invest perhaps in a one day conference with guest speakers with specialty in a particular area.	9/20/2018 9:34 PM
6	I have a great product / service - just need some awareness and credibility - I'm hoping the Ambassador Program can help with that ... [REDACTED]	9/20/2018 8:43 PM
7	See above.	9/20/2018 4:11 PM
8	Not at this time, but promise to share if we think of anything.	9/20/2018 2:44 PM
9	More marketing resources and opportunities	9/15/2018 6:48 AM
10	Private (closed) online platform to share skills, knowledge, ideas, post jobs, etc. with other ambassadors.	9/11/2018 10:10 AM
11	Going back and revisiting businesses when possible would be helpful. Maybe as a Throwback Thursday or some other similar social media campaign	9/10/2018 3:45 PM
12	Ambassador Open House, like the farm thing that was on this weekend.	9/10/2018 11:52 AM
13	Yes; we need to increase UPLOAD speeds much more than download speeds. In short, BUSINESS packages from our ISPs. I have already talked to EORN about it. Yes we all need strong downloads but it's not just about being able to watch Netflix. For business, we need to be able to upload back up files, broadcast "live" from our business sites, upload training and other video content for our customers or prospects (e.g. marketing videos). 1 Mbps up just doesn't cut it.	9/9/2018 10:24 AM
14	Some old school advertising, like bag mass mailings to towns outside the area to bring people in,	9/8/2018 8:37 AM

**Q8 What opportunities and threats should we be aware of as we look at the next 5 years in Frontenac? We're talking about the big picture... even if it doesn't relate directly to your business, if there are important issues we ought to pay attention to, please mention them here.**

Answered: 16 Skipped: 29

#	RESPONSES	DATE
1	Cost and quality of Internet and lack of cell service is still a big issue where we live in North Frontenac.	9/25/2018 9:04 PM
2	Environmental Protection, effects on climate change.	9/21/2018 9:17 AM
3	Land use and how difficult the Conservation Authority is making it on all of us. They are an advisory board not a law maker. Make it easy to convert zoning to INCLUDE Commercial zoning	9/21/2018 7:20 AM
4	Free shipping for online products is going to have a big impact on how people shop - with online you get a great price and are able to easily compare price and specifications ... free shipping makes it hard not to shop online - it arrives in a few days as well - often quicker than waiting for your next shopping trip into town ... I expect a lot of Frontenac Ambassador sales are from people being out and about ... with online shopping there may be a decrease of out and about	9/20/2018 8:43 PM
5	Continue to inform the business community on opportunities they might not be aware of. Continue to help build profiles through tourism initiatives. Build on hospitality training for employers and employees of the communities to make them more attractive to potential tourists and visitors	9/20/2018 4:11 PM
6	local businesses closing )0: the larger 'box ' stores (in city) and some businesses local ... trying to do it all, which in turn hurt the smaller shops *retail* is what I am referring to....	9/20/2018 4:03 PM
7	TOURISM, we need to bring more people to the area.	9/20/2018 2:44 PM
8	As is the case in the area I moved from there are far to many fly by nighters, hacks and general jacks of all trades that don't carry insurance, have an HST# etc. These people kill business for legitimate business owners but no one seems to want to address this issue, whether it be on a municipal, provincial or federal level.	9/16/2018 9:58 AM
9	I think that in the next 5 years, we will see growth in the cottage and summer home sector. I think that we need to be ready for a clientele that expects to have some "big city" conveniences, but with small town "charm".	9/15/2018 10:03 AM
10	I think there is both opportunity and threat from the folks selling their homes from the Ottawa & Toronto area. Many of these people will be bringing \$\$\$ into the area from selling their homes and perhaps starting businesses, so the area will be profiting from their economic contributions and perhaps expertise. On the other hand, the more \$\$\$ coming into the area will raise property values which will make it less affordable for existing residents and it's possible that the friendly, laid back feeling #InFrontenac could morph into more gentrified, city type attitudes.	9/15/2018 6:48 AM
11	For us there is concern that some residents fear growth and change.	9/12/2018 10:26 AM
12	As a business that uses the building department, the building department in South Frontenac is seriously understaffed. My guess would be the same issue is ongoing in Central Frontenac [REDACTED] Council (who I know you do not control!), needs to be aware that there is a serious shortage of building inspectors and they some obligations under Bill 124 that they need to meet regardless of staffing.	9/10/2018 3:45 PM
13	The health unit is always changing their processes and will be cracking down even further. Businesses need to start taking this very seriously	9/10/2018 2:41 PM

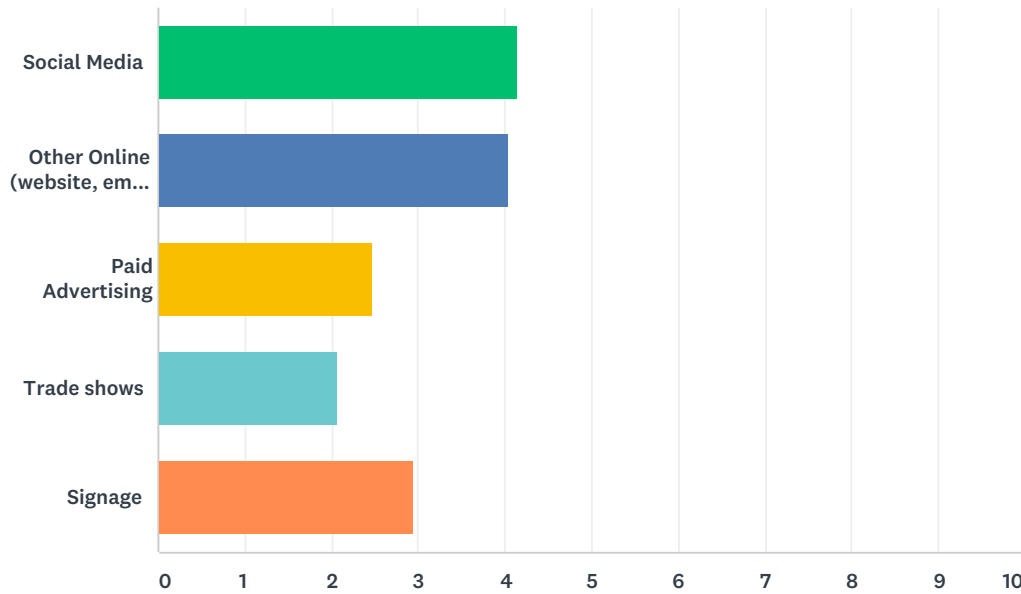
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14	Keeping the cost of living like taxes affordable will keep the next Generation here. Have more services to always draw in tourists and keep the counties alive. Continue with the Ambassador program and other programs like that! Hoping the Septic inspection does not have to come through, if a taxpayer has done the pumping of there tanks and are in good shape then they should be left alone. Having almost every house inspected will only cause people problems like the water system that was installed in Sydenham. If I had to replace my septic, it would cost me \$20,000 let alone a big hump in my front yard. I would be forced to sell and move and having to take a hit of that money on the sale of the house. If it ain't broke don't fix it. Proud to be a member of Frontenac County!	9/10/2018 11:52 AM
15	Regardless of what happens with NAFTA, we are all going to have to get more proactive in delivering value to prospects and existing customers. The ability to market and sell over the 'net means customers will not 'come to us' especially if there's the least concern about how to get to us and whether we actually have what customers want. They won't be driving "all over hell's half acre" only to find a) you're not open, b) you don't have what they want 'in stock', or c) it's going to take a week (or an unknown time) to get what you want ordered in. We need a sense of urgency in our businesses that most of the time, I don't see. Some of that is paralysis from the current uncertainty but not all of it. We can't use the current uncertainty as an excuse to sit back and wait. If we do, we're dead. The market rewards those who take action, imperfect though it may be. That's been true for +30 years and it's still true today. In addition to the current NAFTA uncertainty, there's also the overall prediction of a coming decade of slower-than-normal economic growth. If that's the case, each of our businesses needs to be thinking "what action can I take today with whatever I have right now and from wherever I am right now?" Again, doing anything else is an excuse. We can ALWAYS do SOMETHING. Even if all you do is learn more about what customers need or get some training in new ways to market, that's something! Time's a-wasting! Let's get at it!	9/9/2018 10:24 AM
16	People deciding not to come here because of what they have seen or read online. We need to proactive in our presence to only have a group of positive images and statements.	9/8/2018 8:37 AM

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### Q9 We'd like to know how you reach your potential customers. Please rank the following marketing tools in order of importance to your business.

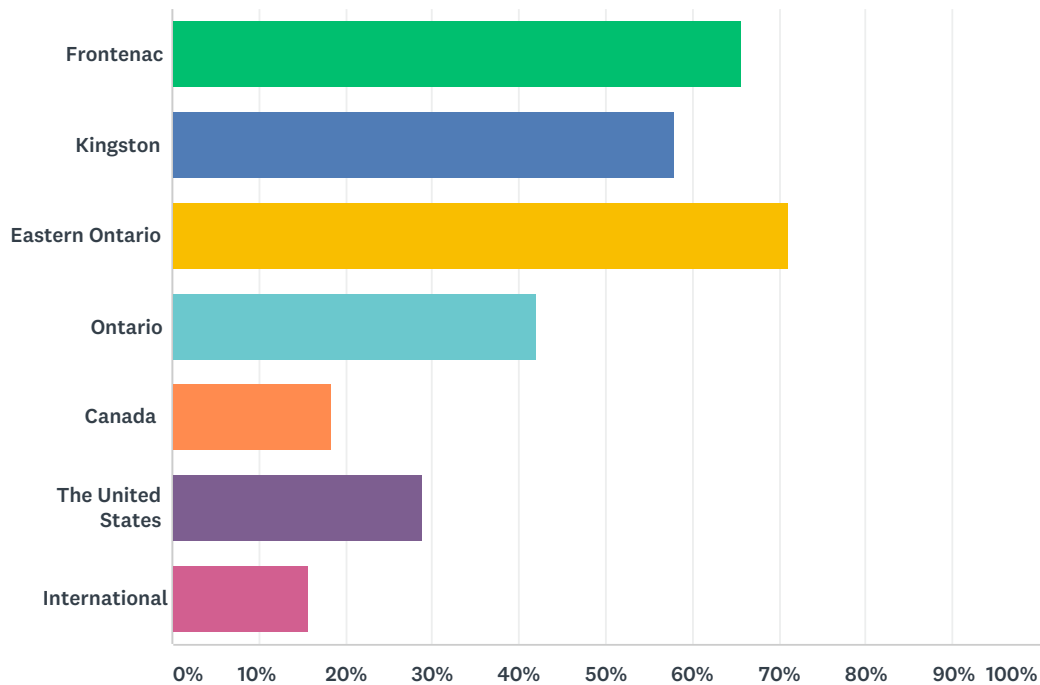
Answered: 40 Skipped: 5



	1	2	3	4	5	N/A	TOTAL	SCORE
Social Media	45.95% 17	35.14% 13	2.70% 1	10.81% 4	2.70% 1	2.70% 1	37	4.14
Other Online (website, email newsletter, referral sites, etc)	37.84% 14	24.32% 9	18.92% 7	8.11% 3	0.00% 0	10.81% 4	37	4.03
Paid Advertising	2.70% 1	8.11% 3	18.92% 7	29.73% 11	10.81% 4	29.73% 11	37	2.46
Trade shows	2.70% 1	8.11% 3	8.11% 3	18.92% 7	27.03% 10	35.14% 13	37	2.08
Signage	7.89% 3	18.42% 7	36.84% 14	13.16% 5	13.16% 5	10.53% 4	38	2.94

### Q10 From where are most of your customers? Please select all the markets that best identify the majority of your customer base.

Answered: 38 Skipped: 7

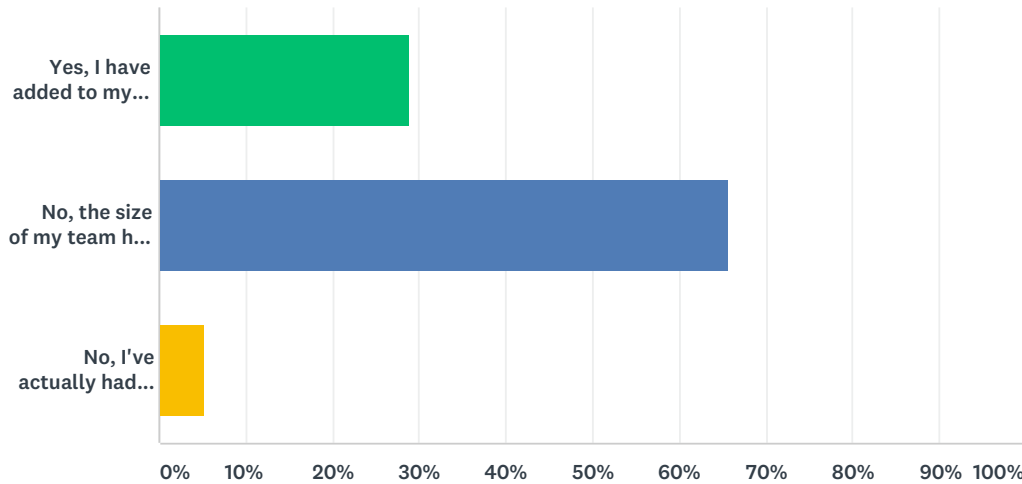


ANSWER CHOICES	RESPONSES	
Frontenac	65.79%	25
Kingston	57.89%	22
Eastern Ontario	71.05%	27
Ontario	42.11%	16
Canada	18.42%	7
The United States	28.95%	11
International	15.79%	6
Total Respondents: 38		

#	COMMENTS	DATE
1	majority in Eastern Ontario but my service is Cloud based so geography doesn't matter - have a customer in Saskatchewan and one in Minnesota.	9/20/2018 8:46 PM
2	During the summer months, I have many customers from the southern Ontario region. During the rest of the year, I am completely supported by local consumers.	9/15/2018 10:17 AM
3	We did have some people come form Australia [REDACTED]. They had a great time here!	9/10/2018 11:54 AM
4	Now that I'm established [REDACTED] a lot of my customers are local. But it's still hard to get people from Kingston to drive [REDACTED] to view my product. I still do deliveries to the Kingston area.	9/10/2018 11:54 AM

## Q11 Has your workforce grown over the past year?

Answered: 38 Skipped: 7

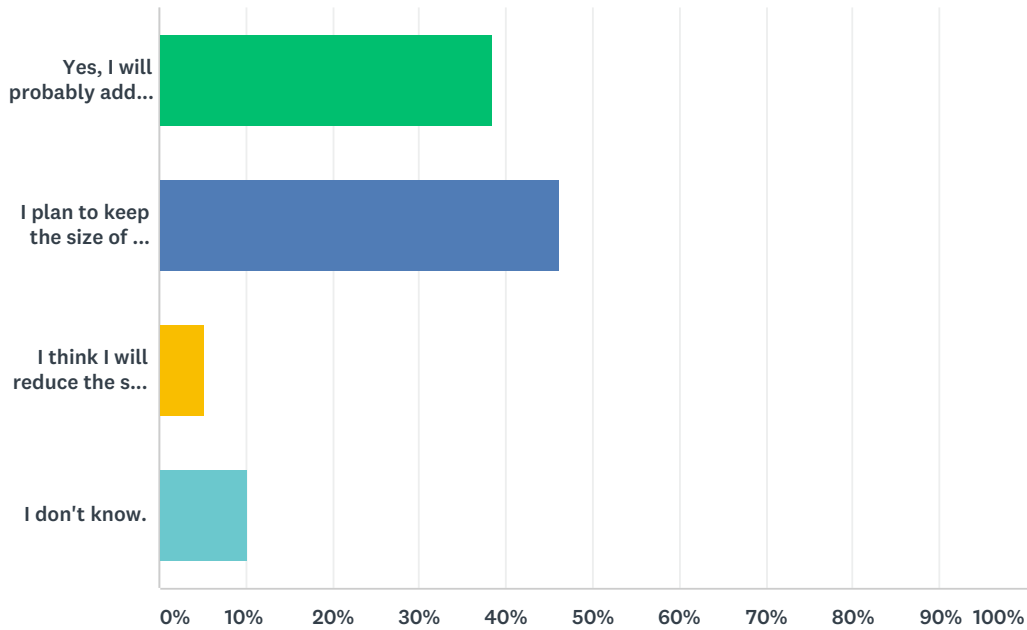


ANSWER CHOICES	RESPONSES
Yes, I have added to my team	28.95% 11
No, the size of my team has remained the same	65.79% 25
No, I've actually had to reduce my team over the past year	5.26% 2
<b>TOTAL</b>	<b>38</b>

#	COMMENTS	DATE
1	We require the same amount however have had difficulty finding stadd	9/20/2018 4:16 PM
2	but with fear that that may change due to the economy ... my business, in my opinion is not a necessity but rather a luxury [REDACTED] .... I try my best to make it seem like a necessity to the public, but I do realize, food on the table is priority!!	9/20/2018 4:09 PM
3	[REDACTED]	9/10/2018 11:54 AM
4	Right now I am in transition but expect to be 'back' to the same team size as before before year-end. I am looking for different skill sets now though...If experience is any indication, I will not find them in Frontenac County. I may need to go well outside of the County and perhaps hire (and work with) people in an online/virtual format. I have offices so people could and do work onsite but increasingly I find I have to go to urban areas (not Kingston ironically) for the kind of employee I need.	9/9/2018 10:33 AM
5	We have one full-time year round employee and a number of casual seasonal employees.	9/8/2018 8:21 AM

## Q12 Are you planning to grow your workforce in the next year?

Answered: 39 Skipped: 6

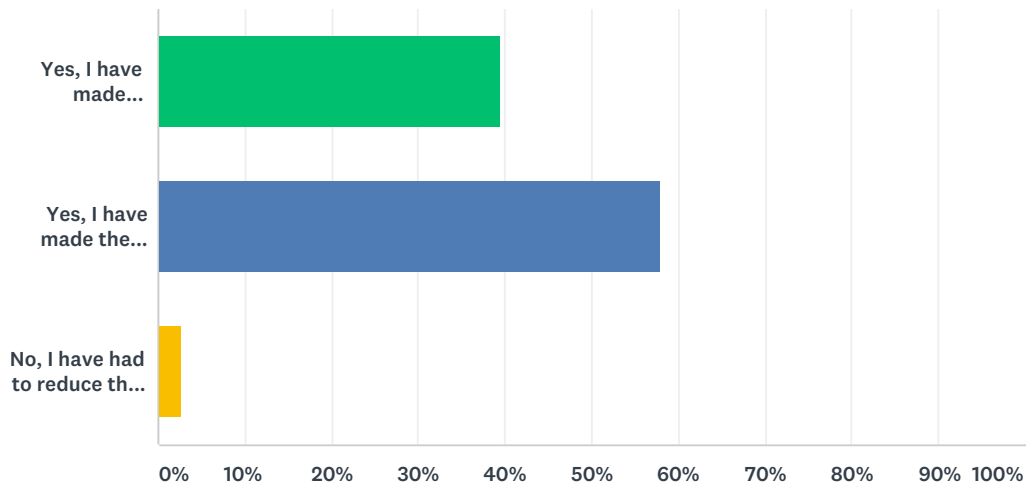


ANSWER CHOICES	RESPONSES
Yes, I will probably add to my team in the next year	38.46% 15
I plan to keep the size of my team consistent over the next year	46.15% 18
I think I will reduce the size of my team in the next year	5.13% 2
I don't know.	10.26% 4
<b>TOTAL</b>	<b>39</b>

#	COMMENTS	DATE
1	If my website continues to grow, I would love to hire someone to handle that end of the business.	9/15/2018 10:17 AM
2	Due to minimum wage increase the potential to increase our staffing size will be limited.	9/10/2018 8:42 AM

# Q13 Have you invested in upgrading your property or equipment in the last year?

Answered: 38 Skipped: 7

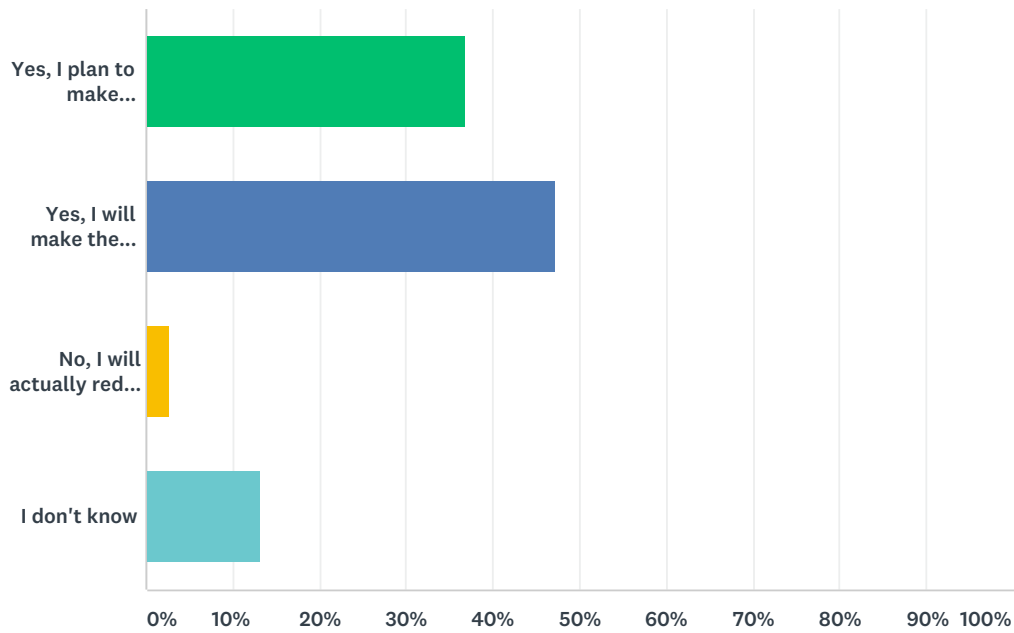


ANSWER CHOICES	RESPONSES	
Yes, I have made substantial improvements	39.47%	15
Yes, I have made the required investments to maintain the standards at which I do business	57.89%	22
No, I have had to reduce the investment in my property / equipment in the past year	2.63%	1
<b>TOTAL</b>		<b>38</b>

#	COMMENTS	DATE
1	This has been a huge struggle with the township!	9/21/2018 12:39 PM
2	Not really relevant as we rent facilities	9/15/2018 6:51 AM
3	We moved to a more populated area in south Frontenac to drive business.	9/10/2018 11:54 AM
4	Your 'no' option isn't helpful. I make investments every year but I don't "have" to reduce investments. Sometimes I just don't need to because I made a larger investment the year before. Choosing an option "I have had to reduce my investment" suggests that someone I wanted to but didn't have the money. For me, it's a case of "I don't need to make as large an investment". Just keep the answer option to "No, I have reduced the investment..." Don't suggest motive (e.g. couldn't afford it).	9/9/2018 10:33 AM

# Q14 Are you planning to invest in upgrading your property or equipment in the next year?

Answered: 38 Skipped: 7



ANSWER CHOICES	RESPONSES
Yes, I plan to make substantial improvements	36.84% 14
Yes, I will make the required investments to maintain the standards at which I do business	47.37% 18
No, I will actually reduce the investment in my property / equipment in the next year	2.63% 1
I don't know	13.16% 5
<b>TOTAL</b>	<b>38</b>

#	COMMENTS	DATE
1	The township has made it very difficult to grow or upgrade.	9/21/2018 12:39 PM
2	New Website	9/20/2018 2:46 PM
3	we will be upgrading all kitchen equipment this winter.	9/17/2018 1:16 PM
4	[REDACTED]	9/10/2018 11:54 AM
5	Already have most of the materials on site. Hard to find contractors interested in small jobs so I will likely DIY it. Not the ideal but until the construction industry gets a little more hungry, that's likely what I will do.	9/9/2018 10:33 AM
6	If we get OTF capital funding!	9/8/2018 8:21 AM

## Q15 If you have any other comments or concerns that haven't been captured in the survey already, please let us know here:

Answered: 7 Skipped: 38

#	RESPONSES	DATE
1	I think financial aid is lacking. Yes Frontenac Futures is doing a good job but they can't help us if there are no programs to help us. We are not all wealthy people here, we work hard and when we put everything we have into our business and have nothing left to give and the first thing all lenders ask is "how much are you investing into this? "What collateral do you have? It makes you want to shut the doors and get a job. We need a source of funding so we can grow.	9/21/2018 7:27 AM
2	Marketing is tough ... I am tech savvy but still haven't had a lot of luck marketing over social media ... I have had several sessions with Launch Lab but they give suggestions and point you in a certain direction which helps but what I really need is someone to actually do the work for a day or two a week for several weeks to find a marketing plan that actually works.	9/20/2018 8:49 PM
3	It's indeed a tuff world and work area during this time in our lives, country and politics!!	9/20/2018 4:10 PM
4	You guys are doing a great job and I look forward to seeing what next year brings	9/15/2018 6:52 AM
5	You guys are doing a great job!	9/10/2018 11:54 AM
6	No.... nothing more from me.	9/9/2018 10:33 AM
7	Sorry to submit such a cursory response. Burnt out at this time of year, but I do think this program is valuable. I hope we can participate more in the upcoming 'off' season. Thanks for your efforts	9/8/2018 7:43 PM