Prescott BIA

Brockville BIA

The Corporation of the Town of Gananoque

Ontario

Town of Prescott

Leeds and Grenville

RESOURCE JUMP TEAM

FINAL REPORT

February 14, 2003

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MINISTER'S MESSAGE

The Ernie Eves government is helping Ontario's rural communities create more diverse, prosperous and sustainable economies. Resource Jump Teams are one of the ways in which the Ernie Eves government is helping our rural and smaller communities build a prosperous future. Our small towns are sharing in Ontario's prosperity and are creating a higher standard of living and a bright future for our youth, young families and all community members.

The Eve's government's initiatives to help our rural areas include partnering with local stakeholders through the many programs under our rural strategy: Jump Teams, Business Retention and Expansion Toolkits, REDDI and the $200-million Rural Economic Development (RED) program, a component of the $600-million Ontario Small Town and Rural (OSTAR) Development Initiative. To date, we have invested more than $75 million in 88 OSTAR-RED projects, generating total investments of more than $429 million.

I am truly impressed with the calibre of the people and organizations on the community leadership team and with the support provided by Mayor Ben TeKamp, Mayor Sylvia Thomas, Mayor Bruce Harrison and Mayor Robert Lawn. Your dedicated efforts toward ensuring your community's bright and prosperous future are an example for other communities in Ontario. You have started building a solid foundation for generations to come, so the economic well being that Leeds and Grenville, and also Ontario, now enjoy can be broadened, sustained and shared by our children and theirs.

I congratulate you on your efforts and I look forward to seeing your community's progress as you turn these recommendations into solid accomplishments.

Sincerely,

Ernie Hardeman

Associate Minister of Municipal Affairs and Housing, responsible for Rural Affairs

ONTARIO PUBLIC SERVICE FACILITATION TEAM

Jennifer Barton, Ontario Ministry of Municipal Affairs and Housing
Bruce Moore, Ontario Ministry of Municipal Affairs and Housing
Luigia Cistera, Ontario Ministry of Municipal Affairs and Housing
Guy Desjardins, Ontario Ministry of Enterprise, Opportunity and Innovation
Mary Eaton, Ontario Ministry of Tourism and Recreation
Michael Elms, Ontario Ministry of Municipal Affairs and Housing

THE RESOURCE JUMP TEAM:

Ron Brown – Travel Writer/Consultant
Gary Davis – Davis 44 & Associates
Andrew Dobson – Kincore Holdings Ltd.
Theresa MacBeth – Deschenes Regnier
Joe Mazzei – Ontario Investment Service
Robert A. Wood – 8020Info Inc.
Report Written By – Robert A. Wood, 8020Info Inc.

COMMUNITY LEADERSHIP TEAM:

Andy Brown, former CAO of the Town of Prescott
Bob Whillans, formerly with 1000 Islands Entrepreneurship Centre
Brenda Guy, EDO, Township of North Grenville
Cathy Casselman, Brockville BIA
David Paul, EDO, City of Brockville
Heather Lawless, Grenville Community Futures Development Corp.
Ken Durand, Prescott BIA
Sandy Hay, Planner, United Counties of Leeds and Grenville
Sylvia Thomas, Mayor, Town of Gananoque
Wendy Chapman, North Grenville Chamber of Commerce

INTRODUCTION

The Resource Jump Team concept was developed by the Ontario Government as a result of the Task Force Report on Rural Economic Renewal in April 2001. The Leeds and Grenville assignment has been one of the initial pilot projects to test it. The concept involves bringing a team of experts into a city or region to meet local officials, entrepreneurs including managers to discuss their ideas and plans for community branding (in this case):

- community marketing,
- downtown revitalization,
- community improvement,
- tourism development, and
- small business development and attraction strategies.

The team then takes these local ideas and proposals, reviews them in light of their observations from an outside "fresh eyes" point of view as well as their expertise, and then makes recommendations for action.

For this project, the team was asked to concentrate particularly on "Regional Community Branding" and development of a common identity for four focal communities (Brockville, Gananoque, Prescott and Kemptville) along with the rural areas of the county, so that Leeds and Grenville can be marketed as a region.

The team was also asked to consider ideas related to:

- niche consumer markets, attractions and experiences;
- support systems for sector development;
- downtown areas that support the attraction of niche consumer markets;
- the communities of Leeds and Grenville and their development as good places to live, work and invest.

On a four-day blitz Nov. 25-28, 2002, the six-member Leeds and Grenville Resource Jump Team held an intensive series of meetings with community leaders and officials as they toured Gananoque, Brockville, Prescott, Cardinal, Spencerville, North Grenville including the town of Kemptville, Oxford-on-Rideau and other communities in Leeds and Grenville.

During the public consultations, discussion ranged from tourism initiatives to the need for downtown revitalization, from recruiting new industry to strengthening the small business sector, from leveraging institutional anchors (such as community colleges and hospitals and theatres) to the desire for strong local leadership on economic development issues. It was an engaging experience in which Leeds and Grenville participants clearly demonstrated their pride of community and passion for their way of life.

What We Mean By "Branding"

For purposes of this project, the concept of a brand was defined in terms of two main functions. A brand is:

- a **relationship with and promise to a target audience** (in this case to tourists, relocating businesses, prospective residents, or current employers and local residents); and
- **an image, reputation or symbol that represents and communicates that promise** in a world bombarded with competing messages.

A companion concept is that a brand endures according to its authenticity – in other words, **the experience must live up to the claim of the brand**.

While there are limits to what can be researched or discussed thoroughly in a blitz of several quite different communities in a short period of time, this document is intended to help them to move forward together with marketing, communications and economic plans related to the emerging Leeds and Grenville brand.

EXECUTIVE SUMMARY

The primary goal set for the Jump Team was to help **identify and define a regional brand for Leeds and Grenville**, and suggest marketing strategies that would serve these communities as catalysts for action.

This involved consideration of:

- niche consumer markets, attractions and experiences;
- support systems for sector development;
- downtown areas that attract niche consumer markets;
- tourism development;
- small business development and attraction;
- development of individual communities in Leeds and Grenville as good places to live, work and invest.

THREE PRIMARY AUDIENCES

In this report, the Jump Team offers strategies and actionable plans that are focused on serving three main audiences:

- **tourism markets** (i.e. cultural, recreational, eco-tourism);
- **small businesses** (for recruitment, retention or expansion);
- **local community residents.**

FIVE STRATEGIC DIRECTIONS AND 14 RECOMMENDATIONS FOR ACTION

In addition to the general findings and branding recommendations, there are 14 recommended starting points for action, organized under five general strategic directions:

- A. Promoting Quality of Life and Place to Small Business
- B. Tourism Development and Marketing
- C. Building Community and Product Brands
- D. Revitalizing Main Streets and Downtown Areas
- E. Connecting Leeds and Grenville

OBSERVATIONS FOR STRATEGY

In the course of its community consultations and discussions, the Jump Team noted a number of conditions, circumstances and findings that shaped its recommendations. In summary, these findings were:

Communities Are Oriented in Different Directions.

At the moment, the economic and psychological orientation of individual Leeds and Grenville communities tends to take them in different directions – Kemptville/North Grenville is oriented towards Ottawa/Kanata, Gananoque towards Kingston, and Brockville/Prescott somewhat in both directions and more to each other in Leeds and Grenville.

A Common Passion for Life in Small-Town Ontario

In all of the communities visited, local leaders and officials made a strong case for the qualities of living in small towns and rural areas – the safe, friendly, neighbourly and mutually supportive nature of small-town living, the modest cost of living, and the wonderful heritage, history and natural environment.

Two Apparent Tourism Corridors: Rideau & St. Lawrence

From a tourism perspective, there appears to be little connection between the north and south parts of the counties. Development of the Rideau Heritage Route appears to be lagging behind the St. Lawrence corridor, but they could nicely complement one another. Brockville plays a hub-and-spoke role in tourism programs, packages and promotions.

Concern about Main Street/Downtown Vitality

All the communities visited expressed concerns on one aspect or another about maintaining a vital main street/downtown core. Some, like Prescott and Brockville, need to move traffic from the waterfront up the hill to main street. Gananoque needs to capitalize on traffic generated by its casino, playhouse and boat lines. The Village of Cardinal seems entirely dependent on the health of its one major industrial plant, CASCO. Kemptville's downtown could benefit from additional downtown anchors, meeting places and traffic generators that would pull people in from Highways 416 and 43. Absentee landlords, vacant commercial space, and empty second level accommodation above stores were just a few of the concerns expressed in almost all communities. [For more notes on this, see Appendix O.]

Municipalities Seek Vision from Economic Sector Leaders

Faced with pressing demands for services and infrastructure among other things, municipalities seem anxious to see vision and leadership arising from the sectors most affected – BIAs, Chambers of Commerce, individual businesses and entrepreneurs, tourism groups and so on. Several municipalities seem more comfortable with the idea of responding to a coherent, well-articulated economic vision produced by these groups rather than developing that vision on their own.

Benefit from Best Practices in Other Communities

The problems that Leeds and Grenville communities face are not unique. As a Brockville waterfront/downtown revitalization group recently discovered on a fact-finding trip to Barrie, Creemore and Orangeville, much can be learned from other communities and those insights used to fast-track planning, programs and action in Leeds and Grenville. Similar opportunities to learn best practices from other parts of the province also apply to tourism branding.

Leverage Institutional Anchors and Community Assets

The Jump Team believes communities should take advantage of important assets in the form of various major institutions – for example St. Lawrence College, Kemptville College/University of Guelph, hospitals, media and major employers. At the moment, some of these groups seem isolated from overall community efforts related to branding and economic development generally.

Actively Share/Manage Expertise and Knowledge

Smaller communities and more rural regions often have gaps in the expertise, knowledge and experience needed to compete outside their own borders. Importing experts, training programs and using consultants for specific short term projects may be helpful. While technology can move tremendous amounts of data and other information, it usually takes people interacting over time, often in informal spaces, to effectively transfer wisdom.

Collaborate to Earn Income From New External Markets

Over the decades, the communities of Leeds and Grenville have developed naturally as distinct, independent entities, supported by their own native industries and local economies. Going forward, however, those local economies are being transformed. Industrial plants are downsizing or closing, and tourism is becoming more competitive and global. Increasingly there is pressure to find and attract new sources of income and jobs, not only for individual communities but to the Leeds and Grenville region as a whole.

These new sources of income – these new markets – are not local. They are mostly found outside the immediate Leeds and Grenville area. To reach them, and compete effectively, local businesses, organizations and municipalities will have to collaborate on infrastructure, products, services, experiences, packaging, marketing and branding.

Support "Abundance" Mentality and Cooperation

It seems crucial that individual communities, businesses and operators think more in terms of cooperation, especially to compete in external markets, rather than against each other locally.

The economies of local communities trade back and forth. But a sense of scarcity – a view that there's not enough money, business or tourism to go around – and perhaps a lack of confidence encourages self-defeating behaviours. It is better to support the emerging "abundance" mentality in the area, build mutual trust in small steps, and co-operate to grow.

Encourage Star Entrepreneurs and Strong Local Leaders

Most of the success stories mentioned to the Jump Team – references to Merrickville, Westport and Perth in particular – involved individual entrepreneurs, municipal leaders or tourism operators who almost single-handedly led the way. This type of leadership seems to be a necessary ingredient for success.

Define Plans Clearly to Focus the Search for Resources

Nothing can be done without resources, yet it is difficult to know where to find them without clearly defined projects led by identified sponsors. Many sources of support are available through the private sector, business associations, public agencies, community programs, government departments, foundations and institutions. Once projects are clearly specified, representatives from these organizations can help guide local leaders as they navigate this universe of resources.

GENERAL BRANDING RECOMMENDATIONS

A community or region, like any company, product or person, has a reputation or brand whether it is managed or not, whether it is dressed out in logos and slogans or not, whether it is promoted or not. Leeds and Grenville has a quiet existing brand – with a small-town theme one might describe as "Upper Canada Country."

It is a background brand built on a passion for the best of small-town living: a haven where you can safely leave your home unlocked; where friendly shopkeepers know you by name and work is only one or two traffic lights away; where you see and feel the seasons; where your kids have good schools and safe, friendly neighbourhoods in which to play.

The problem, from a branding point of view, is that many, many communities in Ontario boast similar qualities and benefits.

Similarly, many regions of Ontario have beautiful landscapes, waterways, historic sites and heritage buildings. What makes Leeds and Grenville different, better and special? What gives it a unique identity?

In fact, in our discussions the Jump Team did not find a common pre-existing identity across the region. It found a St. Lawrence/1000 Islands corridor and a separate, but comple-mentary, Rideau Heritage corridor. As mentioned earlier, it found Kemptville/North Grenville strongly oriented to the Ottawa economy and agriculture, Gananoque inclined towards tourism and the Kingston economy, and Brockville/ Prescott entwined in a sometimes uneasy balance of working, shopping and tourism shared by those communities.

A brand can have many faces – one for each target audience. For instance, a particular university may be viewed in one way by its faculty and staff, in another by the government, another way by students currently enrolled or applying for admission, and yet another way by local residents who live near the campus.

In this report we have focused on three primary audiences: tourists, local residents, and economic development targets (industries and businesses that might be recruited, retained or expanded).

Linkages with the Ottawa high-tech industry might be expected to play a role in branding, but in this particular round of discussions the Jump Team heard little comment on "high" tech beyond local manufacturing and services supporting the technology sector. (That may have been a function of the interests and backgrounds of the particular participants who took part in the community discussions.)

Some areas lack the broadband capacity needed to serve local small businesses effectively let alone the information technology sector.

Borrowing from Professor Richard Florida's research and concept of the "creative class," software engineers, designers and entrepreneurs on the leading edges of high tech typically seek to live in places with busy cafés, dynamic music and arts scenes, a highly educated workforce with nearby universities, an acceptance of diverse ideas and lifestyles, and a variety of cultures. These did not appear to be authentic strengths in Leeds and Grenville – sufficient to support branding as a "high" tech centre at this time – although variations on technology services themes might reasonably be incorporated.

General Branding Recommendations

In the absence of a single strong identity across the region, for branding purposes we found many unique (but often static) assets that have potential as threads in a "family" of brands, images and themes – from the story of the seaway, the canals and the forwarding trade; the rich traditions of the Loyalist era, old mills and period mansions; the history of Upper Canada and skirmishes both military and political; the beauty of the 1000 Islands; the quality of place and quality of life in small-town Leeds and Grenville, and the attractions of local heritage, recreation and culture. [For an illustration and explanation of what we mean by a "family" of brands, see page 18.]

While a significant number of anchors for a Leeds and Grenville family of brands exist, they are not networked. They do not take full advantage of the potential synergies available, and many of the Jump Team's recommendations speak to that strategy.

The recommendations presented here also reflect a concern that Leeds and Grenville must grow to fully realize and deliver the promise of its brand. That means capacity and community building – building expertise and systems to deliver product and services, building consensus around an agenda for leadership and action, and creating an environment that will encourage entrepreneurs, retailers and tourism operators to play an active role.

Note: These general recommendations are supported by "starting points for action," detailed on pages 21-37, as well as more in-depth notes and tools to support implementation, found in the appendices.

Build a family of brands; don't force a weak brand on all.

As discussed above, the Resource Jump Team found no obvious common ground – other than the heritage and joys of small-town/rural lifestyles – on which to build a regional brand across Leeds and Grenville.

Those lifestyle aspects provide a common context, but they are not distinctive enough to support a strong brand with competitive power. At the same time, economic development strategies, priorities, aspirations and critical issues differ significantly from community to community.

Build brands based on regional networks and packages of products, services and experiences rather than Leeds and Grenville as a jurisdiction.

In the absence of a common, focused and unified economy in the region, branding might be more effectively built at the product/service level rather than attempting to brand the region as a whole. For instance, at this point, tourists don't vacation in "Leeds and Grenville" as a region – they seek specific communities or routes through the region – but these threads could be branded.

A family of brands (see illustration on page 18) could be built in the same way that Microsoft has a family of software products branded as Microsoft Office, Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Outlook, Microsoft Access, and so on.

In the Niagara area, packages such as the Shaw Festival, the Wine Tour experience, the Casino, and more recently the Welland Canal all comprise a "family" of regional tourism brands.

In a Leeds and Grenville family of brands, various products, services and packages might be integrated, branded and marketed in a similar way. For illustration, here are some possible examples:

- Leeds and Grenville "Mill Town and Theatre Tours,"
- 1000 Islands festival or getaway tourism packages,
- heritage downtown areas in "Upper Canada Country," or
- Leeds and Grenville "Ignition Programs" to attract and fast-track small business relocation.

Each community would also have its own complementary brand derived from what makes each one different, better and special as a place to live, do business, or visit.

All brands in this family of brands would draw on the context of the Leeds and Grenville small-town/country leisure lifestyle. This could be represented by an icon, in the same way that quality Niagara wines are identified by the VQA/Vintners Quality Assurance label. (For more details on this example, see supporting material in Appendix M: Quality Assurance Branding – A Vintners Example.)

Build on heritage, waterways & other authentic strengths.

The Leeds and Grenville region has some wonderful heritage architecture, grand waterways and a storied history to tell. While every community has heritage of one type or another, this thread could link the assets in different communities into one heritage brand in a family of Leeds and Grenville brands. Like all brands, they should be built on the authentic strengths that make the region truly different, special and better.
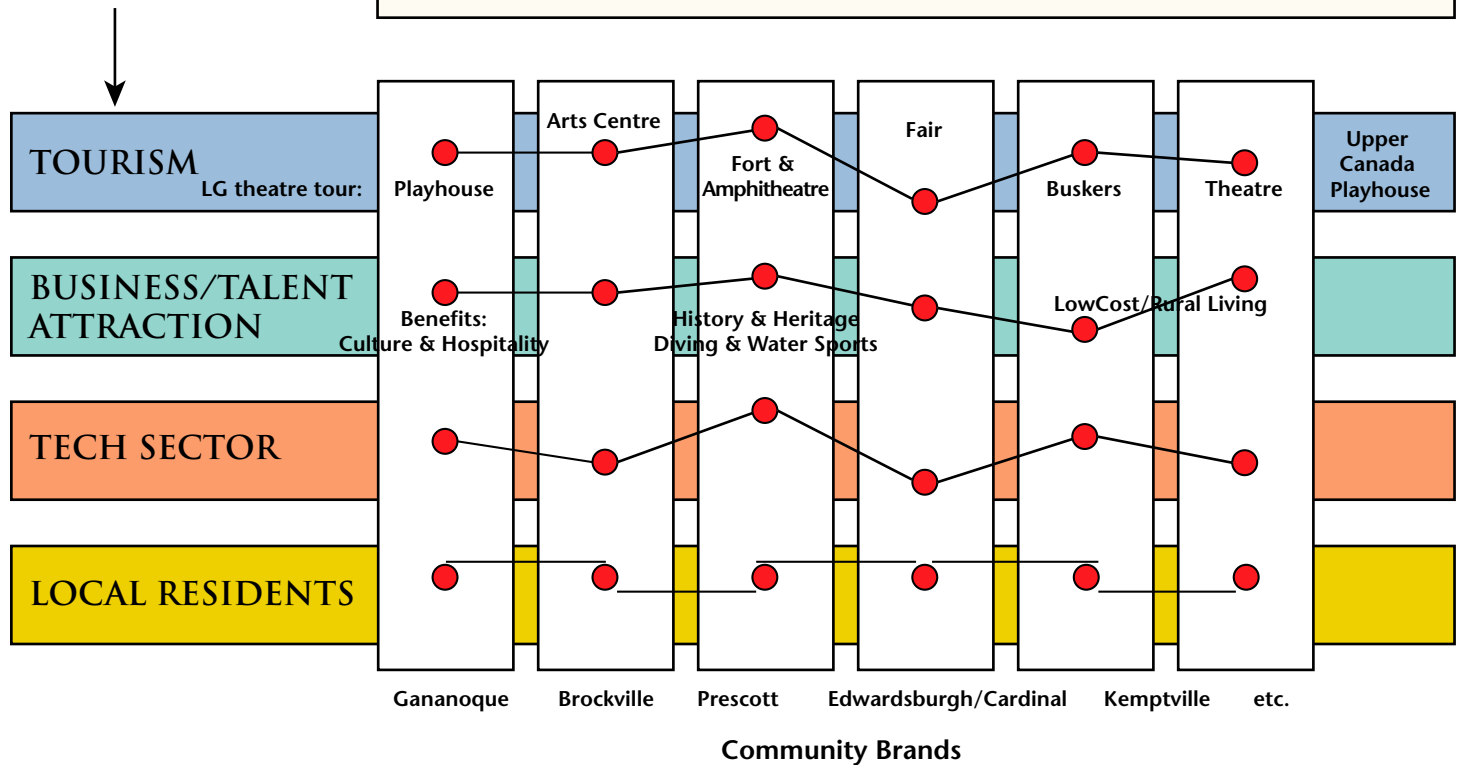
Build capacity to back the brand.

This recommendation follows the logic of "performance before publicity." In other words, a brand – a reputation or relationship valued by a particular audience or market – is built on authentic strengths and the capacity to deliver what the brand claims or promises. Sometimes this is called "living the brand."

In Leeds and Grenville, greater capacity is needed to deliver product, services and (especially) experiences. Sometimes the phrase "back office" is used to describe this infrastructure and capacity. To be competitive, Leeds and Grenville not only needs to promise more, but it needs more capacity to live up to such a brand claim.

In branding, it is common to think from the community's point of view – starting with what it has to offer – but the brand must also speak to the full range of what a potential tourist, shopper, relocating business or future employer is seeking, from *their* point of view. At this stage of development, only modest promotional claims for Leeds and Grenville can be supported until gaps, systems and capacity-building needs are addressed. Implementation of action items in this report will help close some of those gaps.

Sector Brands Connecting Assets in Each Community

THE BACKGROUND LEEDS AND GRENVILLE BRAND

(overall positioning as, for example, ...Upper Canada Country... Gem of the 1000 Islands...A Place to Play ... Real Small-Town Ontario)

TOURISM — LG theatre tour: Playhouse · Arts Centre · Fort & Amphitheatre · Fair · Buskers · Theatre · Upper Canada Playhouse

BUSINESS/TALENT ATTRACTION — Benefits: Culture & Hospitality · History & Heritage Diving & Water Sports · LowCost/Rural Living

TECH SECTOR

LOCAL RESIDENTS

Community Brands: Gananoque · Brockville · Prescott · Edwardsburgh/Cardinal · Kemptville · etc.

A Family of Brands in Leeds and Grenville
To illustrate how the dots represent components of a brand package, imagine a Leeds and Grenville Theatre Package (illustrated on the tourism row). It might include productions at the 1000 Islands Playhouse in Gananoque, the Arts Centre in Brockville, and the Fort or Amphitheatre in Prescott; perhaps busking or street theatre in Cardinal; shows at the Spencerville Fair in Edwardsburgh; the theatre at Kemptville Agricultural College; and maybe even include the Upper Canada Playhouse in Morrisburg – outside L&G but part of the touring package.

Select one or more target markets for branding purposes.

Branding strategy should follow economic strategy. Gananoque seems focused on tourism, and Kemptville on services for its "bedroom" community commuting to work in Ottawa. Brockville has multiple sell lines and strategies – from *Pride of the 1000 Islands* and *City of the 1000 Islands* to the *South End of Silicon Valley North*. Prescott has heritage, Cardinal has CASCO (Canada Starch Co.), and Edwardsburgh is focusing on potential collaborations with the Village of Cardinal and Prescott.

Branding strategy should also have a defined face for each audience – tourists, businesses, people looking to become residents, government agencies and so on. The resource team sees a potential structure that might be described by the diagram below:

ORGANIZING A FAMILY OF BRANDS

For tourists

Product, Service & Experience Brands

For local residents

Individual Community Brands

Regional Brand

For business development audiences
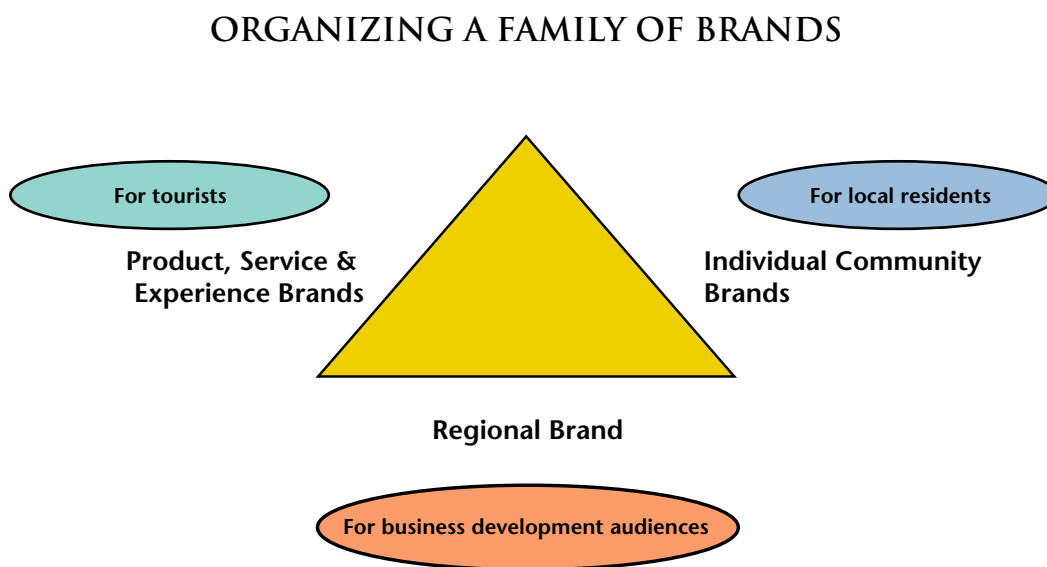
This diagram is meant to illustrate a hierarchy of branding elements. For tourists, as an example, primary emphasis would be put on branding products, services and experiences, connected perhaps with a Leeds and Grenville icon or mark. The regional and various community brands would also have a role, but a less prominent one for tourist audiences.

Similarly, the regional lifestyle brand would be primary for business development targets, and community brands would be primary for the local residents living in each centre. But all three elements – at the regional, community and product levels – would contribute to the overall impact of branding.

Connect strengths of assets, sectors and communities.

The communities of Leeds and Grenville have many assets, potential strengths and complementary sectors (tourism, retail, culture, technology, manufacturing and so on), but they are mostly disconnected. They could have so much more economic power if they were linked, networked and coordinated.

From a customer's point of view, organizations in Leeds and Grenville could offer a rich blend of products, services and experiences if they teamed up to integrate and coordinate their efforts. These pairings might include community with community, tourism with retail, culture with technology, institutions with other community groups, clusters of restaurants and nightlife venues, tour operators with attractions and shopkeepers, educational institutions with employers, and so on.

Promote brand image through marketing & communications.

A creative, targeted marketing and communications program will be required once the brand strategy, community capacity building, product development and packaging work are well under way. This communications program would incorporate print materials, media campaigns, web-based strategies, promotions, and dozens of other marketing techniques, all focused on achieving particular goals with distinct target audiences. For instance, to help promote tourism, hosting familiarization ("fam") tours for travel media would expose travel writers to the family of brands in the area.

Don't forget communications with local audiences.

Many tourists in fact are visiting friends and relatives. Word of mouth is more powerful than advertising claims (and cheaper). People create the experiences that build a brand. So it's important that local residents, workers, officials and leaders all understand and promote the game plan. (In Stratford, for example, everyone knows the story of the Shakespearean festival, what services are offered and where to find facilities.)

RECOMMENDATIONS – STARTING POINTS FOR ACTION

Recommendations are made here in five main categories to help start development of a family of brands for Leeds and Grenville and its member communities. They offer potential threads that might be used to weave a Leeds and Grenville identity for economic development and branding purposes.

All of these actions require an overall strategic platform, which is emerging in various ways in Leeds and Grenville and/or its constituent communities. The Leeds and Grenville Economic Development Strategic Plan should be referenced, of course, and several community-level efforts such as the Brockville Downtown Revitalization Sub-Committee are underway. It might also help to build a stronger regional perspective by starting with a visioning session along the lines outlined in the supporting material and notes in the appendices.

The issues broached by this report are complex and long-term. To put more emphasis on actionable projects, the Jump Team has recommended the following starting points for action.

A PROMOTING QUALITY OF LIFE AND PLACE TO SMALL BUSINESS

- Create a Quality of Life "Experience Tour"

B. TOURISM DEVELOPMENT AND MARKETING

- Compile an Inventory of Tourism Assets
- Identify Niche Markets
- Undertake Packaging and Readiness Workshops
- Create Experiences for Assets

C. BUILDING COMMUNITY AND PRODUCT BRANDS

- Creating Brands
- Communications Review
- Network of Leeds and Grenville Web Sites
- Community Exchanges
- Media Leadership

D. REVITALIZING MAIN STREETS AND DOWNTOWN AREAS

- Develop a Design Guideline Toolkit
- Investigate Incentives and Improvement Plans
- Manage Recruitment of Downtown Businesses

E. CONNECTING LEEDS AND GRENVILLE

- Cross-sector Activity Teams

SHORT-TERM STARTING POINT#1 CREATE QUALITY OF LIFE EXPERIENCE TOUR

TASK: *Develop a strong experiential tour of Leeds and Grenville for business recruitment prospects to promote quality of life in the region.*

For: • Tourism Markets • Small Businesses

SUGGESTED PROCESS: EXPERIENCE-DRIVEN "ROAD SHOW" TOUR

As the Jump Team's recent experience indicated, speaking with knowledgeable officials and passionate citizens who take pride in their communities has a strong impact. The same approach could be effective with those who now simply read print materials or drive by on the major highways – ways of learning that can never do full justice to the charms and potential of the Leeds and Grenville region.

Although some familiarization tours and the like may be under way in some parts of the region, this recommendation suggests the development of a high-impact tour full of experiences to help decision-makers from potential relocating industries and businesses to see, hear and feel what Leeds and Grenville has to offer. This might include:

- special treatment on a boat cruise,
- a chance to try kayaking,
- a series of meals in great local restaurants,
- a personal behind-the-scenes look at a theatre or fort,
- use of actors, raconteurs or interpretive staff from museums to make Leeds and Grenville history come alive,
- a walking tour to point out heritage architecture, and
- a chance to meet and engage wonderful local personalities.

POTENTIAL LEADERS:

This would be led most effectively by a team of economic development staff (or volunteers), and perhaps some BIA representatives, from various Leeds and Grenville communities who are responsible for recruiting businesses and industries.

SHORT-TERM STARTING POINT #1 INVENTORY LEEDS & GRENVILLE ASSETS

For: • Tourism Markets

> **TASK:** *Identify all Leeds and Grenville assets that could play a role in serving priority tourism niche markets.*

SUGGESTED PROCESS: RESEARCH PROJECT

Whether through a team of various Leeds and Grenville tourism staff and volunteers, or through a student or HRDC work project, one or more individuals would be tasked with profiling the needs and desires of the identified tourism niche markets. (For example, research related to divers might focus on what facilities and services they need, their preferred type of hospitality and accommodation, shopping preferences, other tourism-related interests, price-point ranges, events that typically are of interest, and so on.)

The second step for the research team would be to systematically develop an inventory of all assets in Leeds and Grenville that could potentially serve the desires of those niche markets. Assets would include, as a minimum, attractions, sites of interest, restaurants, accommodation, festivals and events, recreational amenities, commercial services, and unique shopping opportunities for the target market. Although little detail seems to be available online at the moment, the tourism departments and volunteer-led committees in various Leeds and Grenville communities should be able to assist in providing data and guiding the researchers.

An important component of that inventory involves an assessment of tourism readiness for each asset – is the product ready for the market and is it competitive? Are staff trained? Are issues resolved with regard to services, marketing, communications, transportation, access, health and safety, pricing and partnering?

POTENTIAL LEADERS:

Tourism groups may wish to pool their resources to parent this project, since most Leeds and Grenville communities have limited full-time tourism staff and infrastructure currently in place. The project could also be coordinated by any leading tourism group – a regional tourism council, a Chamber of Commerce, or a tourism association.

SHORT-TERM STARTING POINT #2 NICHE MARKETS

For: • Tourism Markets

> **TASK:** *Identify priority tourism niche markets (such as cultural tourism, diving, and eco-tourism) for branding, product development and promotion purposes.*

SUGGESTED PROCESS: REGIONAL WORKING GROUP AND SYMPOSIUM

Convene a working group of tourism leaders – a mix from private and public sectors – who have the knowledge, resources and leadership ability to propose a regional agenda and strategic focus for the tourism industry in Leeds and Grenville.

The emphasis here is on understanding and selecting niche markets – people on Lake Ontario cruises, divers, upscale professional couples from Toronto, hockey tournament families, older cultural tourists from Pennsylvania, or whatever the collective wisdom defines.

Research will help – a wealth of information is available from sources such as the Travel Attitude and Motivation Studies (TAMS) series to help in the selection of specific niche markets. TAMS reports are available online at http://www.tourismpartners.com, the resource page for Ontario's tourism industry. [Also, see Appendix L for a list of other useful tourism-oriented websites.]

Then, to stimulate thinking, understanding and consensus, a regional symposium might be held to present the ideas identified by the working group. The session might include some presentations from outside communities as well as pitches from local visionaries. It would no doubt require a facilitator to guide symposium participants to consensus on those priority target niche markets. This step would set the stage for subsequent product development, readiness and packaging workshops, branding/communications planning, and related activities.

POTENTIAL LEADERS:

Brockville, which has some full-time tourism staff and infrastructure in place, has shown a willingness to provide some initial leadership on this. Tourism entrepreneurs can be found throughout Leeds and Grenville, and particularly in Gananoque. As well, there are many other potential partners such as the 1000 Islands/Seaway Tourism Marketing Partnership, History Alive!, Heritage Canada, and the Ontario Ministry of Tourism.

SHORT-TERM STARTING POINT #3 PACKAGING WORKSHOPS

For: • Tourism Markets

> TASK: *Invite potential Leeds and Grenville tourism partners to a series of workshops to*
> • *explain tourism packaging benefits, approaches and tactics,*
> • *and explore development of potential packages designed for niche markets.*

SUGGESTED PROCESS: COMMUNITY & REGIONAL WORKSHOPS

The type and value of tourism packaging can vary considerably. The simplest versions involve "bundling" products, services and experiences offered by the partners, adding up the component costs plus an admin fee to develop a single package price, and offering "one-stop shopping" for prospects in the target niche market.

Of more value, and greater complexity, is the development of truly integrated packages where the offering is comprehensive, includes components that cannot be purchased on the open market, and is supported by a coordinated system of service delivery across the package partners.

It is suggested that a Leeds and Grenville packaging effort begin with a series of informational meetings with potential partners in each community to explain concepts, answer questions, explore initial packaging ideas, and identify potential partners not at the table (partners needed in other sectors, such as retail, culture or education, or from other Leeds and Grenville communities).

The second step would be to convene a set or series of regional Leeds and Grenville packaging workshops to address market readiness, packaging and training.

These workshops would bring together potential partners interested in mapping out preliminary packaging designs for the priority niche markets. Enablers who can help the effort go forward – tourism officials from municipalities, other levels of government and tourism associations – should also be invited. The session might further benefit from an opening presentation of examples of successful packaging efforts and best practices taken from other communities as well as Leeds and Grenville.

A third phase, for follow-up, would involve project management support for the initial packaging designs. A sustained effort to get the details nailed down will be needed, and a project manager would help the packaging partners work out details of the product, pricing, promotion, sales, administration and fulfillment.

The Ontario Tourism Marketing Partnership publication titled Guide to Building Successful Packages is a great reference for this type of work. Packages developed recently for the Kingston market might also be a source for ideas and examples to follow. Ideas and guidance produced for the Land O' Lakes Tourism Association Jump Team Report might also be useful. For more details on Cultural Tourism packaging, see Appendix J.

Once such packages have been developed, the organizers should host a regular series of media tours to the area. These have been successfully used elsewhere in the province such as the Grand River Area, the Bruce Peninsula, and the Prince Edward County areas.

POTENTIAL LEADERS:

This project could be parented by any number of bodies. Execution of the program, however, would benefit from enlisting the expertise of consultants or others able to facilitate the packaging workshops. Successful packaging will also require the active support of various tourism departments, agencies, officials, staff and private sector tourism leaders.

SHORT-TERM STARTING POINT #4 CREATE EXPERIENCES FOR ASSETS

For: • **Tourism Markets**

> **TASK:** *Develop ideas to transform static assets into unique and memorable experiences.*

SUGGESTED PROCESS: BRAINSTORMING SESSION

The Jump Team was impressed with many physical assets, storied histories, built heritage, museums, and arts and cultural strengths in Leeds and Grenville. For visitors and local residents alike, the challenge is to transform them into full market-ready "experiences" with emotional impact. (This should be done in the context of serving priority niche markets.)

It's important to note that staging experiences is not about simply adding entertainment to existing product offerings – for example, putting a video in a museum. It's about engaging customers. That might include entertainment, but equally it might involve education, escapism or the aesthetic. Think of how some cars incorporate many of these elements. Starbucks did it when it turned the common act of drinking coffee into an experience. Disneyland is one of the best examples of the

"experience economy" at work.

This starting point recommends holding a facilitated brainstorming session with the creative leaders who head up long term strategy, planning and development at these various facilities across the Leeds and Grenville region. It should include people with different types of expertise and perspectives – hospitality, retailing, performing arts, tour guides and interpretive staff, boat captains and limousine owners. To further enrich the breadth of thinking, it may be useful to include some inspiring presenters from outside Leeds and Grenville or even people from the target market who can describe the type of experiences they seek (for instance, cultural tourists looking for an arts-oriented getaway weekend).

POTENTIAL LEADERS:

On behalf of the region, Brockville might be asked to host such a session since it serves much of the Leeds and Grenville area as a hub and has facilities, tourism infrastructure and staff. The brainstorming session, however, could be equally effective held in other communities.

SHORT-TERM STARTING POINT#1 CREATING BRANDS

For: • **Tourism Markets** • **Small Businesses**
    • **Local Communities**

> **TASK:** *Build on baseline impressions to develop brand concepts for business recruitment, tourism packages, and individual communities.*

SUGGESTED PROCESS: BRAND DEVELOPMENT PROJECT

Building on the work done to date, economic development departments and their communities need to further flesh out and clearly define both their brand personality and unique positioning for purposes of business recruitment, tourism packaging and community identity. This is a task of developing focus, and if it is to have a consistent Leeds and Grenville flavour, they will have to work together to define this focus. This effort might be supported with a workshop and help from an experienced branding expert.

When we refer to brand personality, think for instance of the region as a person. Is it a grumpy old man or an athletic, ambitious, vibrant young person? When you think of the Olympics, do you think of its personality as energetic, inspiring, festive, fair, multi-cultural, excelling at achievement, brave, modest, and honourable at the podium?

Positioning strategy, which focuses on achieving meaningful differences (and related perceptions) in comparison with your competitors, must also be captured in a brand image – especially the logo and positioning line. This is a task of creativity and design.

With that done, the initiative described here will be in a position to move forward with marketing communications strategies and tools that leverage Leeds and Grenville strengths as well as individual community assets, capitalize on opportunities and achieve branding goals for various target audiences – tourism markets, business/industry recruitment prospects, and local communities themselves.

POTENTIAL LEADERS:

While a number of branding projects to develop the Leeds and Grenville family of brands can be led by individual players – for instance, municipal economic development departments, tourism groups, cultural groups, Business Improvement Areas and downtown business associations – some common framework will be necessary to ensure these brands are consistent with and reinforce one another. For that reason, it may be necessary to begin with a Leeds and Grenville Branding Leadership Team, assembled on a project basis to work up the overall branding strategy and establish a framework for the work of others.

SHORT-TERM STARTING POINT #2 COMMUNICATIONS REVIEW

For: • **Tourism Markets** • **Small Businesses**
• **Local Communities**

> TASK: *Review communications materials for design quality, fit, compatibility, gaps and consistency with the overall branding strategy.*

SUGGESTED PROCESS: REVIEW PANEL

The Jump Team conducted only a preliminary review of marketing communication materials for the communities of Leeds and Grenville, looking at Internet web sites, samples of tourism promotional literature, CDs, publicity material and various other pieces. A more comprehensive and thorough review is in order to look at logos, images, messaging, language, design, and communications channels used.

Although this review process cannot be fully completed until a regional brand is clearly defined and supported, an initial phase could focus on materials now in use to help identify current communications gaps, inconsistencies and best practices within Leeds and Grenville. Initial efforts might also focus on existing or near-ready product packages for branding purposes, such as communications related to the diving and theatre sectors.

We recommend assembling a review panel with communi-cations expertise (perhaps four or five people drawn from the ranks of local experts; college instructors in design and communications; creative departments at media, design and printing firms; and/or outside consultants). Their first task would be to set out criteria that the materials need to meet, and use that as a basis for the subsequent review(s) by the panel.

Then, functioning much like an award judging panel who review submissions in advance and meet to compare notes, the job of the review panel would be to identify gaps, fit and compatibility with a comprehensive marketing communications strategy created once the communities of Leeds and Grenville identify their priorities (see above: Creating Brands).

For follow-up, results of the review should be discussed with the producers of the various communications materials, publications and web sites. Continuing support might be offered as they rework or fine-tune designs.

POTENTIAL LEADERS:

All economic development departments, BIAs and tourism groups might contribute to this project, and the lead coordinator might come from any of these groups or from any constituent Leeds and Grenville community.

SHORT-TERM STARTING POINT #3 NETWORKING LG WEB SITES

For: • Tourism Markets • Small Businesses
• Local Communities

> **TASK:** *Develop a set of networked Leeds and Grenville web sites to serve priority target markets as well as general needs at the community level.*

SUGGESTED PROCESS: CREATE AN INTERACTIVE GROUP OF WEB SITES

The Internet is a cost-effective, far-reaching and flexible tool with the ability to target multiple audiences. A community of web sites could be the pivot-point for all marketing efforts across the Leeds and Grenville region, enabling stakeholders to build an array of initiatives around one common tool.

The Jump Team recommends creating an interactive group of web sites that establishes the Leeds and Grenville family of brands (from product, community and regional perspectives) and shows how local communities relate to one another, providing easy access across the region.

The first step is to design preliminary plans to coordinate website development (involving both current and new web sites) and secure multiple Internet addresses for different points of entry, including:

- by community,
- by product,
- by region, and
- by business sector.

Each point of entry would present targeted information related to the visitor's particular interest, while enabling clear and easy links to information in other areas. This approach would also strengthen associations among communities and provide a foundation for building towards a regional identity.

As Leeds and Grenville moves towards creating a comprehensive, strategic marketing plan, this initiative would act on the first priority – to establish a unified "face to the world" while respecting each community's unique identity and offerings.

POTENTIAL LEADERS:

This project would involve many different players, and particularly those responsible for various key web sites already up and running. It could be coordinated, however, by a special team from the various communities and/or economic groups (tourism, retail, technology, economic development). It might be a natural for Leeds and Grenville Chambers of Commerce to lead, if they have the interest and resources to do so.

In other communities, the Ontario Investment Service has assisted with development of web sites for economic development purposes. It has been suggested that all communities could have their own community profile and also construct a regional profile on the www.2ontario.com website. This would also ensure that the same statistical sources would be used for all web sites.

It may be possible to get started with the launch of some sector pilot sites. For example, in the tourism sector, pilot sites may be focussed on particular package offerings for scuba diving, cultural tourism or history tours. These sites can then be linked to existing community and private sector web sites.

SHORT-TERM STARTING POINT#4 COMMUNITY EXCHANGES

For: • **Tourism Markets** • **Small Businesses**
• **Local Communities**

> TASK: *Spark and encourage ways for Leeds and Grenville communities to better learn from and share expertise with each other.*

SUGGESTED PROCESS: WORKING-LEVEL INTER-COMMUNITY EXCHANGES

In the Jump Team's view, community-to-community networks beyond formal regional political structures are needed to promote sharing of expertise, knowledge, vision, leadership and problem-solving abilities.

Many communities face similar problems. Many lack a good working knowledge of the rich assets in neighbouring towns and villages. Inter-community exchanges with a public education orientation are needed to build a better understanding of Leeds and Grenville as a region among its own citizens.

That might be achieved in a variety of ways: through school trips; creation of a Leeds and Grenville speakers bureau; collaboration among BIAs and business associ-

ations, tourism offices or Chambers of Commerce; individuals working on regional committees; or, a set of touring displays of images and information about individual communities that would be rotated through the other Leeds and Grenville communities.

POTENTIAL LEADERS:

This initiative could be fostered by the United Counties of Leeds and Grenville and the separated municipalities. It could also be spearheaded by the Community Leadership Team that guided the Jump Team Project or a regional leadership team. All economic development departments, BIAs and tourism groups might be expected to contribute.

SHORT-TERM STARTING POINT #5 MEDIA LEADERSHIP

For: • Tourism Markets • Small Businesses • Local Communities

> TASK: *Engage media leaders in a discussion about ways their industry might contribute to branding, economic development and growth in community prosperity.*

SUGGESTED PROCESS: MEDIA CAMPAIGN DESIGN

During the Jump Team's consultations, local media were not particularly lauded for contributions to community development, but they could potentially be powerful allies in the effort to develop community brands.

This recommendation suggests bringing media decision-makers together in one room at the same time to discuss the challenges the region faces, what action they would recommend, and what they might do as a group to build local confidence and pride as well as support a broadly based campaign to improve regional understanding of the brand (the strengths and benefits of Leeds and Grenville and its various communities).

Follow-up might involve an informal working team enlisted from the ranks of the media, and coordinated by the project leader.

POTENTIAL LEADERS:

Ideally, a leader for this project should be seen as neutral among the various competing media, be able to bring them to the table, and be skilled as a facilitator of the discussion (or be able to find one who can do it).

SHORT-TERM STARTING POINT #1
DESIGN GUIDELINES

For: • Small Businesses • Local Communities

> TASK: *Develop a flexible template or "toolkit" of design guidelines that member municipalities in Leeds and Grenville could each tailor to their own circumstances.*

SUGGESTED PROCESS: DEVELOP A DESIGN GUIDELINE TOOLKIT

A collaborative team from Leeds and Grenville communities should be established to work together on a design guideline program for downtown and main street areas. Guidelines devised by the team should allow tailoring for individual communities, but they should be developed by the team (and their communities) working together. The initiative could benefit from a team approach to procuring expertise, employing the resources of the provincial and federal governments, and making use of new legislation for "Brownfields."

POTENTIAL LEADERS:

There are many potential leaders in the region. It was noted that the Brockville Downtown Revitalization group has already made significant progress with initial research regarding design guidelines, and it might be able to provide a quick running start to a Leeds-and-Grenville-wide effort.

SHORT-TERM STARTING POINT #2 REVITALIZATION INCENTIVES

For: • Small Businesses • Local Communities

> TASK: *Develop a program of municipal incentives to stimulate redevelopment of industrial/commercial areas in need of revitalization.*

SUGGESTED PROCESS: INCENTIVES & COMMUNITY IMPROVEMENT PLANS

Under certain conditions the Municipal Act allows municipalities to designate a "Community Improvement Project Area" and then implement an improvement plan. Councils can determine that an area requires improvement because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other reason. The purpose of the improvement plan, in turn, would be to stimulate economic activity in a designated area using specific and comprehensive programs that will lead to rehabilitation of industrial and commercial properties. This approach may be supported with redevelopment grants, study grants, rebates, information programs and property acquisitions.

POTENTIAL LEADERS:

Some municipal leaders have shown an interest in learning more about the possibilities proposed here, and they would be in a good position to lead efforts in this area. Many other players could provide leadership or contribute in other ways, of course, including municipal officials, planners, individual entrepreneurs, developers, property managers, realtors, as well as BIAs, Chambers of Commerce, and other community groups.

SHORT-TERM STARTING POINT#3
ACTIVE RECRUITMENT

For: • Small Businesses • Local Communities

> TASK: *Develop an active program to recruit new downtown businesses consistent with each community's strategic plans.*

SUGGESTED PROCESS: DOWNTOWN RECRUITMENT PROGRAMS

Before recruiting new businesses to create a strong main street or downtown, it is necessary to be aware of the current "product mix" and have goals on how to improve it. An accurate picture of downtown/main street areas can be created for prospective businesses, landowners and economic developers through development of a database on square footage, land use application (retail, restaurant, professional service, accommodation, residential and such), employee numbers, tax assessment, zoning and vacant space.

Communities interested in actively recruiting retail businesses to their core can make good use of the Monday Report on Retail, a weekly newsletter providing contact names and other details on the expansion plans of Canadian & international retailers. When a community identifies potential businesses that would complement its downtown product mix and/or fill in gaps in the retail sector, it can distribute details from the Monday Report on

Retail to local property owners. The landowners/developers can then directly contact these retailers with information on the community and space they have available for lease or sale. This approach works well in partnership with economic development organizations, BIAs and land owners.

With a bit of market research (such as market studies, land use inventories, pedestrian and vehicle counts), promotional publications can also be developed to serve enquiring businesses directly and help in an active recruitment effort.

POTENTIAL LEADERS:

Leadership might be expected to vary from community to community, but would normally be led by downtown business associations/BIAs in company with economic development departments, property owners, and developers.

SHORT-TERM STARTING POINT #1 CONNECTING LEEDS AND GRENVILLE

For: • Tourism Markets • Small Businesses • Local Communities

> TASK: *Encourage the creation of teams, projects, packages and exchanges that cross over and connect sectors.*

SUGGESTED PROCESS: CROSS-SECTOR ACTIVITY TEAMS

There would be many benefits from encouraging interactions across sectors, both formally or informally. They could be initiated by regional groups or by individual entrepreneurs and community leaders. Some examples:

Before launching recruitment efforts, get real estate boards, brokers, and similar participants to talk about real estate circumstances and trends, and their effect on economic development; how to deal with institutional investors; or better ways to welcome hotel developers.

Involve retailers in tourism planning and packaging – shopping is part of the tourism experience. Retail shoppers also expect experiences along with the merchandise.

Involve cultural groups in programming for tourism target markets, especially to build product offerings for shoulder seasons.

Build on complementary strengths between communities, such as attractions in Prescott and accommodation in Brockville.

Bridge the community/institution gap … for instance, engage St. Lawrence College in discussions on ways to tie in tourism with its summer arts programs; launch discussions with Kemptville College on ways the community might use the theatre; explore ways to make CASCO plant tours in Cardinal a tourism attraction.

Pair up people from various Leeds and Grenville communities on high-impact, action-oriented, short-term projects that produce results, build working relationships and increase the network of contacts.

POTENTIAL LEADERS:

Leadership at a regional level might obviously be expected here, but any group can take the lead in their own sphere of influence — economic development groups, municipal leaders, business associations, entrepreneurs, tourism officials, cultural groups and so on.

APPENDICES

SUPPORTING MATERIAL ON BRANDING AND MARKETING

This section of the Jump Team report provides material to elaborate on concepts and approaches referenced or implied in the recommendations for building brands for Leeds and Grenville as a region. They may help guide implementation.

The Project

A. Terms of Reference
B. Itinerary for Jump Team Community Visits
C. Participants in Jump Team Consultations
D. Media Coverage

Branding

E. Capsule on Branding (8020Info)
F. Communications Checklist (8020Info)
G. Visioning for Community Brands (T. MacBeth)
H. Steps in Marketing Community Brands (T. MacBeth)
I. A Sampling of Leeds and Grenville Web Sites

Tourism

J. Notes on Developing Cultural Tourism (R. Wood)
K. Starter Steps for Building Tourism Packages
L. Online Sources for Research and Tourism Information
M. Quality Assurance Branding – A Vintners Example

Main Streets and Downtown Areas

N. Notes on Downtown Revitalization (A. Dobson)

APPENDIX A. TERMS OF REFERENCE

Overview:

The jump team will concentrate on "Regional Community Branding". A common identity is sought for four focal communities so that the area can be marketed as a region. This exercise seeks to identify a theme for each community as well as an umbrella theme that can link them together. The focal communities are Brockville, Gananoque, Prescott, and Kemptville.

The Leeds-Grenville Jump Team will be coordinated in cooperation with the Smiths Falls OMAF Regional Economic Development team, the Community Leadership Team, and the field staff of other participating Ontario ministries.

The jump team will be comprised of four to five people who will review current community marketing, downtown revitalization, community improvement strategies, tourism development, small business development, and make recommendations for specific action plans for these priority areas.

Context:

In April 2001, Premier Harris committed to moving forward with recommendations from the Task Force on Rural Economic Renewal, including creating "Resource Jump Teams". Then Minister Brian Coburn committed to testing pilot jump teams.

In January 2002 the local MPP and Minister of Economic Development and Trade at that time the Honourable Bob Runciman, announced that a pilot Resource Jump Team would be implemented in the area.

Background: County strategic plan

As a result of the "Runciman Roundtables on the economy" held in previous years, the United Counties of Leeds & Grenville began a formal strategic planning process. Consultants were hired for this and a draft has been delivered to the county. This initiative was the first attempt for the county to take on a leadership role in relation to economic development. Traditionally the county has not been involved in economic development, therefore the current planning process sets a new model towards taking a more regional approach.

The consulting company contracted to develop the economic development strategy, Economic Growth Solutions Inc., conducted focus groups and one on one interviews with a variety of different players in the region. The Steering Committee consists of the County Warden, Mayors of separated municipalities, CAO/EDOs and the county planner.

The objectives of the report were to look at new growth, investment attraction opportunities, and business retention responsibilities and to identify a coordinating role for the county-level government.

Other economic development work

Considerable economic development work has been done to date within the communities of Leeds and Grenville, although no coordinated efforts have been undertaken until now. OMAF (or OMAFRA at the time) was involved in delivering BR+E pilot projects in the City of Brockville and the Township of North Grenville.

Some of the larger communities have completed official economic development strategies, for example Brockville completed a "Vision

"2020" comprehensive strategy which included a series of public consultations and reviews. North Grenville and the Town of Prescott have both completed more informal economic development strategies that involved volunteer committees and municipal council planning sessions. The Town of Gananoque is currently in the initial phase of developing a long-term strategy.

Project Objective:

The United Counties of Leeds and Grenville seek to tap into the large consumer market that travels on its four-lane highways (416, 401). Each year ten million vehicles drive by on highway 401. In part, the objective is to generate motives that would cause this drive-by traffic to spend some time and money in these communities.

The project will concentrate on "Regional Community Branding" and the objective will be to provide specific action plans and solutions that focus on:

- niche consumer markets
  - the identification of niche attractions and experiences
  - the identification of support systems for sector development
- downtown areas as essential locations to support the attraction of niche consumer markets
- establishing the communities in Leeds and Grenville as good places to live, work, invest

Partners/Stakeholders:

- United Counties of Leeds and Grenville
- City of Brockville
- Town of Prescott
- Township of North Grenville
- Town of Gananoque
- Grenville Community Futures Development Corporation
- Thousand Islands Community Futures Development Corporation
- Leeds Grenville Entrepreneurship Centre
- BIAs and Chambers located in participating communities

QUALIFICATIONS OF RESOURCE JUMP TEAM MEMBERS:

The Jump Team members will bring skills in:

- community branding strategies
- community marketing
- community improvement regions
- tourism development
- downtown revitalization
- community identity building
- retention of skilled labour
- small business development

Potential outcomes:

- Parts of the Leeds-Grenville economic development strategy focus on the consumer market. The Jump Team will provide clearer direction for the parts of the economic development strategy that are driven by the "consumer market".
- This initiative will allow Leeds-Grenville to focus economic development on sectors identified as a result of the Jump Team initiative.
- The Jump Team project will act as a catalyst for sector development.
- The Jump Team will make recommendations and suggest actions in relation to marketing/branding, downtown revitalization, community improvement, small business development, labour retention and tourism development.
- County government will take an active lead in economic development coordination. There will be increased cooperation for economic development at the county level.
- Stakeholders will implement recommendations.

APPENDIX B. ITINERARY FOR JUMP TEAM COMMUNITY VISITS

Tour Lead – Bruce Moore, OMAF

- Tour commentary and briefings were provided by:
- Don Swayne, Executive Assistant to M.P.P. Bob Runciman
- Sylvia Thomas, Mayor of Gananoque
- Gail Coville, Brockville Economic Development office
- Judi Baril, Prescott
- Brenda Guy and Wendy Chapman, North Grenville
- Peter Martin, Prescott, Cardinal and Spencerville
- Marj Kempffer, Cardinal

Schedule for Monday, November 25, 2002

Gananoque Tour — 1:00 p.m.
Brockville Tour — 2:00 p.m.
Prescott Tour — 2:45 p.m.
Cardinal Tour — 3:20 p.m.
Spencerville Tour — 4:00 p.m.
Brockville – Evening dinner at Tangos

Schedule for Tuesday, November 26, 2002

A.M. NORTH GRENVILLE

8:30 – Board bus at Gananoque Inn
Meet at Court House, 15 Water Street, Kemptville
10:00 – 10:30 Welcome/tour of Downtown, County Road 43 Strip
10:30 – 11:30 Key Individuals
11:30 – 12:30 Downtown Revitalization Committee
12:30 – 1:20 Group Lunch
 1:20 Bus Depart for Prescott

P.M. PRESCOTT

Prescott Fire Hall – Centre Street
2:00 – 2:45 Individual and Small Group Interviews
2:45 – 3:00 Refreshment Beak
3:00 – 4:30 Facilitated Group Consultation
4:30 – 4:45 Travel to Blue Stone Café and Inn
4:45 – 6:15 Dinner meeting

Schedule for Wednesday, November 27, 2002

A.M. GANANOQUE

Meet in Dining Room at Gananoque Inn
 8:30 – 9:30 Group Breakfast with B.I.A.
 9:30 – 10:00 Break
10:00 – 11:00 Tourism Group

11:00 – 11:30 Break
11:30 – 12:30 Lunch: Mayor, Council, Business/Industry Group
12:40 – Depart for Brockville

P.M. BROCKVILLE

Meet at River Walk Mill, Brockville
1:30 Arrive in Brockville
1:30 – 3:30 Group Meetings: Tourism Group /Business Group
3:30 – 4:30 Combined Session
4:45 – 6:00 Dinner Meeting

APPENDIX C. PARTICIPANTS IN THE JUMP TEAM CONSULTATIONS:

While many people participated in informal and one-on-one discussions with the Jump Team, we are pleased to acknowledge here the many people who took part in discussion groups on November 26th and 27th and those that participated in the Report Back Day on February 14th.

KEMPTVILLE	PRESCOTT
Terry Butler	Robert Lawn
Sheila Pratt	Ray Young
Pamela Kunopaskie	Wilf Peters
Keith Lindsay	Lisa Taylor
Rob Berndt	Scott Hubbard
Wendy Chapman	Tom Doyle
Bill Gooch	Eli Countryman
Robert Bradley	Heather Lawless
John Harley	Libby Pilon
Patrick Esmonde-White	Peter Martin
Mike O'Keefe	Ken Durand
Ed Foster	Jane Burton
	Chris O'Reilly
	Brad Hubbard
	Graham Cudliff
	Bill Woodhead
	Marj Kempffer
	Dan Throop
	Mike Boyle
	Bob Pelda
	Theresa Pelda

GANANOQUE

John McLean
Sarah Meharg
Alicia Vandine
Emily Bell
Dewey Hall
Ron Thompson
Ken Jessup
Marie-France Hetu
Joe Dorrington
Carolyn Sherman
Don Ross
Bob Sneyd
Dave Aubichon
Rodger Gollogly
Linda Carr
John Keilty
Greg Wanless
Hollie Stewart
Liz Austin
Dianne Quinn

BROCKVILLE_

Stephen Mazurek
Kimberly Horton
Kim Welburn
Cathy Casselman
Ben TeKamp
Michael O'Shaughnessy
Louise Severson
Deb Hamilton
Greg Extence
Ann Weir
Tom Dailey
Peter Dunn

REPORT BACK DAY
– FEBRUARY 14, 2003

Wilf Peters
Laura Dunnington
Pam Buell
Greg Wanless
Rene Schoemaker
Peter Dunn
Sandra Wright
Chris Puddicombe

Dave Paul
Bill Arthur
Chris O'Reilly
Brenda Guy
Maureen Pascoe-Merkley
Tom Dailey
Linda Carr
Eli Countryman
Robert Haller
Stephen McDonald
Sharon Wilkinson
Heather Lawless
Peter Martin
Andy Brown
Sueling Ching
John Harley
Sandy Hay
Beth Morris
Ronald Zajac
Kenneth Mews
Monica Whitney
Dan Throop
Kevin O'Dair
Deb Hamilton
Ken Durand
Samuel Laldin
Ray Young
Wendy Chapman
Ann Weir
Lisa Taylor
Carol Church
Ben TeKamp
Susan Fournier
Bob Huskinson
Kathy Durand
Robert Lawn
Graham Cudlipp
Mike Johnn
Dave Cybulski

APPENDIX D.MEDIA COVERAGE

Brockville Recorder and Times, November 27, 2002

The AgriNews, December 2002

Province offers expert advice to four local communities

Grenville Business News December, 2002

Province sends in consultants to help small towns

Marketing program aims to boost business in Leeds-Grenville community cores

Towns: Recommendations

The Citizen, November 27, 2002

Provincial Jump Team springs into action

Jump team goes to work in Leeds and Grenville

APPENDIX E. CAPSULE NOTES ON BRANDING –
By Robert A. Wood

These notes supplement recommendations on branding strategy and Starting Points for Action noted in Section C – Building Community and Product Brands.

Branding is a popular idea these days but it can seem a mysterious if not mystical process. It's often not clear exactly what a brand or branding is, let alone how to build a brand. But smaller organizations – even one-person companies – can develop a brand.

A well-built brand is valuable in two ways – it stands for a promise to those you and your brand serve (much the same as your reputation), and it helps them find you more easily in an over-communicated world.

At the most basic level, a brand is summarized by and recalled through a name, symbol or mark that is associated with your product or service to which consumers attach psychological meaning – giving it extra appeal. Cola may be cola, but Coca-Cola has an added allure. Running shoes may be running shoes – but Nike, or Adidas, or New Balance promise something more.

On a more actionable level, a brand offers a strong, consistent message about your company or product or service that differentiates it from competitors and that consumers accept as true and of value. It's an image that resides within the hearts and minds of your customers and prospects. It consists of their perceptions and experiences, some of which you can influence and some of which you can't.

There are three different kinds of brands:

Brands based on **function**, which satisfy functional needs such as washing our clothes, using a search engine to find something on the Internet, relieving pain, or transporting our family. Many of our associations with the brand are related to the physical features and basic functions of the product. Most such brands differentiate themselves by either offering superior performance or superior economy.

Brands based on **image**, which create value primarily by projecting an image, personality or status. While they may be based on a superior product, these brands are distinguished from competitors because buyers see them as offering a unique set of associations or images. These tend to arise in categories where products are relatively undifferentiated or quality is difficult to evaluate, such as fine wines or consulting services, or in categories where consumption of the product is highly visible to others, such as cars, shoes, clothing, and alcoholic beverages.

Brands based on **experiences**, similar to image brands, focus on what the product represents. But experiential brands also focus on how consumers feel while interacting with the brand (for example, the experience of visiting a Disney theme park). The brand experience is therefore created by the brand and the consumer at the time of consumption and is unique and highly personal - indeed it may be experienced differently by the same individual at different times.

Branding tends to have an emotional element. Even when you are basing your appeal on the functional attributes of your product, you are building a bond with your customer that involves an emotional component – perhaps desire, trust, identity or loyalty.

Brands must also be distinctive. Even when what you offer is similar to competitors, you must find a way to differentiate yourself – some territory on which you can claim to be different, better and special.

In managing your brand, there are certain issues to focus on:

Own a Benefit:

Do your customers associate your brand with a particular, important differentiated benefit they value?

Make a Connection:

Is the connection that customers have with your brand emotional or logical, or a combination? How do you make that connection and keep it strong?

Everything Communicates:

You build your brand at every point of contact with your customers and prospects.

People As Champions:

What do your employees and other champions say about your company, services and products?

Brand By Association:

What else is associated with your brand – from the customer's point of view and beyond the aspects of the product you directly control? Do customers combine your offering with another, the way peanut butter goes with jam, or remind them of some other brand – and is that a positive or negative association?

It's The Whole Experience:

What are the experiences with your organization – before, during, and after a specific event – that determine how your customers understand the brand? Are they consistent?

In order to optimize the brand, you need to review all your points of contact to ensure that the chosen brand identity and image is implemented at all levels, is relevant, and is consistently delivered by your staff, partners and champions.

APPENDIX F. COMMUNICATIONS CHECKLIST – 8020INFO INC. ©2002

In managing a brand image, this checklist of communications channels and techniques will be useful for identifying points of contact and communication with target audiences.

It is best applied as part of a communications and promotion review once particular target audiences have been identified, the brand image defined, and the message(s) developed.

Standard Office Contact

- Correspondence
- Phone calls
- Voice-mail
- Fax
- E-mail
- Business cards
- Letterhead
- Envelopes
- Application forms
- Invoices
- Membership drives
- Letters of request
- Delivery contact
- Product packaging

Traditional Mass Media Advertising

- Radio
- Television
- Newspapers – dailies
- Newspapers – weeklies
- Magazines
- Inserts and tabloid flyers

Media Relations

- Media releases
- Media/press conferences
  Backgrounders
- Photo opportunities

- Interviews and talk shows
- Feature articles

Word of Mouth

- Customers
- Suppliers
- Employees

Other Media

- Internet and web sites
- Cable television
- Movie theatre trailers
- Direct mail
- Coupon campaigns
- Call centres (in-bound)
- Telemarketing (out-bound)
- Outdoor Advertising – Billboards
- Outdoor Advertising – Busboards
- Signage
- Brochures
- Trade publications
- Newsletters
- Advertorials and infomercials
- Specialty items (hats, t-shirts, mugs, pens, bags, pins, etc.)

Promotions and Event Marketing

- Trade shows
- Product demonstrations
- Conferences and conventions
- Membership drives
- Special events
- Community donations and sponsorships
- Public speaking engagements
- Business mixers and cocktail parties

Educational/training

- Lectures
- Seminars
- Workshops
- Training presentations
- White papers

APPENDIX G. VISIONING FOR COMMUNITY BRANDS

(from notes by Theresa MacBeth)

While these notes apply more specifically to development of a community brand, similar principles apply to regional product, service and package branding.

The first step in developing a community brand usually involves identifying the community's authentic enduring character and defining its vision for the future. The notes below may be of some assistance to community groups that embark on this process.

Guided Visioning Questions

To identify and refine core values:

1. What core values are truly central to the community? (Generate a list of three to five core values and proceed with the following questions for each individual point.)

2. Why is this a value? What does it mean to community residents?

3. Is this truly an enduring, central community value, or is it merely a passing trend, strategy, or way of doing business?

4. If conditions changed and the community were to be penalized for holding this value – if it became a competitive disadvantage – would the community keep it?

To identify and refine core purpose:

1. What idealistic motivation drives the people who live, work and/or do business in this community?

2. Is that just a goal to some other end, or does it provide purpose and driving force?

3. Ask five times why this purpose is important; answer it five times in different meaningful ways.

4. How would the core purpose be framed so that if a community resident won the lottery tomorrow and could suddenly live anywhere in the world, he or she would still want to live and do business in the community?

Envisioned future

What will the community look like 20 years down the road? Vividly describe what would be involved in achieving that vision.

What will it feel like for citizens and stakeholders when they achieve this future? Would they go on a crusade to achieve it?

Expertise

To achieve your envisioned future, what core competencies, experience and capabilities must be aligned with your values and purpose?

How do these capabilities and expertise help the community meet market opportunities with target audiences (such as small business, tourists, and local residents)?

APPENDIX H. STEPS IN MARKETING COMMUNITY BRANDS

(from notes by Theresa MacBeth)

Marketing can help achieve such economic development goals as creating jobs, revitalizing downtown areas, and securing a sustainable future for the region and its member communities. Here are some examples of goals that might be adopted by Leeds and Grenville communities and some suggested steps along the way to achieve them.

Potential Goals for Marketing Communications Programs:

- strengthen community pride and spirit;
- create a sense of identity;
- foster cooperation among communities in the region;
- attract talent to join the area's workforce;
- attract new business and industry to the area;
- attract visitors to the area.

Points Along the Way: Marketing Objectives

- To achieve these goals, marketing programs for Leeds and Grenville would likely proceed through the following steps and milestones:

- Define a common vision for the region and for each community.

- Define a unique position – a clear and unique place in the marketplace and in the minds of key target audiences. Build on existing authentic strengths in Leeds and Grenville communities.

- Create and launch a strong integrated family of brands that tie Leeds and Grenville communities together while still reflecting the unique character and core values of each individual community. Set them up to work together and leverage their strengths.

- Establish consistent core messages and integrate them in all activities and materials to support the brand(s).

Step 1. Define Your Vision for the Future

In any type of organization or community everyone needs a common sense of purpose if they're going to work together to achieve common goals and contribute to moving these communities forward in a positive, focused direction.

Step 2. Claim a Unique Position

The most successful organizations and communities are ones that "own a word" in the minds of their audiences. For instance, when we think of Stratford, Ontario, we think of Shakespeare. When we think of Niagara Falls we may think of wine. When we think of Ottawa we may think of government.

Marketing efforts are more powerful when they have a narrow focus on the most powerful value a community has to offer – its true competitive advantage. Focus on just one thought and integrate it into your brand and throughout your marketing tools and tactics.

You need to define what makes you unique – to create and establish an expectation of what each community is uniquely able to deliver. You will also need to be able to deliver on the promises that your brand makes, the expectations you create in the marketplace.

A product, package, organization or community usually can hold only one brand position at a time in a particular target's mind – for instance, we may think that a mouthwash can create fresh sweet breath or kill germs effectively ("medicine breath") but not both – so it's critical to find a truly unique point of difference that only you can claim in the minds of your key target audiences, apart from all of your competitors, with clearly distinct points of differentiation.

Speak specifically to your audiences, identifying their problems, answering their needs, and promoting what the community has to offer them.

Step 3. Create Your Family of Brands

Whether branding a product, service or community, a brand image symbolizes the relationship between an organization or community and its target audiences or stakeholders.

Creating the Brand

From each experience with your community and its brand, your audiences develop a perception of its personality. Clearly define that unique brand personality and capture it in a brand image – especially the logo and positioning line.

Groundwork for the Brand Image:

While the communities of Leeds and Grenville do share many commonalities, each community has its own distinctive character and core values. To be effective, the community branding strategy needs to reflect that. There is good potential to develop a background Leeds and Grenville brand as well as a family of well-integrated but distinctive community brands that reflect the unique characteristics and experiences that each one offers.

For instance, Prescott may convey a sense of old world heritage, Brockville a reputation for safety at work and on the streets, Kemptville a safe haven and Gananoque a strong, supportive community that is welcoming to visitors.

Establish a clear hierarchy for these brands for each target audience – community residents, business/industry targets, tourists – so that each one sees, hears and feels what they need to in order to decide to invest, do business or visit the communities of Leeds and Grenville.

Starter List of Criteria for Leeds & Grenville Community Brands (Common to All Communities)

- Capitalize on authenticity – the "real" strengths of the communities.
- Capture the unique character/core values of communities.
- Harness community spirit.
- Provide a visual/verbal metaphor for the unique experience the communities deliver.
- Incorporate a vision: speak to what Leeds and Grenville communities can be.

Step 4. Implementing Your Marketing Strategy

Reaching your Targets: Start at Home

Whether we're talking about appealing to talent pools or business, industry and tourism audiences, people are attracted to strong, cohesive communities that offer unique experiences. Visitors are attracted to places where they can look into another community's way of life.

Local residents are one of your most powerful asset in branding and marketing your communities to the outside world – they are the most logical audience to target first with your marketing and communications. They are not only the easiest and most cost-effective audiences to reach, they are critical in establishing a strong foundation for your family of brands.

Standard Elements of Communications Planning:

- Define The Brand Image & Experience
- Create Community Visual Identities
- Create Community Positioning Lines
  (A strong positioning line will "bookmark" Leeds and Grenville communities in the minds of target audiences by encapsulating, in a simple yet powerful phrase, the value and experience offered by the community.)

- Core Messages
  (Targeted marketing materials must incorporate specific core messages that speak directly to the audiences they are designed for.)
- Review of Communications Materials

  Identify and fill in gaps through a comprehensive review of marketing communications strategy. Some tips:
  - Communications materials need language that speaks directly to the various target audiences with benefit-driven copy and clear, consistent core messages, not unfocused "blanket" messages.
  - Tell these audiences what they need to hear, see and feel to make the decision to deal with you rather than what you want them to know.
  - Logos often are applied in many different ways, with varying levels of quality. Apply the same quality standards across all uses of logos.
  - Community web sites in Leeds and Grenville should serve as windows into the community and function as more than static online brochures.

APPENDIX I. A SAMPLING OF LEEDS AND GRENVILLE WEB SITES

Here's what was returned by a brief search on Google.com.

Gananoque

http://www.gananoque.com/main.html

Although some navigation is required before arriving at this site, it offers graphic links to the Thousand Islands/Gananoque Charity Casino, Parkway boat lines, as well as a variety of hotels and local eateries. Additional links include businesses, attractions, real estate etc.

Brockville

http://www.brockville.com/master.cfm?ID=62&TL=Yes

The tourism section on the City of Brockville's web site. It offers information on attractions, accommodation, municipal facilities, events calendar, history of the area and so on.

Merrickville

http://www.merrickville.com/chamber/bussign.htm

This site offers users access to a listing of services and attractions offered within the town. Links include places to eat, entertainment, art galleries and studios, retailers etc.

Westport

http://www.iamvip.com/pano_westport.html

This site displays a quality, panoramic shot of the town of Westport. The only links located on this site offer users a small glimpse of local businesses, and industry links.

**Note: There were no municipal web sites dedicated to tourism for this town.

Kemptville

http://www.alotoftrips.com/vacations_k2/kempt.htm

This site offers users wishing to travel to Kemptville a variety of links such as travel guides, maps, and vacations.

**Note: There were no municipal web sites dedicated to tourism for this town.

Prescott

http://www.prescott.ca/tourism/index.asp

This aesthetically pleasing site offers tourism information ranging from area attractions, a listing of local festivals and events, as well as information about the Farmer's Market and area accommodations.

Spencerville

http://listingsca.com/Ontario/South-West/Grenville-County/Spencerville/

Although this is not a tourism web site, it is the only one that provided a listing of several attractions within the town of Spencerville.

Cardinal

http://www.ontario.worldweb.com/SoutheasternOntario/Cardinal/

This is the only web site offering accommodations for the village/town of Cardinal.

Oxford Mills

http://listingsca.com/Ontario/South-West/Grenville-County/Oxford-Mills/

This site offers links to a B&B, a photographer, local business, and real estate. **Note: There were no municipal web sites dedicated to tourism for this town.

North Grenville

http://www.northgrenville.on.ca/framesdept.htm

Although this is the main web site for the Township of North Grenville, this is the most relevant portion of their site related to tourism and recreation.

South Grenville

http://listingsca.com/Ontario/South-West/Grenville-County/Society/

No tourism web site seems to exist for this township. The above link is dedicated to genealogy, South Grenville Society & Religion, as well as a listing of a single, local organization.

United Counties of Leeds and Grenville

http://www.leedsandgrenville.com/

This site allows the user to scroll the page and choose from a listing of tourism-related categories including accommodations, special events, and entertainment.

APPENDIX J. NOTES ON DEVELOPING CULTURAL TOURISM STRATEGY

By Robert A. Wood

The Jump Team noted frequent mention of possibilities related to cultural tourism – a tourism appeal that would build on authentic Loyalist history, heritage buildings, historic sites, the story of the region's river heritage and the local forwarding trade, the waterfront and unique Thousand (actually 1,864) Islands, museums, theatre, music festivals, art tours and summer arts courses, the railway tunnel in Brockville and many other assets.

We understand that the Leeds and Grenville region is not without its cultural icons and successes, yet it is mostly unremarkable on the national or international stage. It is not without cultural resources, active organizations and cultural supporters, yet the potential of these assets has barely been tapped. The region is not without visitors who seek out Leeds and Grenville destinations, yet equally attractive, competing destinations are numerous and increasing in number.

We note that the boundaries of Leeds and Grenville as a cultural entity will be defined by the reach of its cultural network, not by political jurisdiction. Its cultural assets have more than one dimension – recreation including performing arts, visual arts, literature, history, architecture and heritage in all its forms. To realize its full potential, future growth of the cultural industries in Leeds and Grenville should be based on or derived from authentic local culture (rather than imported attractions).

We would also suggest that a vibrant cultural industry generates long term public benefits, justifying a substantial and sustained investment of public resources.

This note proposes a number of steps to pursue these cultural tourism opportunities.

Agreeing on What We Mean By "Cultural Tourism"

Cultural tourism is often defined as "travel directed toward experiencing the arts, heritage and special character of a place."

Since it usually focuses on the activities of those travellers who want to experience, understand and appreciate a community's character and culture, typical measures of their motivations include attendance at festivals, exhibitions, theatre performances or historic sites. They may also be interested in food, active recreational sports or educational programs.

Most tourist itineraries include an element of cultural tourism, so cultural product blends well with other offerings. Since indoor cultural experiences are not weather dependent, they may be presented effectively during the shoulder seasons.

As the National Assembly of State Arts Agencies in the U.S. notes, two significant travel trends are expected to dominate the tourism market in the next decade:

Mass marketing is giving way to one-to-one marketing with travel being tailored to the interests of the individual consumer.

A growing number of visitors are becoming special interest travelers who rank the arts, heritage and/or other cultural activities as one of the top five reasons for traveling.

These trends are being accelerated by various online services and tools that are making it easier for travellers to choose destinations and customize their itineraries based on their interests.

The communities of Leeds and Grenville have a number of assets that could provide a platform to become a cultural tourism destination.

Tips on Implementation with Cultural Groups

The experience in other communities suggests that working with the cultural community requires laying some groundwork before applying tourism and business models.

For instance, arts groups typically find the marketing model of sense, serve and satisfy paying customers to be a foreign ethos. It is often difficult for them to think in terms of earning revenue rather than seeking funding. Local cultural groups may also slip off target because they know and are more comfortable serving the local community than the more distant external markets that are the source of cultural tourists.

When it comes to action on the cultural tourism agenda, the challenge usually is to develop a cluster of relationships and a "critical mass" of ideas and expertise to fuel a prosperous, long term, and self-sustaining cultural industry.

Selecting Target Markets

This is a key step, and usually involves a repeated cycle of reviewing three issues: what the community has to offer, what the target marketplace desires, and the potential impact of competitors and alternatives serving the same marketplace.

The proximity of the Leeds and Grenville region to northeastern U.S. markets, plus its location in the middle of the Ottawa-Montreal-Toronto triangle, make these obvious geographic targets.

For cultural tourism purposes, however, target markets should be defined more specifically in terms of cultural interests to be served. Food-loving tourists looking for authentic fine-dining experiences – so called "foodies" – would be targeted differently than history buffs. Programming would be different for visiting friends and relatives compared to tour bus and boat cruise tourists.

The desires, needs and preferred way of travelling will also vary depending on whether the goal is to serve fully independent travellers or groups, or specific niches such as seniors, families, upscale professional couples or the gay market. Cultural tourism audiences tend to be older adults rather than families. For this reason, selecting the tourism target market is a critical first step prior to package development, branding and marketing.

Developing a Value Proposition

The local team developing a cultural tourism package should be able to fill in the blanks below with a clear, specific answer:

For	target audience
Who want	need/desire to be satisfied
We offer	product/service/experience
Featuring	key benefit provided

The team's strategy should also address key points of comparison with competitors – what makes the package competitive, as well as what makes it different, better and special. The best plans also anticipate how the package can be defended over the long term against the response of competitors.

Building Cultural Tourism Packages

The steps to be followed in building a cultural tourism package (or any package, for that matter) are well laid out and explained in a publication by the Ontario Tourism Marketing Partnership called *A Guide to Building Successful Packages for Tourism Suppliers.*

It offers step-by-step guidance on how to identify your market opportunity, reasons for packaging, as well as package components, partners, itineraries, pricing, themes, operational systems and ful-fillment, marketing communications, distribution and evaluation. (For more detail on starting steps, see Appendix K.)

Marketing and Fulfillment

Whether promoting the cultural assets of your community/region or directly marketing specific products and services such as cultural getaway packages, numerous opportunities to generate interest and visits to your cultural community exist.

Materials published by Ontario East or specific community Destination Planning Guides offer opportunities for cooperative marketing, general editorial coverage or product promotion. These marketing opportunities allow for further development and promotion of the brand. Familiarization tours are targeted marketing opportunities for media representatives, travel trade operators and writers to become familiar with your products and services, and an excellent form of promotional communication.

You must also be concerned with fulfillment – the follow-through activity, once a sale has been made, related to specific promotions such as the sale of getaway packages. It is important to be aware that there are restrictions on who can sell overnight accommo-dation packages, and that it is wise to check with the Ontario Ministry of Tourism or a travel-trade associate prior to undertaking advertising. It is also important to develop a detailed logistical plan for all promotions to ensure that consistent delivery of the product or service takes place.

Promoting Cultural Tourism Online

Tourism is one area in which online marketing has really risen to the fore. A network of web sites might be established and linked to provide a local web of online resources for potential visitors of all kinds interested in the Leeds and Grenville region, its communities and tourism offerings.

Conducting an Inventory of Cultural Assets

Undertaking an initial assessment of cultural assets is essential in identifying your centers of excellence, opportunities for network development, and potential partners for packaging and other tourism-related development.

Cultural workers, artists and organizations often tend to work in "silos," serving their own niche audiences, without tapping into the potential benefits of working together. By compiling and maintaining an inventory of assets – human, physical and program related – cross-communication can take place and identification of new opportunities for networks or programs can emerge.

First steps in conducting an inventory of assets include compiling information on cultural organizations and individuals in the

community/region, working with lead groups in identifying resources that should be inventoried (such as community supplies, venues, suppliers) and providing a centralized resource for the community to access and/or update information.

Building a Cultural Festivals and Events Network

The Ontario Government recently released findings of *The Study on Funding in Support of Ontario's Tourism Festivals and Events,* showing that festivals and events provide a strong economic boost to local economies and play a role in reflecting a community's culture, history and traditions.

A Festivals and Events Network supports the programming, development and enhancement of special events in a region – serving to potentially attract visitors (tourists and residents). By establishing a forum online or in discussion groups for event planners, organizations can address cooperative marketing opportunities, resource sharing, professional development, year-round programming and packaging opportunities.

The Festivals & Events Network Ontario (FEO) is currently undertaking a Network Development Initiative to assist with the establishment of festival networks throughout the province. Consultation and expertise is provided to speak to the merits of establishing a network in your region and to work with leading partners. (FEO's 2004 conference will be hosted in Gananoque.)

Benchmarking the Economic Impact of Cultural Assets

Cultural organizations often have several important impacts, most notably the enhancement of collective creativity, education and image. Undertaking an Economic Impact Study of Cultural Assets in the region provides data on new income that is generated because of cultural organizations and activities. By attempting to quantify this impact, the local community or region is able to gauge the economic effect that they have on the community and assess impacts such as jobs created and growth of the local GDP.

There have been numerous Economic Impact Studies of cultural activities undertaken by municipalities and provinces, with comparison data and model templates available for use. Data produced can be used to encourage public and private funders to invest in community cultural projects.

Coordinating the Planning of Festivals and Events

With a coordinated approach to a region's event planning, there is a reduction in events competing for the same audience and/or the opportunity for event planners to collaborate, cross promote their

events and package together. A coordinated approach to the planning and execution of festivals and events with a focus on a schedule of anchor events year-round creates an atmosphere of ongoing activity for tourists and residents alike.

This coordinated approach to event planning can be led by a regional/community Festivals and Events Network.

Roles for Arts Councils, Educators, Business, Institutions

A regional Arts Council might be organized to facilitate the development, strengthening, and maintenance of relationships within the cultural community; continually search for cultural product excellence that needs support and promotion; and contribute volunteer resources and leadership to the cultural tourism initiative.

School boards in the region as well as Kemptville and St. Lawrence Colleges might develop and offer cultural/arts programs to introduce and stimulate students' interest in culture, heritage and the arts; provide facilities for arts/culture presentation; open-up access to experts and expertise that exists within the academic environment; and support and encourage teachers to get involved as resources to the cultural community.

Businesses must become engaged as sponsors/business partners with cultural individuals, groups and organizations; expand their contributions as patrons of culture; continue to provide in-kind services to assist in promotion of the cultural sector; become "mentors" and provide business training to artists/artisans; provide venues for arts/culture presentation; and, complete the cultural tourism offer with hospitality, accommodation, attractions and related services/amenities to create compelling cultural tourism packages.

Institutional organizations such as economic development departments, Chambers of Commerce and business improvement associations should be considered as primary agents to promote Leeds and Grenville culture to visitors of all kinds; interpret external markets (i.e. market research) to the cultural community; and continue to be the "torch bearer" for the cultural tourism agenda.

Elected municipal leaders might look to established best practices throughout North America to understand and articulate the municipality's leadership role in development of the cultural community, which will include acting as full partners who invest substantially more public funds in cultural facilities and activities.

APPENDIX K. STARTER STEPS FOR CULTURAL (OR ANY) TOURISM PACKAGING

Adapted from the OTMP Guide to Building Successful Packages

1. Identify your market opportunity.

- Define the target market and experience they're looking for:
- where they come from;
- how they travel;
- who they travel with;
- what they like to do
  (hard or soft adventure, culture, cuisine, shop, auto touring);
- how they connect their experiences (tour/hub-and-spoke);
- financial resources (high-end/value-based); and,
- when they plan and when they book.

2. Define your partners' reasons for packaging.

- For example, the partners in the package may want to:
- fill periods of low demand (in shoulder seasons, for example);
- achieve financial objectives
  (e.g. to boost sales beyond current base);
- build repeat business or open new market relationships (regional packages, for example, or to give customers another reason to return);
- launch a new product (e.g. a new attraction, facility, or experience); and,
- capitalize on a special event/occasion (e.g. a festival, community anniversary).

3. Define package components while keeping in mind the needs and preferences of your tourism target markets.

You will want to consider many aspects, such as:

- duration of the package (week long, getaway weekend, one day package);
- meals, equipment, accommodation, language support, free time, mementoes, shopping opportunities, means of travel as part of the package;
- work-arounds to deal with weather and facility-capacity limitations; and,
- experiences required to build the package as a brand.

4. Identify your packaging partners and make sure of their market readiness.

Those partners might include:

- private sector and public sector operators;
- non-traditional suppliers/partners (e.g. media partners);
- local "hidden gems" and authentic local assets;
- neighbouring properties that might fit the package or cluster; and,
- neighbouring regions that might tie into the package or cluster.

Follow-on Steps:

5. Create and nurture package partnerships
6. Develop a detailed itinerary for the package
7. Price the package
8. Name or theme the package
9. Develop operations plan for the package
10. Communicate operations plan for the package
11. Market and distribute the package
12. Track results/evaluate/refine the package

APPENDIX L. ONLINE SOURCES FOR RESEARCH & OTHER TOURISM INFORMATION

www.attractionscanada.com	Attractions Canada
www.attractionsontario.ca	Attractions Ontario
www.cthrc	Canadian Tourism Human Resource Council (CTHRC)
www.ontariotravel.net	Consumer/visitor page for Ontario
www.fobba.com	Federation of Bed & Breakfasts
www.festivals-events-on.ca	Festivals & Events Ontario
www.ontariosfinestinns.com	Independent Innkeepers of Ontario
www.ontarioaccommodation.com	Ontario Accommodation Assn.
www.resorts-ontario.com	Resorts Ontario
www.canadianheritage.gc.ca	Heritage Canada
www.expoguide.com	Expo Guide
www.whatshowing.on.ca	Canadian Events & Tradeshows
www.tsnn.com	Trade Show News Network
www.tscentral.com	Trade Show Central
www.meetingscanada.com	Meeting and Travel Group
www.heritagefdn.on.ca	Heritage Ontario
www.omca.com	Ontario Motor Coach Association
www.tourism.gov.on.ca	Province of Ontario Ministry site
www.tourismpartners.com	Resource page for Ontario's tourism industry.
	Provides findings from such research as the Travel Attitude and Motivations Study (TAMS) as well as the Tracking Study. Annual Provincial Marketing Strategy, including partner opportunities, is available on line
	Variety of supplier development resources are also available
www.statscan.ca	Statistics Canada completes the Canadian Travel Survey (CTS) and the International Travel Survey (ITS) on a regular basis.
www.canadatourism.com	Canadian Tourism Commission
www.ctc-ctx.com	Canadian Tourism Info Exchange
www.realontario.ca	Consumer website for travel information (privately owned)

APPENDIX M. QUALITY ASSURANCE BRANDING – A VINTNERS EXAMPLE

Could L&G tourism borrow an idea from VQA?

Leeds and Grenville tourism packages could benefit from a quality assurance branding program that, in effect, would help build a regional tourism brand. It might involve using a symbol equivalent to the "Good Housekeeping Seal of Approval" or function much like the successful VQA branding of quality wines produced in the Niagara region. Here's a summary of how VQA works:

VQA Ontario carries out an extensive program of testing and monitoring to ensure VQA wines meet its standards. From the vineyard at harvest through to the finished bottled wine, matching each wine to the appropriate standard is the key to the VQA process. Several quality assurance steps are involved.

Vineyard to Winery: The grower/vineyard where the grapes are grown is recorded, and an independent measurement of grape ripeness is taken for each harvest for each grape variety. All grapes are weighed before pressing. After the grapes are pressed, wineries are required by law to keep detailed cellar records on all aspects of the winemaking process, including fermentation, blending, racking, tank storage and transfers.

On-site Winery Audit: A comprehensive audit is carried out every five months at each winery where all records are reviewed and an audit trail for each wine is developed.

Approval of each wine: Once a wine is finished, it may be submitted for VQA approval, which requires successful completion of three steps – laboratory analysis for a chemical fingerprint of technical quality and safety indicators; sensory evaluation by a panel tasting experts; and a packaging and label review.

On-going quality checks: VQA Ontario conducts retail inspections regularly to ensure that no wine is sold using VQA terms without approval. It also runs what is called a "quality assurance review" by randomly purchasing samples of VQA wines and putting them through testing again. Penalties apply to wines or wineries that fail to meet VQA requirements.

For more information: http://www.vqaontario.com

See *About VQA Wines / Quality Control and Verification*

http://www.vqaontario.com/about_vqa_wines/quality_control.html

Application in Leeds and Grenville:

Similarly, regional tourism packages could be showcased and promoted with a unique LG symbol to help brand various quality-assured offerings from theatre tours to getaway packages that meet agreed-upon standards.

APPENDIX N. BEST FOOT FORWARD – EXAMPLES OF TOURISM BRANDING

By Ron Brown, Travel Writer and Film Location Consultant

(from the tourism workshop held Feb. 14, 2003)

NIAGARA

- has a "God-given" brand, the Falls
- its wine brand is a result of looking outside the "vineyard"
- cooperation among farmers
- innovative development
- partnering with motor coach companies
- now a major tourism component.

STRATFORD

- was a pub stop on pioneer Huron Road, Shakespeare Tavern
- until 1953 a major railway town, shops closed
- 1953, two dreamers tried Shakespeare in a tent
- festival is now a world renowned brand

ONTARIO'S WEST COAST

- can't see the water
- water access is limited and isolated
- little commonality or collectivity
- little local buy-in or effort to build on the brand
- Canada's "south coast" is a more recent similar effort

TORONTO

- lack of a brand
- within Canada, a negative image
- outside Canada, a very positive image
- much promotion but no branding
- potential brand could be "Canada's World City" with its reputation as Hollywood North, its theater and its widely known multiculturalism
- lack of political leadership and cooperation.

QUEBEC

- large promotional budget
- significant provincial leadership/ownership
- very effective regional branding and promotion

SOME U.S. CASES

- Westsylvania: group of counties in search of a brand, some success building on the tragic Johnstown flood
- Tombstone: a brand which came from a movie, now the town is totally about the OK Corral

VIA RAIL

- corporate branding as the "Face of Canada"
- new corridor pass, potential for Brockville to partner as a rail destination

SOME SMALL ONTARIO BRANDS

- the Welland Canal Corridor, "forgotten" communities with links to the canal using that as a brand
- Kirkland Lake's "golden highway", using the area's common-mining heritage to develop a tourism brand
- Petrolia, branding the area on the basis of its oil heritage with theme parks, museums, architectural preservation and heritage drives
- Wroxeter, the "former ghost town."

ST JACOBS COUNTRY; A BEST PRACTICES EXAMPLE

- mid-60s declining economy
- destination for day-trippers curious about the Old Order Mennonites
- local leader, Milo Schantz initiated a turn-around
- catalysts were simply a theme restaurant and interpretative centre
- other businesses converted to Old Order theme gradually
- involved youth and local women especially as event volunteers
- effective signage, traffic flow, parking and development control attracted a major new hotel

APPENDIX O. THOUGHTS ON DOWNTOWN REVITALIZATION

(from notes by Andrew Dobson)

The character of downtown areas and main streets has a significant effect on the perceptions of community and product brands in the minds of relocating businesses, tourists and local residents. The Jump Team received a considerable amount of input on the current state of downtown commercial districts and the need for revitalization in Leeds and Grenville communities.

The communities in Leeds and Grenville are some of the oldest and most historically interesting urban areas in Upper Canada. They have, until recent times, been bustling centres of commerce and social interaction.

Like most urban centres, but particularly in towns and small cities, there has been growing concern about decline of downtown areas. This trend is not specific to Leeds and Grenville and can be attributed to two forces that have had a serious impact on the economics of the marketplace and therefore the look of downtown areas.

1. A general decline in local economic prosperity, leading to reduced sales for merchants and declining revenue to support property values and landlords.

2. Material decay over time. Most old buildings are simply wearing out, and this only accelerates the trend that weakens downtown vitality.

Representatives from all the communities on the Jump Team tour commented on the need for a renaissance. A downtown not in fully productive use is not in the "public good." More prosperous downtown areas create jobs and increase tax assessments. Increasing density in the urban areas can make better use of existing infrastructure. Increased property values will stimulate investment.

Opportunities exist for adaptive reuse of existing building stock, which is a responsible approach from an environmental perspective. More people living and working downtown would create a strong and involved constituency, and busy streets will improve community health and safety. There is room to improve the physical and visual quality of downtown areas and opportunities to increase waterfront access.

Unfortunately, in many towns we have often seen rejuvenation efforts fizzle out. Some neighbours make improvements, but most don't. Some expenditures are made as easily on the wrong thing as the right thing. Cosmetic improvements, such as a coat of paint, don't last long. Property owners and commercial tenants are

discouraged by increased tax assessment that come on top of the costs of their improvements.

But discussions with community representatives yielded a vision for the future involving safe, tidy, busy streets; accessible waterfront; an interesting mix of urban amenities; a broad mix of good quality residential accommodation; and a regard for a certain uniqueness in the heritage of their communities, such as the commonality of the river, seaway and canal.

Suggestions and Ideas for Responding to Identified Issues

This section presents a number of ideas and suggestions, organized in four categories:

Design: Adopting consistent, meaningful design and planning guidelines will encourage adaptive reuse of buildings and new development to improve the appearance of main streets and downtown areas.

Working Together: A cohesive and motivated group of individuals and organizations in the Leeds and Grenville region will be needed to undertake and coordinate revitalization programs.

Branding: An aesthetic for the region can be developed by adopting a theme for street furniture, road treatments, cross walk art, flags and other urban common elements that express the region's unique connection to the waterways.

Economics: Vigorous downtown areas tend to counter pressures from external challenges such as power centres and suburbanization. At the same time, there are challenges inherent with traditional main street buildings such as site location, congestion, typical frontage dimensions, depth and physical condition that make the economics for downtown redevelopment problematic.

Suggestions for Design

- Guidelines should be flexible. Not all shops need to have a canvas awning overhead. Guidelines should encompass the basic principles of quality and restraint indicative of the architecture of the region.

- A healthy mix of unique and traditional is the most interesting.

- A region that simply "follows the book" will have many of the same characteristics as the next community, and the next. Take the opportunity to develop symbols for your own community that can be expressed in the urban furniture and common elements around you. Perhaps this can be done in collaboration with the arts community. And it need not be an expensive undertaking. Modifying standard stock products can be

completed for a fraction of the cost of custom production.

- Prepare design guidelines from a regional perspective. Communities that go it alone can tend to compete against their own neighbours within a region. Unique situations in each community do exist that will require special intervention, but the overriding principle should be to avoid competition within the region that undermines the collective effort to brand and market the region.

- Identify possible opportunities for assemblies of buildings, and encourage them. Assemblies of buildings are used more efficiently than individual buildings – tacking two, three or more buildings together increases the yields of useable floor area by minimizing the common areas required for corridors, exits and elevators. Further economies of scale can be achieved with fixed costs such as integrating building services. Assemblies also provide the opportunity to add 2- and 3-bedroom units to the residential mix.

- Major investments are required to redevelop existing buildings if proper consideration is to be given to the facades and the retention of as much original building fabric as practical.

- It is usually necessary to provide substantial inducements to attract new retail tenants. Phased-in, incremental rent increases will likely have to be considered.

- The municipality, according to its understanding of the economic constraints in the market, can bridge the gap with supportive programs.

Suggestions for Working Together

- Devise plans tailored to individual communities but do it together. Develop a team approach to procuring expertise.

- Enlist the expertise of borderless non-profit organizations such the Main Street Program (http://www.mainst.org/). Employ the resources of the provincial and federal governments. Explore opportunities under new legislation such as "Brownfields Statute Law Amendment Act 2001."

- Leadership is needed to encourage and support entrepreneurship in the downtown areas.

- Reward success.

Ideas for Branding

- Representatives from many towns wondered, "How do we connect the main street with the waterfront?" Symbols of the area's unique character – such as the 1000 Islands, the river, canals, locks and blockhouses – can be infused into the visual

and physical fabric of the downtown's common elements, such as street furniture and crosswalks.

- Encourage a colour theme. A community might adopt green representing its connection to the environment and Cambrian Shield, or blue to represent its place in local business and administration, or scarlet to reflect on its military history. These colours could be adopted in various ways such as the flying of flags or painting of fire hydrants and garbage cans.

- Downtown areas and main streets can also tell the story of their community through use of interesting anecdotes.

- Identify opportunities to express the identity of the region in a unique manner.

Ideas on Improving the Economics

- Broaden the range of residential accommodation. By and large, accommodation in the lower price range is present by default currently. Though good accommodation is present in some waterfront locations, the range of residential accommodation on main streets in most communities is limited. A potential market likely exists for a broader range. To best ensure activity and provide a sense of safety, it is accepted that one must increase the residential density in the downtown.

- In the short term it is expected that weak economics, a glut of empty space and significant amounts of underutilized space will tend to discourage work to convert and retrofit old buildings.

- Increasing active street life and rejuvenating old buildings must occur simultaneously. Sufficiently high rent levels are needed to justify reconstruction, so new building construction is not likely to occur before main streets and surrounding areas show some significant improvement. Therefore, if downtown is to be a source of pride and economic strength, the municipality may have to support initial investments in their main streets.

- In light of the weak economic case, incentives (both economic and psychological) may be needed to trigger investment by the private sector.

- Municipalities might use the opportunities provided by provincial and federal levels of government. Various programs are now available, including recent changes to the Municipal Act to allow development of properties and provision of tax and other incentives.

- Such inducements would also quicken the adoption of guidelines. The problem with guidelines alone is that, without the leverage provided by financial incentives, only a few owners and developers will spend money on their storefronts. With

economic incentives, more property owners and merchants are likely to respond.

- For the short term, an increased mix of residential accommodation in the mid-price range appears to be the most plausible first step, and would be necessary prior to higher quality accommodation being absorbed by the market. The market is likely not ready to absorb a great number of higher priced residential units until the street level situation has improved significantly and lower-priced accommodation is not so predominant.

Community Improvement Plans

To support redevelopment of their downtown areas, municipalities may wish to implement a "Community Improvement Plan."

According to Section 28(1) of the Planning Act, the Council may determine that an area requires improvement because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other reason. The purpose of the plan would be to stimulate economic activity in a designated area and must have specific and comprehensive programs that will stimulate redevelopment of industrial and commercial properties. These steps would improve economic activity and promote a more productive urban centre.

Under a Community Improvement Plan a municipality might pursue the following:

1. acquire, hold, clear, grade or otherwise prepare land for community improvement;

2. construct, repair, rehabilitate or improve buildings on land or held by it in conformity with the Community Improvement Plan;

3. sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformance with the Community Improvement Plan;

4. make grants or loans to the registered owners – assessed owners – to pay for all or part of the cost of rehabilitating such lands and buildings in conformity with the Community Improvement Plan.

Programs can include:

1. Redevelopment Grants – offset the increase in property taxes from the increase in property assessment.

2. Study Grants – offset part of the cost of feasibility studies.

3. Rebates – for development levy fees, impost fees and building permit fees.

4. Provide an information and marketing program to inform property owners and community members of the initiative.

5. Property Acquisition – a more directed and determined program on the part of the municipality to acquire and rehabilitate under-productive properties.

Brownfields Statute Law Amendment Act 2001

All of the communities visited along the St. Lawrence were made economically prosperous through industrialization. This activity usually occurred along the river edge, taking advantage of the important shipping route. As industry left these areas, the buildings became idle. This often occurs in places that are considered prime redevelopment real estate, often in the centre of a town or city, and often these properties are in tax arrears. In many instances, a so-called "brownfield" is the result.

"Brownfields" are defined as abandoned, idled, or underused industrial or commercial properties in built-up urban areas where expansion or redevelopment is complicated by real or perceived environmental contamination or building decay and/or obsolescence. The Province of Ontario recently passed Bill 56, "An act to encourage the revitalization of contaminated land and to make other amendments relating to environmental matters."

It is expected that all the communities will have properties that meet the goals of the legislation.

CONTACT INFORMATION

Consultants

Theresa MacBeth
Deschenes Regnier
1-38 Clarence Street
Kingston, ON
K7L 1W9
Phone 613 531-4740
Email tmacbeth@deschenes-regnier.com

Ron Brown
40 Marilyn Cres.
East York, ON
M4B 3C6
Phone 416 757-9798
Email
ron.brown8@sympatico.ca

Andrew Dobson
Kincore Holdings Ltd.
80 Queen St
Suite 202
Kingston, ON
K7K 6W7
Phone 613 530-2727
Email adobson@kincore.com

Gary Davis
Davis 44 & Associates
14 Castleton St
Ottawa, ON
K2G 5M7
Phone 613 727-3571
Email davis44@canada.com

Robert A. Wood
8020 Info Inc.
Royal Artillery Park
348 Bagot St. Suite 205
Kingston, ON
K7K 3B7
Phone 613 542-8020
Email rwood@8020info.com

Joe Mazzei
Manager, Ontario Investment
Service
BCE Pl., Canada Trust Tower
Suite 4040
161 Bay St.,
P.O. Box 706
Toronto ON
M5J 2S1
Phone 416 360-0354
Email jmazzei@2ontario.com

Steering Committee

Brenda Guy
Twp of North Grenville
P.O. Box 130
275 County Rd #44
Kemptville, ON
K0G 1J0
Phone 613-258-7612
Email edc@northgrenville.on.ca

Rob Hunter
Administrator, Downtown
Business Improvement
Association
BIA
3 Market St West
Suite 2
Brockville, ON
K6V 7L2
Phone 613-345-3269
Email rhunter@downtownbrockville.com

Heather Lawless
Grenville Community Futures
Development Corporation
P.O. Box 309
197 Water St, Suite 405
Prescott, ON
K0E 1T0
Phone 613-925-4275 Ext: 21
Email Hlawless@ripnet.com

Ken Durand
Prescott BIA
P.O. Box 969
290 George St.
Prescott, ON
K0E 1T0
Phone 613-925-0145
Email Kathken@ripnet.com

Wendy Chapman
North Grenville Chamber of
Commerce
P.O. Box 1047
Kemptville, ON
K0G 1J0
Phone 613-258-4838
Email Ngcc@magma.ca

Dave Paul
Economic Development Officer
P.O. Box 5000, 1 King St. West
Brockville, ON K6V 7A5
Phone 613-342-8772 Ext:445
Email Dpaul@brockville.com

Sylvia Thomas
Mayor, The Town of
Gananoque
P.O. Box 100
30 King St. East
Gananoque, ON
K7G 2T6
Phone 613-382-2149
Email mayor@townof-gananoque.ca

Provincial Government

Luigia Cistera
c/o Ministry of Labour
1111 Prince of Whales Dr.
Suite 200
Ottawa, ON
K2C 3T2
Phone 613 288-3831
Email
Luigia.cistera@omaf.gov.on.ca

Jennifer Barton
Municipals Affairs and Housing
91 Cornelia St. W.
Smiths Falls, ON
K7A 5L3
Phone 613 283-7002 ext. 112
Email
Jennifer.barton@omaf.gov.on.ca

Bruce Moore
Municipals Affairs and Housing
91 Cornelia St. W.
Smiths Falls, ON
K7A 5L3
Phone 613 283-7002 ext. 107
Email
Bruce.moore@omaf.gov.on.ca

Mary Eaton
Ontario Ministry of Tourism &
Recreation
Citizenship
51 Heakes Lane
Kingston, ON
KZM 9B1
Phone 613 531-5593
Email
Mary.eaton@mczcr.gov.on.ca

Guy Desjardins
Ontario Ministry of Enterprise,
Opportunity and Innovation
Suite 810
180 Elgin St.
K2P 2K3
Phone 613 241-3841 ext. 225
Email
Guy.desjardins@edt.gov.on.ca

Chris Puddicome
Ontario Ministry of Enterprise,
Opportunity and Innovation
51 Heakes Lane
Kingston, ON
KZM 9B1
Phone 613 531-5594
Email
Chris.puddicome@edt.gov.on.ca

Mike Elms
Ontario Ministry of Municipal
Affairs & Housing
Rockwood House
8 Estate Lane
Kingston, ON
K7M 9A8
Phone 613 548-4304 ext. 32
Email
Michael.elms@mah.gov.on.ca