



**Community Development Advisory Committee Meeting
Thursday, October 13, 2022 –10:00 a.m.**

Meeting to be held in Virtual Electronic Format,
and live streamed on the County of Frontenac's YouTube
Channel

<https://youtu.be/QUJeWExrKt0>

AGENDA

Page

1. **Call to Order**
2. **Adoption of the Agenda**
 - a) **That** the agenda for the October 13th, 2022 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 11, 2022
That the minutes of the Community Development Advisory Committee meeting held August 11, 2022 be adopted.
5. **Deputations and/or Presentations**
6. **Reports to the Community Development Advisory**
 - a) **2022-113
Community Development Advisory Committee
Frontenac Ambassador Program and Business Support Update**
This report is for information purposes only.
 - b) **2022-114
Community Development Advisory Committee
Open Farms 2022 Final Report**
This report is for information purposes only.
 - c) **2022-115
Community Development Advisory Committee
Visit Frontenac Tourism Brand Expansion Project Update**
This report is for information purposes only.

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- 7. Communications**
- 8. Other Business**
- 9. Next Meeting**
- 10. Adjournment**



FRONTENAC

Minutes of the Community Development Advisory Committee Meeting August 11, 2022

A meeting of the Community Development Advisory Committee was held in virtual electronic format, hosted at the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, August 11, 2022 at 10:00 a.m.

Present Electronically:

Betty Hunter, Chair
Lisa Henderson
Marlene Spruyt
Robert Schock
Councillor Alan Revill, Council Liaison
Ella Vanderburgt
Warden Denis Doyle

Regrets:

Staff Present Electronically:

Jannette Amini, Manager of Legislative Service/Clerk (Recording Secretary)
Brianna McEathron, Executive Assistant
Debbi Miller, Community Development Officer
Joe Gallivan, Director of Planning and Economic Development

1. Call to Order

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

2. Adoption of the Agenda

Moved By: Ms. Henderson
Seconded By: Ms. Spruyt

That the agenda for the August 11, 2022 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 June 9, 2022

Moved By: Ms. Henderson

Seconded By: Ms. Spruyt

That the minutes of the Community Development Advisory Committee meeting held June 9, 2022 be adopted.

Carried

5. Deputations and/or Presentations

6. Briefings

Jannette Amini, Manager of Legislative Services/Clerk, provided the Community Development Advisory Committee with a briefing on the new Planning and Economic Development Advisory Committee mandate

Jannette Amini, Manager of Legislative Services/Clerk provided an overview of the new Planning and Economic Development Advisory Committee mandate.

7. Reports to the Community Development Advisory

**a) 2022-094
Community Development Advisory Committee
Business Support Update**

Ms. Miller provided an overview of the report which was for information purposes only.

**b) 2022-095
Community Development Advisory Committee
Open Farms 2022 Update**

Ms. Miller provided an overview of the report which was for information purposes only.

In terms of the Open Farms 2022 Update, the link to the tickets has gone live on Openfarms.ca for purchase.

Warden Denis Doyle asked if it would be beneficial for county councillors and mayors to be involved in the promotion of this event. Debbi Miller noted that it would be beneficial for representative to support this event and promote it in their local communities.

**c) 2022-096
Community Development Advisory Committee
The Frontenac App Update & Next Steps**

This report is for information purposes only.

Ava Waugh, Digital Marketing Intern provided a presentation of the Frontenac App Update & Next Steps which was for information purposes only. This included map view, list view, location page, point collection, and point redemption.

In terms of current engagement, we have 150 registered users and 1922 page views; promotion has taken place through social media, VisitFrontenac.ca and physical product promotion.

8. Communications

9. Other Business

10. Next Meeting

The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, October 13, 2022 at 10 a.m.

11. Adjournment

Moved By: Warden Denis Doyle

Seconded By: Ms. Henderson

That the meeting hereby adjourn at 10:32 a.m.

Carried



Report 2022-113

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development

Date of meeting: October 13, 2022

Re: **Community Development Advisory Committee – Frontenac Ambassador Program and Business Support Update**

Recommendation

This report is for information and discussion purposes only.

Background

In December of 2020, County Council received the [Economic Development Service Delivery Review](#) which recommended that the County shift its resources from direct business support to efforts for investment attraction, particularly as existing partners such as Frontenac Business Services also provide leadership for direct business support.

At its regular meeting on December 9, 2021 the Community Development Advisory Committee was [updated on a number of proposed changes](#) to the Frontenac County Economic Development Team's approach to small business support and the Frontenac Ambassador program.

This report outlines some lessons learned in 2022, some new programs, and additional adjustments to the support provided to the Frontenac Business Community.

Comment

At the end of 2021, when plans for 2022 were completed, the business environment seemed very positive, with the COVID-19 pandemic appearing to be somewhat under control. Not long after report 2021-118 was presented to the Community Development Advisory Committee, a significant wave of COVID-19 passed through the region, once

again challenging the business community to manage a variety of safety considerations, vaccine requirements and restrictions.

2022 has also been marked by increases to overhead costs, rising interest rates and challenges in every sector to recruit and retain workers to respond to strong consumer pressure as demand for goods, services and experiences has only increased throughout the year.

There has also been a reported increase of incivility from customers and the public at large with front line workers. This along, with the above economic pressures have placed considerable strain on business owners, managers and staff in many businesses.

These factors, along with feedback from our economic development partners, required the economic development team to re-evaluate the proposed approach to “stepping away from providing individual support to businesses.”

Going forward, the County team will continue to refer businesses to the expertise at Frontenac Business Services and at the Small Business and Entrepreneurship Centre in Kingston for skills development and business planning advice, however the County will continue to tend to the “business community” through stewardship of the Ambassador Program, regular communications and hosting of monthly and annual events that contribute to the overall well being of this business community.

Business Roundtables

In the Spring of 2022, the economic development team launched 3 sector-based round tables focused on tourism, food and beverage and agriculture. The Agriculture round table is a collaborative effort between rural Kingston businesses and Frontenac businesses, and had strong participation. Unfortunately, it was more difficult to maintain regular attendance at the other two tables, and momentum was difficult to inspire.

The County team will continue to support the Agriculture Round Table but will discontinue efforts to connect businesses at a sector level. Instead, regular “check-in” events will be hosted, open to all Frontenac businesses. These events will provide the opportunity for business leaders to hear from each other, to ask questions of economic development staff, and to provide input on economic development initiatives.

During the height of the COVID-19 pandemic, similar calls were hosted and provided great connection between businesses and support services during uncertain times. The first meeting is planned to be virtual and will take place in mid-November.

County Campfire Business Retreat

The economic pressures of 2020, 2021 and 2022 have been challenging on morale for businesses throughout Frontenac County, even while many businesses have responded to these challenges with creativity and seen success despite these pressures. Often, it feels that success is simply followed by new trials and tribulations, and there have not been many opportunities to pause, take stock and celebrate the innovation, growth and resiliency that has taken place.

The plan is for the “County Campfire” to be an annual event that takes place during small business week each year, bringing together business leaders for education, information, networking and celebration.

This year’s event will take place on October 20 at RKY Camp on Eagle Lake, located near Central Frontenac’s village of Parham. It will feature panel discussions on tourism experience development, digital wayfinding, and business finance strategies in our current context, as well as a networking event and a dinner with the presentation of the 1st Annual Frontenac Business Awards.

Annual Business Awards

The business awards have been created to highlight and celebrate local businesses and local business leaders who are making a difference in our community. There are five award categories:

Women Led Business: This award celebrates a female led business or woman entrepreneur in Frontenac County. This business leader is considered to have distinguished themselves by fostering growth, innovation, marketing and customer excellence. This business leader demonstrates the meaning of leadership in all they do within the Frontenac community.

Ambassador of the Year: This award goes to the business that best embodies the spirit of the Frontenac Ambassador network, through collaboration with other businesses and supporting the promotion of Frontenac County. This individual has demonstrated a contribution to the Frontenac community in one or multiple ways. Through community connection, marketing and promotion, leadership or mentorship with other businesses in our community.

New Business: A new business to open in Frontenac in no less than one year and no more than three years that has made an impact to our community. The best new business to open in Frontenac in no less than one year and no more than three years. This business has demonstrated a strong sense of community, innovation and leadership. This business demonstrates a culture of trail-blazing and has achieved success through their unique business and the approach to business.

Partnership and Collaboration Award: This award goes to celebrate businesses who demonstrate success by working together to create new products or experiences in Frontenac. Partnership and Collaboration could be demonstrated through offerings to the public or innovative ideas to work collaboratively and in partnership to support businesses through operational successes.

Sustainability Award: This award goes to a business who demonstrates a commitment to preserving the natural character and environment that makes Frontenac County so special.

Communications

Since the inception of the Ambassador program, the Economic Development team has provided regular updates in the form of an email newsletter to help local businesses connect with useful resources and to stay in touch with local government. These newsletters were once or twice a month, and usually contained a significant amount of information. In the summer of 2022, the newsletter frequency was increased to weekly, but the amount of content has been optimized to provide more timely updates and reminders.

Ambassador Program Priorities

As part of the development of the Frontenac Ambassador Network in 2018, five priorities were defined to guide support activities and business collaborations led by the County. Updates on how the County Economic Development Team addresses these priorities is outlined below.

1. **Shop Local:** The plan for 2022 was to move away from shop local campaigns in order to free up economic development team members for other responsibilities. With the current economic climate of high interest rates and the potential of a recession, it may be worth revisiting a shop local campaign for the holiday season in November and December.
2. **Support Businesses:** The County will focus its business support efforts from a community building level, strengthening connections between businesses and ensuring appropriate supports and knowledge are in place for the business community at large.

The County continues to serve as connector, assessing business requests and connecting the business to appropriate supports at Frontenac Business Services, Townships or elsewhere.
3. **Tourism Promotion:** The County will continue to lead Tourism promotion for the region through www.visitfrontenac.ca, visitor guides and fulfilling the recommendations of the [Destination Development Plan](#), in line with operational capacity and future budget considerations by County Council.
4. **New Business Attraction:** The County will continue to support efforts for attracting new business opportunities to the region, whether those be new buildings, new people, or expansion from existing businesses.
5. **Improve Communication:** The County will continue to assist with business communications efforts through regular communications sent to the broader Ambassador network.

Strategic Priority Implications

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

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.

Financial Implications

Initiatives described in this report are funded as part of the annual budget allocation for the Frontenac Ambassador program.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac Community Services
Local Businesses



Report 2022-114

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Richard Allen, Manager of Economic Development
Debbi Miller, Community Development Officer

Date of meeting: October 13, 2022

Re: **Community Development Advisory Committee – Open Farms 2022 Final Report**

Recommendation

This report is for information only.

Background

In partnership with Tourism Kingston, South Frontenac Township, and the City of Kingston, Frontenac County presented the fifth annual Open Farms event the weekend of September 10 and 11, 2022. The event included ticketed and non-ticketed in-person event programming.

The core goals of Open Farms have remained relatively consistent since 2018.

1. Educate consumers about small scale agriculture
2. Increase awareness of farms and restaurants that serve local food
3. Provide the opportunity for producers to connect directly with consumers
4. Provide the opportunity for producers to start new long-term relationships with customers, restaurants, and other producers
5. Grow our region's reputation as a local food destination, to:
 - a. Create interest among visitors
 - b. Attract new agricultural operations and food and beverage businesses
 - c. Drive new opportunities for culinary and agri-tourism product development

Comment

Open Farms 2022 Outcomes

The Open Farms event in 2022 was multi-faceted, with a mix of in-person events featuring farm experiences, farmer's markets, community activities, community hub and plowing match, education, and farm to table initiatives. Information and results of these initiatives are expanded on below.

Farm Visits

Since 2018, farm visits have been the cornerstone of Open Farms. Farm Visits are an important component of the overall event. In 2022, there were nine farms that offered experiences on their sites. Four new farms joined Open Farms for the first time but there were also two farms involved that have participated for all five years.

Farms participated in Open Farms for various reasons, the main ones indicated were:

- To help educate consumers about local food
- To reach new consumers and create awareness their farm
- To sell product

Farms that completed the survey indicated that more than 75% of the visitors they engaged with during Open Farms were first time visitors/customers. This also supported the farms in making new connections for products, new sign ups for volunteers for programming, and being able to share knowledge about products through education. This is reinforcement that the event succeeded in achieving core goals.

Advance ticketing for all farm experiences was also new in 2022, although it was piloted with the Woodland Priestess and Fat Chance Farmstead in 2021. Each farm determined their own experience and ticket cost, based on what they were offering. Of the nine participating farms, two farms offered free drop-in events. The remaining seven farms were ticketed. The two farm locations that offered free, drop-in events indicated they were happy with the number of visitors to their site. Regrettably, two farms needed to cancel their events. Ticket holders for both events were contacted and given a full refund.

Homegrown with Open Farms was one of the farm locations and was a community hub style ticketed event. This event was an opportunity for small farms that were not able to welcome visitors to their site to participate in one location. In addition to the farms on site, they also had vendors, entertainment, food, and music. This site sold advance tickets as well as at the entrance on the day of the event.

Open Farms Community Hub and Plowing Match

The partnership with South Frontenac Township allowed for the second year of the Community Hub as a component of Open Farms 2022. The Community Hub was connected to the Frontenac County Plowing Match. The Hub was the ideal addition to the event this year.

As a Chapter Member of the Ontario Plowmen's Association, Frontenac County Plowmen's Association has a long tradition of promoting farming and plowing in rural Ontario and has been hosting the Frontenac County Plowing Match for over 100 years. This event is an exciting and natural fit for the Community Hub; a place to gather, make community connections, and learn about local food topics and issues with the centrepiece of the Community Hub – the vendor's market. Visitors could shop around, try new products, and cultivate a life-long relationship with local producers and artisans- all in one convenient spot. Educational booths, live music, and a prepared local food rounded out the event making it a true celebration of local agriculture and the rural way of life.

Attendance at the Community Hub and Plowing Match was strong with approximately 700 visitors. Vendors reported various sale outcomes, ranging from average to poor. Most vendors indicated they would be very likely to participate again, citing a free space to sell their products and connect with consumers as a main driver for participation.

The Wolfe Island Plowing Match took place on Saturday, September 10. This was the first year it took place, since 2019.

A Celebration of Agricultural Heritage at the South Frontenac Museum

The South Frontenac Museum welcomed visitors on Saturday for an exploration of our region's rich agricultural roots. The Museum reported 21 visitors. They were pleased with the turnout. Most visitors stayed a long time and the docents felt that it was a worthwhile experience.

Drive-in Movie

The Verona Free Methodist Church hosted a screening of the movie "We Bought a Zoo" at their parking lot drive-in theatre. This was an extension of a successful summertime series. During Open Farms, approximately 20 individuals attended the drive-in movie. The church accepted donations and offered a cash canteen.

Regional Farmers Markets

Open Farms included Farmers' Markets across our region and visitors were encouraged to maximize their discovery of local food by visiting markets over the weekend. Markets that were promoted under the umbrella of Open Farms included:

- The Sharbot Lake Farmer's Market
- The Frontenac Farmer's Market
- The Market at Wolfe Island Commons
- The Memorial Centre Market
- The Kingston Public Market

Restaurants – Open Farms Farm-to-Table Experiences

As part of the partnership, Tourism Kingston, worked to deliver two farm-to-table restaurant experiences.

These two restaurants offered their meals on September 25 and September 27 with guest chefs. The intention was to elevate the farm-to-table theme and drive visitors to destinations throughout the region. Both farm-to-table events sold out.

Open Farms Harvest

This was a new event that was led by the City of Kingston. Frontenac County supported amplifying the message about the event and raising awareness with businesses in Frontenac County. The ticketed event was held at Kingston City Hall on Sunday, October 2 from 1-4:30 p.m. There were twenty-five farms in total that participated in the event. Chef Brad Long from Belong Sharbot Lake was one of the Chefs that participated and offered demonstrations.

Ticketing

This was the first year that ticketing was offered and managed by the event organizers. Farms had indicated from previous years that they could not manage the volume of visitors to their sites and ticketing was the way to move away from large volumes of unmanageable numbers, but to still be able to welcome visitors to their sites. Hosting ticketed events allows for better experiences both for the farm and for the participants.

There were various ticketing systems explored to support the event. The type of ticketing that was wanted, was a conference style, multiple tickets for a single transaction, this style of ticketing had a cost associated across the platforms. Based on the style of ticketing the committee was looking to deliver, the decision was made to use an existing system, Perfect Mind that the City of Kingston uses for recreation programming. There was no cost to use this ticketing system. This allowed all money from ticketing to go directly to the farms.

Ticketing opened four weeks prior to the event on August 10 and was planned to close on September 6, 2022. It was determined that the ticketing would remain open until September 9 at 3 p.m. to encourage additional ticket sales.

The County of Frontenac and the City of Kingston staff managed the ticketing, with farms setting the parameters for ticketing on their sites. The management of ticketing included the following:

- Confirming and updating all details for each experience on each site.
- Adding ticketing information, reviewing, and confirming the details in the system for each event.
- Monitoring ticket sales and working with farms to adjust events or ticketed times.

- Communicating with participants about refunds and exchanges. Providing the refunds and exchanges where required.
- Updating marketing materials to reflect any updates to the experiences.
- Pulling ticket reports for farms and sending event lists for farms.
- Reconciliation of the ticket sales and payment to farms.

The ticketing portion of Open Farms was substantial from a resource perspective. It is recommended that ticketing is reviewed before making any commitments to this support moving forward.

Overall comments around ticketing from farms and participants:

- Online ticketing required participants to register for an account and provide personal information for payment. Some participants, noted to farms that they did not want to register to buy tickets.
- Some farms noted they heard or found the ticketing system a challenge to navigate.
- The farms appreciated the County and the City providing and managing the ticketing.

Partnerships

Open Farms 2022 was presented in partnership with the County of Frontenac, South Frontenac Township, Tourism Kingston, and the City of Kingston. Staff from each organization worked to coordinate event components and to amplify the messaging for the event.

While Frontenac County was responsible for overall project management, the event's success was a result of a collaboration between the partner organizations. Each organization amplified the messages across their channels and supported placement of ads across their respective areas.

It is recommended that similar collaborative opportunities be explored for future events with terms of reference being outlined for what each partner will support the event with.

COVID-19

As indicated by KFL&A Public Health, there were no COVID-19 restrictions or guidelines that were required to be followed for 2022.

General Overall Event Comments

- The Open Farms event changes each year and requires a substantial amount of staff resources. The County moved away from event logistics on site towards marketing the entire event, in an attempt to streamline some of the resources to support other Economic Development projects. Taking on the ticketing support for

the event, was a reallocation of resources from event logistics and on-site management to management of ticketing.

- The name Open Farms implies to some that the event is free, and everyone is welcome to drop in. This was noted by some visitors to sites in advance of the weekend or throughout the weekend that perhaps the name needs to be considered.
- Marketing was noted by some as not being as visible as previous years. Some comments included social media was not visible and that hosting both ticketed farm events and free drop-in events under the same farm experience was potentially confusing.
- There were many events taking place during the weekend of Open Farms competing for participants and vendors.
- Insurance for some farms was expensive and a challenge to have the County listed as an additional insured on farms insurance. Some farms have noted that this may become a barrier to participate in future.
- The analytics to www.OpenFarms.ca saw almost four times the traffic to the site that it has in the same timeframe in previous years. The marketing focused on directing the visitor to www.OpenFarms.ca through signs, posters, postcards, print media and social media. The increased in visitors to the site demonstrate the success in the marketing.

Discussion: Future Options for Open Farms

Open Farms began as part of the Advancing Economic Development in Frontenac County project, in response to South Frontenac Township's desire to support its food and beverage sector. Since then, it has evolved to a regional initiative that included operators from all four Frontenac Townships as well as the City of Kingston in 2022. This year's event piloted a partnership-based approach that allowed for the program to expand, but still relied heavily on the County for centralized leadership, marketing, and coordination.

The [2020 Economic Development Service Delivery](#) Review recommends that the County Economic Development team should start playing more of a regional coordination role and be less involved in project execution at the Township or community level.

The support and success of the Open Farms event continues to grow, along with interest from various community and business interests, however, it appears that managing that growth does require a corresponding increase of County and partner resources.

Prior to making commitments for a 2023 Open Farms event, the following considerations should be discussed among stakeholders:

1. Are the goals associated with Open Farms still suitable goals for the region, and does Open Farms still serve those goals?
2. Given the intensive use of County resources to produce this event, should the size and scope of the event be limited or further distributed?
3. Given the success of the event, are there other agricultural economic development efforts that could benefit from the County's attention? Examples include providing resources and training to assist farms in the creation of their own events, working to strengthen the presence of local farmers markets or working directly with farms and local restaurants to strengthen and increase farm-to-table opportunities.
4. Does the agricultural community still need/want to participate in Open Farms? If so, what format of event is preferred?
5. Can event execution be better distributed among partners?
6. Considering the recommendations of the Economic Development Service Review, does Open Farms still meet the County's economic development mandate?

Next Steps

In the fall of 2022, the Open Farms Committee will meet to discuss ideas around the event. A meeting will be set up with the farms to discuss the desire to host an event, and formats that might work best from a stakeholder point of view. The questions above will be reviewed and based on direct feedback from farms and partners, a recommend report will be brought back to the committee for discussion prior to making a recommendation to County Council.

Financial Implications

There are no financial implications associated with this report.

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 priorities 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.

Priority 2.1: To meet the needs of future capital projects, explore new sources of funding support (current and future programs), cost-sharing options and other potential economies.

Priority 3: Champion and coordinate collaborative efforts

Organizations, Departments and Individuals Consulted and/or Affected

South Frontenac Township
Tourism Kingston
City of Kingston
National Farmers' Union
Frontenac Federation of Agriculture
Frontenac Farmers' Market
The Market at Wolfe Island Commons
Sharbot Lake Farmers' Market
Frontenac County Plowmen's Association
KFLA Public Health
Frontenac County residents
Kingston residents
Local farms and businesses



Report 2022-115

Committee Information Report

To: Chair and Members of the Community Development Advisory Committee

From: Debbi Miller, Community Development Officer

Date of meeting: October 13, 2022

Re: **Community Development Advisory Committee – Visit Frontenac Tourism Brand Expansion Project Update**

Recommendation

This report is for information purposes only.

Background

The Visit Frontenac Tourism Brand Expansion project comes following Council's approval of a 5-year Destination Development Plan in April 2022, which recommends Frontenac define its voice and tourism brand narrative as a foundational step to long-term, sustainable success in enhancing the local visitor economy.

An RFP was circulated in August for the project. In September, following the procurement process of review, scoring and interviews for the project by a review committee, tante consulting inc., a tourism development firm, and B4brand Consulting Group Inc., a branding, marketing, and storytelling agency. This project is 100% funded through a program offered by the Ontario's Highland's Tourism Organization. The project has a very tight timeline and must be complete by the end of 2022 based on the funding agreement.

This work will support the implementation of the Destination Development Plan in the next 5-years. Some of the aspects this project will provide guidance to include: visual identity guidelines, brand narrative, website, social media, video, marketing assets, imagery, storytelling, wayfinding, advertising, and signage.

Comment

In September 2022, the consultants led an initial kick off meeting and went to work to outline a plan for communications and engagement in Frontenac County. The initial meeting was to outline specifics, including project objectives, contacts, messaging, and approach, including timing.

The objectives for this project are:

- To examine perceptions of Frontenac's existing brand from a tourism perspective and explore & determine how it can be enhanced or expanded upon for the purpose of strengthening destination development initiatives, particularly establishing, and fostering connections with visitors and prospective visitors.
- To establish a clear, community-driven brand narrative and storytelling strategy that clearly defines the desired sentiment for how visitors perceive Frontenac: when planning their visit, when they are in destination, and when they talk about their experiences once they return home.
- To provide tools, resources and recommendations that support the sustainable implementation of findings garnered from the activities, and ultimately position Frontenac to successfully establish itself as an identified brand.
- To create a successful brand that will have sustainable, long-term economic impact for the community & local tourism stakeholders, as the destination develops over the coming years.

Engagement Activities

This project involves community engagement across all of Frontenac County. A number of diverse strategies to connect with a range of community members has been employed as part of this project. There is an opportunity for participants to share personal stories of “what makes Frontenac, Frontenac” through each of these engagements.

The following are the engagement activities that are taking place in Frontenac County. Some participants will be part of more than one engagement session. At the time of writing this report, the activities were in the planning and early stages of implementation.

- **Paint Night** on Wolfe Island at the Wolfe Island Gallery. This was an opportunity to share personal stories on a canvas, as well as through the conversation.
- **Community Walk & Talk** in Sydenham. This was an opportunity to walk on the Catarqui Trail with other community members and share personal stories, ending at the Kingston Frontenac Public Library for refreshments and further opportunity to share stories.
- **North Frontenac Township Bus Tour**. This existing event organized by the Economic Development Officer at North Frontenac was an opportunity for County staff and the consultants to connect with a varied of businesses and residents.
- **[Online survey](#)** is open for the community at large to complete until October 12. This is an opportunity for those that are not able to join an in-person session, prefer to provide input online or have additional comments they want to provide.
- **One-on-one interviews** with multiple stakeholders being asked similar questions to help inform the project.
- **Online workshop**. This is an opportunity for a small group to connect and share their stories and hear from each other.

Following the engagement activities there will be a review and summary of the findings completed, with an outline of the initial vision for the final deliverables from the consultant.

In November, the draft Tourism Brand Guidelines will be developed and there will be an opportunity for engagement with the community to reaffirm the deliverables, based on the initial engagement with stakeholders.

To follow the project progress, [visit the Engage Frontenac website](#).

Financial Implications

The funding for this project is provided through Ontario Highlands Tourism Association (OHTO).

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 priorities 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.

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.

The [Blackline Service Delivery Review](#) was completed in November 2020. Brand Expansion is in alignment with the following core recommendation:

2. Focus on activities that support investment attraction to the region.

The [Charter for Economic Development](#) outlines the Economic Development priority of tourism through the “Trips and Trails” pillar.

Organizations, Departments and Individuals Consulted and/or Affected

Ontario’s Highlands Tourism Organization
Regional Tourism Organization 9
Matt Walker - Economic Development Officer, North Frontenac Township
Tourism Partners and Businesses