

Summer
2011



News From the Frontenac CFDC
building business — growing communities

Congratulations!

- Happy 20th Anniversary to Silverbrook Garden Centre. Visit Daryl and Laura Silver for all of your garden needs at 3071 Rutledge Road, Sydenham. Congratulations!
- Congratulations to Betty Hunter and Debbie Emery who have opened Creative Inspirations a local handcrafts and Gift Shop. They are located at 7500 Road 509 Plevna in the United Church Manse and feature over 15 local artisans.
- Congratulations to Bruce Theriault who has started Eastern Roofing, a full service roofing company in Central Frontenac. www.easternroofing.ca
- Happy 5th Anniversary to our neighbor Heather at Harrowsmith Horse Country. Stop by their store at 4930 Road 38 in Harrowsmith. www.harrowsmithhorsecountry.com
- Congratulations to Megan Drapeau who is starting Esthetica Day Spa - Coming soon to Sharbot Lake. www.estheticadayspa.ca
- Sharbot Lake Pharmacy is celebrating their 20th Anniversary. Congratulations Nick and Jocelyn Whalen!
- Congratulations to Lori Parrish RMT who is opening SUN YATA Therapeutic Massage located in Harrowsmith this month. www.sunyatamassage.com - 613-929-3939

Do you have business news you would like to share in our newsletter? Contact Krista at 613-372-1414 or email krista@frontenaccfdc.com

Frontenac CFDC Village Beautification Project

Last Summer the Frontenac CFDC partnered with the Township of South Frontenac to start a Village Beautification Pilot Project. The purpose of the project was to assist businesses with façade improvements by providing summer student labour. Verona and Sydenham were selected after having participated in the Ontario Ministry of Agriculture Food and Rural Affairs' First Impression Program and eight businesses benefited from the program.

The Frontenac CFDC is pleased to announce the continuation of the Village Beautification Project this summer and is partnering with the Township of South Frontenac and the Wolfe Island Business and Tourism Association. If you are a street oriented business located in Marysville, Battersea, Harrowsmith, or Sydenham and would like to receive assistance for storefront and façade improvements contact Krista at 613-372-1414 or email krista@frontenaccfdc.com. Eligible improvements include: cleaning or repainting of facades, general façade maintenance, property tidy-up and planting of flower boxes. All applicants are responsible for the costs of all materials and haulage. Businesses will be selected on a first come first served bases to the limit of available funding.



Frontenac CFDC Small Business Trade Show

The Frontenac CFDC will be holding our Third Annual Small Business Trade Show in the Fall. County of Frontenac business are invited to join us October 19 during small business week and celebrate the contribution that small business make to the national economy.

The Trade Show is an opportunity for local businesses to promote their products and services to other businesses and residents. The Trade Show will be held October 19, location in South Frontenac still in the works, from 3:00pm to 8:00pm.

See the attached green slip of paper for all the trade show details. For more information about the Trade Show or to register your business please contact Krista at 613-372-1414, toll free 1-888-372-9962 or email krista@frontenaccfdc.com

The New Energy Project - By Ruth Noordegraaf

The New Energy project is an ambitious, long term initiative to position and market the Kingston, Frontenac, Lennox and Addington (KFL&A) area as a region with 'new energy'. A steering committee representing private companies, local governments and institutions in KFL&A (including the Frontenac CFDC) have joined forces to collaborate, coordinate their efforts and to capitalize on a flood of new activity as the region develops its new economy opportunities and renewable energy resource.

This region has many strengths: we have existing wind and solar farms, extensive biomass capacity, development of sustainable tourism and creative economy, unique programs at Queens and St Lawrence, SWITCH, a powerful network of cooperation and the Frontenacs Green Energy Taskforce. These initiatives have already added jobs to the local economy and attracted new companies.

The future is about more conservation technologies, manufacturing and distribution of environmentally-friendly products, green chemistry, biomaterials and about smart grid technologies and the new information technology. By sharing information, by coordinating efforts and by helping us all see the benefits of change, the New Energy Project will multiply the current successes and ensure that the whole region's new economy continues to grow even faster than the sum of its many impressive new parts.

Results of the New Energy Project: Growing numbers of new jobs & (re)investment in next generation business; A skilled labour force that attracts companies, who attract more skilled workers; Efficient homes and buildings, shielded from the prices of fossil fuels; Strong supply chains for sustainable materials and services; A natural transition to better products, services and facilities; The social benefits of cleaner, more efficient practices; The best region in Canada to live, work, study and play.

You have a role to play. Do you have 'new energy'? Join this unique collaboration. Do you have questions, ideas and/or suggestions? Contact Ruth Noordegraaf, Project Manager: info@newenergyproject.ca or 613-893-1980, or go to www.newenergyproject.ca

Consider This

Tourism accommodation was identified in the Frontenac CFDC's strategic plan as one of five pivotal areas deserving of special attention in order to have the greatest impact on encouraging economic growth. Specifically, encouraging and supporting efforts to provide year-round tourism accommodations and the modernization/upgrading of facilities will have a positive impact for both the business community and the community at large.

If older tourism operators simply "retire" their properties less tourists will be drawn to our communities and fewer dollars will be spent here. On the other hand, if we are able to encourage owners/new operators to upgrade their facilities to enable year-round rentals, they and the business community would benefit. Similarly, by making quality improvements to their facilities, operators could increase their revenues and compete more effectively with other destinations.

Case in point is Fernleigh Lodge. Family owned and operated for 100 years, Fernleigh Lodge was the first lodge ever built on Kashawakamak Lake. Art and Lois Parker along with their son Kevin Phillips purchased Fernleigh Lodge in 1981. Kevin and his wife Melissa took over full ownership in 2004. Like many Frontenac accommodations, Fernleigh Lodge typically catered to American clientele that had been coming to the region for generations to fish. They were seeking what Fernleigh Lodge had to offer: small, clean, cottages with meals provided. In 2008 the Phillips saw their American clientele decline as a result of the economy and the prospect of having to have passports to travel to Canada.

Kevin and Melissa started to focus their promotional efforts to attract more Canadians and they used the Frontenac CFDC's Eastern Ontario Development Program to exhibit at trade shows and the ICT program to assist with their web site upgrades. Through this process they found there was a big difference between what their American clients wanted and what their new Canadian clients wanted. Their new Canadian clientele wanted modern cabins and preferred to do their own cooking. With financial support from the Frontenac CFDC's Access to Capital, an interest-free loan program, the Phillips were able to upgrade their kitchens and modernize some of the existing cabins. With these improvements Fernleigh Lodge saw a boost in reservations while increasing their rental rates significantly.

Kevin and Melissa continue to make improvements to their lodge. Since 2007 they have build 2 new cabins and are preparing to build more in the future. They are able to rent their new cabins for \$1500-\$2200 per week year round. The Phillips also introduced a new product line, Fernleigh Sportsman Liquidation, including t-shirts, hunting, and fishing items sold at their lodge.



Succession Planning - By Hugh Latif

Last year the Frontenac CFDC hosted a Succession Planning workshop presented by the BDC and Hugh Latif of Hugh Latif & Associates. Since the workshop was such a success we asked Hugh to write a succession planning article to help businesses understand its importance.

While I may not be the authority on the subject, during the past 21 years, I have been part of many succession plans at companies I had the honor of managing and leading first hand. Also, during the last six years at my young management consulting practice I was exposed to various degrees of succession plans. Many of my assignments include the coaching of executives at private family owned businesses. So, with the hope that you find some nuggets of wisdom in the next few paragraphs, here goes...

What is Succession Planning? Succession Planning is the process by which an organization plans the passing of the baton from one leader to another. The passing of the baton is actually a most delicate moment. Athletic coaches will tell you that races are won or lost by the manner in which the baton is handed over between runners. Good planning and execution improve the odds of making a smooth transition. Unexpected succession and lack of planning increase the chances of failure.

Why is Succession Planning Important? First, succession planning is important because it not only influences the performance of an organization, but also determines its survival. Many companies have been destroyed by the lack of succession planning. Several have been significantly set back strategically because of their poor succession planning. Secondly, transitional periods are critical because there is a change of leadership. It is a moment where a new balance has to be established. A new person will take over and new adjustments have to be made.

Succession Planning is an Absolute Necessity: Every organization must have a succession plan. Large organizations will have an elaborate one, small ones will have a simple one. A plan that is made in advance and has been reasonably thought through will help make an orderly transition. A no plan scenario and/or one made hastily in response to an emergency - considering the time of action - will have a high chance of failure.

Strategic Perspective: A succession plan must plan for the future rather than copy the past. A common pitfall is when an organization wants to find a leader similar to the one they have. Another, is when organizations "fall in love" with the incumbent to the extent that they "do not want to rock to boat". The former happens with the retiring of the CEO while the latter may apply as a result of an emergency such as a heart attack. Don't be afraid to rock the boat if it is the right thing to do.

Family Owned Business: For family owned businesses wishing to keep it in the family, sometimes a separation between ownership of the company and management of the company is needed. As the business grows, a separation is not only healthy but is also desirable.

The bottom line is: a succession plan is a necessity and not an option. Good planning includes a broader outlook, expert advice, common sense, objectivity and business flair. Approach it as a process rather than a destination and you will pass through the succession minefield safely.

Interested in learning more? View full length article written by Hugh at blog.frontenaccfdc.com.

Hugh Latif & Associates - Management Consultants & Corporate Governance. hugh@hughlatif.com, 416-229-0520.

Frontenac Green Energy Task Force—By John Kittle

The Frontenac Green Energy Task Force has organized a 2 day workshop focusing on energy conservation and renewable energy in the Frontenacs. Keynote speaker is Mike Brighman, one of the founders of TREC and SolarShare in the Toronto area, organizations that have been responsible for many megawatts of solar and wind energy being added to the grid in Canada's busiest urban area. The theme of the keynote and the workshop is: *How can community renewable energy be adapted to meet the challenges of rural Frontenac?*

The workshop will bring together renewable energy "experts", several Eastern Ontario renewable energy groups, politicians, Green Energy Task Force members, County staff and private citizens into a forum to brainstorm the opportunities and obstacles for development of community renewable energy in the Frontenac. The workshop will also look at various types of energy cooperative and public-private sector partnership models. The Frontenac Green Energy Task Force is a committee of County Council responsible for promoting energy conservation and renewable energy initiatives following the "energy" vision in the County's Directions for our Future document <http://frontenac.credit360.com/home>.

The retreat is being held on June 24th and pre-registration is essential. For further information or to register please contact David Hahn, 613-273-5545, dhahn@rideau.net or John Kittle, 613-278-1007, jskittle@xplornet.com

The workshop is sponsored jointly by the Community Energy Network of Eastern Ontario and the Frontenac CFDC

Land O'Lakes Tourist Association

The Land O'Lakes Tourist Association is pleased to announce that a new General Manager has been selected by the Land O'Lakes Board of Directors to replace Ken Hook after a term of 2 years. Rachelle Hardesty is a resident of the Municipality of Tweed but is very familiar with the Land O'Lakes Region. Rachelle holds a degree in Tourism Industry Management from the University of Alaska. She has worked on many tourism related projects in her career including building a membership base of over 420 members on the Kanai Tourism Marketing Council in Alaska. The LOLTA Board is very excited about the many new ideas Rachelle brings to the Association.

Thank you Ken for all of the great work you did for the organization. Best wishes on your future endeavors from the Frontenac CFDC.



Food & Financing

Kim & Dave Perry, Owners, Local Family Farms

Thanks to Local Family Farms and the Frontenac Community Futures Development Corporation the Frontenac community now has a source for locally-grown meat, vegetables, and ready-made meals.

Kim and Dave Perry's long-time support for sustainable farming practices and socially responsible food initiatives led them to open Local Family Farms in Verona in 2007. After a successful first year the store's dedicated clientele wanted even more than locally-grown meat and vegetables so Kim and Dave approached the Frontenac CFDC for help in realizing a made-in-Frontenac solution.

The Frontenac CFDC is a non-profit organization funded by FedDev Ontario offering free business advice, workshops and commercial financing to entrepreneurs and those looking to start a business in the Frontenacs.

"Their guidance and financing allowed us to buy the equipment we needed to diversify from meats and vegetables to ready-made frozen entrees," says Kim. The upgrades have yielded another, unexpected return too. "Demand is growing again for locally-grown raw products," explains Kim, "with the help of the Frontenac CFDC our business has expanded full circle."

To find out more about realizing your business dream, call the Frontenac CFDC at 613-372-1414, 1-888-372-9962, or info@frontenaccfdc.com

About the Frontenac CFDC

The Frontenac Community Futures Development Corporation is a non-profit organization whose mission is to stimulate community and economic development throughout the Frontenacs. Run by a volunteer board of directors and funded by Industry Canada, the Frontenac CFDC offers free business advice, workshops and commercial financing to entrepreneurs and those looking to start businesses in the Frontenacs.

The Frontenac CFDC also provides support to initiatives that are designed to stimulate economic development in the County of Frontenac, and business planning assistance to community organizations.

Frontenac Community Futures Development Corporation

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www.frontenaccfdc.com

Visit our website and make use of the many on-line resources available including business information and e-learning courses

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