



**Community Development Advisory Committee Meeting
Thursday, October 11, 2018 – 10:30 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 11, 2018 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 9, 2018
That the minutes of the Community Development Advisory Committee meeting held August 9, 2018 be adopted.

5. Deputations and/or Presentations

6. Reports to the Community Development Advisory

- a) **2018-121**
Community Development Advisory Committee
Frontenac Ambassador Program, Second Year Review
This report is for information purposes only.

- b) **2018-122**
Community Development Advisory Committee
Open Farms in Frontenac 2018

Be It Resolved That the County of Frontenac continue to coordinate the "Open Farms in Frontenac" event in 2019;

And Further That \$4,000 be included in the 2019 Economic Development budget to address costs associated with coordinating and marketing the Open Farms event.

49 - 73

- c) **2013-123**
Community Development Advisory Committee
Ferry by Foot

Be It Resolved That the County of Frontenac continue with the Ferry by Foot Campaign in 2019;

And Further That Social Media Marketing of \$250 for the Ferry by Foot program be incorporated into the 2019 Economic Development tourism development budget;

And Further That the County of Frontenac seek partners to operate the Big Sandy Bay Shuttle Bus on weekends through July and August of 2019 and report back to Council in Q2 of 2019.

74 - 77

- d) **2018-124**
Community Development Advisory Committee
Investigation into the Establishment of a Frontenac Arts Fund

Recommend That staff continue to coordinate with the Kingston Arts Council in regard to the development of a program to support the arts in Frontenac and report back with recommendations as part of the 2020 budget process.

7. Communications

8. Other Business

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, December 13 at 10:30 a.m. at the County Administrative Building.

10. Adjournment



FRONTENAC



**Minutes of the Community Development Advisory Committee Meeting
August 9, 2018**

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 9, 2018 at 10:30 a.m.

Present:

Robert Clinton, Chair
Betty Hunter, Vice Chair
Tracy John
Ella Vanderburgt
Councillor John McDougall, Council Liaison
Warden Ron Higgins

Regrets:

Barrie Gilbert
Wilma Kenny

Staff Present:

Richard Allen, Manager of Economic Development
Alison Vandervelde, Community Development Officer
Jannette Amini, Manager of Legislative Services/Clerk (Recording Secretary)

1. Call to Order

The Chair called the meeting to order at 10:30 a.m.

2. Adoption of the Agenda

Moved By: Councillor McDougall
Seconded By: Warden Higgins

That the agenda for the August 9, 2018 meeting of the Community Development Advisory Committee be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

4. Adoption of Minutes

a) Minutes of Meeting held May 10, 2018

Moved By: Ms. Hunter
Seconded By: Warden Higgins

That the minutes of the Community Development Advisory Committee meeting held May 10, 2018 be adopted.

Carried

5. Deputations and/or Presentations



6. Reports to the Community Development Advisory

**a) 2018-102
Community Development Advisory Committee
Regional Active Transportation Plan**

Mr. Allen provided an overview of the report which was for information purposes only. The final report will include potential partnerships, including ones with the Townships although it is suspected that pedestrian linkages within villages will be the focus of the Townships.

Mr. Allen reviewed the list of projects that were included when the grant application was submitted. Once the Plan is complete, these projects will be reviewed. The County has until 2020 to spend the allocated \$120,000 which provides 80% funding for projects. The Plan itself is an \$80,000 cost being funded 50% from reserves and 50% from the Ontario Municipal Commuter Cycling Program grant.

**b) 2018-103
Community Development Advisory Committee
K&P Trail Sign Maintenance Policy**

Moved By: Ms. Vanderburgt
Seconded By: Ms. John

Be It Resolved That the Council of the County of Frontenac approve the K&P Trail Sign Maintenance policy attached to this report as Appendix A.

Carried

With respect to the cost of the signs, the County received a \$25,000 Trans Canada Trail grant with the remaining \$75,000 coming from RED funding for a total cost of \$100,000.

As noted in the report, replacement of individual signs lost due to damage or vandalism will be accounted for and budgeted through the County's K&P Trail annual operational budget as the cost of an individual sign would not meet the cost threshold to be considered a capital cost.

Regarding the extension of the K&P Trail into North Frontenac, Council will discuss the future of trail development – including potential funding sources – at its September meeting. In addition, any budgets moving forward will include an accessibility component and a report will be coming to County Council to discuss trail development moving forward.

**c) 2018-104
Community Development Advisory Committee
Ambassador Program Review & Annual Survey**

Ms. Vandervelde provided an overview of the report which was for information and solicited advice from the Committee on the draft questions for the Frontenac Ambassador Program Survey that will be open for feedback in September 2018.

Staff are working with Jeff Green on the Frontenac Visitor Guide, including seeking advertisements which will make the projects self-sufficient. This will not however be replacing the Recreation Guide.

With respect to the survey, it was suggested that a rating scale be added rather than expecting participants to respond in a creative writing style.

If members have any additional comments or suggestions regarding the survey, they may be forwarded to Ms. Vandervelde, who will, at the Committee's request, provide members with a draft survey once complete.

With respect to merchandise sales, it was noted that sales create a small amount of revenue that allows for cost recovery and to provide some promotional items.

If non ambassadors wish to receive the "made in Frontenac" labels they can contact Ms. Vandervelde who will provide them as well as have a conversation about becoming a brand ambassador.

Comments were made with respect to an existing Cricket farm and the opportunity to approach the owners about expanding in Frontenac.

With respect to questions about outreach to companies to locate in Frontenac, Mr. Allen advised that staff are working on this and the new web portal is a good way to connect. Staff look for these types of opportunities at trade shows and conferences and he will be bringing forward a proposal to the next Council regarding succession planning in terms of business owners looking to retire.

7. Communications



8. Other Business

There was none.

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, October 11, 2018 at 10:30 a.m. at the County Administrative Offices.

10. Adjournment

Moved By: Ms. Hunter
Seconded By: Warden Higgins

That the meeting hereby adjourn at 11:34 a.m.

Carried



Report 2018-121

Committee Recommend Report

To: Chair and Members of the Community Development Advisory Committee

From: Alison Vandervelde, Community Development Officer

Date of meeting: October 11, 2018

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

Recommendation

This Report is for information purposes only.

Background

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

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

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

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

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

Comment

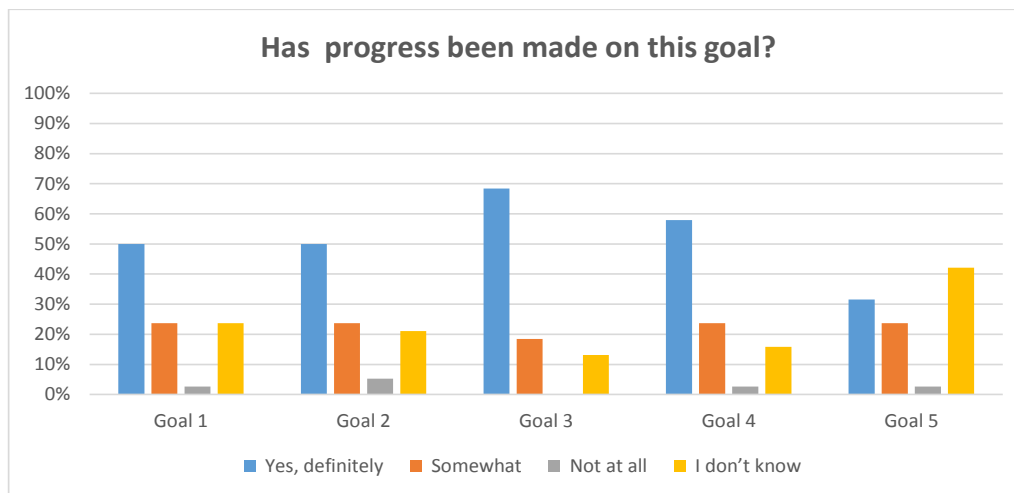
To gather feedback at the end of the program's second year, a similar survey with a few different questions was open to Ambassadors for most of the month of September 2018.

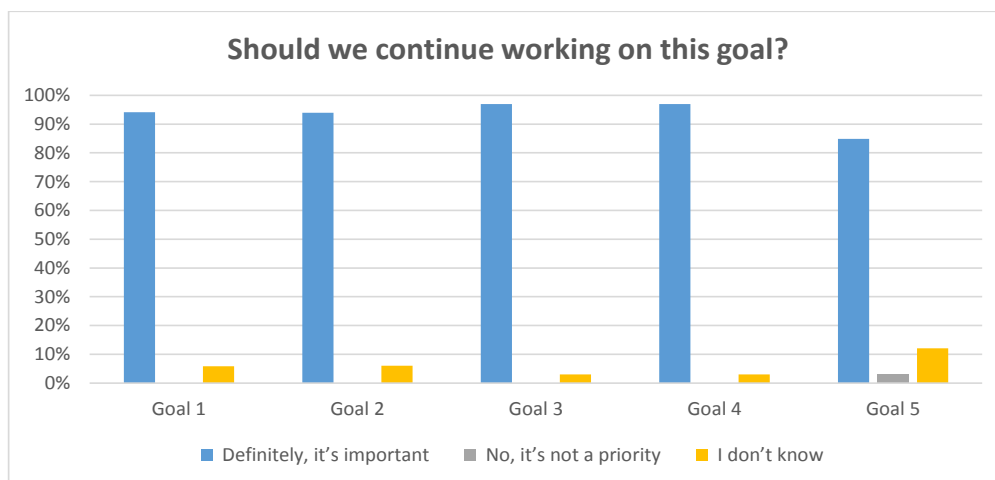
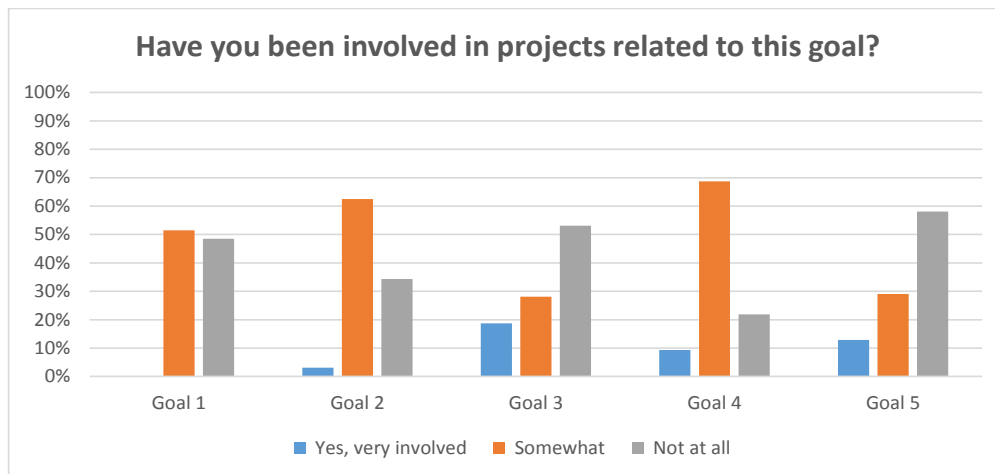
Forty-five (45) responses were received. The complete survey results – including open-ended comments, but excluding information that would identify individuals – are attached as Appendix A. Following is some analysis of the results.

Feedback on the Program

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

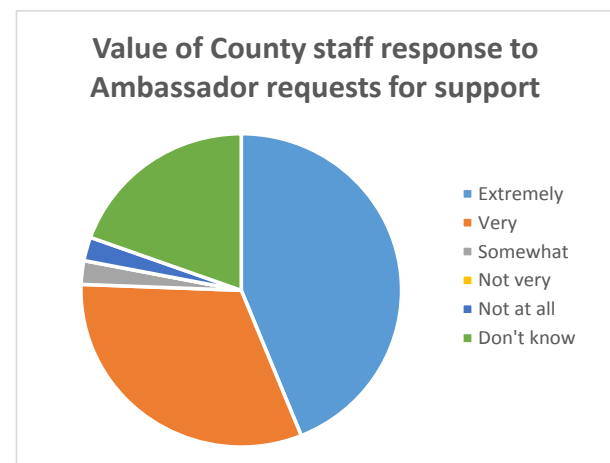
For the most part, Ambassadors believe progress has been made on the five goals developed last year, and despite not feeling like they have been very involved in projects related to the goals, they view them as important enough to continue working on them (Question 5).





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

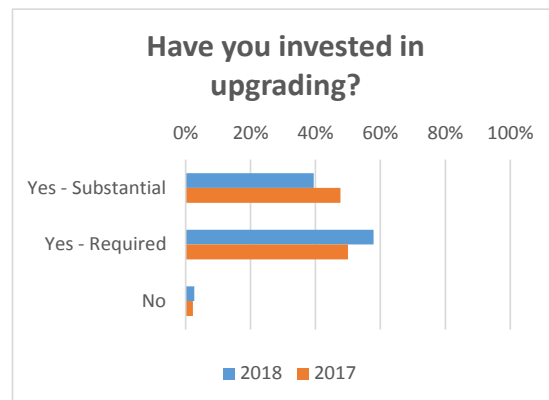
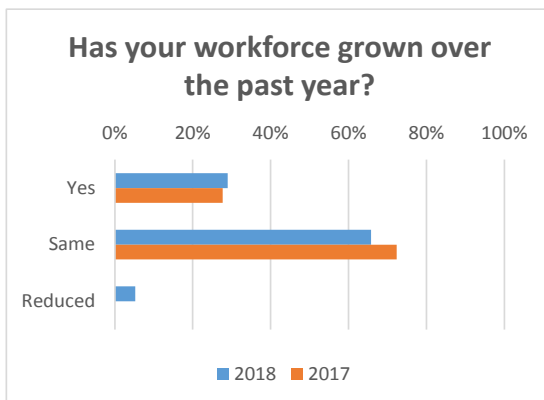
Ambassador feedback on the value of “Frontenac staff responses to requests for support” is especially interesting. Nearly 44% rated it as extremely valuable and 32% said it is very valuable. This indicates that those who have made requests of staff find value in the response. Staff estimate that the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



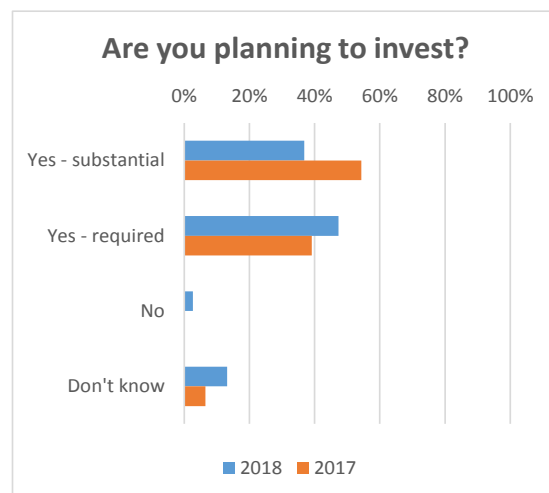
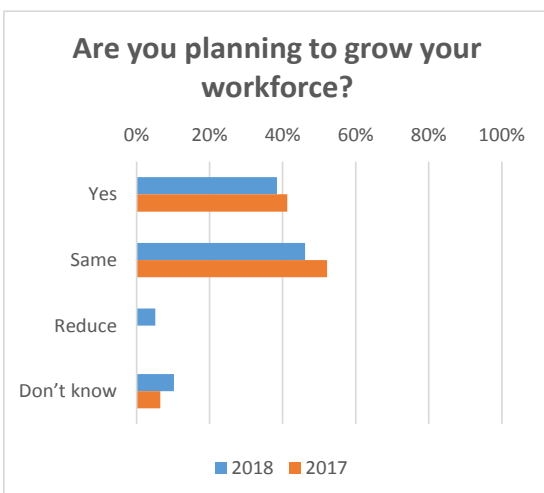
Business Climate

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

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



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



Challenges

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Future of the Ambassador Program

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

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

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

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

Sustainability Implications

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

Financial Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

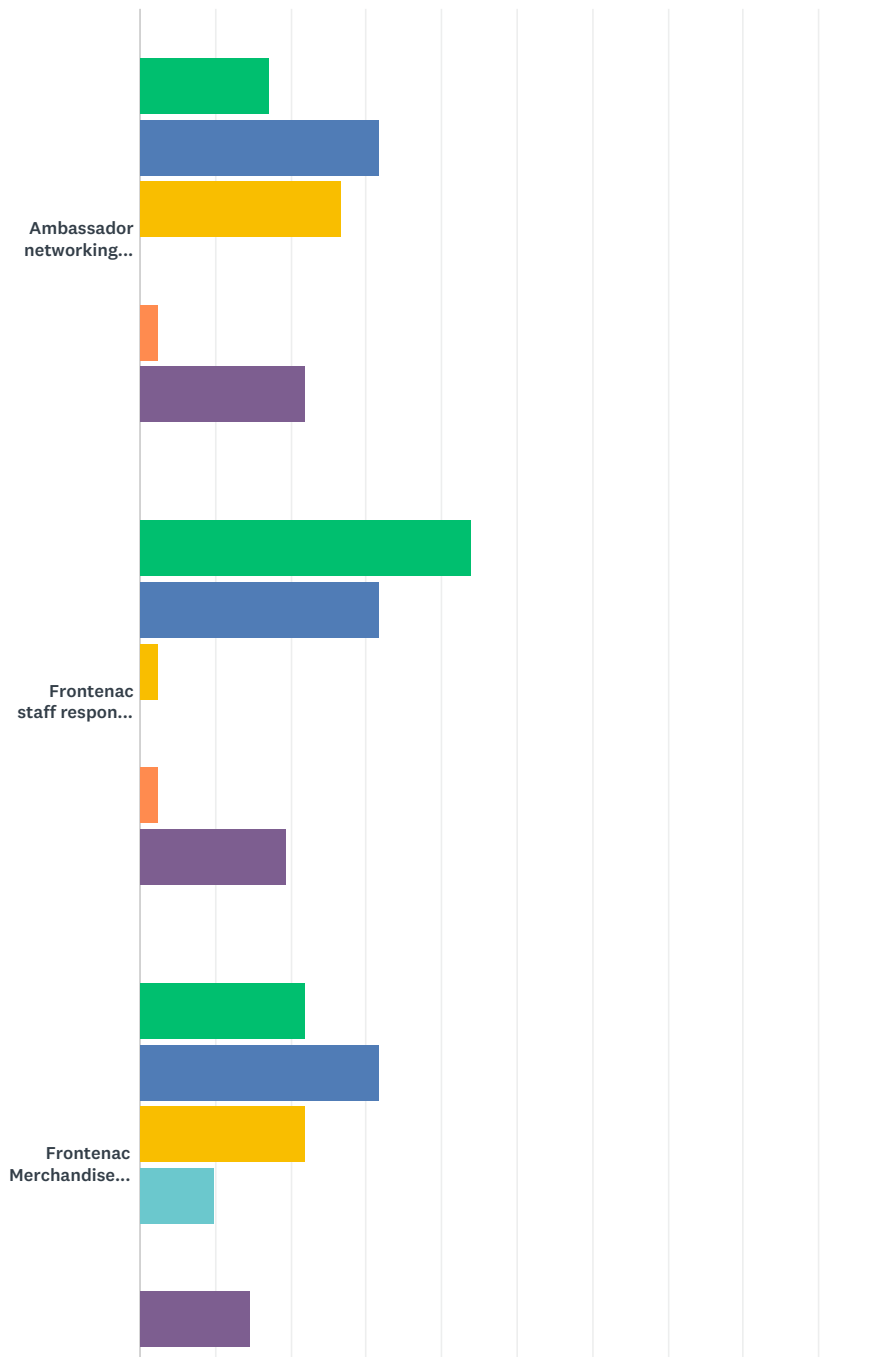
Members of Community Development Advisory Committee
County Council & staff
Township of Frontenac Islands
Township of South Frontenac
Township of Central Frontenac
Township of North Frontenac
Frontenac Community Futures Development Corporation
Residents of the County of Frontenac
Local Businesses

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

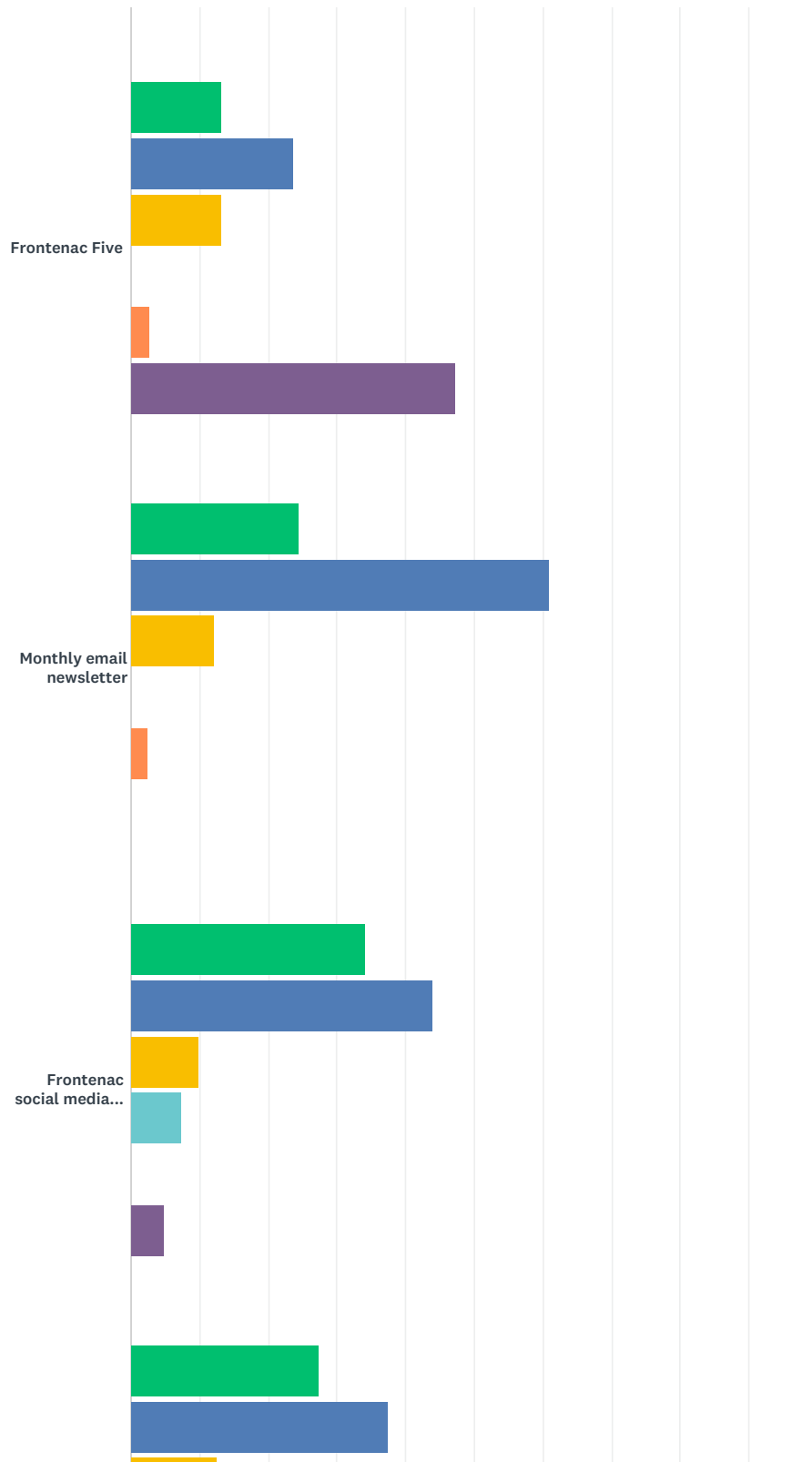
Answered: 44 Skipped: 1



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Frontenac Ambassador Program: 2 Years In

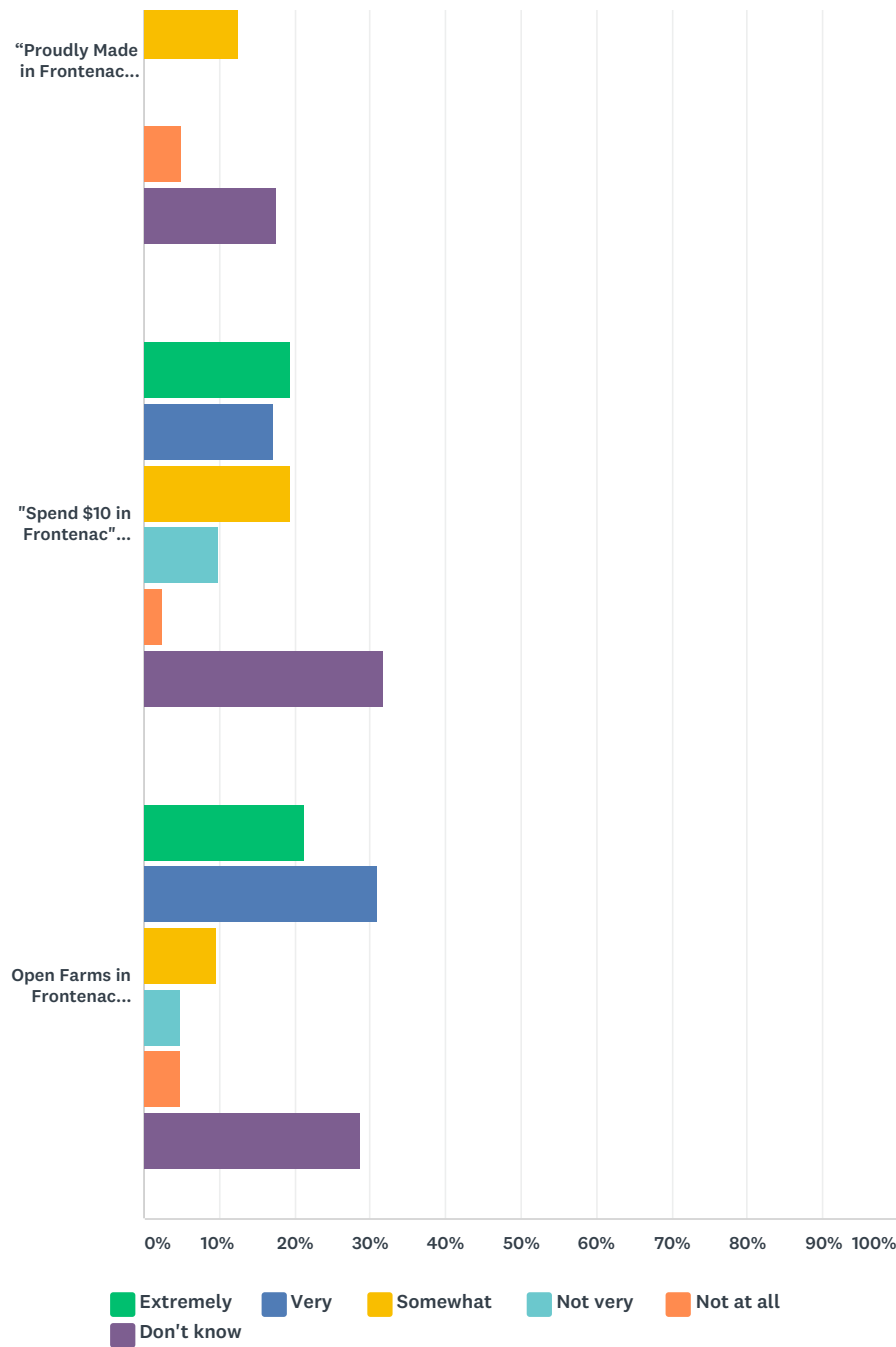
SurveyMonkey



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Frontenac Ambassador Program: 2 Years In

SurveyMonkey



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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

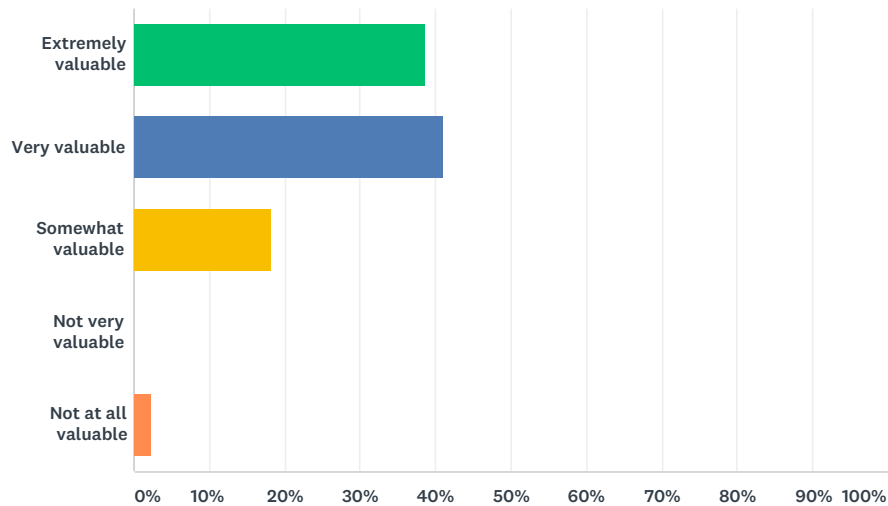
#	COMMENTS	DATE
1	Could not participate in Open Farms as we had a conflict with another event.	9/25/2018 8:53 PM
2	Where do we purchase Frontenac Merchandise?	9/20/2018 9:30 PM
3	My product is a cloud based service, 'association management', so quite a bit different than a farm product or a store ...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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 44 Skipped: 1



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

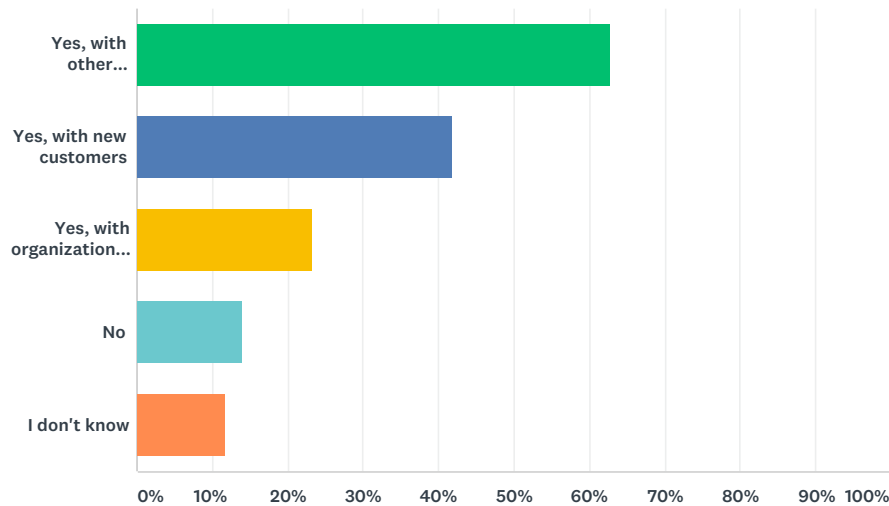
#	COMMENTS	DATE
1	The Brand Ambassador program is extremely valuable even though we are not able to participate very often.	9/25/2018 8:53 PM
2	any additional marketing or awareness is very valuable	9/20/2018 8:33 PM
3	We are new to the program and finding our role.	9/13/2018 11:25 AM
4	Works well for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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 43 Skipped: 2



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

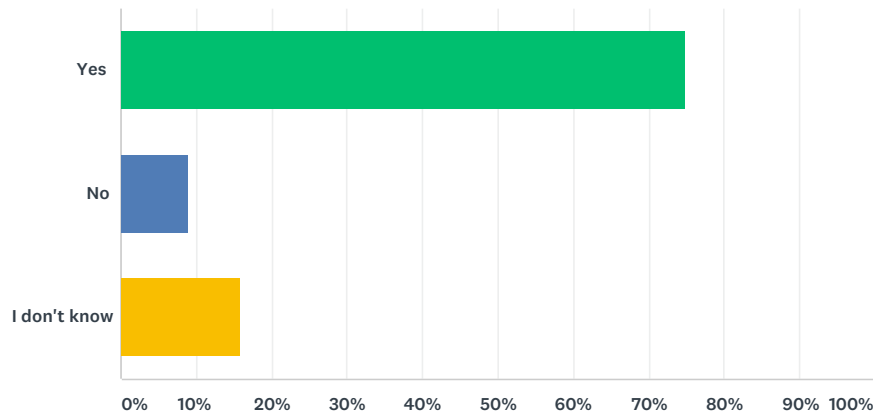
#	COMMENTS	DATE
1	not yet, just joined, hoping to be highlighted in an upcoming newsletter	9/20/2018 8:33 PM
2	I'm in the process of slowly retiring, so not particularly looking to expand contacts or opportunities. What I AM looking for is someone to help start a similar business to mine; so far no takers.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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 44 Skipped: 1



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

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

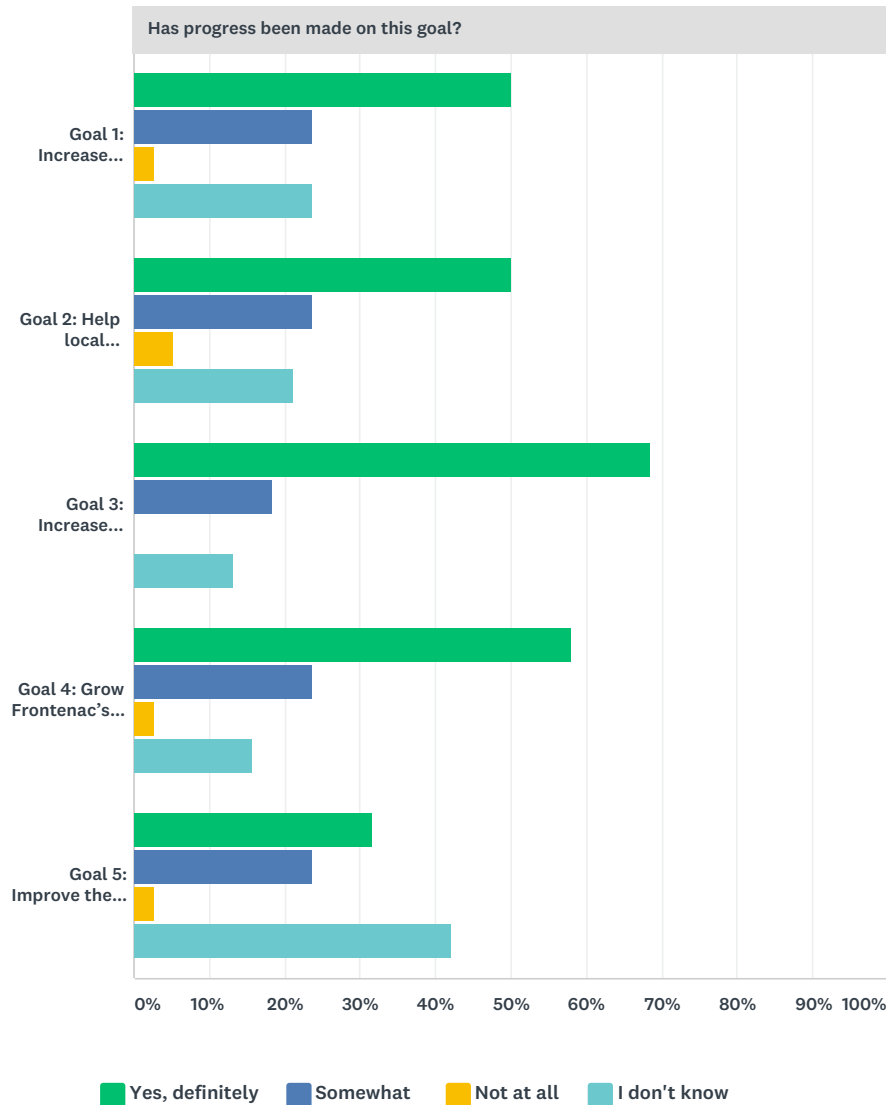
Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

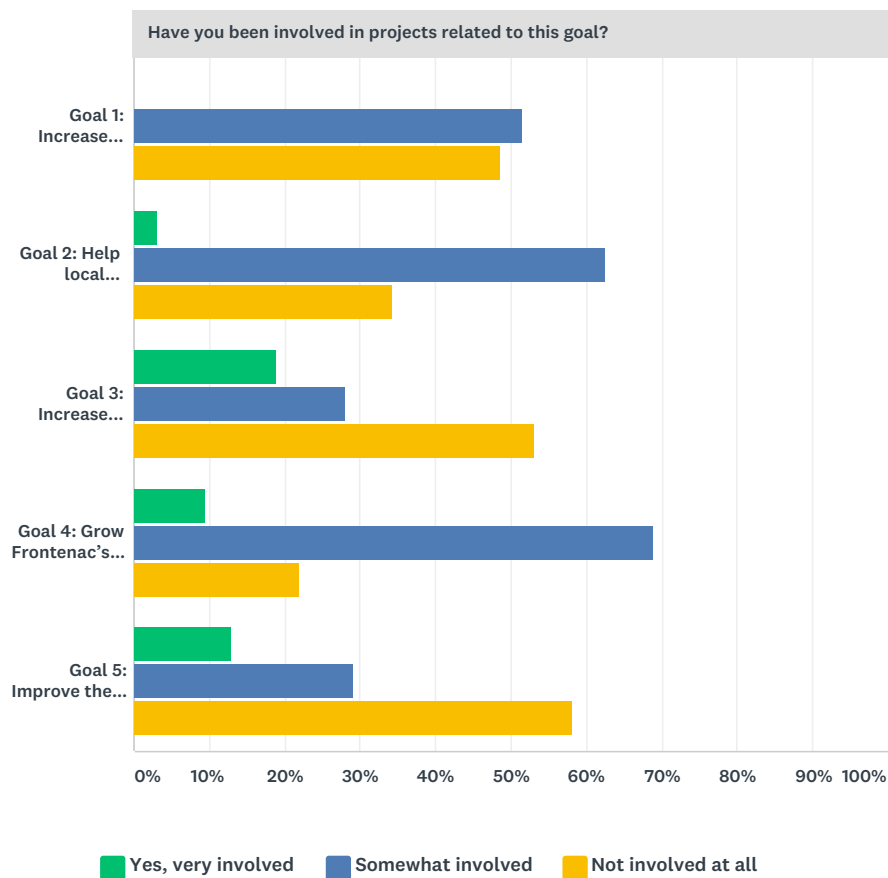
**Q5 Five goals were developed based on last year's survey results.
Please give us your feedback:**

Answered: 39 Skipped: 6



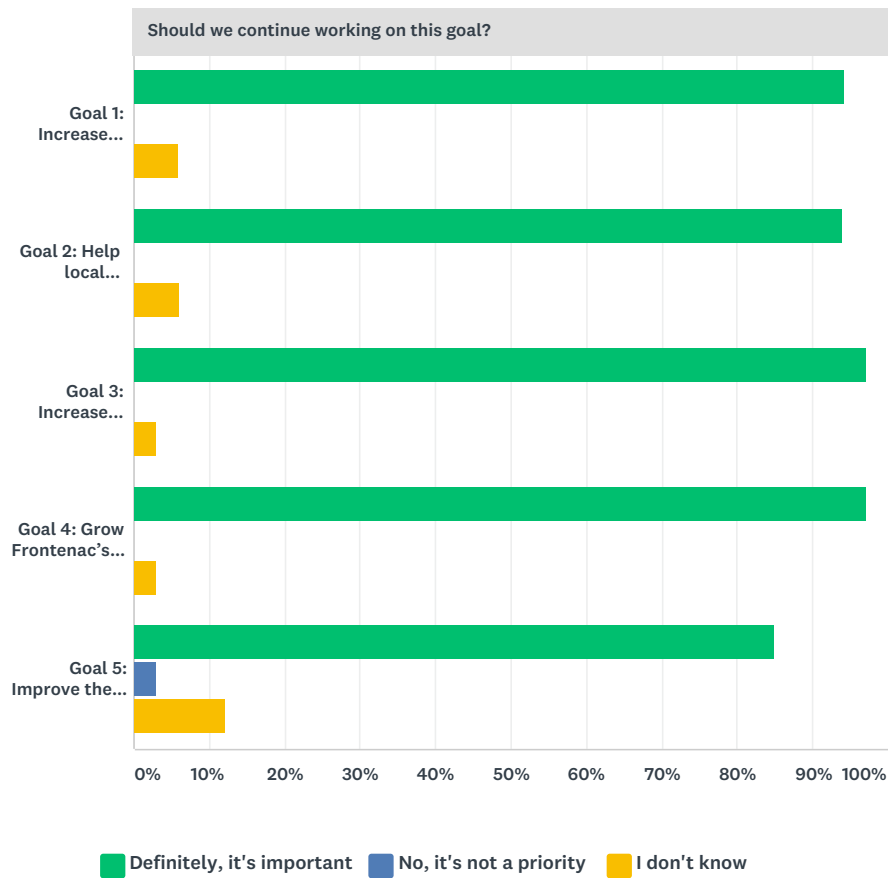
Frontenac Ambassador Program: 2 Years In

SurveyMonkey



Frontenac Ambassador Program: 2 Years In

SurveyMonkey



Has progress been made on this goal?					
	YES, DEFINITELY	SOMEWHAT	NOT AT ALL	I DON'T KNOW	TOTAL
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	50.00% 19	23.68% 9	2.63% 1	23.68% 9	38
Goal 2: Help local businesses achieve success by connecting them to resources they need.	50.00% 19	23.68% 9	5.26% 2	21.05% 8	38
Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	68.42% 26	18.42% 7	0.00% 0	13.16% 5	38
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	57.89% 22	23.68% 9	2.63% 1	15.79% 6	38
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	31.58% 12	23.68% 9	2.63% 1	42.11% 16	38
Have you been involved in projects related to this goal?					
	YES, VERY INVOLVED	SOMEWHAT INVOLVED	NOT INVOLVED AT ALL	TOTAL	
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	0.00% 0	51.52% 17	48.48% 16	33	
Goal 2: Help local businesses achieve success by connecting them to resources they need.	3.13% 1	62.50% 20	34.38% 11	32	

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Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	18.75% 6	28.13% 9	53.13% 17	32
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	9.38% 3	68.75% 22	21.88% 7	32
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	12.90% 4	29.03% 9	58.06% 18	31
Should we continue working on this goal?				
	DEFINITELY, IT'S IMPORTANT	NO, IT'S NOT A PRIORITY	I DON'T KNOW	TOTAL
Goal 1: Increase resident support of local businesses by developing an innovative "Shop #inFrontenac" campaign.	94.12% 32	0.00% 0	5.88% 2	34
Goal 2: Help local businesses achieve success by connecting them to resources they need.	93.94% 31	0.00% 0	6.06% 2	33
Goal 3: Increase tourism by promoting Frontenac as a visitor destination to audiences outside the region.	96.97% 32	0.00% 0	3.03% 1	33
Goal 4: Grow Frontenac's reputation as a desirable place to do business by leveraging local business success stories.	96.97% 32	0.00% 0	3.03% 1	33
Goal 5: Improve the relationship between local municipalities and local businesses by focusing on improved communications.	84.85% 28	3.03% 1	12.12% 4	33

#	COMMENTS	DATE
1	We have are in the infant stage of developing an economic development group to assist with the direction of the village and to develop strategies for improvement	9/20/2018 4:11 PM
2	I think that these goals are all very important, even if they don't directly impact every business in the county.	9/15/2018 10:03 AM
3	I have the sense (maybe incorrect) that the Frontenac CFDC has played a major role in profiling local business success stories. That's great but I have no idea whether the Ambassadors Program has played any role in that. I don't think it changes what the F/A program should be doing regardless.	9/9/2018 10:24 AM

Frontenac Ambassador Program: 2 Years In

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

Answered: 10 Skipped: 35

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

Frontenac Ambassador Program: 2 Years In

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

Answered: 14 Skipped: 31

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

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

Answered: 16 Skipped: 29

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

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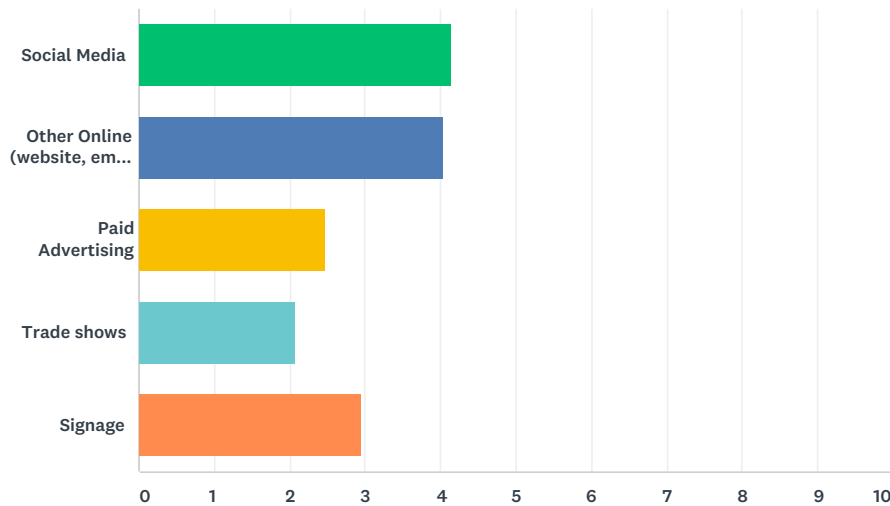
14	Keeping the cost of living like taxes affordable will keep the next Generation here. Have more services to always draw in tourists and keep the counties alive. Continue with the Ambassador program and other programs like that! Hoping the Septic inspection does not have to come through, if a taxpayer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

Frontenac Ambassador Program: 2 Years In

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

Answered: 40 Skipped: 5



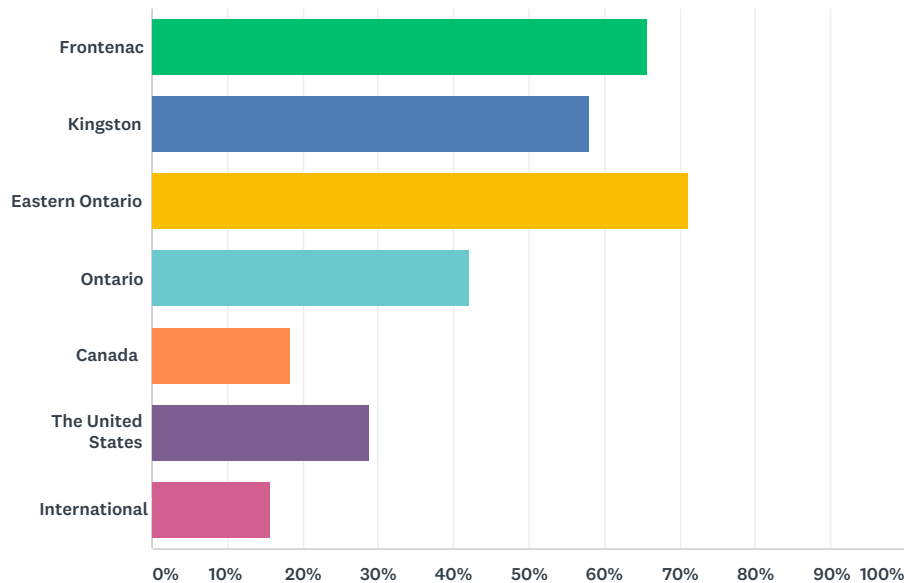
	1	2	3	4	5	N/A	TOTAL	SCORE
Social Media	45.95% 17	35.14% 13	2.70% 1	10.81% 4	2.70% 1	2.70% 1	37	4.14
Other Online (website, email newsletter, referral sites, etc)	37.84% 14	24.32% 9	18.92% 7	8.11% 3	0.00% 0	10.81% 4	37	4.03
Paid Advertising	2.70% 1	8.11% 3	18.92% 7	29.73% 11	10.81% 4	29.73% 11	37	2.46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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 38 Skipped: 7



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

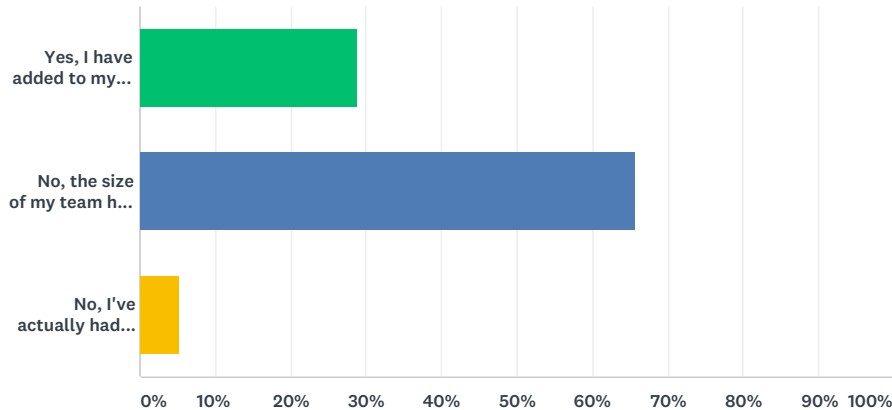
#	COMMENTS	DATE
1	majority in Eastern Ontario but my service is Cloud based so geography doesn't matter - have a customer in Saskatchewan and one in Minnesota.	9/20/2018 8:46 PM
2	During the summer months, I have many customers from the southern Ontario region. During the rest of the year, I am completely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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

Q11 Has your workforce grown over the past year?

Answered: 38 Skipped: 7



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

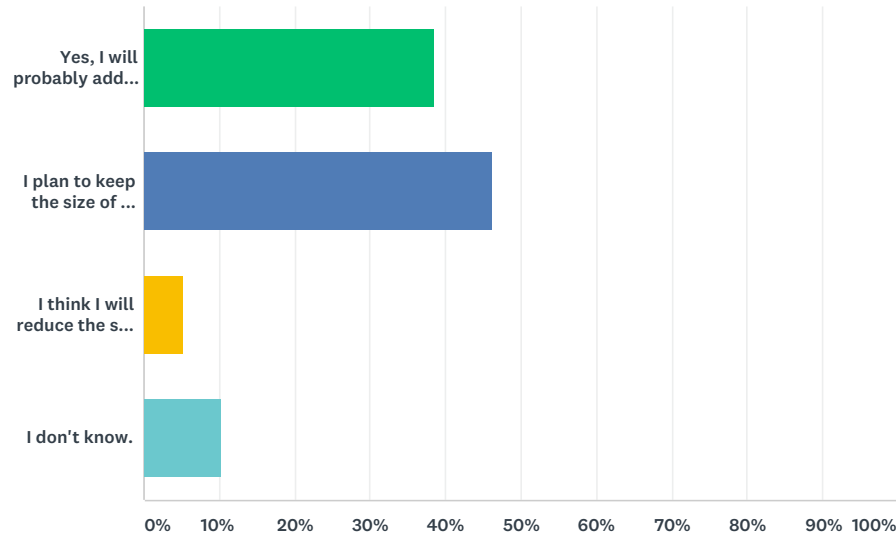
#	COMMENTS	DATE
1	We require the same amount however have had difficulty finding stadd	9/20/2018 4:16 PM
2	but with fear that that may change due to the economy ... my business, in my opinion is not a necessity but rather a luxury [REDACTED] I try my best to make it seem like a necessity to the public,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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 39 Skipped: 6



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

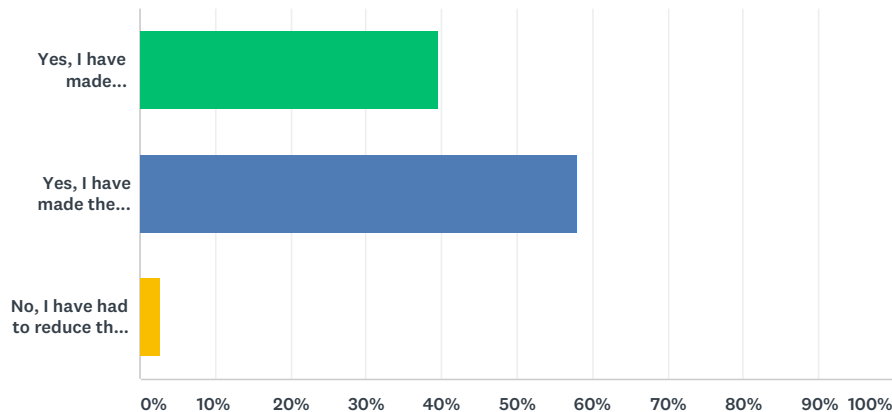
#	COMMENTS	DATE
1	If my website continues to grow, I would love to hire someone to handle that end of the business.	9/15/2018 10:17 AM
2	Due to minimum wage increase the potential to increase our staffing size will be limited.	9/10/2018 8:42 AM

Frontenac Ambassador Program: 2 Years In

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

Answered: 38 Skipped: 7



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

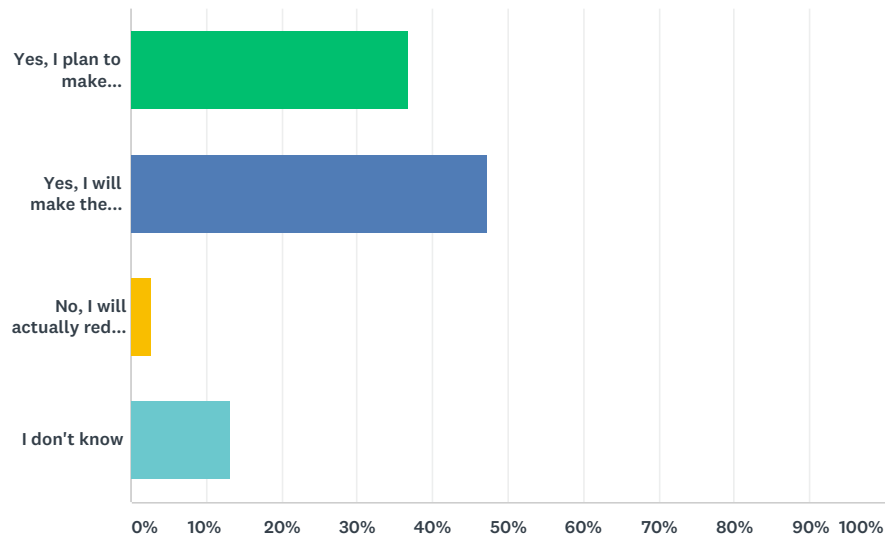
#	COMMENTS	DATE
1	This has been a huge struggle with the township!	9/21/2018 12:39 PM
2	Not really relevant as we rent facilities	9/15/2018 6:51 AM
3	We moved to a more populated area in south Frontenac to drive business.	9/10/2018 11:54 AM
4	Your 'no' option isn't helpful. I make investments every year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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 38 Skipped: 7



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

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

Frontenac Ambassador Program: 2 Years In

SurveyMonkey

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

Answered: 7 Skipped: 38

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



Report 2018-122

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Alison Vandervelde, Community Development Officer

Date of meeting: October 11, 2018

Re: **Community Development Advisory Committee – Open Farms in Frontenac 2018**

Recommendation

Be It Resolved That the County of Frontenac continue to coordinate the “Open Farms in Frontenac” event in 2019;

And Further That \$4,000 be included in the 2019 Economic Development budget to address costs associated with coordinating and marketing the Open Farms event.

Background

In late 2017 Frontenac Ambassador Dave Perry of Perry Farm contacted staff for assistance to plan and host a meeting for the local farming community. On February 15, 2018 approximately 20 local food producers gathered for a potluck dinner at the Verona Lions Hall.

This group discussed a broad range of topics, including opportunities and challenges facing small scale agricultural operations in Frontenac. Several times, the conversations focused on the need for more opportunities to connect with and educate consumers about their food choices. Two events were discussed – a “Feast of Fields” style event and a farm tour / open house style event, known as “Open Farms”. It was suggested that bringing back Open Farms – an event that the National Farmers’ Union had coordinated for a few years around 2010 – would be a great initiative for rich consumer engagement and would require less human and financial resources to coordinate than Feast of Fields would require.

Given that Food and Beverage is one of the three themes in Frontenac County’s Economic Development Charter and that Local Food Awareness is part of the Rural Economic Development Program “Advancing Economic Development in the Frontenacs

through Collaboration”, Economic Development staff provided coordination and marketing support to the event.

Comment

Planning Process

In May, staff created a brief survey to gather feedback from the farming community about Open Farms in order to ensure early planning activities aligned with their vision for the event. Two participating farm operators agreed to assist with planning, and helped to guide the development of the event. Staff and these two operators met once in June and communicated via email throughout the summer.

During the month of July, staff worked with Jon Allison to develop the Open Farms brand identity and begin designing marketing materials.

Staff required operators to commit to participating in the event by the end of July, in order to allow enough lead time to create marketing materials. Receiving communication back from potential participants was a challenge during the planning period, and this part of the process moved slower than expected.

On August 7, all participating farm operators were invited to an evening meeting at the Sydenham Library. The group provided feedback on the design work presented, brainstormed marketing ideas, and ways they might address logistical challenges on their individual farms. Andrea Cumpson, of Sonset Farm, attended that meeting and was able to share many of the lessons she learned from participating in the original NFU Open Farm events. It was an important gathering to build consensus and excitement among participants. The notes from that meeting are attached to this report as Appendix A.

All participating operators were required to add Frontenac County as Additionally Insured on their insurance policy for the event date. They were also required to sign a Liability Waiver and Release Form, releasing the County from any liability associated with participating in the event. These administrative pieces were submitted throughout the month of August and again, this process moved slower than expected and required more staff time to attain than expected. Staff will undertake a review of similar events in Ontario to determine best practices from a liability perspective in order to streamline bureaucracy for participating farms and vendors.

From mid-August into early September, staff spent several days visiting all locations to deliver posters, flyers, and signage, to record videos, to secure paperwork, etc. The Communications Officer was critical in the development of the videos, and spent approximately three full days with the Community Development Officer visiting farm operators and an additional three days editing the videos. Visiting farm operators in person was quite labour intensive, but also seemed to be the most effective way to communicate with each of them.

The Community Development Officer was committed almost exclusively to the coordination of Open Farms for the three weeks leading up to the event.

Marketing Campaign

Staff undertook a comprehensive marketing campaign that included social media, paid media such as billboards and newspaper ads, and earned media (newspaper editorial). Feedback from Open Farms participants and visitors indicated that no single aspect of the marketing campaign specifically drove visitation, but the diversity of messaging across platforms and tactics was effective in reaching the right audience.

1. InFrontenac.ca/OpenFarms

Throughout the awareness campaign, all messaging directed people to www.inFrontenac.ca/OpenFarms for full details. The Open Farms web page highlighted the key details for the event, full list of street addresses, plus a link to the interactive web map and a link to a downloadable pdf map.

2. Interactive Web Map

Making use of the County's GIS capability, Economic Development staff created an [Interactive Web Map](#) to help web users navigate the event locations and learn the story of each farm. The analytics from the interactive web map (figure 5) tell an interesting story. The highpoints in the graph correlate with social media efforts to drive traffic to the map. Most notably, the peak on August 23 is related to the first video being posted on Facebook. The September 7 rise correlates to the posting of a checklist designed to help people make good decisions in preparing for the event. And the final peak of 178 visits to the web application on September 8 demonstrates that many people were consulting the map to plan their route.

3. Marketing efforts

- Earned media in the Frontenac News and the Kingston Whig Standard
- Paid ads in the Frontenac News including a double-page spread with map
- Two roadside "mini billboards" erected at the south ends of Harrowsmith and Inverary for a month leading up to the event
- Posters and flyers, posted and distributed by the participating operators to their retail partners, at farmers markets, and special events (see Appendix B for an example of the posters and flyers)
- Organic and paid social media reach (see Figures 1-5 at the end of this report for important analytics):
 - A [Facebook event](#) "co-hosted" by all participating farms and boosted to a geographically targeted audience in Kingston, Napanee, Gananoque, South, and Central Frontenac Townships.
 - [Short videos](#) about each location that offered a preview of the activities planned and a chance to "get to know" the farmer/owner. An additional

video, the “Blooper Reel”, gave online conversations a lighthearted tone and helped make viewers feel more connected to farmers before the event.

- [Instagram posts](#) that made use of many local food-related hashtags, tagged all participating farms and other accounts that would help to spread the message, like Visit Kingston and Regional Tourism Organization 9.
- Posts by the operators themselves across social platforms, encouraging their own networks to share the event with their friends.

Day of the Event

Seven locations – five farms and one retail outlet in South Frontenac Township, plus one farm just inside the City of Kingston – and about a dozen vendors participated in Open Farms in Frontenac on Sunday, September 9.

Of the seven locations, one estimated 200 guests visited them during the event, another estimated 300, one estimated 400, two estimated 500, and one estimated 600+ visitors over the course of the day. Operators attributed the high visitor numbers to the multiple touch-points of the effective marketing campaign.

During the course of the event, the Community Development Officer visited all seven locations and posted photos at each to social media. This regular social media activity gave people the feeling of being involved in the event, even if they were not able to participate. It also helped to showcase the event as a success, and position it in people’s minds as an attractive event to attend in future years.

Event Outcomes

All operators reported that their sales during the event were worth their time and effort invested in preparing their farms for visitors. They have all indicated they will participate again in the event next year.

In addition to sales, operators also found the event valuable as an opportunity to:

- Educate visitors on sustainable farm practices and local food choices
- Cultivate enthusiasm for local food through chats with visitors
- Allow children to experience animals up close (some for the first time!)
- Connect people with a local food source
- Create awareness for their farm/business
- Network and feel connected to a group
- Learn things about their own businesses

Looking forward

A debrief meeting is scheduled for Wednesday October 10, when the group will talk about successes and opportunities for improvement ahead of next year.

Due to the positive response from participating farms and event participants, staff anticipate that there will be an increased interest to continue the event in 2019. During the planning process, staff were in touch with many farms across Frontenac, and several indicated that they would participate if it weren't for conflicting plans on the event date. In fact, staff have already heard from a few additional farms that want to be involved next year.

The Community Development Officer committed approximately 123 hours to coordinating Open Farms, and this does not include the Communications Officer's time. Although it is anticipated that there will be more farms involved in 2019, a number of the tasks completed this year lay the foundation for an annual event (i.e., the development of an "Open Farms" logo, liability release and waiver forms) and will not need to be completed again next year. It is expected that the time investment will likely remain similar in 2019 to 2018.

Sustainability Implications

Open Farms in Frontenac provided local agricultural operators with an opportunity to connect in a meaningful way with many consumers in the region. The event had the potential to grow each operator's customer base and positively impact their long-term sales.

Generally, Open Farms increased awareness of small scale agriculture operations in Frontenac, improved consumer understanding of the local food system, and strengthened the region's identity as a source of high-quality locally produced food.

The County's role as coordinator created goodwill among the farming community. The participating operators expressed their appreciation for the County's support several times throughout this process.

Financial Implications

The funds for this project were budgeted as part of the "Advancing Rural Economic Development through Collaboration" program supported by the Rural Economic Development (RED) program, and are listed below. The 2019 budget has been estimated at \$4,000 to account for the costs associated with coordinating and marketing the event in 2018, and to allow some flexibility to take advantage of new opportunities.

Item	Cost	Source
Map in Frontenac News	\$1,500	Economic Development Marketing Budget
Printed Maps	\$100	Economic Development Marketing Budget
Billboards and Signage	\$1,000	Economic Development Marketing Budget
Design Costs	\$600	Economic Development Marketing Budget
Branded T-shirts	\$600	Economic Development Marketing Budget
Social Media Campaign	\$200	Economic Development Marketing Budget. In addition to staff time
Web Content Development and Interactive Map	\$0	Staff time
Coordination	\$0	Staff Time

Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
County Council & Staff
South Frontenac Township Councillors and staff
Frontenac County residents
Kingston residents
Local farms and businesses

Figure 1: Facebook - Event Reach

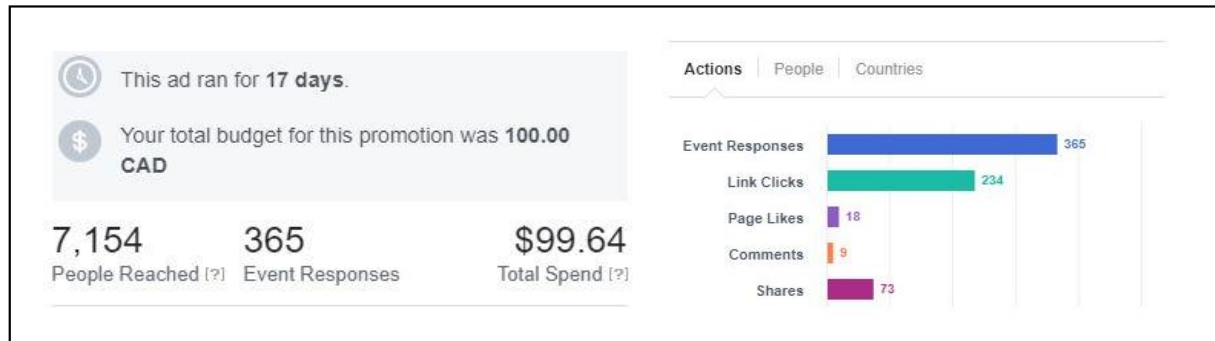


Figure 2: Facebook - Maple Ridge Farm Video Reach



Figure 3: Facebook – Post Reach
“the number of people who had any posts from your page enter their screen”

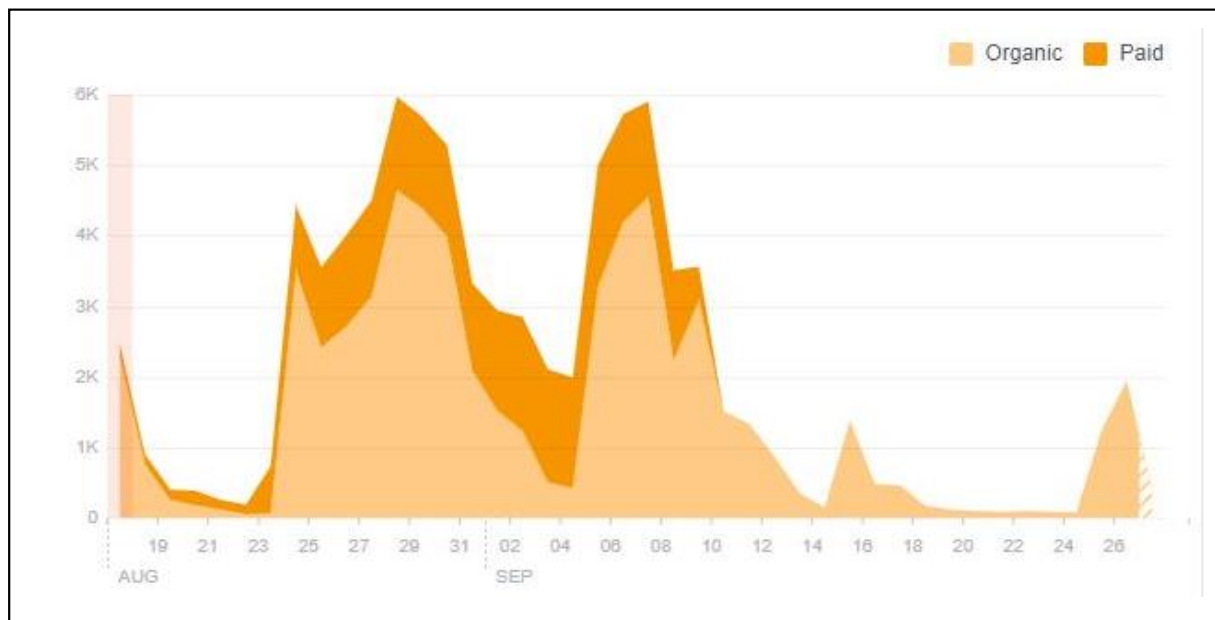


Figure 4: InFrontenac.ca – August 1 – September 10, all traffic, top pages

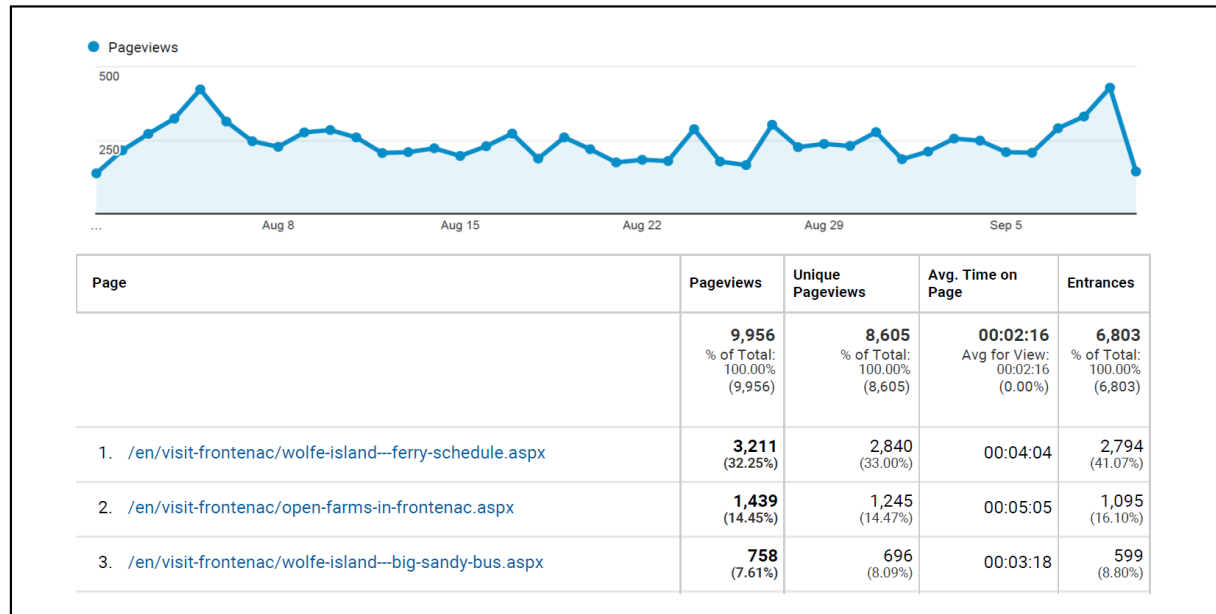


Figure 5: [Interactive Web Map](#) – August 11 to September 9





FRONTENAC

County of Frontenac

2069 Battersea Rd.
Glenburnie, ON K0H 1S0

T: 613.548.9400

F: 613.548.8460

frontenaccounty.ca

OPEN FARMS IN FRONTENAC PARTICIPANT MEETING

Tuesday, August 7 | Sydenham Library

Why Open Farms: “Local Food” is one of the three priorities in Frontenac County’s 2015 Economic Development Charter. We hosted an informal gathering of about 20 local food producers in February 2018. During that meeting some farmers who had participated in Open Farms in past years suggested that it would be a great event to bring back to Frontenac. Since Frontenac County currently has resources allocated to the promotion of local food, it seemed a good fit that we would lead the coordination of the event.

Goal of event: Connect food eaters with food producers to start mutually beneficial relationships. Increase awareness of farms in Frontenac.

Audience: Those who are interested in sourcing their food locally, who are willing to pay a fair price for locally and sustainably produced healthy foods. Those who are interested in better understanding what life on a working farm is like. Residents in Kingston, Frontenac, and the surrounding areas.

Each farm is different: This event is an opportunity for each farm to curate a unique visitor experience that reflect their values and offerings. For one farm, that might mean the focus is on educating young people about animal care, while another farm might focus more on getting people to start understanding the value of fresh produce. The activities at your farm and the vendors that you invite to participate on your property should all be part of a thoughtful experience designed to start meaningful relationships with your visitors.

Mitigating risk: By nature, the target market is unfamiliar with modern working farms. In addition to securing sufficient special event insurance, there are several things we can do to mitigate the risk that comes with welcoming the public to your private property:

- Marketing will include messaging to put people in the right mind-set from the start. Wording will be polished, but the general sentiment will be along the lines of... “Remember you’re being welcomed as a guest onto private property. Please respect the direction of farm owners, staff, and posted signs. Be aware of your surroundings at all times. These are working farms and, while measures have been taken to make them safe for your visit, you are expected to avoid careless behavior.”
- Each participating farm needs to recruit enough help to manage the flow of visitors. It is difficult to estimate how many visitors will go to each farm. As a starting point, it is suggested that each farm create a plan for their day, look at their farm in terms of “areas” and then plan to have at least one body stationed in each of those areas. Consider assigning more than one body in high-traffic / high-risk areas. Some



participants who have done similar events in the past mentioned they have had 10-20 vehicles in their parking areas at one time.

- Position someone as a “greeter” at the pedestrian entrance to the farm. Not only does this ensure people know where they should go first, it’s also an opportunity to address any of their questions / concerns at the beginning of their visit. It also helps create a nice first impression, setting the tone for the rest of their experience.
- Consider creating a “farm map” to hand out to visitors as they arrive – even a rough sketch of what’s happening where on your property can help visitors have an enjoyable and safe visit.
- At each farm, there should be sufficient and clear directional signage. Frontenac County will create and provide the following signs for each farm:
 - **Open Farms in Frontenac signs** (~32” x 24”) – one per farm to identify event locations
 - **“Slow Down” signs** (~24” x 16”) – two per farm, to be installed a few hundred meters down the road in both directions
 - **Parking signs** (~24” x 9”) – a few per farm (as required) to both direct vehicles toward parking and to indicate parking areas. Will have grommets to allow for a variety of installation methods.
 - **No Entry signs** (~24” x 9”) – a few per farm (as required) to keep visitors away from areas that are off-limits. Will have grommets to allow for a variety of installation methods.
 - **“Respect” signs** (~24” x 16”) – one per farm, for installation at pedestrian entry point to farm. The message will be polished, but will be along the lines of “Welcome to our farm. Remember, we are inviting you as a guest to our private property. Please respect the direction of our staff and posted signs for your own safety and the health and safety of the animals who live here. Be aware of your surroundings and don’t hesitate to ask questions if you are unsure.”

Porta-potties: The decision regarding on-site bathrooms (and costs associated with that decision) will be left up to each operator. Event marketing will include suggestions for bathroom and meal stops.

No dogs allowed: Everyone agreed that – aside from service animals – visitors will not be allowed to bring their own pets to participating farms (even if they are on a leash). This messaging will be included in event marketing.

Farm-gate samples and sales: Frontenac County will investigate Public Health regulations regarding free samples and sales of food prepared by the farmer themselves (i.e., salads, baked goods). The rules may be different than those that would apply to guest vendors who set up a booth on a farm property.

Marketing: Frontenac County has developed a visual identity for Open Farms and will lead the advertising of the event, which will include the following initiatives:

- Online
 - InFrontenac.ca/Open Farms
 - Web Map – draft here: <http://arcg.is/1efSXS>
 - Will be included as one of September’s Frontenac Five
 - Will engage with Tourism Kingston and RTO 9 for distribution through their event listings
 - Will submit information to South Frontenac Township for posting on their website
 - Will be included in the August Ambassador email newsletter
- Social Media
 - Frontenac County will:

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- Create a *Facebook Event* and ask all participants to become “co-hosts”
 - Post multiple times on Facebook, Instagram, and Twitter in the weeks and days prior to the event
 - Pay to boost posts geographically targeting Frontenac, Kingston, and the surrounding areas
 - Create and post multiple Facebook and Instagram stories
 - Create at least one post focused on each participant on each platform
 - Create a short video for each participant for use on social media and the web map
 - Post to all platforms throughout the day of the event
 - Explore the idea of engaging local food bloggers
- Participating Farms are asked to:
 - Share Frontenac County posts on their own social media channels
 - Create their own posts for the event
 - Enthusiastically participate in the creation of short videos
 - Post to their social media channels on the day of the event
- Print
 - Media release
 - Frontenac County will create and distribute to regional media outlets
 - Frontenac News
 - Half page ad in August
 - Event spread / map week leading up to event
 - Posters
 - Will ask participants to help post in Frontenac and in Kingston, at partner retail locations (like Tara Natural Foods, the Grocery Basket, Glenburnie Grocery, etc), restaurants, and other high-traffic public areas like Queen’s University and St. Lawrence College.
 - Flyers
 - For distribution at Farmers Markets
 - Bookmarks
 - To be sent home with elementary school children in the first week of school
- Radio
 - Paid radio advertising is not being considered
 - Extra effort will be made to get an on-air interviews on Country 93.5 and CBC Ontario Morning
- Signage
 - “Curbex” Signs x 2
 - To be installed in Harrowsmith where the K&P Trail meets Highway 38
 - To be installed at the south end of Inverary
 - Event Day signage will be installed at each farm approximately 10 days before the event
 - Additional directional signage will be installed for locations on side roads.

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OPEN FARMS



Sunday, September 9
10am–4pm

Free Admission

Connect with our farmers,
their land, and your food.



Locations

Sonset Farm, Inverary

Birds & Bees Produce, Perth Village Road

Fat Chance Farmstead, Harrowsmith

Long Road Ecological Farm, Harrowsmith

Five Star Farm, Sydenham

Maple Ridge Farm, Sydenham

Food Less Travelled, Verona

Get Addresses: InFrontenac.ca/OpenFarms

Get all the info at InFrontenac.ca/OpenFarms



Report 2018-123

Committee Recommend Report

To: Chair and Members of the Community Development Advisory Committee

From: Alison Vandervelde, Community Development Officer

Date of meeting: October 11, 2018

Re: Community Development Advisory Committee – Ferry by Foot

Recommendation

Be It Resolved That the County of Frontenac continue with the Ferry by Foot Campaign in 2019,

And Further That Social Media Marketing of \$250 for the Ferry by Foot program be incorporated into the 2019 Economic Development tourism development budget,

And Further That the County of Frontenac seek partners to operate the Big Sandy Bay Shuttle Bus on weekends through July and August of 2019 and report back to Council in Q2 of 2019.

Background

Presented at the May 2018 Community Development Advisory Committee meeting, [Report 2018-0700 CDAC – Ferry By Foot Implementation Update](#) described the activities planned for the 2018 Ferry by Foot initiative.

Comment

Over the course of 2018, staff have spent approximately 160 hours coordinating the Ferry by Foot Project. Following is a review of each item in the Implementation Plan:

1. Develop a strong visual identity

Staff worked with graphic designer Jon Allison to develop the visual identity as a subset of the Frontenac brand identity in order to strengthen the Ferry by Foot story. Visitors do not usually pay much attention to municipal boundaries, and staff decided that it would be a detriment to the program to try to force the unique nature of Wolfe Island, and the

very specific messaging of Ferry by Foot, into the system of the regional Frontenac brand. The Ferry by Foot brand identity was incorporated into all marketing efforts related to the program. See Appendix A for the Ferry by Foot Brand Guidelines.

2. Build a comprehensive content marketing campaign

Professional bloggers were contracted to create content that was featured on www.VisitWolfeIsland.ca (a subset of pages on www.inFrontenac.ca):

- a. [Travelling to Wolfe Island by Foot or by Bike](#)
- b. [Top 7 Things To Do in Marysville, Wolfe Island](#)
- c. [Life's a Beach: Soak-Up The Sun on Wolfe Island](#)
- d. [Travel Through Time: A Historic Walking Tour of Wolfe Island](#)

This upfront investment provided rich content that was used to drive audiences to the Ferry by Foot website when linked from the social media campaign. This content can also be reused and adapted for future campaigns. Additionally, several “success stories” featuring Wolfe Island businesses were completed late in the summer. These were not available in time for use in the 2018 campaign, and will be published and promoted in the spring of 2019 when they will be most valuable in increasing interest in Wolfe Island as a summer destination.

The County implemented a dynamic social media campaign driven by the four blog posts above while also publishing some standard trip-planning information to prepare visitors for their trip to Wolfe Island.

Frontenac County manages corporate accounts on Facebook, Twitter, and Instagram. For the Ferry by Foot campaign, staff prioritized use of the County Facebook and Instagram accounts – Facebook because of the County’s existing reach and the platform’s intuitive tools for targeted messaging and Instagram because recent research has shown that it is the second most-used resource for trip planning. Content was posted to Twitter but not with the same level of tailoring and targeting.

Most social media activity was concentrated in June (21 posts) and July (18 posts + stories), to grow awareness of Wolfe Island as a summer destination and introduce the shuttle bus as an attractive transportation alternative.

The social media campaign was a combination of organic and paid reach. The total amount spent on boosting Ferry by Foot social media posts was \$215.00, which achieved a total paid reach of 34,753 people.

Appendix B features a schedule of social media posts. Appendix C demonstrates the impact of paid posts on Facebook reach from June 10 to August 31. Appendix D shows the results of the paid Instagram post. Appendix E provides more details connecting the Facebook post reach and website traffic, including the impact of paid posts and organic posts. Finally, Appendix F shows overall website analytics for infrontenac.ca from June 10 to August 31 that outlines the number of views per page.

3. Develop printed brochure and educate downtown Kingston staff

Graphic designer Jon Allison was contracted to develop a 12-page [Wolfe Island Visitor Guide](#) in early 2018. Frontenac staff also worked closely with staff at the Kingston Visitor Experience Centre (VEC) to ensure this guide was formatted to include information that would be the most valuable to visitors, and with several business owners and residents on the island to ensure information was accurate and correct.

In late May, staff produced and quickly distributed 2,000 copies of the guide to the Kingston VEC, Wolfe Island Visitor Information Centre, and to businesses on Wolfe Island. In early June another 4,000 guides were printed, enough to meet demand until the end of August.

The Community Development Officer attended Visit Kingston's Tourism Awareness Week event at City Hall on May 31, which provided an opportunity to familiarize front line tourism and hospitality staff from hotels and destinations in Kingston with the guide and the Ferry by Foot program.

Wolfe Island Visitor Guides and Big Sandy Bay Shuttle Bus materials were then delivered to tourism and hospitality businesses in downtown Kingston. This proved very useful for spreading awareness among the staff who interact most with visitors to Kingston, who often include a trip to Wolfe Island as part of their Kingston destination experience.

The Kingston VEC distributed the majority of the guides, and have expressed that it was a very useful tool to help promote Wolfe Island as a visitor destination to their clients, who are visitors from all over the world. As of the writing of this report, VEC staff reported that they still had about 60 copies of the guide, which they continue distributing mainly as a resource for the cycling routes on the island. They will welcome the guide back again next year and have requested the content be augmented slightly so that it is more useful for September and October as well as the peak summer season.

4. Train Township Visitor Information Centre staff

Frontenac staff spent a half day with staff at the Township Visitor Information Centre discussing social media opportunities and visiting Marysville businesses. Both staff members already had a pretty good understanding of Island activities and businesses. They had access to the Instagram account, [@OfficialWolfeIsland](#) for the summer and contributed to the social media conversation during their hours of operation. Frontenac staff suggest that in future, summers student staff could be tasked with developing some more creative social media initiatives.

5. Increase Wolfe Island's cycle friendly reputation

Inverted-U bike racks were ordered in 2017 and installed at the Township Office and delivered to Marysville businesses in the summer of 2018. This investment was a one-time component of the project, meant to motivate private investment to increase the number and visibility of bike racks through the village.

The Township of Frontenac Islands already has several established cycling routes on Wolfe Island and some discussion took place as to whether the route signage should be updated, however it was determined this was of lesser priority than other actions described in this report.

The County established a partnership with the [Great Lakes Waterfront Trail](#) to place signed loops on both of the Frontenac Islands. This has resulted in a new signed route that is part of a larger provincial network of bike routes. Trailhead signs and route signage are expected to be in place in late 2018.

Provide a free shuttle to Big Sandy Bay

1. Overview

Staff contracted Hulton's Bus Service on Wolfe Island to provide shuttle bus transportation to Big Sandy Bay Conservation Area on Saturdays, Sundays, and holiday Mondays during the months of July and August. The shuttle operated for a total of 20 days, at a total cost of \$14,238. Over those 20 days, a total of 1,008 passengers chose the shuttle bus for transportation into Big Sandy Bay. See Appendix G for a detailed record of riders per shuttle trip.

2. Big Sandy Bay and MTO Data

Total attendance at Big Sandy Bay Conservation Area was 11,491 in 2016 and dropped to 9,179 in 2018 (a decrease of 2,312). It is expected that this decrease is due to the 2017 closure of Big Sandy Bay and a general misconception among the public that the conservation area remained closed this season as well. It is anticipated that attendance will increase in future summers, as awareness spreads about the excellent conditions at the conservation area and as the Ferry by Foot campaign gains further reach in 2019.

One goal of the Ferry by Foot campaign, and specifically of the Big Sandy Bay shuttle bus, was to convince Wolfe Island visitors to go by foot or bike in order to alleviate vehicle demand on the ferry. The Ministry of Transportation has shared with staff its passenger records for 2016, 2017, and 2018. In analyzing this data, three sets of numbers stand out to indicate that the Ferry by Foot campaign did **not** decrease vehicle demand on the ferry and did **not** increase bicycle demand on the ferry. Despite a drop in 2017 (likely due to wide-spread flooding on the island), vehicle demand continues to increase, and bicycle demand has decreased over the past three summers.

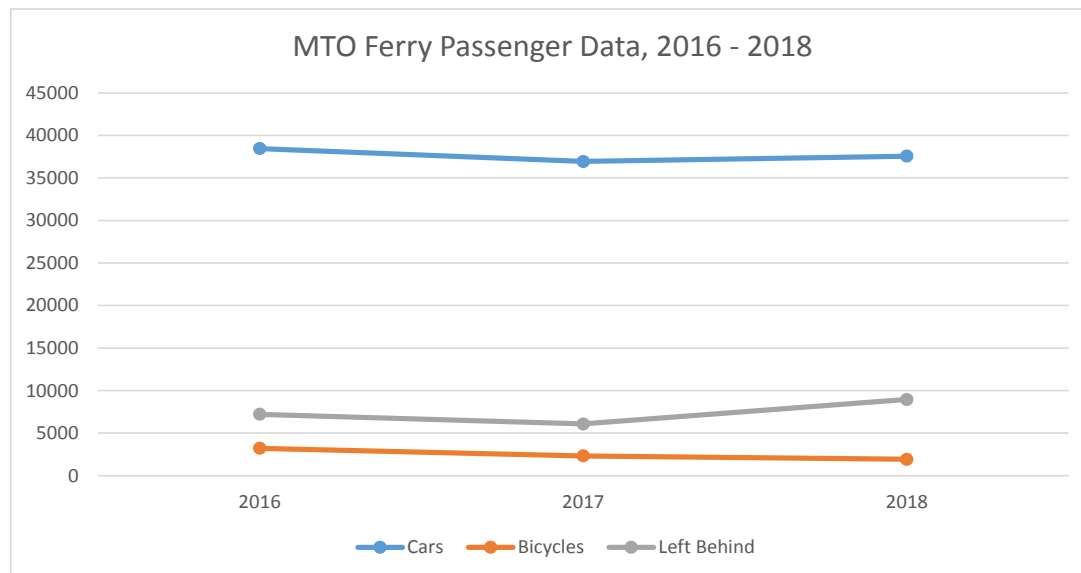
Considering this, the shuttle bus likely did have some impact in transportation demand for the Wolfe Island Ferry. At the most conservative estimation (4 people per vehicle), the 1,008 shuttle bus riders accounted for 252 vehicles removed from the ferry during the busiest days of peak visitor season. Combining this information with the lower overall attendance at Big Sandy Bay, it can be assumed that visitor interest for the bay will grow in 2019.

Total Cars	2016	2017	2018
July	19,375	18,266	18,429

August	19,084	18,682	19,143
Left Behind*	2016	2017	2018
July	4,191	3,006	4,286
August	3,030	3,080	4,673

*Indicates all vehicles left at the dock, waiting for the next ferry.

Bicycles	2016	2017	2018
July	1,720	1,174	964
August	1,503	1,141	956



3. Accessibility

This pilot project employed a standard 48 passenger school bus. According to Accessibility for Ontarians with Disabilities Act (AODA) guidelines, free shuttles are not subject to accessibility regulations. The Wolfe Island Ferry provides priority boarding to vehicles displaying accessible parking permits and as such, these vehicles would not be subjected to extended wait times before they are able to board the ferry. It was also anticipated that passengers requiring accessible transportation would have very little interest in the shuttle, given the rugged nature of the terrain at Big Sandy Bay. Aside from one superficial inquiry about accessible options received via social media, there were no requests for an accessible alternative throughout the season. Given this result,

and the lack of accessible vehicles on the island, continued use of the standard school bus in 2019 is recommended again for the shuttle service.

4. Coupon Booklet

The coupon booklet component of the shuttle bus service was abandoned after difficulties coordinating with Wolfe Island business partners. The original idea was that offering bus riders special coupons redeemable at Marysville businesses would encourage them to spend some money at those businesses after their day at Big Sandy Bay. After many attempts to reach out to Marysville businesses, only one responded with an actual offer to be included in the coupon booklet. Other responses were varied – the general reaction was that the idea was good in theory, but would be onerous to implement or too impactful on the bottom line.

5. Kingston Ferry Dock Signs

Although not originally a component of the Ferry by Foot Implementation Plan, it was suggested by the Community Development Advisory Committee, MTO staff, Kingston VEC, and Marysville business owners that additional signage at the Kingston Ferry Dock would improve visitor expectation prior to travelling to Wolfe Island.

The consensus of this advice was that visitors usually do not research the island before visiting and unnecessarily bring their vehicles on the ferry. Often times, they land on Wolfe Island, drive the length of Marysville's Main Street, and then immediately get back in the line-up to board the ferry again. It was decided that reaching those visitors at the dock would be an effective way to educate their decision about how to travel on the ferry.

Gorway was contracted to produce and install two styles of signs at the dock:

1. Two podium signs, installed on either side of the ferry ramp, in the areas where pedestrians and cyclists most commonly wait for the ferry. These signs include a map of Marysville designed to help visitors get a sense of what to expect in the village and understand how walkable it is.
2. Three road-side style signs, installed along the dock and specifically positioned to be seen by passengers sitting in their vehicles, waiting for the ferry. These signs include the message "Wait less, Walk on", and encourage drivers to get out of their vehicles and get more information at the podium signs near the ferry ramp.

Unfortunately, installation was delayed until mid-August, so the signs had a minimal impact during the peak season of 2018. These signs will be a useful addition to Ferry by Foot efforts in the 2019 season. See Appendix H for photographs of the ferry dock signage.

The Future of Ferry by Foot

County of Frontenac staff received much positive feedback about the various aspects of the Ferry by Foot campaign, most notably efforts to promote via social media, the Wolfe Island Visitor Guide, and the free shuttle to Big Sandy Bay.

It is the recommendation of this report that Frontenac County continue with the Ferry by Foot campaign in 2019 to leverage the strong set of marketing assets, the investments made in the design of the Wolfe Island Visitor Guide, ferry dock signs and web content. In addition, the partnerships formed with Regional Tourism Organization 9 (RTO 9), Tourism Kingston and Kingston Accommodation Partners have only just begun and there is room to grow these relationships around this program

Sustainability Implications

The Ferry by Foot program is intended to relieve some vehicle demand on the Wolfe Island Ferry, improve access to the island, create better informed visitors, and provide a boost to Marysville's economy. The plan addresses three of the expectations in the Frontenac Islands Township Letter of Support for the Frontenac RED grant application and it aligns strongly with the Frontenac Economic Development Charter and the Frontenac County Integrated Community Sustainability Plan.

Financial Implications

The funds for the Ferry by Foot program were budgeted as part of "Advancing Rural Economic Development through Collaboration" program supported by the Rural Economic Development (RED) program.

The Big Sandy Bay Shuttle Bus was funded as a pilot project in part by RTO 9, Tourism Kingston, the Kingston Accommodation Partners, and by Frontenac County through Strategic Reserves.

Costs associated with continuing the Ferry by Foot program in 2019 have been incorporated in the Planning and Economic Development budget and business plan as demonstrated below.

The Big Sandy Bay bus was funded through RTO 9 as a one-time pilot program. It is recommended that staff seek funding support from partners such as the Township of Frontenac Islands, MTO, and Tourism Kingston to continue offering the shuttle in 2019.

2019 Ferry by Foot Budget

Item	Cost	Source
2019 Wolfe Island Visitor Guide	\$3,000	RED Funding
Ferry by Foot Social Media Campaign	\$250	Planning and Economic Development Marketing Budget
Ferry by Foot Print Campaign	\$250	RED Funding

Recommend Report to Community Development Advisory Committee
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October 11, 2018

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Big Sandy Bay Bus	\$15,000	Staff to report back with partnership opportunities
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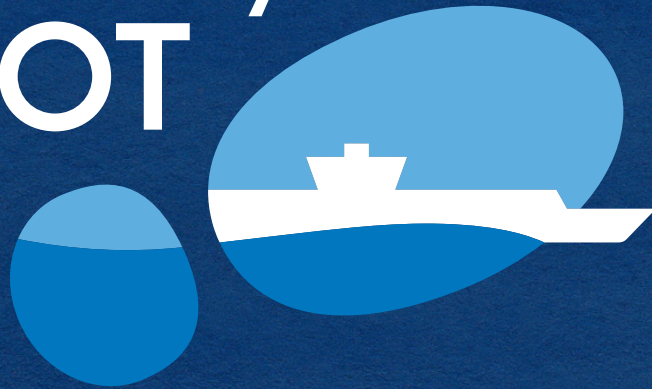
Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
Frontenac County Councillors and Staff
Township of Frontenac Islands
Big Sandy Bay Management Committee
Ministry of Transportation of Ontario
Tourism Kingston and Kingston Accommodation Partners
Marysville Businesses
Great Lakes Waterfront Regeneration Trust
Regional Tourism Organization 9 (RTO 9)

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FERRY_{by} FOOT

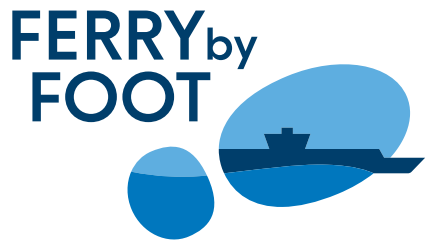


BRAND GUIDELINES MANUAL

First Edition: August 2017



FRONTENAC
COUNTY OF FRONTENAC • ONTARIO



The standard identity for Ferry By Foot.

This document is based on the County of Frontenac brand and provides an outline for the visual identity and logo usage guidelines for the purpose of brand consistency. These guidelines are periodically updated. For an up-to-date version, please contact [Alison Vandervelde](#).

The Ferry By Foot brand identity was designed by [Jon Allison Design](#).

© 2017, Ferry By Foot. 1st Edition, August 2017.

ABOUT FERRY BY FOOT

The Ferry By Foot program is operated by the County of Frontenac. Ferry By Foot is an initiative to encourages people to take the Wolfe Island Ferry by foot or by bike.

The Ferry By Foot identity is connected to the Frontenac identity by utilizing the blues from the Frontenac colour palette as well as the same typeface.

LOGO VARIATIONS

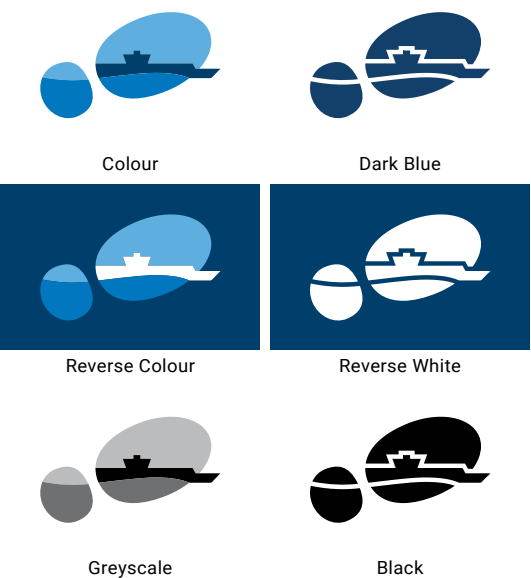
The full logo should be used whenever possible. It includes the name of the program, which is important when first introducing the new identity in order to build equity in the new mark.

In applications where the text is unreadable due to scale then consideration should be given to using the symbol. While limited use in the beginning of the brand building process is recommended, when the text is too small to read the symbol should be used.

Logo



Symbol



File Names

Logo

- » FBF_Logo_Colour_PMS
- » FBF_Logo_Colour_CMYK
- » FBF_Logo_Colour_RGB
- » FBF_Logo_DarkBlue_PMS
- » FBF_Logo_DarkBlue_CMYK
- » FBF_Logo_DarkBlue_RGB
- » FBF_Logo_Greyscale
- » FBF_Logo_Black
- » FBF_Logo_Rev-Colour_PMS
- » FBF_Logo_Rev-Colour_CMYK
- » FBF_Logo_Rev-Colour_RGB
- » FBF_Logo_Rev-White

Symbol

- » FBF_Symbol_Colour_PMS
- » FBF_Symbol_Colour_CMYK
- » FBF_Symbol_Colour_RGB
- » FBF_Symbol_DarkBlue_PMS
- » FBF_Symbol_DarkBlue_CMYK
- » FBF_Symbol_DarkBlue_RGB
- » FBF_Symbol_Greyscale
- » FBF_Symbol_Black
- » FBF_Symbol_Rev-Colour_PMS
- » FBF_Symbol_Rev-Colour_CMYK
- » FBF_Symbol_Rev-Colour_RGB
- » FBF_Symbol_Rev-White

LOGO SPECIFICATIONS

File Formats

The FBF logos are available in four formats. These formats have been chosen in order to provide the highest quality usability for professional design (EPS), daily use (PDF) and web (PNG, JPEG).

For additional formats that have not been provided please contact [Alison Vandervelde](#).

EPS - Vector

EPS files are vector-based and can be scaled to any size without compromising image quality. EPS files are preferred for all high quality reproduction. EPS files cannot be opened on most computers without professional design software.

PDF

The provided PDFs are also vector-based and are ideal for print and general daily use. PDF is the most versatile file type and is ideal for all types of users.

PNG - Web Only

The provided PNGs are for web use only and should never be scaled larger. They have a transparent background and have been provided at 500px wide at 72dpi in RGB colour format.

JPEG - Web Only

The provided JPEGs are for web use only and should never be scaled larger. They do not have a transparent background and should only be used where a white background is appropriate. The provided files are 500px wide at 72dpi in RGB colour format.

Spacing Requirements

Protective Space

The protective space must be maintained around all sides of the FBF logo to maintain visual clarity and to provide maximum impact. This space keeps the logo separate from other design elements such as typography, other logos, borders, or the edge of the document.

Ratio Spacing

It is important that the FBF logo always abides by the correct ratio and alignment guidelines shown in the included diagrams.

This is for the purpose of clarity and readability.



COLOUR

Colour Specifications

Colour is a strong and communicative element for any visual identity and plays an important role in the visual identity of the FBF brand.

The primary colour is Dark Blue. It should always be the dominate colour in all application. The adjacent palette outlines the complete colour palette including two additional shades of blue. These colours have been pulled directly from the Frontenac colour scheme in order to maintain consistency.

We have utilized the standards of the Pantone Matching System (PMS), which is a universally recognized colour matching system based on lithographic printing inks. The colour palettes include the specific spot colours and the breakdowns for the equivalent process colours (CMYK) for printing applications where Pantone colours are not possible or are outside of the budget. Also included are RGB equivalents for use in word processing and presentation software as well as hexadecimal equivalents for web applications.

Using Colour

When designing for the FBF brand, colours should be carefully chosen. When selecting colour combinations, similar tones are best used together. Colours may be tinted to create further flexibility. Be careful not to use too many colours together at one time. Colour should be used to create order, not chaos. Should the exact colour not be available, the closest available colour may be used.

Dark Blue	Pantone CMYK RGB HEX	541 C C100 M58 Y9 K46 R0 G60 B113 #003c71
Lake Blue	Pantone CMYK RGB HEX	285 C C90 M48 Y0 K0 R0 G114 B206 #0072ce
Sky Blue	Pantone CMYK RGB HEX	284 C C59 M17 Y0 K0 R108 G172 B228 #6cace4
Black	Pantone CMYK RGB HEX	Black C70 M50 Y30 K100 R0 G0 B0 #000000

TYPOGRAPHY

Typography is a strong extension of our brand's personality and plays a major role in creating a consistent look for FBF and Frontenac across all communications and promotional material.

Logo / Heading Typeface

Niveau Grotesk

Niveau Grotesk is a strong, sturdy, highly-legible, sans serif typeface well suited for display use. It is the same typeface used in the Frontenac identity.

Niveau Grotesk may be licensed here:
<https://www.myfonts.com/fonts/hvdfonts/niveau-grotesk/>

Niveau Grotesk Medium:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

Niveau Grotesk Regular:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

Primary Typeface

Gotham

Gotham is an assertive, friendly and confident typeface. It's easy to read and includes a web-safe font for digital application.

Gotham may be licensed here:
<http://www.typography.com/fonts/gotham/styles/>

Gotham Medium:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

Gotham Medium Italic:
*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***
*abcdefghijklm**nopqrstuvwxyz***
1234567890

Gotham Book:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

Gotham Book Italic:
*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***
*abcdefghijklm**nopqrstuvwxyz***
1234567890

Substitute Typeface

Arial

Arial is an extremely common typeface that can be found on all mainstream computer operating systems. It's easy to read at small sizes in a variety of applications. It's also a web-safe typeface allowing it to also be used digitally. It should be used as the substitute typeface for body text when Gotham is unavailable.

Arial Bold:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

Arial Bold Italic:
*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***
*abcdefghijklm**nopqrstuvwxyz***
1234567890

Arial Regular:
ABCDEFGHIJKLMN**OPQRSTUVWXYZ**
abcdefghijklm**nopqrstuvwxyz**
1234567890

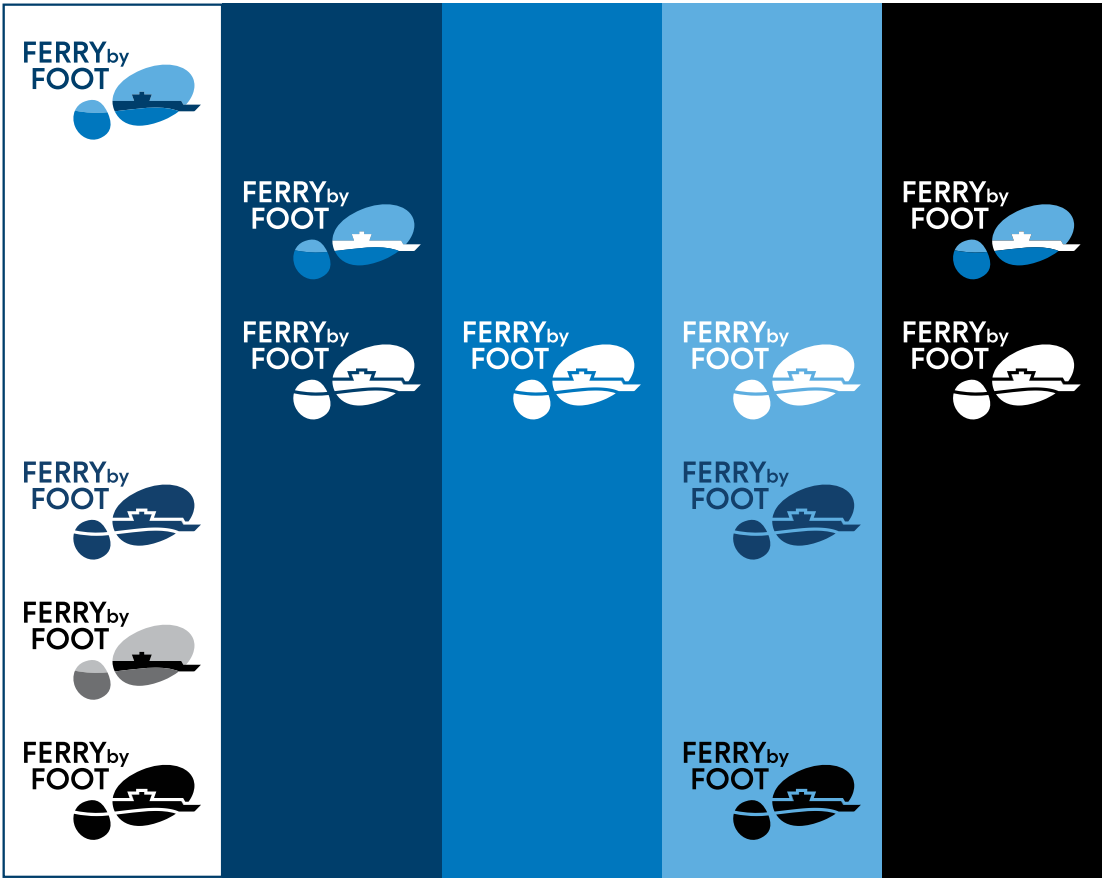
Arial Italic:
*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***
*abcdefghijklm**nopqrstuvwxyz***
1234567890

PROPER LOGO USAGE

Uniform Background

The colour logo should be used on white and light coloured backgrounds. The reverse colour logo should be used on most colour and dark backgrounds. The blue and reverse white logo provide flexibility for application where these logos don't work.

The diagram shows which logo variations are acceptable on the corresponding background colours. Colours outside the FBF and Frontenac colour scheme should be avoided when possible.



IMPROPER LOGO USAGE

The following uses of the logo are prohibited.



DO NOT change the colour of any element in the logo.



DO NOT rotate or skew the logo.



DO NOT modify the proportions of elements in the logo.



DO NOT recreate the wordmark using any other typeface.



DO NOT stretch the logo outside of its original proportions.



DO NOT apply a drop shadow to the logo.



DO NOT add a transparency effect to the logo.



DO NOT add elements to the logo.



DO NOT place the logo on a background that will reduce legibility.



DO NOT place the logo on a background with low contrast.



DO NOT apply a stroke to the logo.



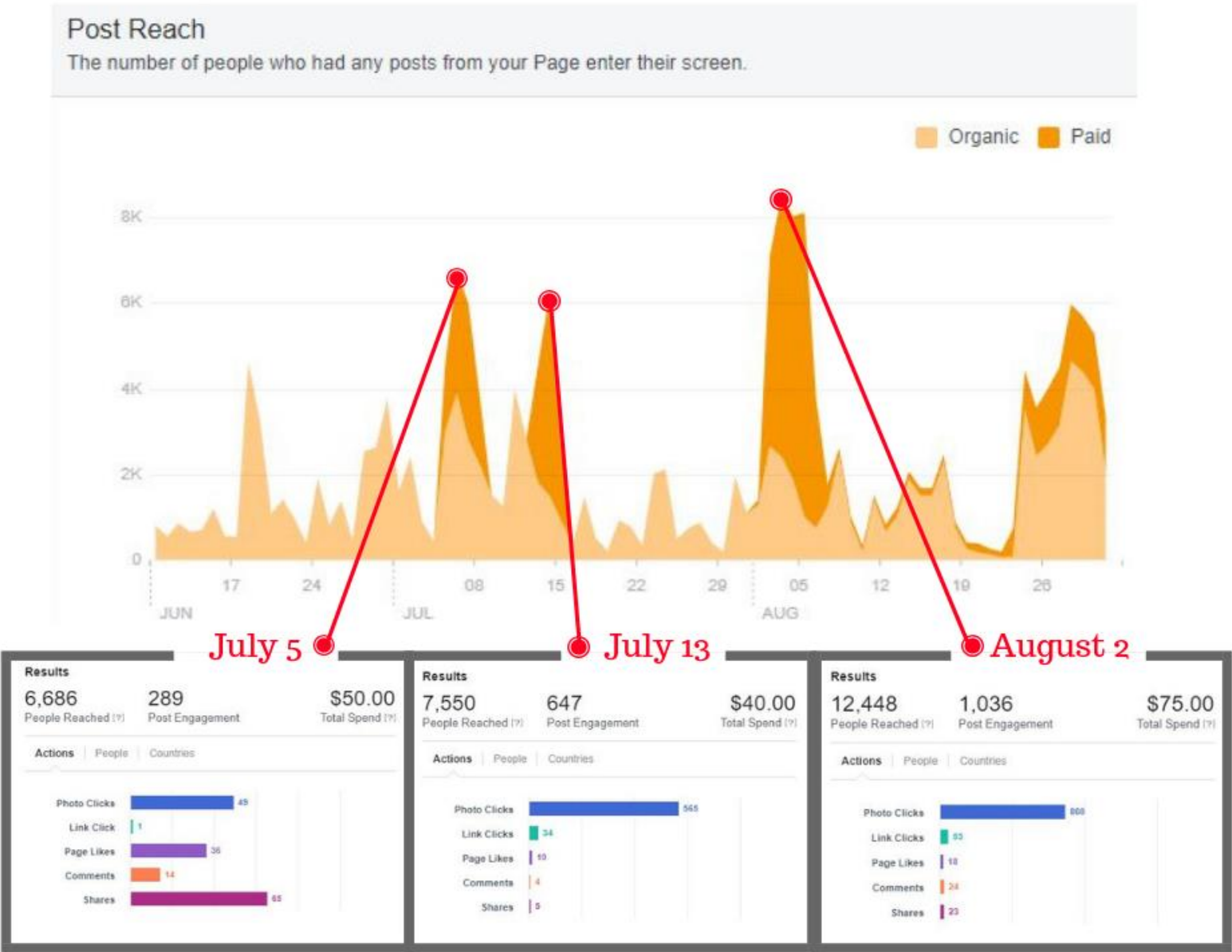
DO NOT use a jpeg version of the logo for print due to the white box and poor image quality.



Ferry by Foot – Social Media Campaign – Posts by Platform

FB: 19 posts, 3 boosted | Instagram: 15 posts, 1 boosted + stories | Twitter: 19 posts

June						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 Facebook Instagram	6 Facebook Instagram	7	8	9
10	11	12 Facebook Twitter	13	14	15 Instagram	16
17 Twitter	18 Facebook Instagram Twitter	19	20	21 Twitter	22 Twitter Twitter	23
24	25	26	27	28 Facebook Instagram	29 Facebook Instagram Twitter	30 Facebook Instagram
July						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 Facebook Instagram	2 Facebook Instagram Twitter	3	4	5 Facebook - \$	6	7
8 Twitter	9 Facebook	10	11	12 Instagram	13 Facebook - \$ Instagram	14 Facebook Twitter
15	16	17	18	19	20 Facebook Instagram Twitter Twitter	21
22	23	24	25	26	27 Facebook Instagram Instagram	28
29	30	31				
August						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 Facebook - \$ Instagram - \$	3 Instagram Twitter	4
5	6	7	8	9	10 Instagram Instagram Twitter	11 Facebook
12	13	14	15 Twitter	16	17	18
19	20	21	22	23	24 Facebook Instagram Twitter	25 Twitter
26	27	28	29	30 Facebook Instagram Twitter	31	



←
Promotion insights

Posted on 02/08/2018, 10:02

♥ 46
💬 0
🔖 2

Interactions

58

Promotion clicks

Visit website

96% from promotion

60

Visit profile

85% from promotion

14

Discovery

8,069

People reached
 95% weren't following you
 97% came from your promotion

Impressions

93% from promotion

10,243

Follows

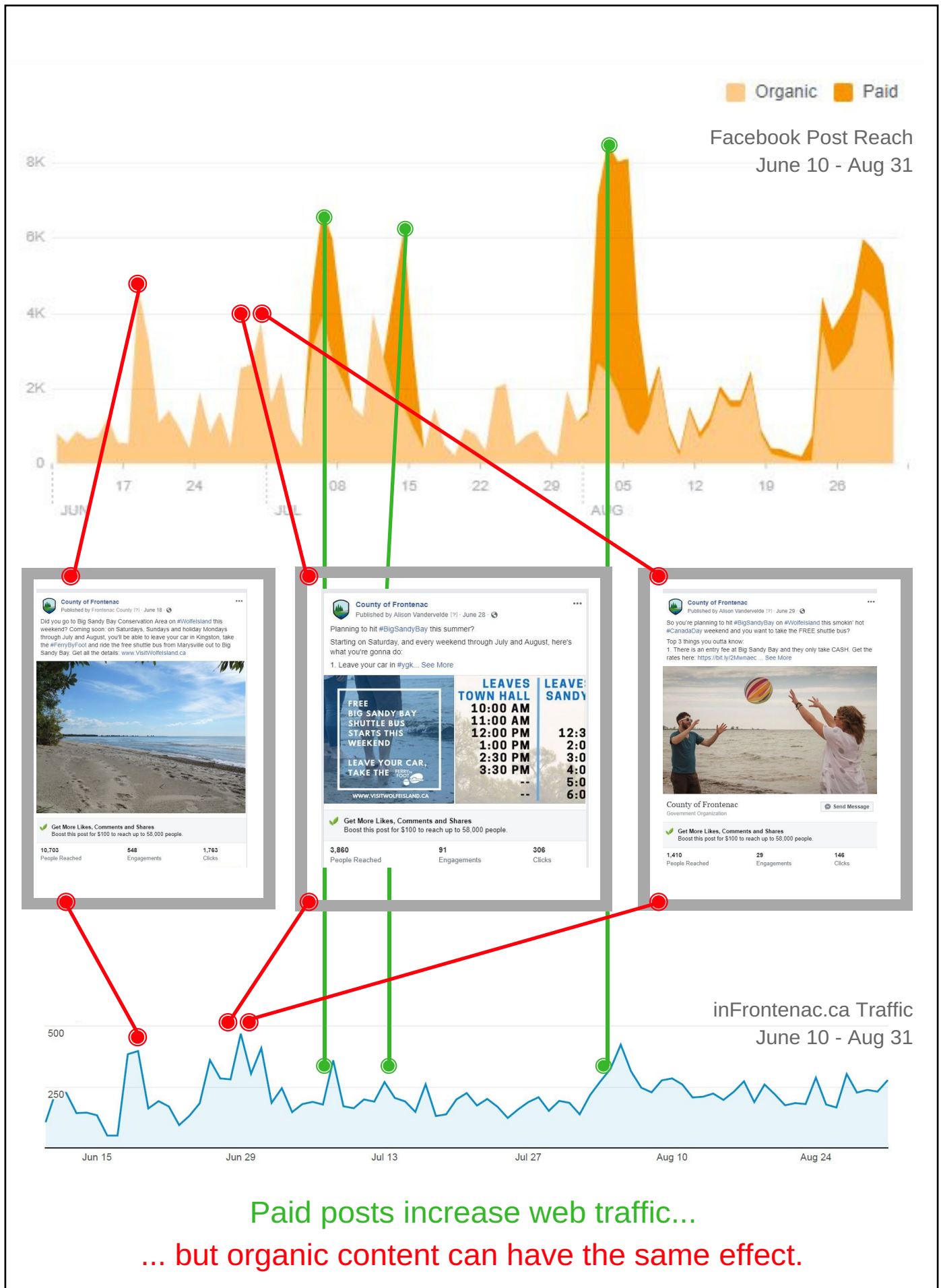
2

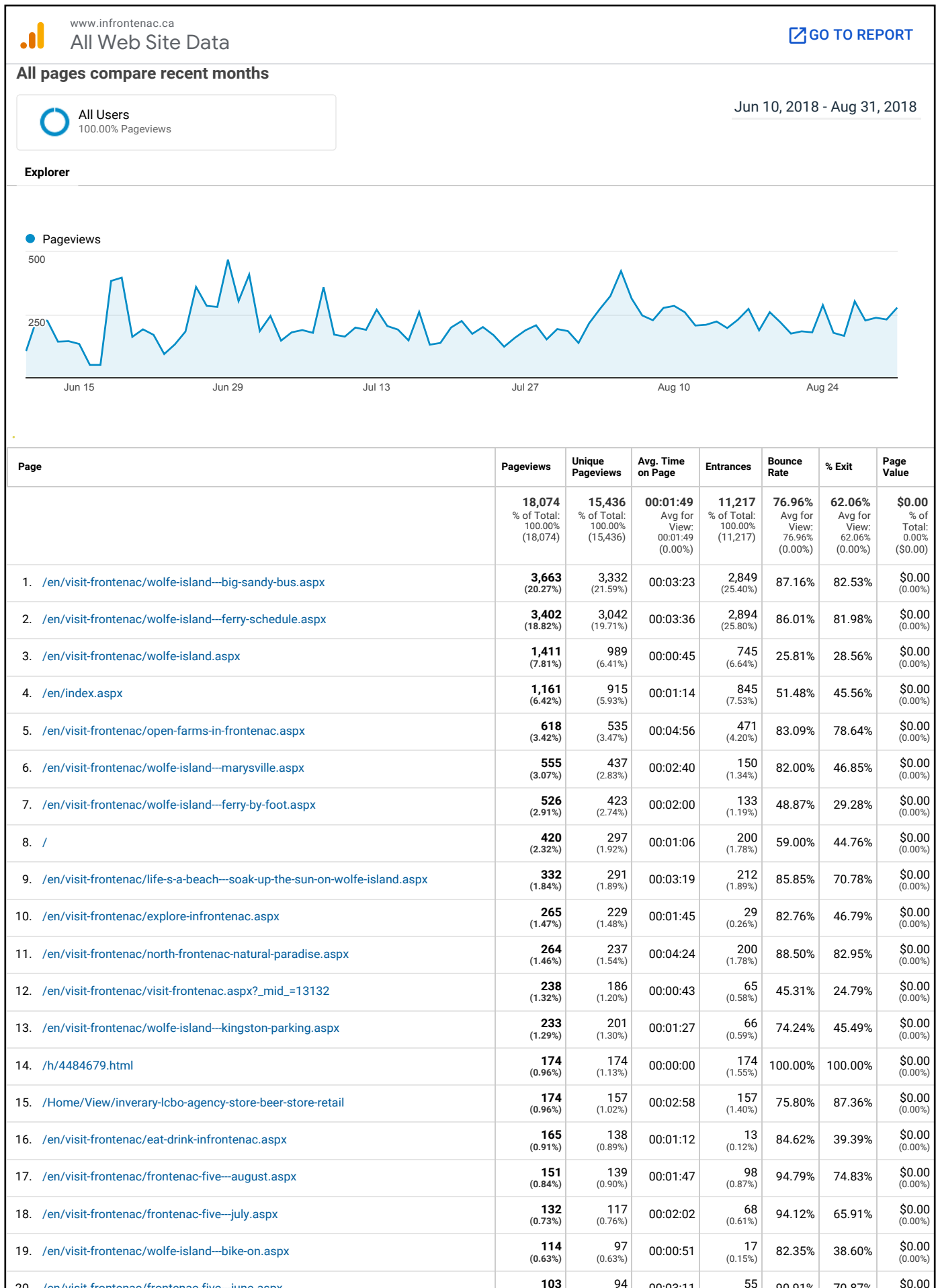
Promotion

Spend

100% of your C\$50 budget

C\$50





20. /en/visit-frontenac/frontenac-live-jane.aspx	(0.57%)	(0.61%)	00:00:11	(0.49%)	38.51%	70.07%	(0.00%)
21. /en/visit-frontenac/visit-frontenac.aspx	101 (0.56%)	78 (0.51%)	00:00:29	57 (0.51%)	38.60%	30.69%	\$0.00 (0.00%)
22. /en/contact-us.aspx	95 (0.53%)	82 (0.53%)	00:01:28	29 (0.26%)	75.86%	62.11%	\$0.00 (0.00%)
23. /Modules/News/index.aspx?newsId=8313357c-8d41-49c9-ac02-424082b87d6b&feedId=6a5fd1ab-5716-48bb-8dc5-007e57a4eec7	93 (0.51%)	83 (0.54%)	00:01:55	73 (0.65%)	50.68%	49.46%	\$0.00 (0.00%)
24. /en/visit-frontenac/stay-infrontenac.aspx	87 (0.48%)	70 (0.45%)	00:01:27	5 (0.04%)	66.67%	34.48%	\$0.00 (0.00%)
25. /en/local-business/cardinal-cafe.aspx	86 (0.48%)	79 (0.51%)	00:04:39	72 (0.64%)	81.94%	73.26%	\$0.00 (0.00%)

Rows 1 - 25 of 651

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Report 2018-124

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Alison Vandervelde, Community Development Officer
Richard Allen, Manager of Economic Development

Date of meeting: October 11, 2018

Re: **Community Development Advisory Committee – Investigation into the establishment of a Frontenac Arts Fund**

Recommendation

Recommend That staff continue to coordinate with the Kingston Arts Council in regard to the development of a program to support the arts in Frontenac and report back with recommendations as part of the 2020 budget process.

Background

At the September 20, 2017 public meeting to permit members of the public to make funding requests to County Council for consideration in the 2018 budget, Mr. Jonas Bonnetta presented his proposal for a Frontenac Arts Fund.

The request was reviewed during the Committee of the Whole two-day budget deliberations on October 25 and 26, at which time Mr. Bonnetta's proposal was deferred to the Community Development Advisory Committee:

Moved by: Councillor Smith
Seconded By: Councillor Nossal

That the request for a Frontenac Arts Funding be removed from the budget deliberations and be referred to the Community Development Advisory Committee for further investigation

Carried

The Growing Creative Community in Frontenac

A cursory glance at current artistic platforms and outlets in Frontenac – without even scratching the surface of our artistic heritage – gives us a glimpse of the breadth of our creative community

- Music festivals such as the Canadian Guitar Festival, Blue Skies Music Festival, and the Wolfe Island Music Festival draw visitors from near and far year after year.
- Residents gather weekly at commercial establishments including Cardinal Café, Sharbot Lake Crossings Pub, Wolfe Island Pub & Pizzeria, Wolfe Island Grill, General Wolfe Hotel & Restaurant, The Creekside Bar & Grill, and the Holiday Country Manor to enjoy vibrant, high calibre live music performances.
- Local visual artists inspire creativity and make their living through exhibits like the Bon Echo Art Exhibition and Sale, Free Spirit Gallery, Mill Street Café, the Back Roads Studio Tour, and the Arden Artisans Garden Party.
- Musicians visit our communities create new songs and records at two recording studios, Port William Sound in Mountain Grove and the Post Office Studio of Wolfe Island Records.
- The North Frontenac Little Theatre Company continues to host a well-attended youth summer camp and produces theatre shows that entertain community-wide.

In the Rideau Heritage Route Tourism Association [Tourism Economic Impact and Product Feasibility Study](#) released on November 1, 2017, the Township of South Frontenac's artistic community was estimated to have contributed "\$18.9 million to the municipality's GDP in 2016" and "the township's tourism industry grew from 197 jobs in 2011 to 238 jobs in 2016." Of the various tourism sectors, the greatest increase in jobs is "independent artists, writers and performers" (74 jobs) as compared to food and drink (41 jobs) and other amusement and recreation industries (22 jobs). The study continues to identify that the main contributor to job increases in the Township is independent artists, writers, and performers indicating that parts of Frontenac are attractive to creatives, likely due to the low cost of living, the natural and wild beauty of the region and the proximity to Kingston, Ottawa, Toronto via transportation corridors like HWY 7 and the 401.

An Economic Development Charter for Frontenac (2015)

In the spring of 2015, a group of 50+ Frontenac community members came together over the course of two days and created the [Economic Development Charter for the Frontenacs](#).

One of the three priorities of the charter is "Recreation Lifestyle". While a first reading of the priority seems to connect it to the development of more trails and outdoor recreation opportunities, the ultimate goal is to leverage Frontenac's existing assets to attract families and businesses who seek more of a "lifestyle" occupation that may include working remotely and from home. Many creatives have flexibility in the location of their

office or studio and their work schedule. Therefore creatives are a demographic that should be invited to experience the Frontenac region.

Recreation Lifestyle	
Scope of Priority	Promotion of the Frontenac lifestyle with access to the natural beauty and amenities of the region will appeal to families and businesses. The recreation lifestyle will be complimented by a “connected” community.
The “Why” of Priority	Youth and families that yearn for a rural lifestyle with access to nature, connection to trails and opportunities to work from home will help provide balance to our economy.
General Definition of Success	Attraction of families and retention of youth. Growth of home based businesses.

Communities that support artists perform better than those that do not

According to the [Creative City Network of Canada](#), “municipalities that adopt culture as an industry have gained positive economic benefits for their communities. Cultural industries create job growth, turn ordinary communities into destinations, create interconnections between arts and business, revitalize urban areas, attract skilled workers, and create spin-off businesses”.

The National Endowment for the Arts 2017 report on [Rural Arts, Design, and Innovation in America](#) concludes that, “in rural counties, highly design-oriented and innovative firms tend to cluster around performing arts centers”.

[Creative Minnesota 2017](#) “shows that supporting artists and arts activity is a pathway to solving problems and achieving the goals of our communities. [Artists] are already contributing to the health of our economy and are already working to improve their communities. Our artists give Minnesota a competitive edge.”

Comment

Mr. Bonnetta met with the Community Development Advisory Committee in February of 2018 to further discuss his proposal, outlined as the appendix A to [Report 2018-010](#). The [minutes of this meeting](#) highlight discussion between the committee, Mr. Bonnetta and staff. Concern was raised around County staff capacity to administer an arts program and the committee discussed feasibility of an independent Arts Council in Frontenac County.

As a result of these discussions, Mr. Allen approached the Executive Director of the Kingston Arts Council about the possibility of developing a partnership. The Kingston Arts Council does have a regional mandate, and has experience administering grants and awards on behalf of organizations such as the City of Kingston and the Community

Foundation for KFL&A. In June of 2018, the Executive Director for Kingston Arts Council and Richard Allen, Manager of Economic Development met with Mr. Bonnetta to further discuss possible directions to take to the Arts Council Board of Directors.

The Kingston Arts Council Board expressed interest in pursuing a partnership, but were unable to address it over the summer months. The Arts Council recommended consideration of a baseline needs study and engagement of the arts community prior to the development of new programs or committing funds before determining their most effective use. The Arts Council were to create a proposal to this effect however, due to a transition of staff at the Arts Council, County staff have been unable to coordinate further discussions and follow up with this project.

Due to the role artists play across Frontenac County as professionals, tourist destinations and cultural contributors, staff recommend that discussions be reactivated with the Kingston Arts Council to engage the Frontenac artist community.

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 priority and strength. Regions that celebrate their artistic communities and that encourage creativity have more vibrant, resilient economies.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Community Development Advisory Committee
Kingston Arts Council