



**Community Development Advisory Committee Meeting
Thursday, October 12, 2017 – 10:00 a.m.
Bud Clayton Memorial Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to Order**
- 2. Adoption of the Agenda**
 - a) **That** the agenda for the October 12, 2017 meeting of the Community Development Advisory Committee be adopted.
- 3. Disclosure of Pecuniary Interest and General Nature Thereof**
- 4. Adoption of Minutes**
 - a) Minutes of Meeting held August 10, 2017
That the minutes of the Community Development Advisory Committee meeting held August 10, 2017 be adopted.
- 5. Deputations and/or Presentations**
- 6. Reports to the Community Development Advisory**
 - a) **2017-125**
Community Development Advisory Committee
Frontenac Ambassador Program – 1 Year Review
 - b) **2017-126**
Community Development Advisory Committee
Engagement Plan for Verona Trailhead
 - c) **2017-127**
Community Development Advisory Committee
K&P Trail Tichborne to Sharbot Lake Construction Progress Report
 - d) **2017-128**
Community Development Advisory Committee
Goat Milk in the Frontenacs – Next Steps

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63 - 65

7. Communications

- a) Correspondence from the Lakes and Trails providing its Final Report 2017

8. Other Business

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, December 14, 2017 at 10:00 a.m. at the County Administrative Building.

10. Adjournment



**Minutes of the Community Development Advisory Committee Meeting
August 10, 2017**

A meeting of the Community Development Advisory Committee was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, August 10, 2017 at 10:00 AM

Committee Members Present:

Robert Clinton, Chair
Betty Hunter, Vice-Chair
Barrie Gilbert
Councillor John McDougall, Council Liaison
Deputy Warden Ron Higgins
Warden Ron Vandewal

Regrets

Wilma Kenny
Tracy John

Staff Present:

Richard Allen, Manager of Economic Development
Alison Vandervelde, Communications Officer (Recording Secretary)
Kelly Pender, Chief Administrative Officer

Others Present:

Cindy Cassidy, Eastern Ontario Trails Alliance
Anne Pritchard, Frontenac Community Futures Development Corporation

1. Call to Order

The Chair called the meeting to order at 10:00 a.m.

2. Adoption of the Agenda

Moved By: Deputy Warden Higgins
Seconded By: Councillor McDougall

That the agenda for the August 10, 2017 meeting of the Community Development Advisory Committee be adopted as amended to include correspondence received from Wilma Kenney and to consider Reports to the Community Development Advisory, clause c) ahead of clauses a) and b).

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none

4. Adoption of Minutes

a) Minutes of Meeting held June 8, 2017

Moved By: Mr. Gilbert
Seconded By: Deputy Warden Higgins

That the minutes of the Community Development Advisory Committee meeting held June 8, 2017 be adopted.

Carried

5. Deputations and/or Presentations

- a) Ms. Cindy Cassidy** of the Eastern Ontario Trails Alliance (EOTA) addressed the Community Development Advisory Committee regarding Report 2017-104, Potential for Motorized Vehicles to access portions of K&P Trail from Bellrock Road to Craig Road.

[See Reports to the Community Development Advisory Committee, clause c)]

Ms. Cassidy provided an overview of the EOTA Trails System. Approximately 25,000 annual users are out on the trails – this estimate comes from trail permits, special events, etc. The estimated economic impact of this activity is \$6 million spent within Eastern Ontario, and the creation of 70 jobs.

ATV World Magazine will be publishing content on the trails experience in Eastern Ontario soon both in print and online. The EOTA attends the Toronto ATV and Power Sports Show, and this magazine will be distributed there.

Ms. Cassidy pointed out that there are no signs posted in Verona outlining the rules of the trail, so users don't know what is allowed and what is not.

The committee discussed motorized use and ATV friendly communities. Many others that the EOTA work with have passed bylaws allowing recreation vehicles on their roads. Frontenac is the only region in which there are closed gates on the trails. In Ms. Cassidy's experience, there is less damage and users are more respectful when gates are open. In other areas, the EOTA contact information is posted and the organization follows up on complaints quickly. Some committee members suggested that it is most

usually locals who circumvent gates because they know the destinations they can reach via the trail.

Ms. Cassidy shared that on other trails without gates, ATV use generally stops when snowmobile use starts up. She has also observed that, south of Bancroft, snowmobiling has decreased in recent years and ATV use, and the amount of money spent by ATV users, has increased.

The committee discussed funding received from Trans Canada Trail (TCT) for development of the K&P Trail. Some committee members suggested that the TCT funding agreement states the K&P Trail must not allow motorized use until north of Craig Road. Ms. Cassidy stated that TCT has supported ATV use in the past in other areas, and that the organization currently has funding they are looking to distribute, so it makes sense to pursue this conversation with them. Mr. Allen suggested that he would like the committee's support to look into this matter further.

6. Reports to the Community Development Advisory

Clause c) was considered at this time.

See page 4.

a) 2017-102 Community Development Officer – Activity Report, June & July

This report is for information purposes only.

Ms. Vandervelde asked the committee for feedback on the draft survey presented. The committee discussed a few suggestions, like offering an incentive for people to complete the survey. Councillor McDougall suggested that the presentation Mr. Allen and Ms. Vandervelde gave to all Township Councillors back in May was very helpful, and asked that the results of the survey should be shared with that group again.

Councillor McDougall asked how the Ferry by Foot project is coming along, and Mr. Gilbert was supportive of the efforts being made. Deputy Warden Higgins thanked Ms. Vandervelde for her efforts and the amount of work she completes regularly. He also asked for an update on signage.

Mr. Allen informed the committee that a signage strategy and system is being prepared to ensure consistency and flexibility moving forward. The focus is on regional, or gateway signs, with proposed design templates for future signs (i.e., for hamlets, Township boundaries, facilities, etc) to maintain their own identity, and connect to the regional identity. Councillor McDougall was supportive of a comprehensive approach, so it is done well moving forward.

**b) 2017-103
Community Development Advisory Committee
K&P Trail Tichborne to Sharbot Lake Preferred Route at Hampton Road**

Councillor McDougall

Moved By: Mr. Gilbert

Seconded By:

Be It Resolved That the Council of the County of Frontenac respectfully request that the Township of Central Frontenac consider a speed limit reduction along Road 38 from a point near Tichborne to a point north of Hampton Road from 80km/hr to 60km/hr to permit the safe crossing of Road 38 by users of the K&P Trail.

Carried

The committee discussed the merits of making this request to Central Frontenac Township. Ultimately, it is their decision to make, but the committee was generally supportive of the reduction in the speed limit.

**c) 2017-104
Community Development Advisory Committee
Potential for Motorized Vehicles to access portions of K&P Trail from
Bellrock Road to Craig Road**

Moved By: Ms. Hunter

Seconded By: Warden Vandewal

Be It Resolved That staff investigate the potential for motorized off-road vehicles to have access to the K&P Trail from Bellrock Road to Craig Rd,

And Further That staff work with the EOTA to engage the local community, trail users, businesses and other stakeholders in regard to the design of the Verona Trailhead and in regard to the expansion of motorized off-road vehicle use on the K&P Trail.

Carried as amended

(See motion to Amend below which was Carried)

Motion to Amend

Moved By: Councillor McDougall

Seconded By: Deputy Warden Higgins

That the resolution be amended to omit the final 2 resolve clauses, those being:

And Further That the gates located between Bellrock Rd. and Craig Rd be left open for the duration of 2018;

And Further That staff and the EOTA report back to the Community Development Advisory Committee in regard to the results of this project in Q4 2018.

Carried

Warden Vandewal suggested that with the installation of proper signage in the new Verona parking lot, there is no need to open the trail to motorized use through the hamlet. Users can unload their ATVs in the parking lot at the south end and travel on Road 38 through the village to Craig Road, where they can begin using the trail. He also suggested the economic impact will be greater if those users are on the road, rather than the trail, as they will not avoid any businesses that way. He also reminded the committee about the logistical challenges motorized vehicles may have in navigating the sharp turns on the trail behind Prince Charles Public School. Warden Vandewal is opposed to allowing motorized use of the K&P Trail through Verona.

Councillor McDougall echoed Warden Vandewal's comments. He added that there have been no problems in the past four years, and that the main road through Verona is very ATV-friendly. He reminded the committee that, as part of the CIP, the Verona Community Association held a visioning meeting three years ago. The first priority was to make it easy and safe to walk from the village to Foodland. The trail has allowed for that. Councillor McDougall is not in favour of the third clause in the recommendation because the community is very interested in investing money, effort, creativity, and design into the corner at Bellrock Road, and he suggests that if the gates are opened prior to seeking community input, there will be backlash.

Deputy Warden Higgins commented that the recommendation is combination of investigation and implementation, and suggested that the first part of resolution should be pursued before considering the other three clauses. Mr. Gilbert agreed that the community should be involved in making these decisions, and cautioned that ATV risks with youths is incredible, and conflicts between pedestrians and ATVs can be dramatic. Mr. Clinton suggested that the status quo should be maintained until community input is gathered.

Councillor McDougall proposed the resolution be amended to delete the third and fourth clauses and encourage community engagement. Warden Vandewal commented that South Frontenac Township staff and councillors need to be included in that engagement.

Mr. Sproule agreed with the amendment and supported seeking community engagement. He suggested that the main street through Verona is not actually very ATV friendly, and that most businesses likely promote a direct connection to the trail.

Clauses a) and b) were now considered.

See pages 3 and 4

7. Communications

- a) Correspondence from Wilma Kenny regarding use of motorized vehicles on K&P

8. Other Business

Mr. Clinton shared that the Lakes & Trails Festival was a great success. They were expecting 150 participants and had about 400. He acknowledged the great support of the county and will have a better report later.

Mr. Allen informed the committee that he is attending the Wolfe Island Music Festival this weekend – Frontenac County is presenting two of the Friday night shows.

Mr. Gilbert told the committee that Mayor Doyle is going to speak with the Ministry of Natural Resources about the impacts of the high water on Big Sandy Bay.

Councillor McDougall promoted the South Frontenac Township Road Rally / Canada 150th Celebration coming up on August 26th.

Deputy Warden Higgins informed the committee that he has been doing some research on sustainable communities and the Ubuntu lifestyle. He asked the committee if they would like to see a report from him on that. The committee was supportive of receiving a report in December.

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, October 12, 2017 at the County Administrative Building.

10. Adjournment

Moved By: Ms. Hunter

Seconded By: Mr. Gilbert

That the meeting hereby adjourn at 11:40am

Carried



FRONTENAC

Report 2017-125

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Alison Vandervelde, Community Development Officer

Date of meeting: October 12, 2017

Re: Frontenac Ambassador Program One Year Review

Recommendation

This report is for information only. It is intended to solicit comments from the Committee on the results of the Frontenac Brand Ambassador Program Survey that was completed in September, 2017, and the draft goals.

Comments

The Community Development Officer (CDO) enrolled the first Frontenac Brand Ambassador on September 6, 2016. In the 13 months that the program has been operating, over 100 Ambassadors have joined.

On August 25, 2017 an electronic survey was sent out to Ambassadors and remained open until September 22, at which time it had received 41 responses. After requests to offer further input beyond that deadline, it was re-opened for the weekend of Sept 30, and received another 7 responses, for a total of 48 responses.

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, combined with some informal observations based on face-to-face meetings and correspondence with all ambassadors over the last year.

Finally, a set of draft goals for the Frontenac Ambassador Program is included for the committee's review.

Information Report to Community Development Advisory Committee
Frontenac Ambassador Program One Year Review
October 12, 2017

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1. Ambassador Expectations

Many comments throughout the survey imply that Ambassadors see great potential for the program in both the short and long term. In fact, one of the comments in Q1 states *“hopefully by this time next year (the Brand Ambassador program)... will change (from ‘valuable’) to ‘extremely valuable’”*. Staff need to ensure enough time and effort is allocated to realize that increasing value. We will also need to communicate realistic objectives with Ambassadors, and use this documented expectation of results to drive positive Ambassador participation in achieving goals.

2. Visitor Attraction

The responses to Q4 and Q5 clearly indicate that Ambassadors see promotion as the highest priority activity for the program moving forward.

Responses to Q4 suggest that promoting the region is as important as supporting businesses, and many comments indicate that promoting the region is actually a form of supporting businesses. In Q5, nearly 75% of Ambassadors ranked “promoting Frontenac businesses to visitors” as a high priority.

This reflects the sentiments expressed by many Ambassadors over the last year in one-on-one conversations with the CDO. Many businesses in Frontenac rely on visitors almost exclusively, which means their high-season revenue must be sufficient to support them through the off-season. For other businesses that serve a mixture of residents and visitors, the revenue generated by visitors is the income that allows them to re-invest in their business.

Through both survey responses and through discussions with the CDO, Ambassadors have described that they see great potential to increase awareness of Frontenac and drive more visits to the area. Many believe Frontenac is under-promoted, and they would be eager to contribute content and support a robust, coordinated visitor attraction strategy.

3. Supporting Local

Comments through the survey indicate that increased resident support for local businesses would greatly contribute to their success. Many local producers and retailers have echoed this sentiment over the last year, and one Ambassador’s opinion was that people shop local far less often than they will admit.

The challenge is great: how do we overcome the consumer desire for convenience and low cost, especially when many of our residents work in urban areas outside of Frontenac where both are readily available? A truly innovative approach will be required to positively impact this issue. There is County planning work underway (e.g., communal services study) that may eventually result in more people living in villages and hamlets to support these local businesses.

4. Improved Municipal Relationships

A comment in Q6 states *“I also suggest the program encourage local municipal governments to consult the business community more. They often implement small items without realizing or considering the impact on local small business.”* Though it

does not come up much in the survey, this perspective has been expressed regularly to staff in the last year.

Generally, Ambassadors feel local municipalities should consult the business community more regularly before making decisions on issues that affect them. Others have said they feel unsupported by municipal government. In some cases that means they feel municipal staff do not proactively reach out to them or have the capacity to offer the support they require, in other cases it means they feel they only see elected officials during election time, and in other cases it relates more specifically to municipal procurement policies that seem to favour proponents from outside of Frontenac. If we truly want to encourage new and existing business to grow in Frontenac, we need to invest the effort in “walking the walk” across all levels of our municipality.

5. Ambassador Program: inFrontenac only

In Q9, we asked what Ambassadors think about allowing businesses outside of Frontenac into the program. While 70% said “the more the merrier”, most of the comments present very thoughtful arguments against opening up the program. Staff suggest that – for the time foreseeable future at least – the program remain open only to those businesses and community organizations that are physically located in Frontenac.

6. Improved Internet Access is Always a Priority

Q11 reveals that social media and other online avenues (website, email newsletters, referral sites, etc) are the preferred ways Ambassadors reach their potential customers. Access to affordable and reliable internet service is still a challenge for some businesses in Frontenac. A lack of internet access will greatly hamper Frontenac’s reputation as a desirable place to do business. Municipal governments need to continue lobbying for improved internet access via organizations like the Eastern Ontario Wardens’ Caucus and Eastern Ontario Mayors’ Caucus.

7. The Current Business Climate in Frontenac

While Q13 through Q16 indicate that the business climate is generally positive/optimistic in Frontenac, the responses also suggest that some of our businesses are headed into periods of increased stress.

Twenty seven percent (27%) of respondents have added to their team in the last year, and 41% plan to grow their workforce in the next year. Regularly in the last year, Ambassadors have expressed that it can be difficult to find reliable staff for seasonal, part-time, and even full-time work in Frontenac. Many Ambassadors are filling roles in the service industry, and it can be very challenging to find reliable employees for these positions, especially given the close proximity to the Kingston and Perth job market.

Forty seven percent (47%) of respondents have made substantial improvements to their property or equipment in the last year, and 54% plan to make substantial improvements in the next year. Whether those improvements are being financed through a re-investment of accumulated capital or by borrowing, business owners will be working hard to make those investments pay off.

8. Lifestyle

This did not come through in the survey, but informal conversations with Ambassadors over the last year have indicated that many live and run their business in Frontenac primarily because of the lifestyle. While this confirms that Frontenac offers great quality of life, it also means that in many cases business owners are satisfied with the work/life balance they have found. Some businesses could expand or differentiate their operations, but that means assuming more risk, potentially more debt, and becoming busier, which is not something they are interested in.

9. Business Attraction vs Business Retention and Expansion

Also not identified in the survey, but through casual conversations with the CDO, some Ambassadors have expressed disappointment that economic development efforts are often geared toward attracting new businesses, while support for existing businesses is not prioritized. Alternatively to the points under "Lifestyle" above, there are existing businesses that would be open to growing or diversifying their operations, but are overlooked as potential drivers of new business.

So where do we go from here? These survey results and observations combine to highlight some draft goals for the Brand Ambassador Program.

The Frontenac Ambassador Program

The Frontenac Ambassador Program is a network of connected business owners and community organizations that collaborate with each other and local municipalities toward a healthy and vibrant economy in Frontenac.

Goals

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.

Strategies

Goal 1: Attract More Visitors

Frontenac	Lead the development and implementation of a robust Visitor Attraction Strategy.
	Assess the region for visitor readiness and develop goals to help guide product development.
	Continue to leverage the strength of the Frontenac brand identity in growing recognition for the region.
Ambassadors	Contribute to the Visitor Attraction Strategy and participate in initiatives to promote the region (i.e., photography/video, familiarization tours, contesting, publications, etc).
	Conduct a visitor readiness self-assessment. Acknowledge gaps and find creative ways to become more visitor-ready.
	Continue to incorporate the Frontenac brand identity in promotional efforts to grow and leverage its strength.

Goal 2: Help Local Businesses Succeed

Frontenac	Continue to recruit new members into the Ambassador network.
	Continue to act as “one-window” contact for Ambassadors on any/all requests for support.
	Coordinate and host four Ambassador events each year – focused on either networking, education, or collaborating. Coordinate and execute a large fall event showcasing Frontenac businesses and attracting residents and visitors. Event schedule to be re-evaluated after two years.
Ambassadors	Proactively reach out to Frontenac and/or other Ambassadors with requests for support.
	Be open and willing to offer support to other Ambassadors and Frontenac when requests come in.
	Identify, develop, and collaboratively implement initiatives to positively impact our communities and economy with other Ambassadors and with support from Frontenac.

Goal 3: Increase 'Shop Local' Habits

Frontenac	Continue social media campaign to raise awareness of Ambassadors in Frontenac.
	Lead the development of an innovative "shop local" campaign.
	Coordinate the implementation of the campaign.
Ambassadors	Commit to sharing social media posts and contributing to success of Ambassador awareness campaign.
	Participate in the development of the innovative "shop local" campaign.
	Proactively engage in implementation of the campaign.

Goal 4: Improve Municipal Relations

Frontenac	Implement an email newsletter campaign to deliver information to businesses and create awareness of opportunities for engagement and working with municipalities.
	Proactively seek input from Ambassadors on pertinent matters more regularly.
Ambassadors	Review the email newsletters regularly and remain aware of municipal activities.
	Provide feedback when requested.

Goal 5: Increase awareness of Frontenac's business-friendly environment

Frontenac	Interview Ambassadors and produce compelling success stories for each to be featured on www.inFrontenac.ca .
	Develop a dynamic email newsletter campaign targeted at external audiences that are interested in Frontenac, with the goal of advancing their decision to start a business and/or move here.
Ambassadors	Commit to being interviewed and having success story shared online.

	Leverage own networks as appropriate when opportunities arise in Frontenac.
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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

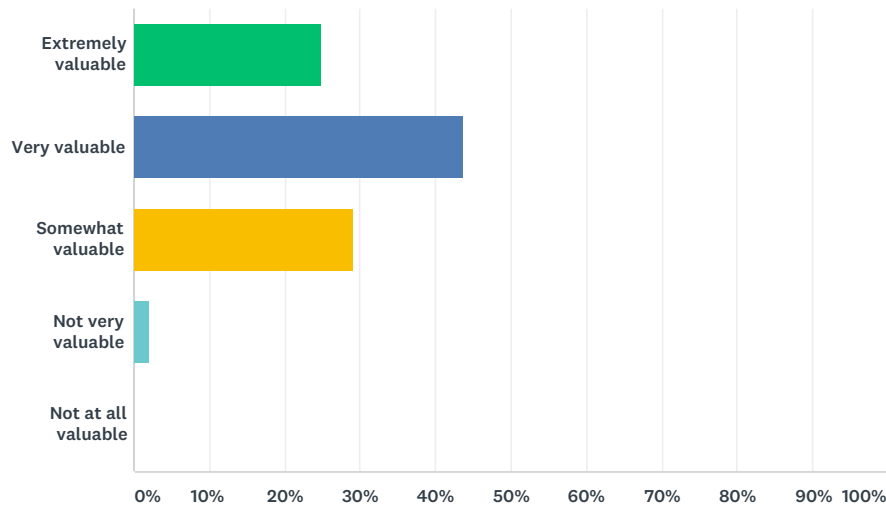
Members of Community Development Advisory Committee
County Council & staff
Township of Frontenac Islands
Township of South Frontenac
Township of Central Frontenac
Township of North Frontenac
Frontenac Community Futures Development Corporation
Residents of the County of Frontenac
Local Businesses

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q1 In general, how valuable do you think the Brand Ambassador program has been to date? (Acknowledging that we all define "value" differently).

Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely valuable	25.00%	12
Very valuable	43.75%	21
Somewhat valuable	29.17%	14
Not very valuable	2.08%	1
Not at all valuable	0.00%	0
TOTAL		48

#	COMMENTS	DATE
1	I find the Facebook posts when new ambassadors join is a create way to promote them.	10/2/2017 7:50 AM
2	"to date" is key I'm not being negative. I feel it's a great idea, but still has to come into stride. People ask "what's it all about?" & I really don't have a good answer other than promoting Frontenac County to the world & networking	9/30/2017 6:35 AM
3	Having a brand to begin with, which was initiated by the county was a great idea. Small businesses needed to be ambassadors for something and the County brought them together and game them a reason to communicate and work together.	9/29/2017 9:24 PM
4	I believe the program does add value to the region by helping to establish a community brand and help businesses work together with the mutual goal of attracting customers to the area.	9/29/2017 7:09 PM
5	Any promotion of local businesses and the townships and county is very valuable.	9/20/2017 10:27 AM
6	It's a great program but we are disappointed the website hasn't been updated.	9/20/2017 9:41 AM
7	We have acquired up to date contacts and now realize what's happening and where. We've met other Ambassadors and have had an increase in sales and farm visits.	9/19/2017 7:06 PM
8	Thanks for making me aware of some businesses that I didn't know about.	9/12/2017 4:48 PM

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Frontenac Ambassador Program: 1 Year In

SurveyMonkey

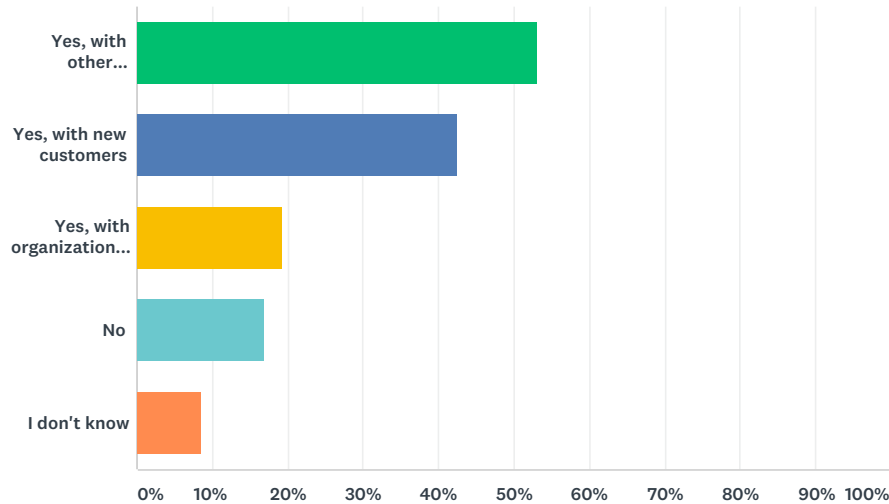
9	I believe it has helped to bring awareness to so many interesting and unique companies and services operating in the Frontenac's!	9/10/2017 12:16 PM
10	Being new to the program, and the program itself being fairly new, I think it may take some more time to really see the 'value' But that said I think it is a excellent way to help promote the region and the local business in it. Hopefully this time next year it will change to 'extremely valuable'	8/30/2017 2:06 PM
11	I have not had anyone say they have gotten our contact information from your site.	8/29/2017 10:32 AM
12	Very good at making connections with other business's and giving them some legtiarmacy	8/28/2017 11:20 AM
13	Allison is wonderful and has been of great assistance for [REDACTED]	[REDACTED]
14	The exposure was great for our business!	8/26/2017 7:58 PM
15	It's not as visible as I would have expected... but these things take time.	8/25/2017 7:51 PM
16	I would like to find more ways to be involved	8/25/2017 5:00 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q2 Has the Frontenac Ambassador Program facilitated new relationships for you and your business? (You can select multiple responses here)

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes, with other businesses in the region	53.19% 25
Yes, with new customers	42.55% 20
Yes, with organizations that support my business	19.15% 9
No	17.02% 8
I don't know	8.51% 4
Total Respondents: 47	

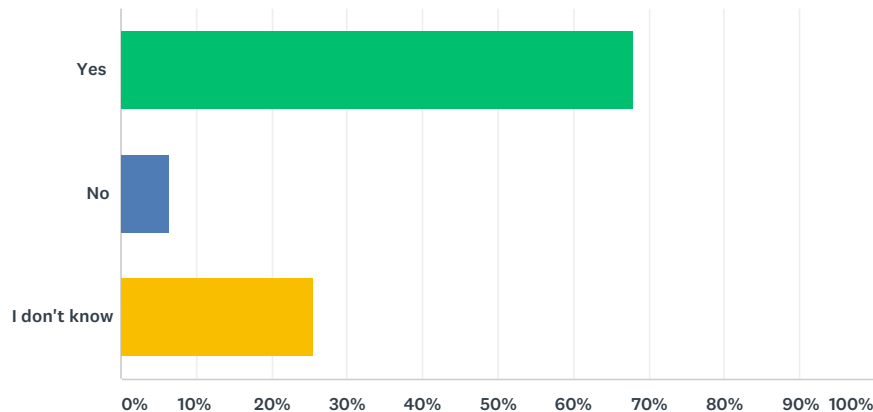
#	COMMENTS	DATE
1	Has been a great source of information and we have sent our guests [REDACTED] to other businesses as a result.	[REDACTED]
2	You need a "not yet" option. [REDACTED]	[REDACTED]
3	The program offered opportunities for business owners to meet, it provided an atmosphere that was conducive to positive conversation between owners and sometimes staff as well. These opportunities to share ideas were loaded with ideas from the county as well.	9/29/2017 9:24 PM
4	Not yet. Have not been recognized yet	9/20/2017 10:27 AM
5	Don't think it has drawn any new customers or business per say... But has definitely helped make some new contacts and relationships	8/30/2017 2:06 PM
6	Not yet	8/28/2017 11:54 AM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q3 Has the Frontenac Ambassador Program positively impacted your business in some way?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	68.09% 32
No	6.38% 3
I don't know	25.53% 12
TOTAL	47

#	IF YOU CAN, PROVIDING SPECIFIC EXAMPLES WOULD BE USEFUL TO US	DATE
1	Connected us with others businesses ie spa or art studio that our guests are intersted in. Also connected us with similar businesses to discuss issues in common ie hydro issues and metering etc	10/2/2017 7:50 AM
2	Possibly I met some new people in SL that evening, so you never know. [REDACTED]	[REDACTED]
3	The program promotes its ambassadors. It helps ambassadors to communicate and provides a person who can coordinate opportunities to promote the Frontenac County-Alison.	9/29/2017 9:24 PM
4	It is hard for me to say. It certainly hasn't hurt my business. My primary business is distribution outside of the ambassador program area. That being said, I feel a little more involved within the community of local businesses, which I believe is partly due to the program.	9/29/2017 7:09 PM
5	When the Facebook post went out, we had more followers join our Facebook page.	9/21/2017 3:50 PM
6	I've made new connections in both the business world and with customers.	9/20/2017 1:55 PM
7	Not fully completed the brand ambassador yet. Have seen no promotion or coverage as yet	9/20/2017 10:27 AM
8	With an increase in [REDACTED] visits and most definitely an increase in FB "shares" from the beautiful article and pictures that Allison took when she did our profile!	9/19/2017 7:06 PM
9	Thanks for putting me in touch with [REDACTED]. I have gained a few new customers that really love her product, and now my store!	[REDACTED]
10	It has helped to highlight my business profile and the services I offer to my clients. For example, it helped for potential clients find out about my business and that I do [REDACTED]	[REDACTED]

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

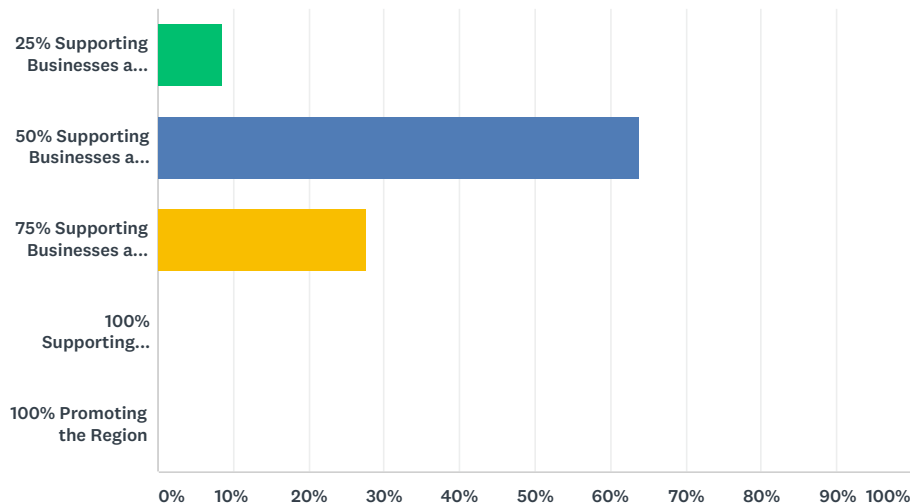
11	We've been especially grateful for help getting media coverage of our event. We've also really enjoyed getting connected with other like-minded ambassadors.	8/29/2017 4:11 PM
12	We are just in the process of getting signed up but I am positive that it will	8/28/2017 11:54 AM
13	Free publicity is always great, and when approaching other business to sell they already know who you are.	8/28/2017 11:20 AM
14	Good contacts, networking	8/27/2017 4:49 PM
15	More of an instagram and Facebook following	8/26/2017 7:58 PM
16	the extra promotion by the county is appreciated	8/26/2017 7:30 PM
17	I think it has helped get the word out about my business.	8/26/2017 5:08 PM
18	Many have seen the pics on facebook	8/26/2017 12:50 AM
19	It has introduced us to a lot of people in the area that we could approach for business which is very useful as we are new to the area. It has also made us feel more connected to Frontenac	8/25/2017 5:13 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q4 Moving forward, how would you split the program's resources between the two main goals: Supporting Businesses and Promoting the Region?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES
25% Supporting Businesses and 75% Promoting the Region	8.51% 4
50% Supporting Businesses and 50% Promoting the Region	63.83% 30
75% Supporting Businesses and 25% Promoting the Region	27.66% 13
100% Supporting Businesses	0.00% 0
100% Promoting the Region	0.00% 0
TOTAL	47

#	COMMENTS	DATE
1	I suggest promoting the area is a higher priority.	10/2/2017 8:03 AM
2	Can't ignore either. Winter is too long ... and summer is too short and too important. And the shoulders are too narrow.	10/2/2017 7:47 AM
3	I feel that promoting a region is best done by a governing body or representative of a larger group. Promoting the region and what is has to offer, which is often the businesses, already supports the businesses.	9/29/2017 9:41 PM
4	In order to promote the region we need strong businesses so I believe in an equal split. Strong businesses will also help promote the area.	9/29/2017 7:53 PM
5	Both will benefit	9/20/2017 10:36 AM
6	When you support the businesses, the region benefits and vise versa. We don't think you can go wrong with your support. We feel that because the area is so vast business will benefit most from your support.	9/19/2017 7:37 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

7	I think it is important to get the region some promotion... As a recent transplant, I can say with certainty, this area is unknown outside of the Kingston area... Relatively few people know about the area and its beauty and diversity.	8/30/2017 2:11 PM
8	Supporting the region IS in turn supporting the local businesses	8/26/2017 8:05 PM
9	The region itself is large geographically but low in population, so it will be worthwhile to bring more people, thus potential customers, to this region as say, tourists. Or promote this region as a destination for food tourism or eco-tourism	8/25/2017 5:20 PM

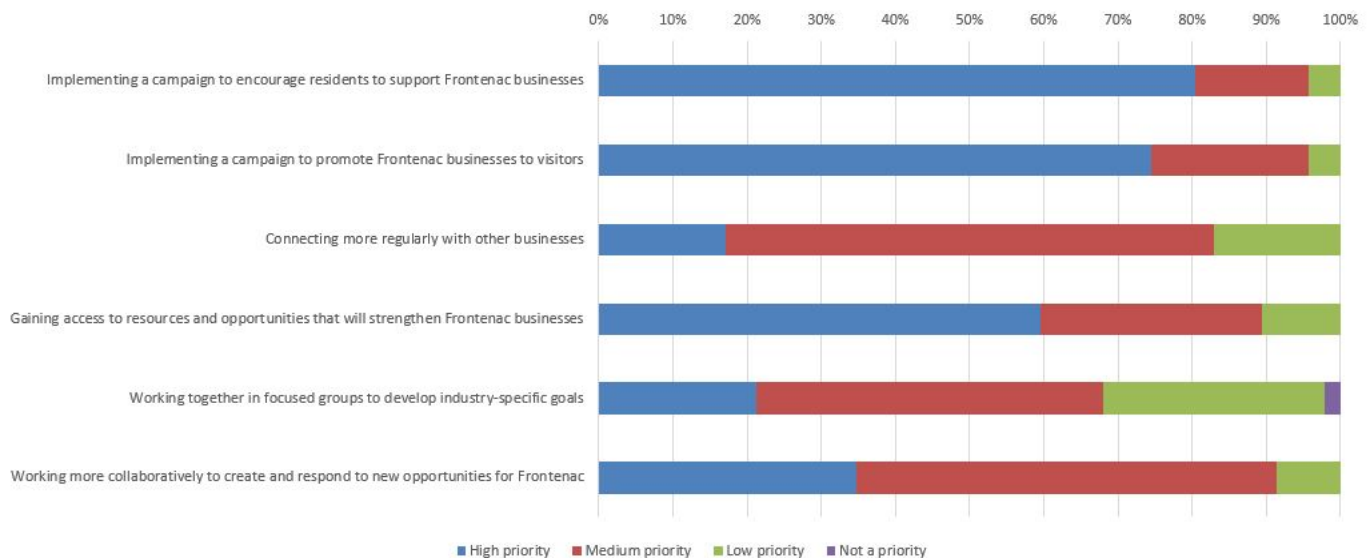
Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q5 Please prioritize each of the following activities as part of the Frontenac Ambassador program:

Answered: 47 Skipped: 1

Please prioritize each of the following activities as part of the program:



	NOT A PRIORITY	LOW PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	TOTAL	WEIGHTED AVERAGE
Implementing a campaign to encourage residents to support Frontenac businesses	0.00% 0	4.35% 2	15.22% 7	80.43% 37	46	3.76
Implementing a campaign to promote Frontenac businesses to visitors	0.00% 0	4.26% 2	21.28% 10	74.47% 35	47	3.70
Connecting more regularly with other businesses	0.00% 0	17.02% 8	65.96% 31	17.02% 8	47	3.00
Gaining access to resources and opportunities that will strengthen Frontenac businesses	0.00% 0	10.64% 5	29.79% 14	59.57% 28	47	3.49
Working together in focused groups to develop industry-specific goals	2.13% 1	29.79% 14	46.81% 22	21.28% 10	47	2.87
Working more collaboratively to create and respond to new opportunities for Frontenac	0.00% 0	8.70% 4	56.52% 26	34.78% 16	46	3.26

#	COMMENTS	DATE
1	Promotion of area for new guests / visitors is highest priority. Local support will follow or strengthen in parallel.	10/2/2017 8:03 AM
2	I put low priority to "gaining access to resources" because it seems there are already many opportunities for resources, but a much bigger need for local people to be customers of local businesses. There is a huge gap between the business conducted in the county and the business that is taken to Kingston in the pockets of those who live in the county. Also, it would seem that our county could stand to promote itself better to visitors.	9/29/2017 9:41 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q6 Are there other ways the Frontenac Ambassador Program could be enhanced to benefit your business and Frontenac?

Answered: 20 Skipped: 28

#	RESPONSES	DATE
1	I also suggest the program encourage local municipal governments to consult the business community more. They often implement small items without realizing or considering the impact on local small businesses.	10/2/2017 8:03 AM
2	It flows from the networking piece. If the ambassadors develop some projects, starting with small ones, where two or three or five work together or support each others efforts, it could build into becoming a loose, member based organisation. In the medium t king run, the ambassador will need to develop its own momentum, with resources and support from the countyh ED office but not as an entirely office driven enterprise. It will need buy in.	10/2/2017 7:47 AM
3	Yes, although I'd need to give this some thought	
4	Collaborative activities in smaller segmented areas of the county, promoted by the county to its residents.	9/29/2017 9:41 PM
5	I strongly believe that we really need to clean up North Frontenac. I think we need to look at a more organized way to display signage both for direction to local businesses and perhaps advertising, if done in a fashionable manner. It is a real shame that our beautiful North Frontenac landscape is plastered with illegal signs all over the "scenic route" and nearly every boat dock and cottage road. I believe it makes the region look unprofessional and is of poor taste. Additionally, but obviously a more difficult task would be to figure out a way to improve dilapidated buildings, store fronts, garbage etc. There is a noticeable difference in aesthetics when driving around prince Edward County or Lanark Highlands when compared to North Frontenac.	9/29/2017 7:53 PM
6	More advertising	9/22/2017 10:35 AM
7	Not sure	9/20/2017 1:59 PM
8	Awareness and information sharing on how to do what we do more efficient, what resources are available to help. Small business conference for Frontenac County showcasing information sharing, guest speakers, samples of products available in our community. Businesses promoting businesses	9/20/2017 10:36 AM
9	nothing that comes to mind at the moment.	9/20/2017 9:54 AM
10	The creation of an annual resource guide with map complete with listings and advertisements and events that each Ambassador can distribute. Our guests are always looking for things to see and do. Is there road signage available? Lanark seems to have a good program for road signs.	9/19/2017 7:37 PM
11	Having a news feed on the Facebook page for the businesses that offer seasonal offers/specials and discounts.	9/10/2017 12:22 PM
12	Seems to be working well!	9/7/2017 9:39 PM
13		
14	N/a	8/28/2017 12:03 PM
15	I believe some more promoting of the collaborations would help, I think you need to show why this is helping others.	8/28/2017 11:24 AM
16	I would love if the program would have workshops and local business meet and greets to exchange business cards and figure out a way to support each other. Example: we would love to find and advertise for a local lumber yard, or a locally sourced hardware store- in exchange for a sale counter or display wall in their business.	8/26/2017 8:05 PM
17	more promotion to say we are ambassadors like a sign or flag / banner - maybe info to pass out to visitors that ask for it	8/26/2017 7:38 PM

9 / 28

Frontenac Ambassador Program: 1 Year In

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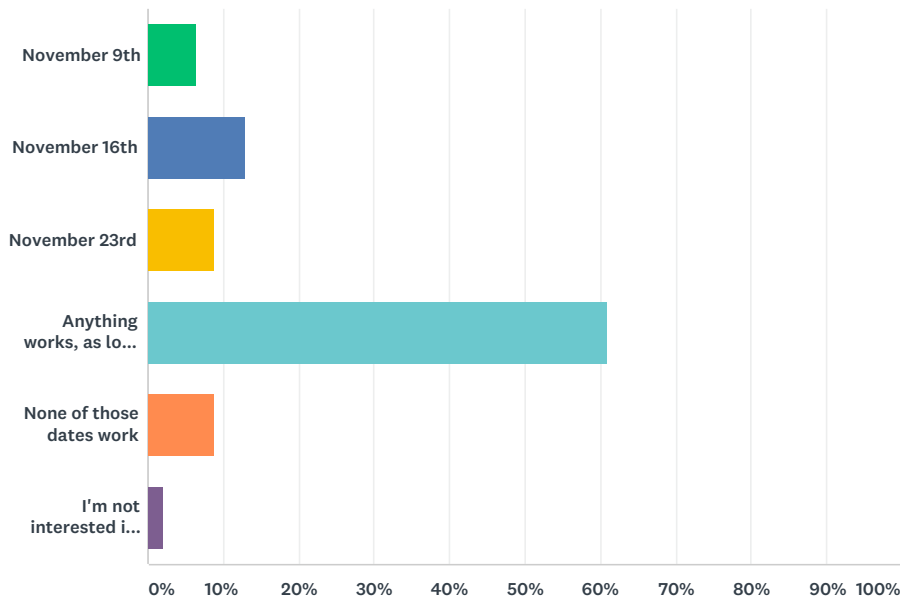
18	I would like to see the program getting together with other organizations [REDACTED] [REDACTED]	[REDACTED]
19	Cross promotion within the Ambassador group so we can all understand what eachother do.	8/25/2017 9:11 PM
20	Featured more than just once on site or Facebook page	8/25/2017 5:05 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q7 We're planning another Ambassador Networking Event for the fall. We're looking at a Thursday evening, probably in South Frontenac Township. Any idea what date is best for you?

Answered: 46 Skipped: 2



ANSWER CHOICES		RESPONSES	
November 9th		6.52%	3
November 16th		13.04%	6
November 23rd		8.70%	4
Anything works, as long as I have some notice		60.87%	28
None of those dates work		8.70%	4
I'm not interested in attending an event like this		2.17%	1
TOTAL			46

#	COMMENTS	DATE
1	After hunting season	10/2/2017 7:47 AM
2	October works for me	10/1/2017 8:51 PM
3	Nov 23rd is not very good for [REDACTED] but we could make it work.	[REDACTED]
4	[REDACTED]	[REDACTED]
5	I can only attend in the evening.	9/20/2017 9:43 AM
6	We're good for the 16th or the 23rd.	9/19/2017 7:37 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

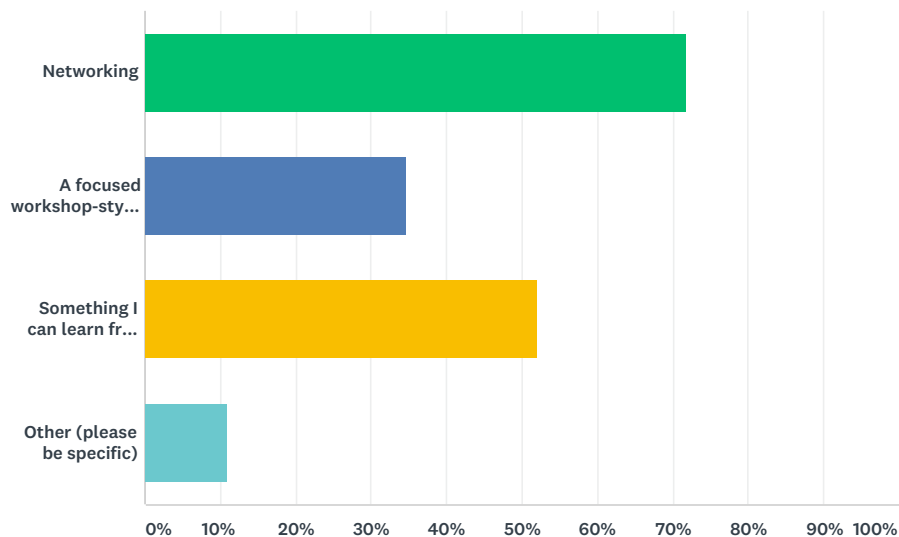
7	An October date might be better. The closer we get to the Christmas season, the busier we all seem to get!	9/12/2017 4:56 PM
8	Depends on the time in the evening. Late evening works best for me	9/8/2017 10:40 PM
9	We're away for 6 weeks in the fall, so will likely miss out on this event this year. We would be interested in an event like this in the future though.	8/29/2017 4:14 PM
10	Having a family- we would need at least two weeks of notice to be able to make it.	8/26/2017 8:05 PM
11	September or October works for me	8/26/2017 1:02 AM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q8 Speaking of the networking event, please tell us what kind of content would be most valuable to you. Select all/only the types of activities you would like to see:

Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES	
Networking	71.74%	33
A focused workshop-style activity where we brainstorm for action	34.78%	16
Something I can learn from, like a panel of experts, a keynote speaker, or an educational presentation	52.17%	24
Other (please be specific)	10.87%	5
Total Respondents: 46		

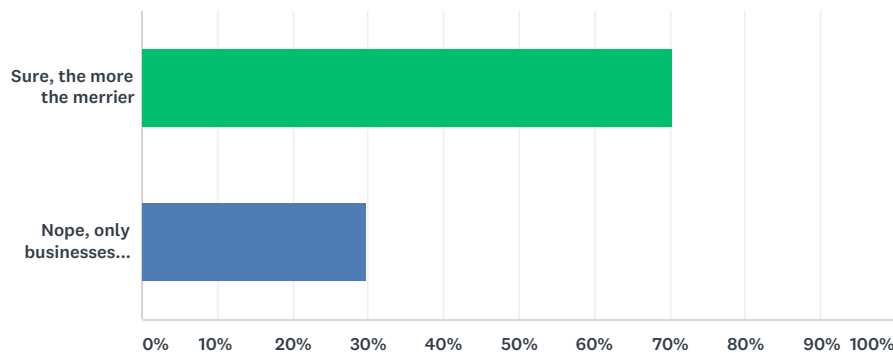
#	OTHER (PLEASE BE SPECIFIC)	DATE
1	N	9/20/2017 12:42 PM
2	A business showcase where local ambassadors can show what they do, what works, what doesn't, let's learn from each other	9/20/2017 10:36 AM
3	Workshops are great way to mix and get some ideas!	9/7/2017 9:39 PM
4	How can we better advertise our businesses to bring new people to our region and our business specifically.	8/29/2017 10:37 AM
5	An industry divided meet and greet, maybe we could all bring an object or poster of what we sell/ make/ distribute in order to spark new business connections and agreements	8/26/2017 8:05 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q9 A few businesses with ties to Frontenac - that are technically not located in Frontenac - have expressed interest in becoming Frontenac Ambassadors. What do you think, do we let them in the club or not?

Answered: 37 Skipped: 11



ANSWER CHOICES	RESPONSES	
Sure, the more the merrier	70.27%	26
Nope, only businesses located #inFrontenac should be allowed in the program	29.73%	11
TOTAL		37

#	COMMENTS	DATE
1	The goal of the program is partly to develop a brand identity for Frontenac and the only defining feature at this point is the boundary. If outside businesses come in, it becomes a regional player among other regional players.	10/2/2017 7:47 AM
2	This needs more thought. On one hand, will they be willing to put the "brand" on a vehicle? On the other hand, Napanee CofC welcomed me in a decade or more ago. I didn't stay ... I had no time to go to breakfasts & meetings	9/30/2017 6:47 AM
3	Not sure how to answer this. Personally I go to the L & A business mixers and love to know what is happening around me. L & A is close to us. But not sure about letting them be ambassadors if you were to do marketing and they were out of the area. Would depend on the future of brand ambassadors. Maybe "no" until we know more about what being a brand ambassador means.	9/29/2017 9:41 PM
4	As long "outside of Frontenac" businesses don't compete directly with an #inFrontenac business.	9/29/2017 4:11 PM
5	...if they are fairly close Frontenac	9/22/2017 10:35 AM
6	How local? It kind of goes against the whole concept of #inFrontenac .	9/20/2017 12:42 PM
7	I am torn on this one. If they are not physically located here, then why would they want to promote Frontenac County	9/20/2017 10:36 AM
8	Perhaps they could pay for advertising in our resource guide?	9/19/2017 7:37 PM
9	If a company is located outside of Frontenac regions but serve the clientele within, I feel these businesses should be included. For example, the town of Westport is right on the border of the Frontenacs and many of those businesses offer services to Frontenac inhabitants.	9/10/2017 12:22 PM
10	as much as I think inclusion is important - I think it would lose it's meaning ... being an ambassador IN Frontenac, should mean you are IN Frontenac.	9/8/2017 1:52 PM
11	Networking makes connections all over!	9/7/2017 9:39 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

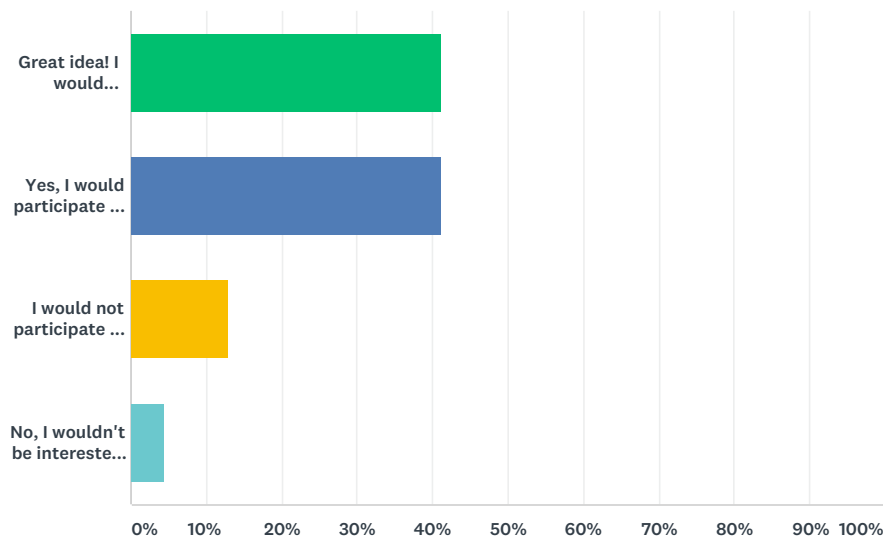
12	Mixed feelings, while it is awesome others want to join, what makes the #inFrontenac brand exclusive? and what kind of ties do they need to be an ambassador?	8/30/2017 2:11 PM
13	As long as they're not accessing Frontenac-specific funding I have no issue with it.	8/28/2017 1:56 PM
14	depends on there involvement. Stores in Kingston that sell our products in there stores should be eligable, or perhaps if they sell us our supplies?	8/28/2017 11:24 AM
15	not sure	8/27/2017 9:38 PM
16	let them have their own program!	8/26/2017 8:05 PM
17	not sure! is this like a Kingston business that does work in South Frontenac, that is already promoted by the city of Kingston? then no :)	8/26/2017 7:38 PM
18	Depends who it is and what they are offering.	8/25/2017 9:11 PM
19	I'm really split on this...I see some folks from Westport and Maberly in the club - these guys have more in common with Frontenac than people from Kingston. It seems that there are places that even though not in Frontenac are traditionally considered "ok" like Westport. Glenburine even though technically in Kingston should be one of us....	8/25/2017 5:20 PM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q10 Would you be interested in participating in an event showcasing Frontenac businesses next year... something along the lines of a Harvest Festival, attracting both residents and visitors?

Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES	
Great idea! I would participate as a vendor and I could even help to organize it	41.30%	19
Yes, I would participate as a vendor	41.30%	19
I would not participate as a vendor, but would attend the event with my family/friends	13.04%	6
No, I wouldn't be interested in this event	4.35%	2
TOTAL		46

#	COMMENTS	DATE
1	I would help organize it.	10/2/2017 8:03 AM
2	We would probably participate as a vendor as we are currently making an attempt to market ourselves away from the retail part of our business. Unfortunately, we are still not in a position to help organize such an event to any great extent. sorry	9/29/2017 9:41 PM
3	The demands of [REDACTED] make it hard to commit to many outside events but I do believe it is a good idea and would try to help with both input and attendance if possible.	[REDACTED]
4	YES YES YES! We like the word "Showcase, or Open in Frontenac".	9/19/2017 7:37 PM
5	I think that this is a great idea, but for me, this sort of event doesn't usually prove to be very profitable.	9/12/2017 4:56 PM
6	[REDACTED]	[REDACTED]
7	I love the networking and promoting aspect of the program- I would love to help organize!	8/26/2017 8:05 PM
8	Although it would depend on the timing, and the cost associated with participating as a vendor.	8/25/2017 7:53 PM

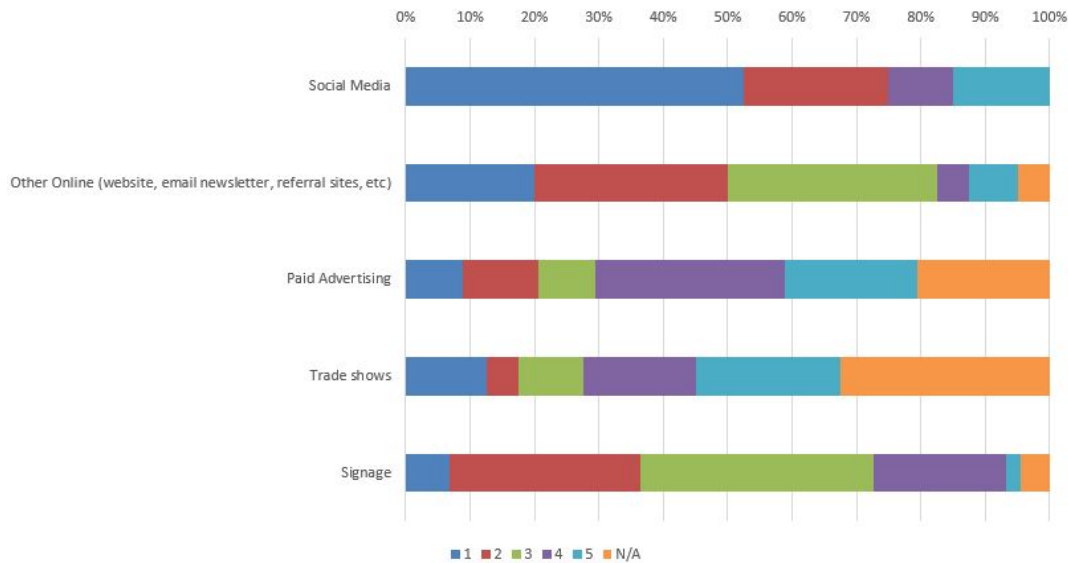
Frontenac Ambassador Program: 1 Year In

SurveyMonkey

9	Great idea!! We would love to help out in anyway possible!	8/25/2017 5:05 PM
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Q11 We'd like to know how you reach your potential customers. Please rank the following marketing tools in order of importance to your

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



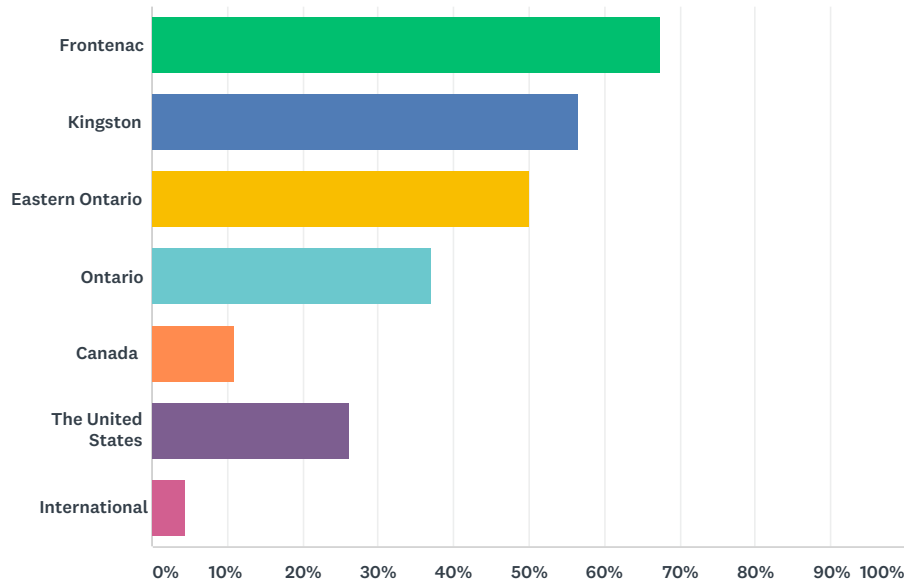
	1	2	3	4	5	N/A	TOTAL	SCORE
Social Media	52.50% 21	22.50% 9	0.00% 0	10.00% 4	15.00% 6	0.00% 0	40	3.88
Other Online (website, email newsletter, referral sites, etc)	20.00% 8	30.00% 12	32.50% 13	5.00% 2	7.50% 3	5.00% 2	40	3.53
Paid Advertising	8.82% 3	11.76% 4	8.82% 3	29.41% 10	20.59% 7	20.59% 7	34	2.48
Trade shows	12.50% 5	5.00% 2	10.00% 4	17.50% 7	22.50% 9	32.50% 13	40	2.52
Signage	6.82% 3	29.55% 13	36.36% 16	20.45% 9	2.27% 1	4.55% 2	44	3.19

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q12 Where are most of your customers from? Please select all the markets that best identify the majority of your customer base.

Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES
Frontenac	67.39% 31
Kingston	56.52% 26
Eastern Ontario	50.00% 23
Ontario	36.96% 17
Canada	10.87% 5
The United States	26.09% 12
International	4.35% 2
Total Respondents: 46	

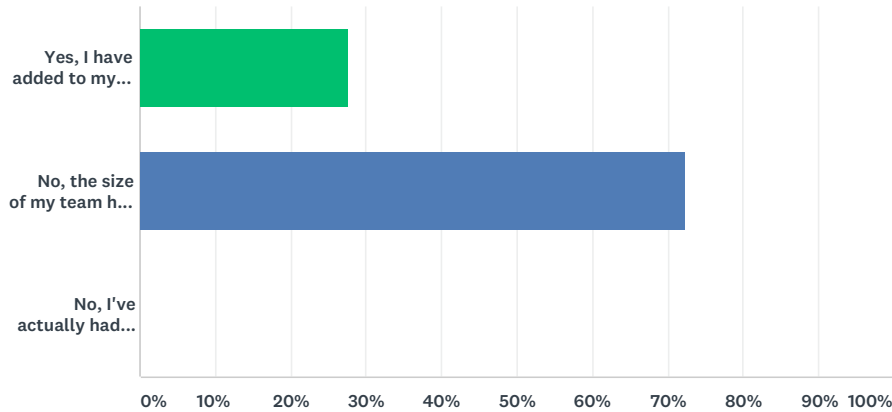
#	COMMENTS	DATE
1	Mostly eastern Ontario.	10/2/2017 8:06 AM
2	Mostly CF & L&A. However, in any particular year, I can pick up larger jobs from outside the region.	
3	Although our busiest months would show an increase in customers from outside a 100 km radius in the summer, our survey showed that much of our business comes from a 20 Km radius.	9/29/2017 9:48 PM
4	Our distribution network covers Eastern Ontario , the GTA, and the Niagara region. Our shop brings in many tourists from Toronto, Ottawa, Kingston, Almonte and we have regular local traffic.	9/29/2017 7:53 PM
5	Toronto and GTA	9/15/2017 11:46 AM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q13 Has your workforce grown over the past year?

Answered: 47 Skipped: 1



ANSWER CHOICES		RESPONSES	
Yes, I have added to my team		27.66%	13
No, the size of my team has remained the same		72.34%	34
No, I've actually had to reduce my team over the past year		0.00%	0
TOTAL			47

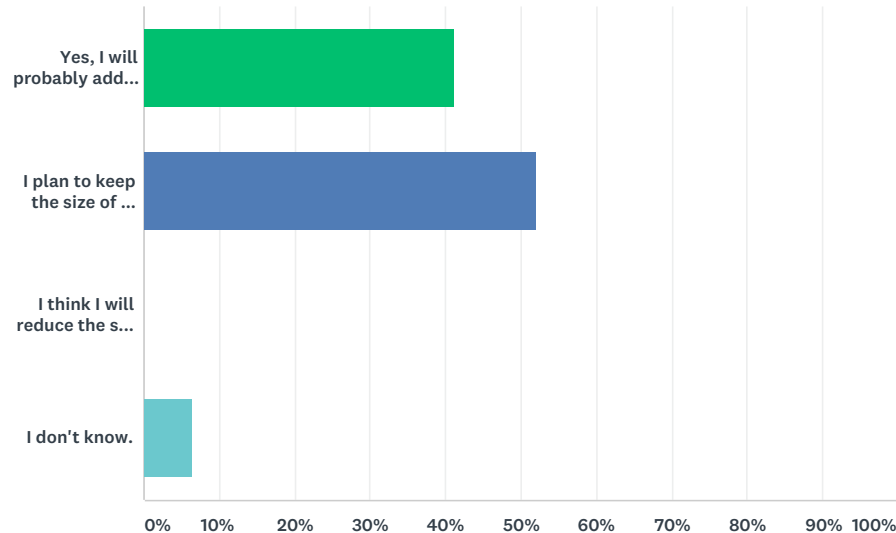
#	COMMENTS	DATE
1	I have been trying to increase our sales incrementally for many years so we could grow our workforce by only a small number. Just this year we added 1 full time employee.	9/29/2017 9:48 PM
2	[REDACTED]	[REDACTED]
3	The size is about the same as the staff was last year, being new business owners it was a tough call on how many staff to bring in. After our first season, we are already looking at hiring a 2nd full time staff and still possibly have two part time (or more)seasonal workers next summer.	8/30/2017 2:17 PM
4	[REDACTED]	[REDACTED]

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q14 Are you planning to grow your workforce in the next year?

Answered: 46 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes, I will probably add to my team in the next year		41.30%	19
I plan to keep the size of my team consistent over the next year		52.17%	24
I think I will reduce the size of my team in the next year		0.00%	0
I don't know.		6.52%	3
TOTAL			46

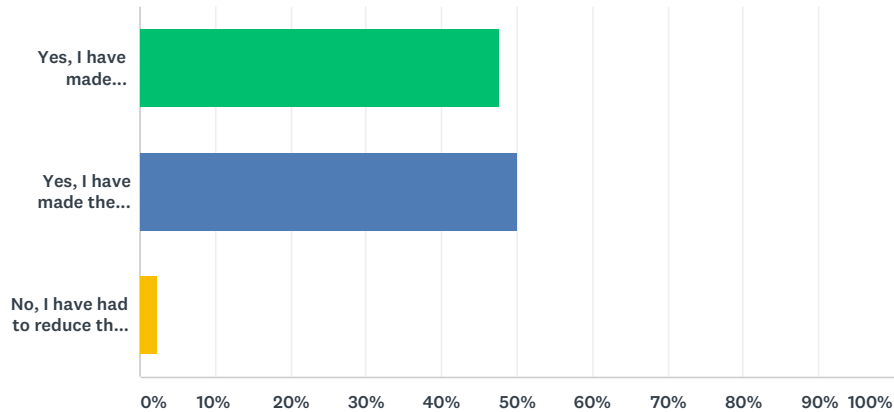
#	COMMENTS	DATE
1	An increase may only come in our busiest 4 months which are within twelve months from now but would be in June, July, August, September 2018.	9/29/2017 9:48 PM
2	Hoping too!	9/7/2017 9:42 PM
3		

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q15 Have you invested in upgrading your property or equipment in the last year?

Answered: 44 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes, I have made substantial improvements	47.73%	21
Yes, I have made the required investments to maintain the standards at which I do business	50.00%	22
No, I have had to reduce the investment in my property / equipment in the past year	2.27%	1
TOTAL		44

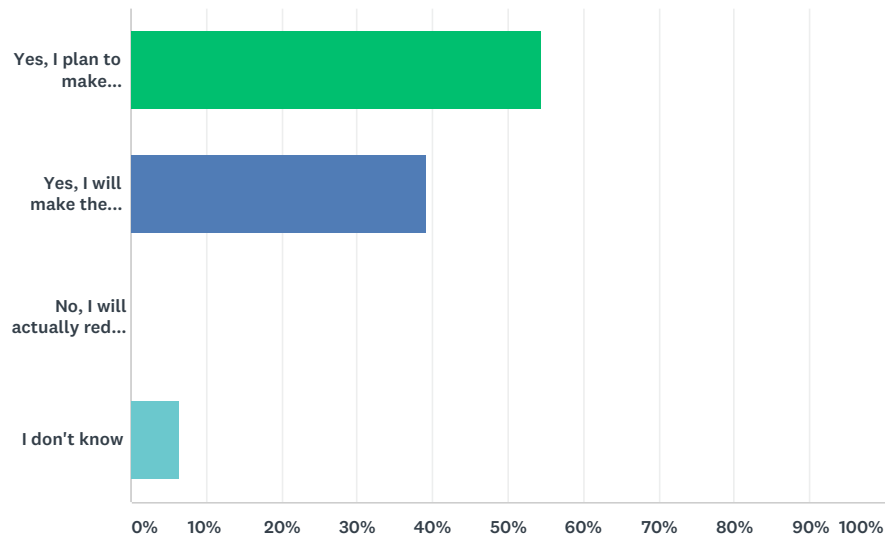
#	COMMENTS	DATE
1	We have added signage, parking facilities, furniture.	9/29/2017 9:48 PM
2	[REDACTED]	[REDACTED]
3	I don't own the property but I have made some improvements in the store.	9/20/2017 2:01 PM
4	I extensively renovated in 2015.	9/12/2017 4:58 PM
5	N/A	9/7/2017 9:42 PM
6	[REDACTED]	8/28/2017 11:25 AM
7	[REDACTED]	[REDACTED]

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q16 Are you planning to invest in upgrading your property or equipment in the next year?

Answered: 46 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes, I plan to make substantial improvements		54.35%	25
Yes, I will make the required investments to maintain the standards at which I do business		39.13%	18
No, I will actually reduce the investment in my property / equipment in the next year		0.00%	0
I don't know		6.52%	3
TOTAL			46

#	COMMENTS	DATE
1	My future goals are to make substantial improvements to my [REDACTED]. This will bring a need for more employees and continued growth.	[REDACTED]
2	No	9/7/2017 9:42 PM
3	Would like to add [REDACTED]	[REDACTED]
4	[REDACTED]	[REDACTED]
5	I dont plan to improve only in propery and equipment but also in the service to our clients especially in the young ones (our future)	8/26/2017 1:07 AM

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q17 If there are other businesses #inFrontenac that you think may be interested in joining the Frontenac Ambassador Program, please list them here (name and contact information for the owner would be great if you've got it!)

Answered: 11 Skipped: 37

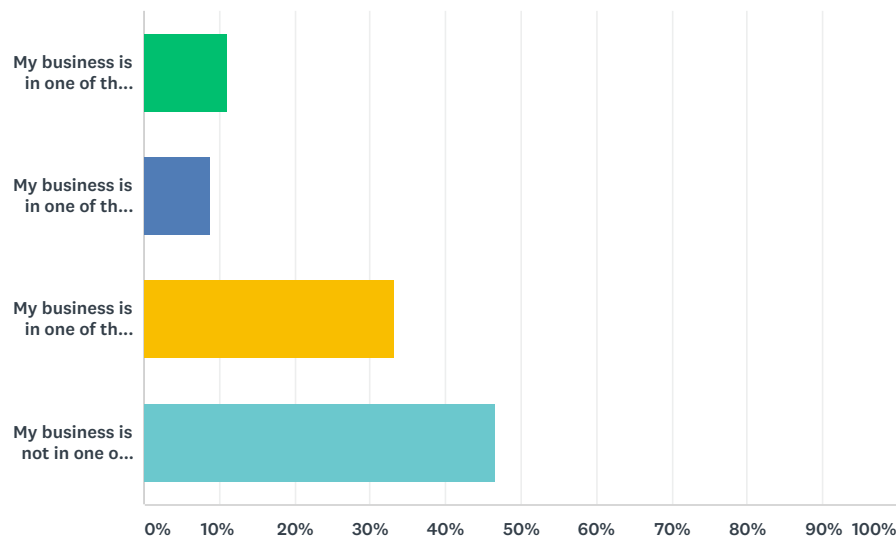
#	RESPONSES	DATE
1	[REDACTED]	[REDACTED]
2	[REDACTED]	[REDACTED]
3	I would like to see our convenience store owners featured, perhaps as a group. Many convenience stores tout themselves as general stores or they've added a chain brand name to set themselves apart but I believe that perhaps to promote them as the group of people who are always available when everyone else is closed (early morning and late into the evening especially). I think the little convenience stores really cater to everyone who is in a bind or just has a craving but also to those who do not leave their community often...seniors, lower income families, those who don't drive. They are perhaps not the shining stars for tourism (eventhough tourists use their facilities as well) but they certainly add value to the little communities. Local communities need to value the little convenience stores more. Often people undervalue the convenience stores and only realize it once they're gone.	9/29/2017 9:58 PM
4	[REDACTED]	[REDACTED]
5	[REDACTED]	[REDACTED]
6	[REDACTED]	[REDACTED]
7	[REDACTED]	[REDACTED]
8	[REDACTED]	[REDACTED]
9	[REDACTED]	[REDACTED]
10	[REDACTED]	[REDACTED]
11	[REDACTED]	[REDACTED]

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q18 There are currently Community Improvement Plans (CIP) in place for North Frontenac Township, Sharbot Lake, Harrowsmith, and Marysville. Were you aware of these programs before reading this survey question?

Answered: 45 Skipped: 3



ANSWER CHOICES		RESPONSES	
My business is in one of these areas and yes, I am aware of the CIPs		11.11%	5
My business is in one of these areas and yes, I have applied for a program through one of the CIPs		8.89%	4
My business is in one of these areas and no, I was not aware of the CIPs		33.33%	15
My business is not in one of these areas		46.67%	21
TOTAL			45

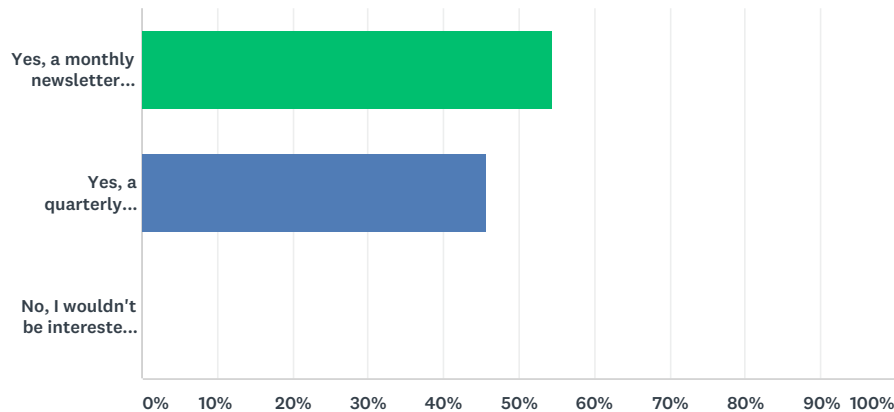
#	COMMENTS	DATE
1	I'm aware of the CIPs, but most aren't taking advantage of it. [REDACTED]	[REDACTED]
2	[REDACTED]	[REDACTED]
3	It's great to see! Harrowsmith really needs some revitalization.. I would include Sydenham in that list as it has SO much opportunity to be an amazing little niche town, but unfortunately its a bit of a dive... Where are the cute boutiques, coffee shops, pub/restaurants??? [REDACTED]	8/30/2017 2:21 PM
4	I am aware of the programs but my business doesn't qualify for a program like this	[REDACTED]

Frontenac Ambassador Program: 1 Year In

SurveyMonkey

Q19 Would you be interested in receiving an email newsletter from Frontenac County, focused on content that we think will be valuable to you? We're thinking along the lines of: updates on our activities, public meeting announcements, council decisions, brand ambassador profiles, opportunities that you might want to take advantage of, etc.)?

Answered: 46 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes, a monthly newsletter would be great		54.35%	25
Yes, a quarterly newsletter sounds good		45.65%	21
No, I wouldn't be interested in this		0.00%	0
TOTAL			46

#	COMMENTS	DATE
1	I could also help organize content	9/20/2017 9:44 AM
2	would love to hear from you!	8/30/2017 2:21 PM



Report 2017-126

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: October 12, 2017

Re: **Community Development Advisory Committee – Verona Trailhead Engagement Plan**

Recommendation

This report is for information purposes only.

Background

In 2016, Frontenac County Council provided direction to purchase and remediate the property at 6503 Road 38 (corner of Bellrock Rd.) for the purpose of developing a public trail access point. This property is located near the southern end of the village of Verona.

The remediation is now complete and the location has been restored to gravel fill with minor improvements, until further direction is provided by Council. In the meantime, this site will be available for trail users to access the K&P Trail from Verona.

In report [2017-104](#) to the Community Development Advisory Committee staff advised that motorized off-road vehicles are attempting to make use of the K&P Trail through Verona and that the Trailhead is equipped with ample parking and will be an attractive access point for all users. The Trailhead is located at the southern end of Verona while motorized vehicles are only able to access the trail at the northern end of the hamlet, at Craig Rd. On recommendation from the committee, staff were directed by council to investigate the potential for motorized off road vehicles from Bellrock Rd to Craig Road and to engage the community in regard to the Verona Trailhead and the proposed expansion of motorized off-road vehicle use.

Comments**November 18, 2017 - Verona Trailhead Open House**

Staff have coordinated with the Verona Community Association (VCA) to host an open house on November 18, 2017 from 10:00AM to 12:00PM at the Verona Lions Hall on Verona Sand Road to discuss amenities, and features to consider for the development of the space. This event will have interactive options for participants to include their suggestions and comments. There will be an element focused on access to the trail in order to discuss the logistics of trail access for all users at the Verona Trailhead location.

Project Webpage

Staff are in the process of creating a project website to assist the community in understanding the project. Material used at the Open House will be posted for viewing online and a suggestion form or survey will be included on the page to get feedback on the various elements of the site.

Engagement Period

Staff will begin engagement approximately three weeks prior to the scheduled public meeting at the Verona Lions Hall, and to keep the online engagement available on the project webpage until the end of November

Staff plan to advertise for this event and to promote the project webpage using the following mediums:

1. Print Advertising (Frontenac Gazette, Frontenac News)
2. Social Media (Targeted Ads)
3. Temporary Billboard at 6503 Road 38

Sustainability Implications

The Frontenac County Integrated Community Sustainability Plan (ICSP) identifies recreation and leisure as a focus area. This is also reflected in the County Economic Development Charter as a key pillar and strength. As visitors and community members both seek adventures and recreational activities in Frontenac, safe access to trail infrastructure should be established and in place to ensure the long term viability of this tourism industry.

Financial Implications

The proposed actions of this report are within the budget for the Planning & Economic Development Department

Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
Marco Smits, Communications Officer
Eastern Ontario Trails Alliance
Chair, Verona Community Association



Report 2017-127

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: October 12, 2017

Re: **Community Development Advisory Committee – K&P Trail
Tichborne to Sharbot Lake Construction Progress Report**

Recommendation

This report is for information purposes only.

Background

In late 2016, an RFQ was awarded to Crains Construction Ltd., to begin construction on four parcels of land already identified by Frontenac County staff. This agreement identified that additional construction opportunities on the Tichborne to Sharbot Lake route would be available at the quoted rates.

The preferred route identified prior to property acquisition was intended to provide the most affordable development option, while ensuring that a safe, enjoyable trail route is established.

Comments

Construction Schedule

In all but one case agreements have been reached for land acquisition, and the purchase of these properties has been approved by County Council. Several of the land transactions remain in process due to survey requirements, and staff are waiting for land to transfer prior to beginning construction in these locations. In one case, an agreement for land acquisition could not be met and after positive discussion with Township Public Works staff and the trail construction contractor, it was determined that a trail could be constructed in the right-of-way for road 38 to bypass this property. The work on this has been substantially completed.

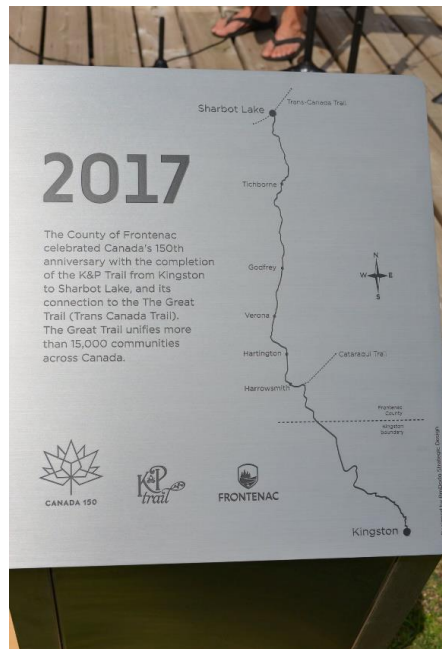
In reviewing the preferred trail route with the contractor after completing property acquisition agreements, it has been identified that costs to complete this section of trail will be higher than anticipated. This is primarily due to the fact that construction activities will be required away from the rail bed, improving safety at road crossings, and additional material necessary for flooded portions of trail. Report 2017-118 was reviewed by County Council at their meeting on September 20, 2017 and provided staff with direction to pursue additional funding opportunities and to delay complex construction until 2018. Staff made an initial submission to the Trans Canada Trail on September 29, 2017 and are awaiting next steps.

As many of the land acquisition agreements remain in process, no construction activities have been undertaken since July. Staff met with the contractor on October 3, 2017 to discuss potential construction activities for October and November, as it is expected that several properties will be transferred to County ownership in the coming weeks. Representatives from Greer Galloway Engineering and the Eastern Ontario Trails Alliance have been scheduled to make detailed estimates during the week of October 9.

K&P Trail Day

On August 26, trail groups gathered in Sharbot Lake to celebrate the K&P Trail, its eventual completion and our role as part of the Trans Canada Trail. There was representation from cycle groups, walking groups, snowmobiles, ATV's (many who visited from outside the region), horseback riders, and many others. The event featured speeches from Mayor Smith of Central Frontenac and Warden Vandewal of the County, a ribbon cutting, and a parade from the park to Oso Beach where participants were treated to BBQ food provided by Seed to Sausage. A plaque was unveiled by the County in recognition of Canada's 150th birthday and the completion of the K&P Trail.

This community-led event was held in partnership with Trans Canada Trail, Railway Heritage Park, the Eastern Ontario Trails Alliance and the Central Frontenac Canada 150 Committee. Members of CDAC and County Council were invited to participate.

**Sustainability Implications**

The Frontenac County Integrated Community Sustainability Plan (ICSP) identifies recreation and leisure as a focus area. This is also reflected in the County Economic Development Charter as a key pillar and strength. As visitors seek adventures and recreational activities in Frontenac, a safe, enjoyable trail route should be established and in place to ensure the long term viability of this tourism industry.

Financial Implications

The financial implications for this report were reported to County Council in Report 2017-118, indicating that an additional \$654,000 is required to complete construction of the K&P Trail from Tichborne to Sharbot Lake.

Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
Trail User Groups
Alex Lemieux, Deputy Treasurer
Central Frontenac Township
Frontenac Brand Ambassadors



Report 2017-128

Committee Recommend Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: October 12, 2017

Re: **Community Development Advisory Committee – Goat Milk in Frontenac – Next Steps**

Recommendation:

Be It Resolved That the Community Development Advisory Committee accept and receive this report;

And Further That staff be directed to continue to collaborate with Kingston Economic Development, City of Kingston, OMAFRA, Feihe, Ontario East and other EDO's to determine a plan of action;

And Further That staff provide additional progress reports to the Community Development Advisory Committee in Q2 and Q4 of 2018, including any recommended courses of action.

Background

In December of 2016, the City of Kingston announced a \$225 million investment in their Cataraqui Estates business park from the Chinese infant formula company Feihe International. The Kingston Economic Development Corporation worked closely with Feihe International to make the case for Kingston as its North American base of operations and have developed close ties with the company project team responsible for the location, design and construction of the new plant.

When the plant opens, Feihe International will use milk procured through the supply managed Canadian dairy system to produce infant formula. This will be considered a premium product and exported back to China for inclusion in the competitive Chinese infant formula market. Phase 2 of the operation plan includes the production of a new infant formula product using goat milk, also to be procured from the region. Report [2017-014](#) provides additional background

The City of Kingston and Feihe International have finalized the sale of the land, and site preparation is complete. Feihe is expected to select a general contractor and engineering firm to begin substantial work, with a target completion of the processing facility in 2019. Feihe has incorporated their Canadian operation as Royal Canadian Dairy and have now received a license to process dairy in Canada. In addition, the export permissions are now in place to send infant formula back to China.

The plant will have two processing lines running – one for cow dairy, of which the supply has been confirmed and one for goat dairy. Staff have spoken with many concerned farmers who have the impression that the cow dairy will be dropped once the goat milk supply is in place, but that is not the case. Feihe will produce formula from both cows and goats milk simultaneously.

The four person Feihe project management team and their families moved to Kingston earlier this year and staff from Kingston Economic Development returned to China in July to further relationships with Feihe and other companies who have an interest in establishing Canadian operations.

Earlier this year, Frontenac County hosted 3 back-to-back education sessions in partnership with Kingston Economic Development and OMAFRA on March 23, resulting in over 200 interested suppliers, farmers and other investors attending to learn more about the current state of Goat Dairy operations in Ontario. The presentations (included as an appendix to this report) were delivered by staff from OMAFRA and Kingston Economic Development. The staff from OMAFRA work directly with producers, brokers and processors as specialists in dairy, small ruminants, and plant inspections.

Several challenges were identified across Ontario, including ensuring biosecurity and the health of goat herds, to a large gap in production techniques resulting in a range of profits.

The best producers with healthy herds, efficient labour practices and strong genetics can produce goat milk at a cost of \$0.70/L - \$0.80/L while less experienced or less efficient operations might operate at up to \$1.30/L. When the average price per litre is \$1.05 getting into goat dairy may appear to be a less than lucrative operation. The ability to run a dairy operation at a cost less than \$1.00/L is a key deterrent for new producers.

On May 29, 30 and June 1 additional focus groups were facilitated by Kathy Wood in Peterborough, Sydenham and Winchester with current and prospective goat dairy producers to conduct further research into the supply chain. The key takeaways are included in Exhibit A to this report.

This summer, CBC produced two comprehensive articles that explored the opportunities and challenges related to the Feihe International investment:

<http://www.cbc.ca/news/politics/feihe-plant-kingston-construction-1.4228501>

<http://www.cbc.ca/news/politics/feihe-plant-trade-1.4228502>

Comments:

In Ontario all goat milk sold to processors must be sold through a licensed broker. There are two brokers in the province, Gaylea and the Ontario Goat Dairy Co-op, but only the latter is currently shipping goat milk from the eastern side of the province.

Early this year, Goat Dairy producers were being encouraged to grow and new producers were being recruited to meet a “rapidly rising market demand.” However, the largest processor in the province cut back its projected needs by 4 million litres, which created a sudden surplus of milk with nowhere to sell it. This resulted in many operations reducing the size of their herds, and forcing many producers to sell their milk at a reduced rate, impacting the already thin margins for many. See Exhibit B for a news article that explores this further.

The Feihe International opportunity remains a stable and positive investment in our community, however it is clear that the goat dairy industry in eastern Ontario requires collaboration between farms, economic developers, educational institutions, the province and investors to successfully increase the quantity and quality of milk producing goat herds in the region. In order to achieve success, farms require a robust network of technical advice, training, financial support from the investment community and reliable, long term contracts to ensure their investments in barns and milking parlours can be paid off. In addition, smaller goat milk processors (artisan cheese for example) should be encouraged to support new and growing dairy producers with moderate demand in the region.

It is important that a dedicated long term regional resources in terms of staff, finance, and education be available to current and prospective goat dairy farmers to achieve success. The resources should be dedicated to the development of the rural supply chain, and to ensure sustainable growth, be at an arms-length from Feihe and other processors.

At this time staff recommend continuing to collaborate with Kingston Economic Development, City of Kingston, OMAFRA, Feihe, Ontario East and other EDO's to determine a plan of action and report back to CDAC in Q2 & Q4 of 2018.

Sustainability Implications

The opportunity to participate in the Feihe International supply chain for goat dairy has the potential to transform agriculture and revitalize agricultural production in Frontenac County. By establishing a new industry, there will be many opportunities for business expansion, innovation and employment for those who work and live in Frontenac County.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County
The City of Kingston
Kingston Economic Development Corporation
Ontario Ministry of Agriculture, Food and Rural Affairs

Summary of Focus Group Discussions

Regional Goat Dairy Industry Development/Feihe International

June 21, 2017

Top-line Results and Insights:

- Strong interest in the goat dairy industry across the region; stronger in parts of eastern Ontario with significant agricultural activity (e.g. Winchester and Peterborough areas); some scepticism about likelihood of Feihe opportunity coming to fruition; scepticism strongest among stakeholders close to/in Kingston; Peterborough and Winchester areas demonstrated greater interest in finding strategies to grow the goat dairy industry whether or not Feihe builds in the region
- Interest in the goat dairy sector splits into two component parts:
 - **local supply** to small processors for regional products such as cheese; significant interest in being part of initiatives to increase local/regional production for milk, cheese, yogurt and other similar products.
 - **large “industrial” supply to major firms** including Feihe for infant formula and a host of other products; perceptions of export opportunities differ across the region with the most positive response in the Winchester and Peterborough areas; some goat milk producers are already shipping significant volumes of product to the United States. Feihe may suffer to some extent from historical perceptions of quality production in China; most of the region however, views the goat dairy industry as a good opportunity to develop an agricultural export strength.
- Some **expectation of competition** between the two preceding markets; this is expected to intensify as organizations like Feihe move forward with development plans; in this sense, Feihe is seen by some as a catalyst for recognition that there is insufficient supply of goats in the region (and possibly beyond), and that goat prices are being driven up already in anticipation of Feihe’s arrival. Many producers struggle to understand how the two markets could be developed simultaneously.
- **Health benefits** of goat milk are generally understood (e.g. for lactose intolerant individuals and infants) but did not occupy much of the conversation in the focus groups; occasionally, a producer made the connection between goat milk quality (e.g. percentage components in the milk), volume of production and pricing through brokers (higher prices for better component profiles). There is some association (considered to be prevalent across Canada) that goats are the livestock of poor countries, not developed countries such as those in North America.

- **Goat dairy industry perceived as quite difficult**, especially in comparison to a supply management system like cow dairy; other factors contributing to perceptions were:
 - high kid mortality
 - shortage of healthy goats
 - goats as “picky” eaters (myth as an animal for marginal grazing/eat anything)
 - high capital costs of entry
 - limited local knowledge of goat dairy operations and goat management
 - time-intensive; a lot of ‘hard work’ (leading to a lot of people getting into and out of the goat dairy business in under a decade)
 - difficult to earn a profit, especially as the operation scales
 - volume thresholds for milk pick-up are challenging for small producers.
- **Cost-of-production presentations at Information Sessions were disheartening** for some and **lacked credibility** for others. Potential producers were dismayed to hear information suggesting that the cost of production is higher than the price-per-litre being paid for milk. Others (typically current producers) know their own cost of production is significantly lower than the numbers cited. As a result, the presented information was not credible for those producers. Just as important, the weak ROI made many wonder a) why economic development officials were bringing this opportunity forward for local consideration, and b) whether Feihe would pay significantly more per litre (if they want to stimulate production). This phenomenon underscores the importance of a solid business case for a producer/potential producer.
- **Goats are seen as a double-edged sword for young people** --- on one hand, it has the advantage (over cow dairy) of not requiring quota purchase, which should mean ease of entry for young farmers; on the other hand, capital cost of entry (believed to be in the \$750,000 to \$1 million range) is still out of reach for young people who have not been in the workforce for long enough to amass collateral assets. With the added perceptual risks mentioned earlier, banks --- and Farm Credit Canada --- tend to see the goat dairy industry as high-risk.

Young people who have an affiliation with an existing, operating (family-owned) farm --- especially if a succession plan is in place --- may have an advantage in securing financing since other farm assets are available as collateral, and there is a greater likelihood of knowledge of animal husbandry (despite the differences between cattle and goats).
- **There is a base of assets in the region** on which to build a strong presence in the goat dairy industry, although the ecosystem is far from complete or ‘deep’ enough to support a robust, nationally (or internationally) recognized sector.

The assets currently in the region are:

- **A cadre of goat dairy producers**, most of whom are outside the Kingston area, and are shipping milk to small, in-region customers or to larger customers outside the region and/or country
- **Some processors**, who are buying goat milk from the region's producers, and often using it for production of cheese, yoghurts etc rather than selling the whole milk.
- **Some genetics**, although the fit with the expectations of larger customers such as Feihe should still be verified
- **Municipal government and economic development interest** in working together across municipal boundaries to develop the sector
- **A cow dairy sector in transition** as older farmers look to the next generation to take over, or are interested in selling their quota (and farm) and retiring. In some cases, there are farms in transition from older farmers to their children, and goat dairy operation is being contemplated as part of the succession. There were differing views on whether cow farmers could easily make the transition to goat farming; their animal husbandry knowledge provides an excellent base from which to build but goats were acknowledged as being quite different animals. In
- **Some specialized services and individuals who know a part of the ecosystem very well.** Examples across the region are producers who know and spec their customized feed ration for their goats, at least one feed store that can prepare feed to custom specifications, and veterinarians who rapidly getting 'up to speed' on goats and could potentially counsel their colleagues further afield. The need for advice to *prevent* disease or illness was mentioned, as well as treatment services.
- **Established relationships with financiers, particularly in the cow dairy sector**, that could be leveraged or built upon to open up conversations on behalf of the goat dairy sector.
- **Proximity to the Quebec marketplace**, allowing for easier development of a pan-provincial ecosystem to supply Feihe or other customers in the region.
- **Rural economic development organizations**, especially Community Futures Development Corporation, that have financial capacity to supplement that of commercial lenders. However, the current lending limits for CFDCs (\$250,000) is not enough for a goat dairy operation.
- **Connections to international jurisdictions** where goat dairying is much more developed. Examples cited in the focus groups included Minnesota and the Netherlands. Amish communities in multiple areas were mentioned as being good sources of information.

- **Two major broker operations**, both of which are cooperatives. There was some discussion about the (understandable) ‘floor’ of milk volume below which the brokers will not stop at a farm, as well as some sense that the entire supply chain (of which the brokers are a part) is not functioning as efficiently as it might.

The most obvious gaps/weaknesses in the regional ecosystem. While the current situation might be summarized as one in which the goat dairy (and related) supply chain has significant gaps, the ones most often mentioned in the focus groups were:

- A **shortage of goats**, with the corresponding phenomenon of increasing prices as the goat milk industry gets more attention across Eastern Ontario and into Quebec. At the same time, it is not clear that the region has the genetics --- or the plan to develop them --- that would be needed for a larger, successful sector. The relatively limited number of semen importers was also highlighted, as one of the challenges of building up a large supply of goats, especially through the use of artificial insemination or surrogates. The challenges of obtaining or gaining access to sex sorting technologies (for embryos) was also mentioned.
- A concern about the **absence of a robust training system** for new goat dairy producers, bringing the sector to a professional level and introducing quality control standards that will meet the needs of growing domestic and international markets. For some, the absence of this training is the reason for significant industry ‘churn’ (people getting into and out of the business relatively quickly). Existing producers are sometimes looking internationally for advice and guidance; OMAFRA got mixed reviews for their knowledge base; some producers acknowledged efforts being made to build up expertise in this area and suggested that more work needs to be done on ‘on the ground’ operational issues, particularly those that can influence profitability and sustainability of farming operations.
- **Varying degrees of on-farm quality control** across the region, reflected in highly variable mortality rates, stock/herd health and milk components, and ultimately cost of production and price per litre paid by brokers.
- **The need for enhanced technology support** to the sector --- for everything from choosing and maintaining goat genetics, and tracking kid/goat mortality and production volumes on a per-goat basis, to monitoring milk transferred to vehicular pickup at the farm gate. Some producers are using software from Israel for the latter task.
- **Relatively weak goat associations**, meaning that producers are lacking a central source of leadership and guidance on industry and farm development
- **Lack of widespread knowledge about design** of goat dairy facilities, and the particular challenges of retrofitting existing buildings to new purpose

- For some, **insufficient competition in the brokerage and transportation sectors**, which some producers suggested put them in the position of being a price-taker rather than being able to negotiated based on the component quality of their milk.
- **Oilseed crushing facilities** of sufficient size to process four of the five oilseeds that Feihe will be including in its formulation. Existing crushing capacity in the region is limited. There was also an expression of concern and interest in considering whether Eastern Ontario could undertake more of the processing in-region rather than simply shipping raw milk to others for these next steps. However there was also acknowledgement of the costs of establishing such facilities.
- **Insufficient/low-knowledge financing sector**, who are viewed by some as dismissive of goat dairy operations as a ‘fringe’ activity and by others as just too high risk (given the stability imparted by the cow dairy supply management system. Addressing the financing challenge could be considered one of the top recommended priorities for action by the regional economic development community. Part of this challenge is encouraging reorientation of public funding programs such as Growing Forward, for which the success rate for goat dairy-related operations is said to have been quite low.
- **Limited public awareness** of the benefits of goat milk and derived products, and the economic/business opportunities associated with the goat dairy industry, if approached from a professional, long-term development perspective. General promotion/awareness-building programs could help with domestic market development as well as encouraging the financial sector to understand that the goat dairy sector can be much more than a niche market.
- **The need for better definition of terms** such as “non-GMO” and “organic”. These terms can vary from jurisdiction to jurisdiction and from company to company. Clarity would be essential to ensure that local producers are developing operations in ways that will meet customers’ needs.

Goat Dairy Focus Groups:

Conducted by Kathryn Wood on behalf of KEDCO in partnership with

Frontenac County and the Frontenac CFDC

The County of Lennox and Addington, and the Economic Development Community of Eastern Ontario

Dates:

May 29 – Frontenac County – Grace Centre in Sydenham

May 31 – Leeds and Grenville – Kemptville Area Theiler Family Farm, 1153 Bisson Road, Winchester, followed by tour farm (hosted by Andy Jackson)

June 1 – Peterborough area – Peterborough Legion

Purpose(s) of Focus Groups:

- To follow up on expressed interest in the Feihe goat milk opportunity and goat dairy opportunity more generally (from the information/education meetings held in the spring of 2017)
- The economic opportunity for Goat Dairy is immediate, with current demand for goat milk not being met for the goat cheese market. Cheese represents only one of many potential markets such as milk, yoghurt or ice cream.
- To gather information on producer/potential producer interests, questions, perceptions and likelihood of remaining involved over a multi-year period leading up to Feihe opening and commissioning of goat milk infant formula line/ scaling production to meet current market demand
- To determine which stakeholders (producers/potential producers) want to remain involved in the near-term and gain their consent to continue to/send them information
- To provide direct information from stakeholders (particularly producers/potential producers) to inform the collaborative approach being taken to develop a regional approach to growth of the goat dairy and related sectors (e.g. other parts of the supply chain, oilseed etc.)

Discussion Guide:

Introduction

- Purpose(s) of event – abbreviated from preceding description
- Focus on goat dairy generally not just the Feihe opportunity
- Role of observers and facilitators
- Rules of the event (no consensus, hear from everyone, discussion not an interrogation; only roll-up information will be shared, no attribution of individual comments)
- Group introductions (name, affiliation and main reason you have attended tonight)
- Pre-discussion questionnaire (anonymous, please hand in/leave behind at end of the session; prompts discussion without asking you for detailed information) [*follows discussion questions in this document*]

Discussion Guide (continued...):

1. What do you see as the *biggest opportunities* associated with the goat dairy sector?
 - ☐ Feihe opportunity
 - ☐ Goat dairy industry more generally
2. What do you see as the *biggest risk(s)* associated with the goat dairy sector?
 - ☐ Feihe opportunity
 - ☐ Goat dairy industry more generally
3. What do you see as the *biggest barriers* to getting started in the goat dairy industry?
4. What do you see as the *most important assets* you bring to any effort to stimulate activity in the goat dairy industry?
5. What *kinds of information* do you feel you most need to make a decision or to get involved in the goat dairy industry? And who do you think should be providing that information?
6. What could *economic development organizations* in the region do to help you evaluate the opportunity further, or come to a decision about participating in the goat dairy industry?
7. What could others (*farm organizations, financial institutions, research organizations, others*) do to help you evaluate the opportunity further, or come to a decision about participating in the goat dairy industry?
8. In your experience, who has the *most credibility* in helping you evaluate and make decisions about your farm or other business ventures?
9. How would you describe the *willingness of farmers or potential farmers* in this area to trying something new or changing their business to increase profitability? (Are they relatively slow to change/try something new or leaders in their sectors?)
10. What *type(s) of technology* do you use now to run the farm, track your operational information?
 - ☐ Finances?
 - ☐ Production?
 - ☐ Product to market?
 - ☐ Research?
 - ☐ Marketing?
 - ☐ General communications?
11. What would you like to see *happen 'next'* to help you make a decision or to 'get something going' related to the goat dairy industry?

Pre-Discussion Questionnaire:

1. Please describe any farm operations you have now (check any/all that apply):

- ☐ Cow dairy, Number of head _____
- ☐ Beef, Number of head _____
- ☐ Hog, Number of hogs _____
- ☐ Poultry (meat or laying hens) flock size: _____
- ☐ Other (sheep, alpaca or other... please tell us what they are) _____
- ☐ Cash crops or market garden (if cash crops, list the majors ones) _____
- _____
- ☐ Other not listed above _____
- _____

2. What farm infrastructure do you already have?

- ☐ Farmland; total acres: _____ arable: _____ pasture: _____
How much is fenced? _____
- ☐ Barns; enter number _____ Equipment sheds or other outbuildings _____
- ☐ Farm equipment (tractors, buckets, seed drills, manure spreaders, livestock transport, haybines, rakes, balers, wagons)

3. On a scale of 1 to 10 (with 10 being a very high level of interest), how interested are you in getting into the goat dairy business?

Not applicable

4. On a scale of 1 to 10 (with 10 being a very high level of confidence), how confident are you today about your ability to be successful in the goat dairy business?

Not applicable

Goats

Goat milk market suddenly reversed with Saputo cutbacks

The solution chosen was to powder the majority of the highly perishable product in hopes that a market can be found for it in the near future.



BY BOB REID
The writer lives near Bright
farmhouse@cwisp.ca

Teeswater - The continuous cry to Ontario goat milk producers for more milk in recent years has suddenly fallen eerily silent.

As recently as April at the Ontario Dairy Goat Co-operative's (ODGC) annual meeting, producers were told to carry on carrying on with increasing milk production in an attempt to catch up to the rapidly rising market demand.

But a surplus of milk suddenly developed when Saputo, the largest processor of goat milk in the province and a relatively new player in the goat sector in Ontario, cut back its projected needs from the ODGC by four million litres.

The giant dairy processor based in Montreal had purchased the former Woolwich Dairy in Orangeville in 2015.

The cutback on milk demand left the ODGC having to find an immediate home for the surplus milk. The solution chosen was to powder the majority of the highly perishable product in hopes that a market can be

found for it in the near future.

Some cheese has also been made at a processing facility in Pine River.

In the meantime, the ODGC had to finance the processing and storing of the powdered milk as well as provide some remuneration to producers.

This was reflected on May milk cheques to producers when approximately 35 per cent of allowable volumes shipped by producers was paid out at 50 cents per litre – far below the average price of \$1.07 per litre producers received in 2016, including winter incentives.

"I have never heard of a high demand for milk powder."

— Ed Zehr

A series of meetings beginning the week of June 12 were held across the province to inform producers of the co-op's and the industry's sudden reversal in fortunes.

Producers were told that the price for surplus milk received may be eventually topped up to 80 cents per litre, if and when the powder is sold. A waiting period of at least three months has been announced.

Previously to dealing with the surplus milk, ODGC did not have any debt. In order to finance the processing of the milk and compensate producers the co-op has taken out an

operating line of credit with the Bank of Montreal.

Responsibility for marketing the powdered milk has been given to a United States based company – Unica Global Joint Ventures.

Apparently rumblings of an impending surplus came to the attention of ODGC staff as early as February with attempts to secure other markets unsuccessful.

Both ODGC general manager Keith Cummings and a representative from Unica Global were asked not to attend the series of meetings scheduled to inform producers of the milk surplus and their cut in pay.

Meanwhile at least two of the seven-member board of directors for ODGC have resigned including chair Gabriel Benschop, a Port Perry goat milk producer, and director Martin Kusters, a Sarnia-area producer.

Both refused to give reasons for their resignation when contacted by phone.

Vice-chair Gerard Van Bodegraven, a Burgessville-area producer, has assumed the position of chair and conducted the producer information meetings held so far.

Long-time Milverton-area goat milk producer Ed Zehr attended the producers' meeting held in Listowel.

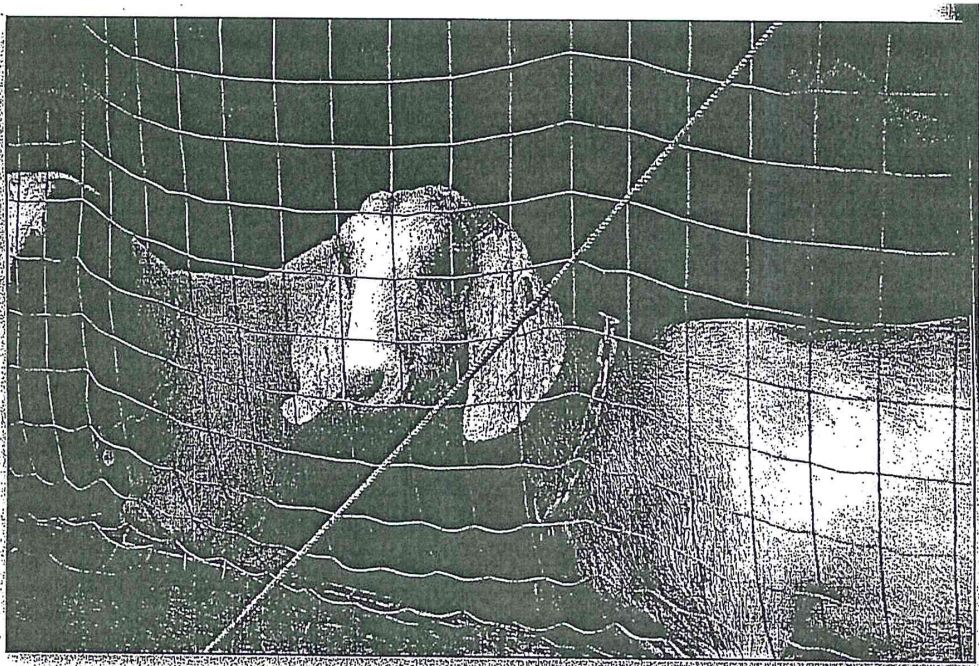
He has concerns about the viability of the company given responsibility for marketing the powder.

"It is a company made up on paper with no capital assets or operating capital," said Zehr, adding that the ODGC is basically financing

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A lot of farmers have invested heavily in herd expansion and new facilities based on predictions of a steadily expanding market demand.

Unica Global.

“I have never heard of a high demand for milk powder,” added Zehr.

He mentioned an attempt by some directors to form a private entity to market the surplus milk as well, describing that as a direct conflict of interest.

Zehr suggested the best course of action may be to bring in a mediator from the government office monitoring the standards applied to co-operatives operating in the province, to assist ODGC at this time.

A few producers have suggested a meeting of just producers, without ODGC board members, to discuss the current surplus dilemma but that would most likely result in a lot of finger pointing, suggested Zehr.

Like many of the newer producers encouraged to enter the industry, Zehr has made a significant investment in expanding his facilities.

Having previously endured a few ups and downs in the volatile industry, Zehr believes he will be able to

endure this latest turn of events but does have concern for those just entering the industry having made million-dollar-plus investments.

Information he was given indicate a total of eight million litres have been taken out of the system by cuts to milk suppliers instituted by Saputo, said Zehr.

Several new establishments capable of milking a thousand or more goats have sprung up across the province, attracted by what has been described by processors and the ODGC leadership as a market far beyond current production capacity to fill.

The other major processor come lately to the Ontario dairy goat industry, farmer-owned co-operative Gay Lea is currently not taking on any more producers and apparently has reduced need for milk. Saputo also reduced the amount of milk it was purchasing from Gay Lea with its collection of former Hewitt’s Dairy milk shippers it had taken on with the purchase of Hewitt’s Dairy in Hagersville in 2014.

No supply agreement contract had ever been signed by Saputo with the ODGC.

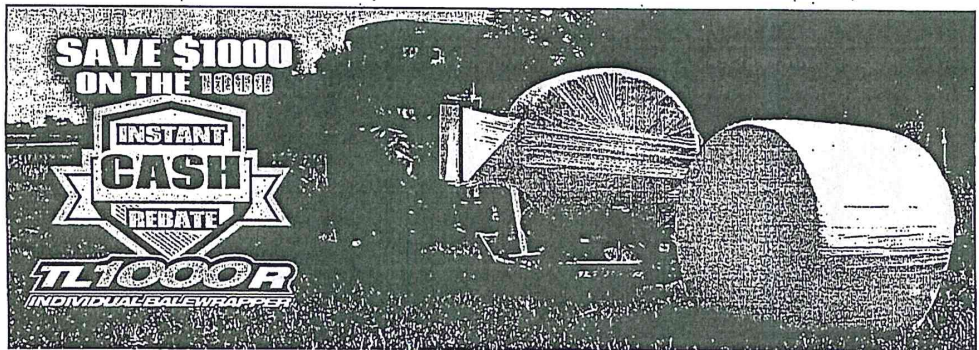
The ODGC had produced just under 30 million litres of milk in 2016 and would no doubt be capable of exceeding that number in the current year with the push for more milk prominent until the surplus was announced.

Wellesley-area goat milk shipper with ODGC Ralph Gerber wonders what the co-op will do in the current year, - entering the peak production season – or next year with all the new facilities having already come on board.

Those new facilities need to get up to maximum goat numbers to create enough cash flow to cover costs which will only create more surplus, said Gerber.

“We are not at the bottom yet,” suggested Gerber who has also seen a lot of changes in the 15 years he has been in the industry.

No ODGC directors or staff contacted by phone were willing to comment on the sudden change in the goat milk market in Ontario.



Final Report
First Annual Lakes and Trails Festival

The first annual Lakes and Trails Festival took place on July 15, 2017 at the Point Park in Sydenham. The participant evaluations and comments from the volunteers and organizers were overwhelmingly positive. The main problem being that the organizers had planned for an upside of 150 participants and 368 participated.

The event focused on active events with three main components: cycling, boating and walking.

Cycling

The main cycling feature was an Around the Lake bike lead by South Frontenac Rides. Approximately 50 people took part in one of the 21, 36 and 44-kilometer bike loops. There were also maps available for a shorter bike route that people or families could do on their own.

Cycle Kingston installed a temporary bike rack system that was used to capacity. A cycle skills course was run and 12 young children participated. The skills course included helmet fitting and bike inspection. Unfortunately, our bike repair station was cancelled at the last-minute due to illness.

Boating

Boating included a paddle up the lake lead by the Sydenham Canoe Club. Six boats participated in this event. Frontenac Outfitters provided boats for people to use in short personal trips and they were used to capacity. Many people also participated by swimming at the Point.

The Kingston Dragon Boat Club took four 45-minute rides up the lake, each with 15-20 participants.

Walking

The walking event was a historic 3-kilometer walking tour of Sydenham, including a stretch on the Cataraqui Trail and in downtown Sydenham. Four historic interpreters, dressed in period costumes, met participants at set locations and told stories about different aspects of Sydenham's history. The crowds were large and went on after the formal closure of the event.

Participants

The Cataraqui Canoe Club organized one of their outings to travel from the Wilmer Boat launch on Sydenham Lake to join the Festival for lunch and paddle back. About 25 canoes were involved in this event. The Kingston Velo Club organized a bike from Kingsothn up the K+P trail to Sydenham and had 12

participants. A small number of members of the Kingston Outdoor Club also biked out from Kingston.

Organizations that set up booths at the event included, The County of Frontenac; South Frontenac Township; The Cataraqui Conservation Authority; the Kingston Frontenac Public Library -which organized giant lawn games for children; Gear Up – a social enterprise selling recycled bikes; South Frontenac Fire and Rescue – which had a demonstration house to teach children about fire safety; Reptile Rescue Kingston; and South Frontenac Community Services.

45 participants filled out an evaluation of the event. Participants came from Sydenham (15), Kingston (9), Harrowsmith (7) other SF locations (7), Sharbot lake (2), and a variety of other places around Ontario (3), and the USA (2).

The results of this survey indicate that the Festival had resonance both as a local community celebration and as an attraction drawing people from Kingston to South Frontenac.

Sponsors

The following is a list of sponsoring organizations that either donated money, prizes or had significant involvement, like Frontenac Outfitters who staffed and organized the boat trials, Frontenac County that donated the t-shirts, KFL+A Public Health that donated water bottles, South Frontenac Township that donated staff time and facilities and Trousdale's General Store that provided staff and ice cream.

Sustaining Sponsors

Beckwith Contracting
Clinton Dentistry
Cycle Kingston
Frontenac County
Frontenac Outfitters
KFL+A Public Health Unit
KFL+A Public Library
Nancy Bayly
Ross Sutherland
South Frontenac Township
Steve Tanner
Trailhead Outfitters
Trousdale's General Store

Event Sponsors

CyclePath
Frontenac Cycle
Jim's Gourmet Fries
Larmon/Bolton Septic Services
Linden Tree Bed and Breakfast
Memory Lane Florists
Mill Street Cafe
Steve and Gillian Lapp
Sydenham Veterinary Services

The sponsors were supplemented by approximately 20 volunteers who organized events, provided safety and BBQ staffing.

The Future

An eventuation meeting was held for organizers, volunteers and sponsors. Many suggestions for next year's event were added to the comments from participants and the date is tentatively set for July 14, 2018.