



**Community Development Advisory Committee Meeting
February 13, 2020 – 10:00 AM
Bud Clayton Memorial Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to Order**
- 2. Election of Officers**
 - a) Election of Chair
 - b) Election of Vice Chair
- 3. Adoption of the Agenda**
 - a) **That** the agenda for the February 13, 2020 meeting of the Community Development Advisory Committee be adopted.
- 4. Disclosure of Pecuniary Interest and General Nature Thereof**
- 5. Adoption of Minutes**
 - a) Minutes of Meeting held November 14, 2019
That the minutes of the Community Development Advisory Committee meeting held November 14, 2019 be adopted.
- 6. Deputations and/or Presentations**
 - a) **Ms. Debbie Fitzerman**, DFC BBQ Sauce will brief the Community Development Advisory Committee Regarding her experience with the Royal Winter Fair
- 7. Reports to the Community Development Advisory**
 - a) **2020-010
Community Development Advisory Committee
Regional Gateway Signs – Final Report**
This report is for information only.
 - b) **2020-011
Community Development Advisory Committee**

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Tourism Sentiment Index

This report is for information only.

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- c) **2020-012**
Community Development Advisory Committee
The Royal Winter Fair
Recommendation

Be It Resolved That the County of Frontenac participate in the Royal Winter Fair's 2020 Spotlight on Local, pending the availability of free exhibition space and the interest of Frontenac Ambassadors

8. Communications

9. Other Business

10. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, April 9, 2019 at the County Administrative Offices.

11. Adjournment



FRONTENAC

Minutes of the Community Development Advisory Committee Meeting November 14, 2019

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, November 14, 2019 at 10:00 AM

Present:

Betty Hunter, Chair
Lisa Henderson
Barrie Gilbert
Mary Kloosterman
Councillor Alan Reville, Council Liaison
Councillor Denis Doyle
Gregory Rodgers

Regrets:

Wilma Kenny, Vice Chair

Staff Present:

Joe Gullivan, Director of Planning and Economic Development
Richard Allen, Manager of Economic Development
Brianna Saunders, Administrative Clerk (Recording Secretary)

1. Call to Order

The Chair called the meeting to order at 10:02 a.m.

2. Adoption of the Agenda

Moved By: Councillor Doyle
Seconded By: Councillor Reville

That the agenda for the November 14, 2019 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 September 12, 2019

Moved By: Councillor Revill

Seconded By: Mr. Gilbert

That the minutes of the Community Development Advisory Committee meeting held September 12, 2019 be adopted.

Carried

5. Deputations and/or Presentations

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**6. Reports to the Community Development Advisory**

- a) **Community Briefing:** Ella Vanderburgt and Katie Ross, Vandeross Ltd. briefed the Community Development Advisory Committee Regarding the Coworking Takeover Week Challenge. A copy of ~~Ms. Hebb's~~ the Vandeross presentation is attached to the record in the Clerk's Office.

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

- b) **2019-032  
Community Development Advisory Committee  
Coworking Takeover Week Challenge**

This report is for information only.

Lisa Henderson entered 10:06 a.m.

Mr. Gilbert asked a question about how Mr. Vanderburgt and Ms. Ross went about advertising the Coworking Takeover Week Challenge.

Ms. Ross noted that the County of Frontenac, Ms. Vanderburgt and Ms. Ross posted on social media as well as bringing a presentation to council.

Mr. Gallivan asked about the quote provided by the Holiday County Manor business owner that they would have liked to see the project run over a longer span of time.

Ms. Ross noted that this was not a funded project which is why the duration of this project was shorter in length but, they still wanted to see what benefits it could bring to a county setting.

Councillor Revill was interested about how data was collected after the event and also wants to know how many businesses offered to help and what information was provided to these businesses. He mentioned that there may be businesses that are available to provide this service all year round and wants to know what recommendations can be provided to keep the initiative alive.

Ms. Ross answered that unless these businesses answered the surveys they do not have feedback from those businesses. She also offered services to implement a pay structure for businesses that want to make this a longer term project.

Mr. Gilbert expressed that there should be should be a lecture provided to make the public aware of this initiative.

Mr. Gallivan notes that we do not have the capacity in Economic Development to continue to this project but, it will be brought back to council at a later date and we can look to see if it can be possible at the township level.

**c) 2019-030  
Community Development Advisory Committee  
Heart Lake Photography**

This report is for information only. It is intended to inform the committee with regard to the impacts of Social Media and solicit discussion and advice with regard to the phenomenon.

Members expressed concern about the implications of posting the Heart Lake photograph on social media and that the Township of North Frontenac wants to ensure that their community is perceived as welcoming to visitors. It was noted that many citizen of North Frontenac have hunting camps located by this lake and that the there is a safety risk for people visiting and wandering around on Crown Lands.

Mr. Allen noted that it is not only county residents that are visiting Heart Lake but individuals from across Ontario.

**d) 2019-031  
Community Development Advisory Committee  
Open Farms in Frontenac 2019**

Moved By: Councillor Revill

Seconded By: Ms. Henderson

**Be It Resolved That** the County of Frontenac maintain its commitment to Open Farms on an annual basis.

**Carried**

In response to questions regarding the anticipated cost of Open Farms, Mr. Allen indicated that the total budget was just over \$5000 dollars which was largely taken up by print advertising (maps, pamphlets, billboards). Mr. Allen stated that the most costly part of Open Farms is County staff time. He will be looking into partnerships and other funding methods and wants to see the event grow to the North Frontenac and Wolfe Island (currently accomplishing this through Taste of Wolfe Island). He stated that the amount of County staff time will decrease in 2020 due to less of a marketing focus on video and content being made and produced by staff.

Mr. Gallivan stated that the time provided from the County staff included:

- Community Development Officer – 200 Hours
- Communication Officer – 90 Hours
- Manager of Continuous Improvement - 25 hours
- Digital Marketing Summer Student - 100 hours

Members expressed concern that the County of Frontenac is spending significant County resources on Open Farms and this includes resources supporting farms that are outside the municipal boundary. He wants to know if it possible for outside organizations to supply additional funding if they are located outside of the County of Frontenac. Members of the committee also expressed concerns about the addition of farms outside of the County. It was noted that if we are going to continue to fund Open Farms perhaps the marketing of souvenirs and ticket sales can offset the cost of this event.

Councillor Doyle noted that with the downloading from the province he does not believe that County Council will have the appetite to expand the budget for more resources in Economic Development.

Ms.Henderson asked about the reusing of the information and content from 2019 for the 2020 Open Farms. Mr. Allen indicated that additional efforts were made in 2019 to ensure content would be available to support marketing efforts in 2020.

Mr. Gilbert mentioned that we should partner with Queen’s University and utilize the time and resources that students may be able to provide at no cost.

Councillor Doyle exited at 11:07 a.m.

**7. Communications**

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8. Other Business

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**9. Next Meeting**

a) **The meeting schedule for 2020 is as follows:**

**Thursday, February 13 at 10 a.m.**

**Thursday, April 9 at 10 a.m.**

**Thursday, June 11 at 10 a.m.**

**Thursday, August 13 at 10 a.m.**

**Thursday, October 8 at 10 a.m.**

**Thursday, December 10 at 10 a.m.**

**10. Adjournment**

Moved By: Mr. Gilbert

Seconded By: Mr. Rodgers

**That** the meeting hereby adjourn at 11:38 a.m.

**Carried**



**Report 2020-010**

**Committee Information Report**

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

**From:** Richard Allen, Manager of Economic Development

**Date of meeting:** February 13, 2020

**Re:** **Community Development Advisory Committee –  
Regional Gateway Signs – Final Report**

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**Recommendation**

This report is for information only.

**Background**

In 2016, County Council launched the new regional brand to establish Frontenac County and its member municipalities as a known destination in Eastern Ontario. Funding from the Rural Economic Development program was attained to support the implementation of this brand through a number of destination-development initiatives, including the installation of gateway signage along well travelled roadways into the County.

At its regular meeting on April 18, 2019, the Council of the County of Frontenac approved the proposed designs and locations for regional gateway signage, and provided direction to staff to seek approval from townships for installation in the respective road allowances. ([Report 2018-056](#))

**Comment**

Gateway signs were installed primarily in June of 2019 with additional installations completed over the rest of the summer at locations on the Frontenac Islands. Staff have received positive comments regarding the signs, which gave a sense of community pride to businesses and residents in Frontenac.

**North Frontenac Hamlet Signs**

In March of 2018, the Township of North Frontenac received \$39,324.59 of Main Street Revitalization funding from the province. Township council provided direction that these funds be used for improved signage and streetscapes. Township staff approached the County of Frontenac to provide design options in line with the new gateway signage. Once the design was selected, North Frontenac tendered the project which was implemented in late 2019.

**Next Steps**

The gateway signs are part of a larger approach to implementing the Frontenac brand. Work will continue to develop a signage system that includes design options for wayfinding and identification of key community destinations.

**Strategic Priorities**

At its meeting on June 19, 2019, County Council approved [Frontenac County Strategic Plan 2019-2022](#). This project is aligned with the intent of the priority listed below.

**Priority 1.2: Refine and invest in efforts to accelerate economic development — to grow businesses, attract more visits and expand the tax base.**

The gateway signs are an important physical manifestation of the regional brand, and help strengthen community pride and establish a sense of place for the Frontenac region. This will assist visitors, residents and businesses in identifying Frontenac as an ideal destination to live, work, and play.

**Financial Implications**

This project was approved and funded through the strategic initiatives associated with the Rural Economic Development funding program that took place from 2016-2019.

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

Township of Frontenac Islands  
Township of South Frontenac  
Township of Central Frontenac  
Township of North Frontenac

**Exhibit A: Gateway Sign Photos**



**Exhibit B: North Frontenac Hamlet and Boundary Signs**





**Report 2020-011**

**Committee Information Report**

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

**From:** Richard Allen, Manager of Economic Development

**Date of meeting:** February 13, 2020

**Re:** **Community Development Advisory Committee – Tourism Sentiment Index**

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**Recommendation**

This report is for information only.

**Background**

During the summer of 2019, Frontenac County partnered with the Ontario's Highlands Tourism Organization to conduct the Tourism Sentiment Index report in order to discover the overall tone and content of online conversations about the region as a destination.

The Tourism Sentiment Score is a measure of a destination's ability to generate positive word of mouth about its tourism offering. It is an aggregate score that focuses solely on online conversations that reference or affect a potential traveller's perceptions of a destination.

To complete this analysis, Destination Think examines the overall tone or sentiment of each online post made with regard to Frontenac County from a Tourism perspective. It is assigned a score of +1 for positive, 0 for neutral or -1 for negative/detractor. These scores are aggregated to create an overall Tourism Sentiment Score result. In addition, Destination Think! measures the overall volume of online conversations taking place. The sentiment score and volume of conversations are then compared to a group of other similar destinations over the same time period, January 2016-January 2018.

Details regarding the background and methodology of the Tourism Sentiment Index can be found on the [Destination Think! website](#).

**Discussion**

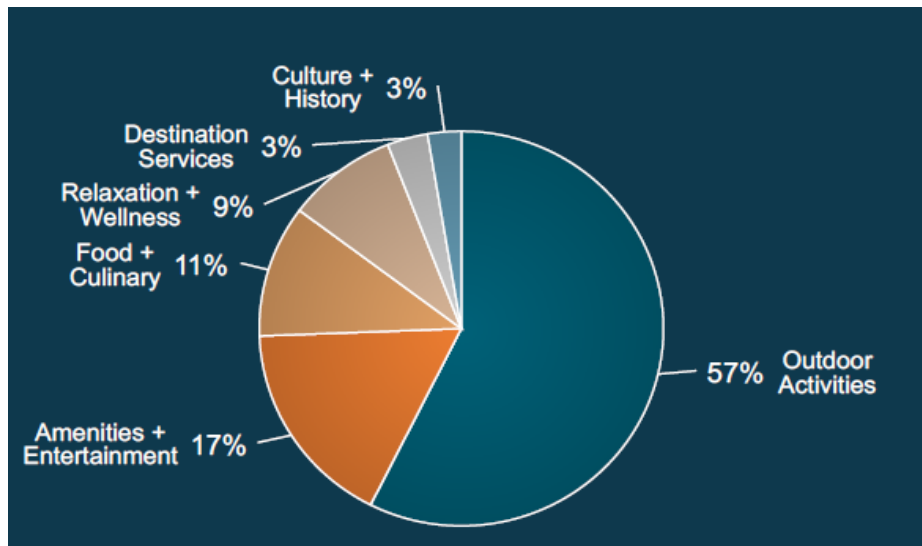
It is important to note at the outset, that the TSi Report is the analysis of the tone and character of public conversations that were conducted online. While the scores and analysis may assist in regional Tourism development efforts, they are not comprehensive of all experiences in Frontenac.

The trend of online conversations about Frontenac County as a destination takes a clear positive turn in early 2017 when online communication effort by the Communications Officer and Community Development Officer increased, around the time the regional brand and associated programs were launched. (pg. 14)

The Tourism Sentiment Score is comprised of the aggregate performance of 50 tourism assets across six tourism categories. The six categories are:

- Amenities + Entertainment
- Culture & History
- Outdoor Adventure
- Relaxation and Wellness
- Culinary and Food Scene

When set against the comparator sets, Frontenac County performs with an average level of sentiment in each of the sets, except for Relaxation and Wellness which had a lower score. In terms of volume, the Outdoor Activities category dominated the bulk of online conversations.



**Summary**

The Tourism Sentiment Index report offers relevant insights into online conversations about Frontenac County as a visitor destination. It is clear that efforts by the County to engage online have increased both the volume of conversations and overall sentiment with regard to the region. In addition, the report offers a useful framework with which to identify tourism elements that require additional development, promotion or both.

**Strategic Priorities**

**Priority 3.2:** Play a leadership role on communications to promote shared messaging for all regional initiatives such as economic development, tourism and lifestyle opportunities, and broadband and cell services.

The Tourism Sentiment Index provides an analysis of the tone and content of online conversations relating to Tourism in Frontenac County, and will inform future social media strategies undertaken by communications and Economic Development to promote the region.

**Financial Implications**

There are no financial implications associated with this report.

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

Regional Tourism Organization 11 (Ontario's Highlands)  
Regional Tourism Organization 9 (Southeastern Ontario)  
Marco Smits, Communications Officer



**Report 2020-012**

**Committee Information Report**

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

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

**Date of meeting:** February 13, 2020

**Re:** **Community Development Advisory Committee – The Royal Winter Fair**

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**Recommendation**

**Be It Resolved That** the County of Frontenac participate in the Royal Winter Fair's 2020 Spotlight on Local, pending the availability of free exhibition space and the interest of Frontenac Ambassadors.

**Background**

The Royal Agricultural Winter Fair is the largest combined Agriculture, Equine, Food and Lifestyle event in the world. Since 1922, The Royal has been strongly associated with local food and agriculture – both with competition animals, as well as local small scale producers of food. The show takes place over 10 days every November at Exhibition Place in Toronto.

New in 2019, and capitalizing on the continued popularity of local food and beverage, The Royal created the Spotlight on Local program. This program offered the twelve Regional Tourism Organizations (RTOs) outside the Greater Toronto Area the opportunity to showcase their local producers and products free of charge. Frontenac staff became aware of the Spotlight on Local in early 2019 and immediately identified its alignment with the Economic Development Charter for the Frontenacs, specifically the priority theme of Local Food and Beverage. Economic Development staff communicated the opportunity to food producers in the Frontenac Ambassador Network and received an enthusiastic positive response. Staff pursued a partnership with RTO9 to secure the space, and in November spent 10 days with Frontenac Ambassadors and over 300,000 patrons at The 2019 Royal Winter Fair.

At the September 12, 2019 CDAC received [Report 2019-095, Royal Winter Fair's Spotlight on Local](#) and passed the following resolution, which was subsequently supported by County Council.

Moved By: Ms. Kenny  
Seconded By: Councillor Revill

**Be it Resolved That** the Council of the County of Frontenac authorize staff to enter into a contract with The Royal Winter Fair to participate in the 2019 Spotlight on Local feature.

**And Further That** up to \$5,000 from the Community Development Reserve be allocated to offset the costs associated with participating in the Royal Winter Fair's Spotlight on Local.

**And Further That** staff report back to the Community Development Advisory Committee on the outcomes of event participation.

**Carried**

## **Comment**

### **2019 Experience**

The RTO 9/Frontenac booth was animated to resemble an old fashioned general store. Authentic antique store fixtures were borrowed from Trousdale's General Store and other props were borrowed from Upper Canada Village and the Thousand Island's Playhouse. The vision was well executed, and it was one of the most visually interesting booths in the Spotlight on Local. Many patrons commented on the unique look and theme of the booth.

Regional Tourism Organization 9 (RTO 9, also known as "Southeastern Ontario") was a valuable partner during the 2019 Spotlight on Local. RTO 9's contribution compensated for limited County resources and expertise, making it feasible for Frontenac to participate. RTO 9 took the lead on executing the design vision for the booth, managed the project budget, secured the required contracts and coordinated the logistics of setting up, animating, and deconstructing the 10" x 30" shared exhibition booth.

Collaborating with RTO 9 also provided an unanticipated benefit – Frontenac Ambassadors spent time in the shared booth with business owners from outside our region. This resulted in opportunities for Ambassadors to develop new relationships and pursue new collaborations.

Six Frontenac Ambassadors participated as vendors in the Spotlight on Local:

- Debbie and David Fitzerman, David & Sons BBQ Sauce
- Jeff Day and Core Lee, Marty G's Sensational Pies (The Holiday Country Manor)
- Ludwig Ratzinger, Fine Chocolate by Ludwig
- Kim Perry, Food Less Travelled
- Stephanie Newman, The Cheesecakeery Bakery
- Justin Hanna, Hanna's Meat Pies

Ambassadors reported many positive experiences:

- Building relationships with other vendors in the booth was valuable.
- The opportunity to meet other business owners from across the Spotlight on Local was interesting and valuable.
- It felt good to be part of a unique booth that was well presented, and admired both by patrons at the show and through support expressed on social media.
- Communication leading up to the show was generally good.
- For some, sales alone did not justify their participation. However, the opportunity to learn about the tradeshow experience, to expose their business to a new demographic, and gain feedback about their products was valuable.
- Over the course of the fair, Royal Winter Fair staff returned to the booth multiple times to purchase Marty G's Sensational Pies. Near the end of the show, a staff member returned with a member of the Enercare Centre team who purchased a pie and requested Jeff Day's business card. There was a brief conversation about the possibility of Marty G's becoming a supplier for the Enercare Centre.
- Mr. Day was also quite successful at engaging people in conversations about Frontenac County. Mr. Day transitioned easily from talking about his pies, to where he makes them (at the Holiday Country Manor), to where the Manor is located, and then naturally handed over a 2019 Frontenac Visitor Guide, as it included an advertisement for the Manor.
- During conversation with customers, Wendy Banks, of Wendy's Country Market, mentioned that she had a surplus of green peppers this year. That comment spurred a conversation with someone who was standing nearby – a contestant who had just won multiple prizes in the preserves contest who was looking for a new vegetable supplier.
- Kim Perry was able to source products from current and new suppliers for Food Less Travelled during the show. She found the Metro showcase of local products to be quite helpful, as she was able to sample retail ready products and then source them from suppliers on site.
- Debbie and David Fitzerman from DFC BBQ Sauce made connections with other vendors in the Spotlight on Local area and immediate vicinity.
- Many vendors who shared time in the booth got to know each other better, and in several cases discussed opportunities to collaborate in the future.

With regard to product sales, some vendors felt it was a good opportunity to connect with new markets and other vendors, others felt the opportunities for new wholesale or distribution deals fell short of expectations. One vendor reported that the show highlighted their limitations due to lack of e-commerce and low capacity to ship their products. Several factors seemed to result in increased sales:

- Participating in the booth for multiple days – several times patrons returned later in the week looking for a vendor who had been in the booth earlier in the week. Vendors who were present for multiple days benefited from this behaviour.
- Being proactive with customers – those vendors who dedicated their time to engaging with patrons sold more product than those who took a passive approach to sales.
- Offering samples or selling ready-to-eat products – patrons seemed more inclined to purchase products they could try first, or products that were meant to be consumed right away.

RTO 9 has compiled a [summary](#) that details the Royal Winter Fair collaboration and an accompanying case study (attached as Appendix A)

### **2020 Approach**

Participating in The Royal Winter Fair's 2019 Spotlight on Local was a valuable opportunity to better understand the demands of tradeshow and to develop our team's capacity as successful collaborators.

While it was a great pleasure to work with RTO 9 on this project, the shared approach did present some limitations. Despite being well planned and executed, the overall presentation created brand confusion between Southeastern Ontario, Trousdale's and Frontenac County. This weakened the connection and opportunity for Frontenac County to establish a memorable space in the minds of potential visitors.

County staff recommend a solo approach to the 2020 Spotlight on Local opportunity. Moving forward, participating in the Spotlight on Local should be used as an opportunity to tell the Frontenac Food & Beverage story through branded materials highlighting food, farms and beverage in Frontenac. The Spotlight on Local should continue to provide a platform for Frontenac food producers to establish new customers and business relationships. Success in future years will require a clear brand demonstration to our target audience.

The recommended approach for participation in the 2020 fair (November 6-15) is to:

- Secure a 10 x 10 Frontenac booth **without** regional partners in order to have complete control of the logistics, communications, and presentation of the Frontenac food and beverage story.
- Develop a booth design and plan for collateral that reflects the Frontenac brand and meets two objectives:
  1. Support and promote Frontenac food and beverage operators by providing them an opportunity to sell their products in a new venue, reach a new customer demographic, and gain exposure to potential wholesale deals.
  2. Promote Frontenac as a culinary tourism destination and a place that welcomes and supports new farmers.

**Operations**

The 2019 Spotlight on Local experience enhanced staff's understanding of tradeshow demands and logistics, which will be a benefit to the Frontenac exhibit at the 2020 Royal Winter Fair, especially in the following areas:

- **Tourism promotion:** While there was some conversation with patrons about Frontenac as a visitor destination, discussions focused more on Ambassadors and vendors in the booth. Patrons wanted to eat and talk about food, and were not as interested in planning their next vacation. To capitalize on this behaviour, in 2020, Frontenac should focus on its strengths as a culinary tourism destination and as a supportive and welcoming place to operate small farms.
- **Communication:** While most Ambassadors reported good communication leading up to and during the 2019 show, staff will prioritize timely, open, broad communications with all Ambassadors and with liaison staff at The Royal. This will ensure everyone involved has a good understanding of the overall vision and goals for 2020 and that they benefit from the lessons learned during 2019.
- **Booth Logistics:** A simplistic approach to booth design, set up and logistics will allow for a reduction in resources and enhanced Ambassador and patron experience. This encompasses booth infrastructure, like signage, furniture, point of sale systems, product storage, and other things like staff and Ambassador scheduling, in-fair communications, troubleshooting capacity, etc.

**Strategic Priorities**

Priority 1.2 - Refine and invest in efforts to accelerate economic development— to grow businesses, attract more visits and expand the tax base.

**Financial Implications**

Upon County Council's approval, \$5,000 was allocated from the Community Development Reserve to cover the costs associated with participating in the Royal Winter Fair's 2019 Spotlight on Local. Resources within the Economic Development budget covered the costs for staff travel, accommodations and meals.

It is anticipated that – excluding staff travel, accomodations, and meals – \$5,000 will be sufficient to exeute a successful Frontenac exhibit at the 2020 Royal Winter Fair's Spotlight on Local, as described in this report.

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

- Community Development Advisory Committee
- County Council & Staff
- Frontenac Ambassadors
- Frontenac CFDC
- Regional Tourism Organization 9