Community Issues Committee Agenda  
September 18th, 2018, at 7:00 p.m.  
Carleton Place Town Hall, Council Chambers  

1) CALL TO ORDER  
2) DECLARATION OF PECUNIARY/CONFLICT OF INTEREST  
3) REGISTRATION OF PUBLIC WISHING TO SPEAK  
4) COMMITTEE/BOARD UPDATES  

<table>
<thead>
<tr>
<th>COMMITTEE/BOARD</th>
<th>MEMBER OF COUNCIL</th>
<th>UPDATES</th>
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<tbody>
<tr>
<td>Municipal Heritage Committee</td>
<td>Councillor Redmond</td>
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<tr>
<td>BIA Board</td>
<td>Councillor Fritz</td>
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<td>MVCA</td>
<td>Councillor Black</td>
<td>Deputy-Mayor Flynn</td>
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<td>Chamber of Commerce</td>
<td>Deputy-Mayor Flynn</td>
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<td>Youth Centre Board</td>
<td>Councillor Trimble</td>
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<td>Library Board</td>
<td>Councillor Doucett</td>
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<td>Daycare</td>
<td>Councillor Fritz</td>
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<td>County</td>
<td>Mayor Antonakos</td>
<td>Deputy-Mayor Flynn</td>
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5) COMMUNICATIONS (REPORTS)  

i. Action Reports/Minutes of Various Committees (attached)  
   (Communication 129315)  

   Staff Recommendation:  
   THAT the following minutes be received:
Carleton Place Environmental Advisory Committee Minutes of September 10, 2018

Items of note include:
  - 2018-2019 Projects
    - All Things Plastic. Plastic bags, straws and similar plastic waste.
    - Anti-Idling
    - Refillable water bottle fountains
  - The Carleton Place Environmental Advisory Committee and the Urban Forest River Corridor Committee will be holding an information session for the new candidates on September 28, 7-9 pm at the Carleton Place Library

ii. Parks and Recreation Committee Action Report for September 12, 2018 (Communication 129316)

Joanne Henderson, Manager of Recreation and Culture

Staff Recommendations:

a) THAT the Committee receives the Manager of Recreation and Culture Report on the highlights of the September 12, 2018 Parks and Recreation meeting as information.

b) THAT staff be authorized to proceed with the purchase of a 27HP Cub Cadet from Black’s Corners Motorsport in the amount of $11,879.10 plus HST.

iii. Enrichment Grants (Communication 129317)

Joanne Henderson, Manager of Recreation and Culture

Staff Recommendation:
THAT Council approve the allocation of Community Enrichment Grants to various organizations under Intake 2 in the amount of $8,681.46.

iv. Marketing Strategy Update (Communication 129318)

Amanda Charania, Communications Coordinator

Staff Recommendation:
THAT Council receive the 2018 Community Marketing Strategy prepared by Cat’s Cove Communications.

v. Community Oven Project (Communication 129319)

Amanda Charania, Communications Coordinator
Staff Recommendation:
THAT Council support the new proposed location of Carleton Junction for the community oven project; and

THAT Staff request permission from the County of Lanark to include the community oven on the Carleton Junction site in accordance with the provisions of the Town’s lease of the lands.

6) ADJOURNMENT
Present: Mayor Louis Antonakos, Leslee Brown, Natalika Culhane, Patti Sharpe, Bill Slade, Margo Willmot, Michael Villeneuve

Absent: Randy Martin, Kayla Kazda

Welcome Guest: Kyle McCulloch

1) Additions to the Agenda: Garbage Collection

2) Motion to Accept Agenda: Margo Willmot and Mike Villeneuve

3) Motion to accept the minutes of the June 14th CPEAC Meeting: Mike Villeneuve and Natalika Culhane

4) Recruitment:
   Unfortunately, Patti Sharpe is leaving end of November. There will be two vacancies to fill.
   -Members discussed several options to advertise the vacant positions. The positions will be posted on the Town’s and Committee’s Facebook sites.
   -Another option is to investigate and approach the School Councils for possible interest. Members agreed to update our Terms of Reference (TORs) for the social media sites and possible presentations for the school boards.
   -Bill will revise the TORs this fall and Kyle will provide the Committee with the School Council contacts.

5) Financial Status:
   Margo provided an update on this year’s financial expenditures.
   -Members discussed our annual commitments such as the High School bursaries and the Library purchase of environmental books, as well as our future projects.

6) Recycling bins update:
   The Committee purchased three recycling bins located at Centennial Park, Civitan Ball Park and the Market Square. The Town bought an additional bin for Riverside Park. Members agreed that these additional bins and locations will enhance our recycling services to the public.
7) Garbage Collection:
Members observed what appears to be an increased disregard as to the number of garbage bags residents are permitted to dispose of. In many cases, extra bags without stickers and large household items are being picked up by the garbage disposal services without appropriate stickers.
- The Committee is concerned about the issue.
- The Committee will re-examine the current by-law and discuss educational efforts to improve residential compliance.

8) 2018-2019 Projects:
Three projects have been identified and discussed.
- Members agreed to research and gather background information on the issues, as well as strategies to move forward.
  - Each initiative has been appointed a lead person.
  - Each initiative to be reported by end of November.

a) All Things Plastic. Plastic bags, straws and similar plastic waste.
  Lead person, Leslee Brown
b) Anti-Idling.
  Lead person, Bill Slade
c) Refillable water bottle fountains.
  The Committee’s intention was to provide these fountains to schools that did not have them. However, this initiative is challenging and will continue to investigate the possibilities. In the mean time, the Members agreed a couple of proposed public town sites (Public Arena, Town Market Square) should be considered.
  Lead persons, Louis Antonakos and Mike Villeneuve.

9) 2018 Election:
The CPEAC and the UFRC will be holding an information session for the new candidates on September 28, 7-9pm at the Carleton Place Library. The purpose of the presentation is to inform the attendees on the Climate Change Action Plan Template, as well as our past accomplishments, present activities and future goals.

10) Videos for Town Website for recycling and composting:
This initiative has been discussed in the past. Members agreed that this may not be the best way to communicate and promote the programs.

11) Adjournment

Next CPEAC meeting, October 1, 2018, Carleton Place Boardroom, 6:30pm
COMMUNICATION 129316
Received From: Joanne Henderson, Manager of Recreation and Culture
Addressed To: Community Issues Committee
Date: September 18, 2018
Topic: September 12, 2018 Parks and Recreation Committee Action Report

SUMMARY
The Draft Action Report of the Parks and Recreation Committee held on September 12, 2018 is attached.

COMMENT
Committee decisions arising from the draft Action Report include:

- THAT the request from Urban Ocean for space in Riverside Park to operate a stand-up paddle business be brought forward.

- THAT the Adult Swim from 12 p.m. – 1 p.m. and the Public Swim from 1 p.m. - 2:30 p.m. be cancelled on Saturday, December 1, 2018 and Saturday, March 23, 2019 to accommodate the Carleton Place Water Dragons’ swim meets.

- THAT staff be authorized to proceed with the purchase of a 27HP Cub Cadet from Black’s Corners Motorsport in the amount of $11,879.10 plus HST.

- THAT public skating be cancelled on Saturday, March 30, 2019 from 2 p.m. – 3 p.m. to accommodate a fundraising tournament put on by Docs on Ice.

FINANCIAL IMPLICATIONS
There are no additional financial implications associated with the recommendations arising from the Parks and Recreation Action Report other than what has been included in the Departmental Budget for 2018.

STAFF RECOMMENDATIONS
1. THAT the Committee receives the Manager of Recreation and Culture Report on the highlights of the September 12, 2018 Parks and Recreation meeting as information.

2. THAT staff be authorized to proceed with the purchase of a 27HP Cub Cadet from Black’s Corners Motorsport in the amount of $11,879.10 plus HST.
Parks and Recreation Committee Action Report
for the September 12, 2018 meeting held in the
Bob Rintoul Hall at the Neelin Street Community Centre

Present: Councillor Ross Trimble, Jan Ferguson, Paul Pillsworth, Tom Marshall, John Andrews, Todd Boyce, Facilities Clerk Steph Scollan, Manager of Recreation and Culture Joanne Henderson
Absent: Reeve Richard Kidd (regrets), Bill Levesque (regrets)

1) DECLARATION OF PECUNIARY/CONFLICT OF INTEREST AND GENERAL NATURE THEREOF – now or anytime during the meeting

2) PUBLIC MEETING – NONE THIS EVENING

3) REGISTRATION OF PUBLIC WISHING TO SPEAK

4) PLEASE SILENCE ALL ELECTRONIC DEVICES

5) IF THERE IS AN ADDENDUM, IN ACCORDANCE WITH SECTION 15.2.4 (OF STRIKING REPORT) DOES THE COMMITTEE WISH TO APPROVE THIS ADDENDUM?

Communication 129311
Received from: Harmony Dawn
Addressed to: Parks and Recreation Committee
Date: September 12, 2018
Topic: Request for stand up paddle business

SUMMARY
Urban Ocean is seeking space in Riverside Park that is partially used (lifeguard hut or the 4th boat bay) OR to put in its own 20 x 20 structure to store and operate a stand up paddle business.

COMMENT
Space in the lifeguard shack and the washroom storage bay is not available for rental. Over the years, there have been several similar requests regarding the addition of buildings in the park for storage or businesses. It was always felt that Riverside Park is one the Town’s oldest jewels and the greenspace needs to be protected.
Approval of a storage building in response to this request will set a precedent for future requests to add facilities to the site.

The following are the options available:

Option #1: That Urban Ocean be permitted to construct a 20 x 20 structure in the park to store and operate a stand up paddle business. Under this option, Urban Ocean would be responsible for obtaining the necessary permits and approvals for the construction of the structure and be responsible for all costs. The location of the structure is to be determined by the Committee.

Option #2: That the request by Urban Ocean to construct a 20 x 20 structure in the park be denied.

UPDATE: Harmony Dawn from Urban Ocean notified staff on Wednesday, September 12th, 2018 that she would not be able to attend the meeting and would like to attend the next meeting.

STAFF RECOMMENDATION:
That the Committee choose one of the options presented.

COMMITTEE DECISION
Bring Forward

Communication 129312
Received from Monica-Lynn Terpstra, CPWD President
Addressed to Joanne Henderson, Manager of Recreation and Culture
Date September 12, 2018
Topic Carleton Place Water Dragons’ Swim Meets

SUMMARY
A request has been received from the President of the Carleton Place Water Dragons to cancel the Adult Swim and Public Swim on Saturday, December 1, 2018 and Saturday, March 23, 2019. The Carleton Place Water Dragons are planning to host a swim meet on both of the proposed dates.

COMMENT
The adult swim and public swims have been cancelled in the past to accommodate the swim meets. Notices will be posted in the facility, on the Town website and on the pool's answering machine notifying users of the change in programming.
STAFF RECOMMENDATION
That the Adult Swim from 12pm-1pm and the Public Swim from 1pm-2:30pm be cancelled on Saturday, December 1, 2018 and Saturday, March 23, 2019 to accommodate the Carleton Place Water Dragons’ swim meets.

COMMITTEE DECISION
That the Adult Swim from 12pm-1pm and the Public Swim from 1pm-2:30pm be cancelled on Saturday, December 1, 2018 and Saturday, March 23, 2019 to accommodate the Carleton Place Water Dragons’ swim meets.

Communication 129313
Received from Joanne Henderson, Manager of Recreation and Culture
Addressed to Parks and Recreation Committee
Date September 12, 2018
Topic Purchase of Zero Turn Mower

SUMMARY
Staff has received the following prices for the purchase of a 26/27HP gas powered zero-turn mower:

- Black’s Corners Motorsport – 27HP Cub Cadet - $11,879.10 plus tax
- Hartington Equipment – 26HP Kubota - $11,500.00 plus tax
- Reis Equipment – 27HP Kawasaki - $11,400.00 plus tax

COMMENT
There is $15,000.00 budgeted in the capital budget for this purchase. Staff has test driven all three mowers and prefer the Cub Cadet mower. The Cub Cadet mower has front split axle which allows for better stability and a better finishing cut on rougher terrain. In addition, Black’s Corners is local and parts will be more easily accessible. There is a difference in price of $479.10 between it and the lowest price.

STAFF RECOMMENDATION
That staff be authorized to proceed with the 27HP Cub Cadet from Black’s Corners Motorsport in the amount of $11,879.10 plus HST.

COMMITTEE DECISION
That staff be authorized to proceed with the 27HP Cub Cadet from Black’s Corners Motorsport in the amount of $11,879.10 plus HST.
Communication 129314
Received from Docs on Ice
Addressed to Joanne Henderson, Manager of Recreation and Culture
Date September 12, 2018
Topic Request to cancel Public Skating on March 30, 2019

SUMMARY
A request has been received to cancel Public Skating on Saturday, March 30, 2019 from 2pm-3pm for a fundraising tournament put on by Docs on Ice.

COMMENT
Generally tournament organizers are asked to schedule their tournament around public skating. Since this tournament is being held on the last Saturday of the regular season, staff feels that this cancellation is warranted. All funds raised from the tournament will go towards a local community initiative.

STAFF RECOMMENDATION
That public skating be cancelled on Saturday, March 30, 2019 from 2pm-3pm to accommodate a fundraising tournament put on by Docs on Ice.

COMMITTEE DECISION
That public skating be cancelled on Saturday, March 30, 2019 from 2pm-3pm to accommodate a fundraising tournament put on by Docs on Ice.
SUMMARY
The attached chart summarizes the 2nd Intake of applications for the Community Enrichment Grant and includes recommendations.

COMMENT
Each year, Council approves a budget to allocate funding to various community groups to assist them in their endeavours. Council approved a budget of $30,000.00 for 2018. The funding program is known as the Community Enrichment Program.

The 2nd intake of the program closed on August 31st, 2018. Staff has reviewed the 2nd intake applications and reviewed them against the program criteria. Attached is a chart summarizing applications received and staff’s recommendations in terms of funding allotments.

FINANCIAL IMPLICATIONS
Below is a summary of Community Enrichment Grant Funding available:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>2018 Budget</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Intake 1 Applications</td>
<td>-$16,306.67</td>
</tr>
<tr>
<td>Grant to LCIH</td>
<td>-$5,000.00</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>$21,306.67</strong></td>
</tr>
<tr>
<td>Available Funds at August 31, 2018</td>
<td>$8,693.33</td>
</tr>
<tr>
<td>Staff Recommendation – Award of Intake 2 Applications</td>
<td>$8,681.46</td>
</tr>
<tr>
<td>Remaining Balance</td>
<td>$11.87</td>
</tr>
</tbody>
</table>

The total funding request by organizations based on applications received is $14,355.99. The total funding available is $8,693.33. The $5,000.00 grant given to Interval House has impacted the remaining available funds for community groups in the 2nd intake. Staff is recommending that Council allocate $8,681.46 of the remaining monies. This will leave no contingency funds available for any remaining requests for 2018.

STAFF RECOMMENDATION
THAT Council approve the allocation of Community Enrichment Grants to various organizations under Intake 2 in the amount of $8,681.46.
<table>
<thead>
<tr>
<th>Applicant</th>
<th>Date</th>
<th>Amount Requested</th>
<th>Details</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts Carleton Place</td>
<td>November 3-4, 2018</td>
<td>$410.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the <strong>Itty-Bitty Art Show</strong>. This includes: the rental of the Canoe Club, as well as staff clean up.</td>
<td><strong>Not recommended:</strong> Arts Carleton Place received grant support during first intake.</td>
</tr>
<tr>
<td>Bass Anglers Association</td>
<td>September 23, 2018</td>
<td>$600.00</td>
<td>Requesting financial support to cover the launch fees of the boats participating in the <strong>JDRF Bassin to Find a Cure</strong> event.</td>
<td><strong>Not recommended:</strong> This event does not provide a direct benefit to the community.</td>
</tr>
<tr>
<td>Brett Pearson Run For Your Life</td>
<td>September 29, 2018</td>
<td>$500.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the <strong>Brett Pearson Run For Your Life</strong>. This includes: Town equipment including tents, tables, barricades, Town Stage etc. This request also includes the accompanying road usage permits.</td>
<td><strong>Recommended:</strong> In-kind support of $500.00 for staffing expenses and usage of tents, tables, barricades, town stage, etc.</td>
</tr>
<tr>
<td>Carleton Place &amp; Beckwith Heritage Museum</td>
<td>February 13, 2019</td>
<td>$300.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the <strong>Heritage Day Dinner</strong>. This includes: rental of the Town Hall Auditorium.</td>
<td><strong>Not Recommended:</strong> Defer to 2019 first intake due to budget restrictions.</td>
</tr>
<tr>
<td>Carleton Place &amp; District Civitan Club</td>
<td>June 14, 2018</td>
<td>$460.00</td>
<td>Requesting In-Kind support to assist in offsetting a portion of the expenses of presenting the <strong>Annual Seniors Dinner</strong>. This includes: rental of the Upper Hall &amp; Kitchen, as well as staff set up and tear down.</td>
<td><strong>Recommended:</strong> In-kind support of $460.00 to cover the rental of Upper Hall, Kitchen, and staff set up/tear down.</td>
</tr>
<tr>
<td>Christmas Day Committee</td>
<td>December 25, 2019</td>
<td>$600.00</td>
<td>Requesting Financial support to assist in offsetting a portion of the expenses of presenting the Free Christmas Day Dinner.</td>
<td><strong>Recommended:</strong> Financial support of $500.00 to be put towards the Free Christmas Day Dinner.</td>
</tr>
<tr>
<td>CPMHA</td>
<td>Ongoing</td>
<td>$1,500.00</td>
<td>Requesting in-kind support to cover the rental of the Arena, and halls for several fundraiser events throughout the 2018/2019 year.</td>
<td><strong>Recommended:</strong> In-kind support of $500.00 to be put towards rentals of ice and/or halls at the Carleton Place Arena. Defer remaining request to the 1st intake of the 2019 grant.</td>
</tr>
<tr>
<td>Dog Guide Canada</td>
<td>May 26, 2018</td>
<td>$519.81</td>
<td>Requesting financial support to assist in offsetting a portion of the expenses of the <strong>Cam Ken Poker Run</strong>. This includes: Insurance, MKT SQ, Liquor License SOP and Posters.</td>
<td><strong>Recommended:</strong> In-kind support of $229.65 for the rental of Market Square Pavilion.</td>
</tr>
<tr>
<td>Downtown Carleton Place</td>
<td>October 20, 2018</td>
<td>Amended in kind support request -Additional $300 requested</td>
<td>Requesting to amend the previously approved application for their Trick or Treat Event, in exchange for the newly developed/ Inaugural Pumpkinfest Event. Along with the previously approved in-kind requests of tables, tents, and barricades; Downtown Carleton Place is now also requesting</td>
<td><strong>Recommended:</strong> In-kind support of $300.00 for Town Stage, porta potty/handwash station, and generator.</td>
</tr>
<tr>
<td>Event Name</td>
<td>Date</td>
<td>Amount</td>
<td>Requested Support</td>
<td>Recommended Status</td>
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<tr>
<td>Farm to Fork Fundraising Dinner &amp; Dance</td>
<td>September 8, 2018</td>
<td>$1439.35</td>
<td>Requesting in-kind &amp; financial support to assist in offsetting a portion of the expenses of presenting the Farm To Fork Fundraiser Event. This includes: half the costs of the band ($400.00) and in-kind support ($1039.35) to cover the rental of the Market Square Pavilion, Town Stage, Porta Potties, Town Equipment &amp; staff drop off and pick up.</td>
<td>Not Recommended: Interval House received in-kind support of $650.00 during first intake, as well as financial support of $5000.00.</td>
</tr>
<tr>
<td>Gary Munro</td>
<td>July 7, 2018</td>
<td>$400.00</td>
<td>Requesting in-kind support to cover the staffing expenses to clear a portion of Bodnar Park to create additional parking for the Kid’s Free Fishing Derby Event.</td>
<td>Recommended: In-kind support of $400.00 for staffing expenses to clear Bodnar Park.</td>
</tr>
<tr>
<td>Carleton Place Lion’s Club</td>
<td>June 24, 2018</td>
<td>$1,000.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the Wheels On The Mississippi Car Show. This includes: staff pick up and drop off of equipment, and the fees associated with renting of six porta potties and four hand wash stations.</td>
<td>Recommended: In-kind support of $850.00 for staffing expenses, town equipment, and porta potty/hand wash stations.</td>
</tr>
<tr>
<td>Carleton Place Memorial Hospital Foundation</td>
<td>June 2, 2018</td>
<td>$795.00</td>
<td>Requesting in-kind support to cover the staffing expenses of dropping off and picking up event equipment, as well as the rental of the Canoe Club and the McLaren Ball Field.</td>
<td>Recommended: In-kind support of $795.00 for rentals of the Canoe Club, McLaren Ball Diamond, and staffing fees for drop off/pick up of equipment</td>
</tr>
<tr>
<td>Open Doors for Lanark County Children &amp; Youth</td>
<td>September 27, 2018</td>
<td>$127.59</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the Teens Who Lead, Create &amp; Motivate and Why Businesses Should Care” Event. This includes: rental of the Carleton Place Arena Upper Hall,</td>
<td>Recommended: In-kind support of $127.59 for the rental of the Carleton Place Arena Upper Hall.</td>
</tr>
<tr>
<td>Orange Lodge Celebration Committee</td>
<td>July 12, 2018</td>
<td>$710.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting 12th of July Commemoration. This includes: rental of the Carleton Place Arena Hall, set up, clean up, and staffing expenses for barricade drop offs.</td>
<td>Recommended: In-kind support of $545.00 for the rental of the Carleton Place Arena Upper Hall, set up/clean up, and staffing fees for drop off/pick up of Town Equipment.</td>
</tr>
<tr>
<td>Out &amp; Proud LGBT CP</td>
<td>September 20, 2019</td>
<td>$600.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the 1st Annual Pride Fun Festival in Carleton Place. This includes: rental of the Market Square Pad &amp; Parking Lot, 2 Porta Potties &amp; 1 handwash station, usage of the Town Stage, tables, chairs, 6 sets of barricades, and extra garbage &amp; recycling cans</td>
<td>Recommended: In-kind support of $400.00 for the rental of the Market Square Pavilion, porta potty/handwash stations, barricades, etc. Note- Town Stage is not available as it is reserved for Brett Pearson Run For Your Life.</td>
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<tr>
<td>Organization</td>
<td>Date</td>
<td>Amount</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting:</td>
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<tr>
<td>Rotary Club of Carleton Place &amp; Miss</td>
<td>April 6, 2018</td>
<td>$1,130.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the 2018 Charity Casino Night. This includes: rental of the Carleton Place Canoe Club and staffing fees for installation &amp; removal of their banner.</td>
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<td>Mississippi Mills</td>
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<td>Recommended: In-Kind support of $1000.00 for rental fee of the Carleton Place Canoe Club.</td>
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<tr>
<td>Carleton Place Sister City Committee</td>
<td>May 26, 2018</td>
<td>$300.00</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting Wine’d Around Downtown. This includes: staff drop off &amp; pick up of tents, barricades, tables, and staffing fees for installation &amp; removal of their banner.</td>
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<td></td>
<td>Recommended: In-kind support of $300.00 for staffing fees for drop off/pick up of tents, barricades, tables, etc.</td>
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<tr>
<td>Carleton Place Water Dragons</td>
<td>March 24, 2018</td>
<td>$1,274.24</td>
<td>Requesting in-kind support to assist in offsetting a portion of the expenses of presenting the Spring Melt Swim Meet at the Carleton Place Pool. This includes: rental of the pool &amp; meeting rooms, lifeguard expenses, and staff clean up.</td>
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<td>Recommended: In-Kind support of $1274.24 for the rental of the Carleton Place Pool, meeting rooms, lifeguard expenses and staff expenses.</td>
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<tr>
<td>Town Singers</td>
<td>Ongoing</td>
<td>$1390.00</td>
<td>Requesting financial support to assist in offsetting the expenses of rehearsals and pianist fees, director expenses, and promotional expenses, etc. required for presenting their fundraiser Christmas Concerts to the community.</td>
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<td>Recommended: Financial support of $500.00 to be put towards the expenses associated with presenting this event in Carleton Place.</td>
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Total Funding Requested: $14,355.99  -----  Total Funding Available: $8,693.33  -----  Total Funding Recommended: $8,681.48
COMMUNICATION 129318
Received from: Amanda Charania, Communications Coordinator
Addressed to: Community Issues Committee
Date: September 18, 2018
Topic: Marketing Strategy Update

SUMMARY:
This report provides an update to Communication 129307 presented at the Policy Review Committee meeting held on September 11th, 2018 regarding the draft Marketing Strategy prepared by Cat’s Cove Communications.

COMMENT:
At the September 11, 2018 meeting, Cat’s Cove Communications presented the first draft of the marketing strategy and requested input and feedback from Council. As a result of the input received at that meeting, the consultant will build more recognition of the community’s heritage assets into the foundation document attached.

The consultants will also work with staff to reach out to the stakeholders who provided input during the community consultation process to get feedback on the updated branding materials. In addition, staff will share the logo publicly via social media to gauge public impressions of the new logo before a branding guide is presented for consideration at the October 16th Community Issues Committee meeting.

A delivery schedule will accompany the Branding Guide submission for consideration on October 16th.

STAFF RECOMMENDATION
THAT Council receive the 2018 Community Marketing Strategy prepared by Cat’s Cove Communications.
Meet Me...

Town of Carleton Place
Carleton Place's Marketing Strategy

Prepared by: Cat's Cove Communications
Executive Summary

The Town of Carleton Place literally has it all – beautiful waterways, gorgeous parks and green spaces, plenty of amenities and a heritage downtown core that rivals any Ontario town streetscape. While it all looks good on paper, the community itself is what makes Carleton Place such a special place to live, work and play.

While a town can have it all, we’re going to dig deeper than the surface offerings to pull out messaging that truly connects with our audience.

This marketing strategy showcases the ways in which Carleton Place is such a special town within Lanark County and specifically eastern Ontario. This strategy identifies the challenges, opportunities and approaches we can take to utilize both traditional and digital marketing platforms to share our story. It’s a good story – one we’re proud to share and one that will ignite community pride that draws in residents, entrepreneurs and tourists.

Background

Cat’s Cove Communications has been hired by the Town of Carleton Place to develop a marketing strategy that will focus on bringing more attention to the town. This work is encompassed in an overall marketing and branding re-fresh strategy that speaks to its identified target audiences.

In our initial discovery meeting, the following objectives were identified for marketing by the key stakeholders at the meeting:

- We want stakeholder/community input
- We want them to buy in on the messaging
- We want to leverage on that promise of quality
- We want to highlight our amazing food and drink scene
- We want people locally to know about our story
- We want staff to know how to move forward with messaging, voice and visuals

Digital Audit

We then audited the Town’s existing digital platforms to see what gets engagement and what doesn’t. We saw how the Town uses its websites, Facebook, Instagram, Twitter and YouTube accounts. We also looked at how the complementary organizations utilized digital media including the Chamber of Commerce and BIA. Finally, we reviewed how local businesses are using digital marketing.
Collecting Research
To help put this marketing strategy for tourism together, Cat’s Cove Communications first completed the following:

**Stakeholders’ Interviews:** Cat’s Cove sat down with town staff and key stakeholders to determine the direction for Carleton Place. Our meetings with these key stakeholders helped us to better understand the community’s existing views of how Town Hall operates as well as the community’s existing challenges and opportunities. (see our document on the feedback/research).

**Lanark County Tourism:** We spoke with Lanark County Tourism Manager Marie White about Carleton Place’s Unique Selling Proposition and how it aligns/does not align with the County’s Maple Syrup Capital of Ontario’s tagline. We discussed possible avenues for exploration and how Carleton Place can separate itself within Lanark County as well as integrate into the Lanark County Tourism platforms.

**Ontario’s Highlands Tourism Organization:** We connected with Marketing Director Julie Mulligan about Carleton Place and how we can connect with OHTO and its existing marketing platforms. We learned about Ontario’s Highlands’ views on tourism and the visitor, and how we can create partnerships with OHTO to get the word out about our Town.

**Business Owner Interviews:** We connected with the business community to gain insight about what’s working, what’s challenging and what opportunities for growth they envision.

**Research:** We conducted thorough research and read industry-related reports, including:

- Lanark County Economic Development Strategic Plan 2018-2020
- Lanark County Destination Development Plan 2014-2018
- Lanark County Tourism Marketing Plan 2018
- Lanark County Tourism Statistics Report 2018-2019
- Tourism Starts with You – OHTO 2014
- Canadian Tourism Insights - 2014
- Rideau Canal Heritage Corridor Visitor Experience Opportunities Concept - 2014
- Tourism Structures Industry Comparison Survey Summary 2013
- Premier Ranked Destination Framework (PRDF) Final Report - 2011
- Ontario Ministry of Tourism Competitiveness Study (The Sorbara Report) - 2009
- Lanark County Statistics Comparison - 2006 to 2008
- Lanark County Tourism Business Plan & Executive Summary - 2004
- Heritage Transportation Project 1995
- Tourism Master Plan for the County of Lanark - 1988
**Conducting Online Surveys:** We conducted an online survey open to the public to give us a better sense about the community’s opinions about Carleton Place and its challenges and opportunities.

**Business Meeting:** We hosted a workshop at the Chamber of Commerce’s Business at Breakfast where we outlined our objectives for this project and encouraged business owners and managers to provide their insight.

After collecting both primary and secondary research, conducting a digital audit and hosting a discovery meeting, Cat’s Cove Communications has outlined recommendations to move forward with a marketing strategy that focuses on building civic pride and attracting residents and visitors by building the foundation, telling our story and crafting partnerships with organizations and influencers.

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**Defining and Executing Carleton Place’s Brand**

“Your **brand** is what other people say about you when you’re not in the room.”  
– Jeff Bezos, Amazon

As part of Carleton Place’s branding approach, one thing is definite: a brand **sells a feeling, not a place or a product.** Brands are about WHY, not WHAT or WHERE.
Successful brands narrow their focus rather than trying to be everything to everyone. A brand is what people think of you, not what you say you are. So it requires developing and building the brand through visual cues, people and attitudes, word-of-mouth and social media (Brooks). Brands – in small-town tourism – are experiential. People are looking for things to do, so we have to sell beyond the “what”.

**OHTO's Approach**

Ontario’s Highlands Tourism Organization is a key player in regional tourism, and states the following about marketing and branding:

> There have been dramatic changes in the way consumers behave and we know that visitors are motivated to travel by the full experience of a destination, not the individual offerings of one tourism business or product. We also know that seeing the sights is no longer enough. Visitors want to get to know the people and places they are visiting in deeper, more meaningful ways so that they return home with lasting memories from experiences like connecting with the locals, discovering a new skill or learning some new insight.

> In order to differentiate Ontario’s Highlands, we are embracing an approach that uses authentic storytelling to reveal the depth behind our tourism offers – our beautiful lakes, trails, scenic lookouts, activities, charming communities and businesses – to highlight who we are, what we are, and our unique character. We know our region is rich in this department and it’s imperative that we bring these stories to life both in marketing messaging and product offer if we are to inspire visitation to Ontario’s Highlands and not only meet but exceed their expectations.

> As a first step of defining Come Wander, OHTO identified our “ideal visitor” as the Connected Explorer. The Connected Explorer is a confident, youthful, optimistic group, who want to escape from the everyday, enjoy the breadth of local customs, routines and people. They find the best way to relax and reconnect is to disconnect, slowing their pace and letting each discovery along the way become an opportunity to stimulate the senses and nourish the soul.
Personality and Promise

The Town of Carleton Place is a place where good things happen.

We promise you’ll come to a place where you’ll meet new friends, connect with neighbours and explore a landscape encompassing water, parks and trails. We’re a community that embraces innovation and growth while also valuing our history, stories and the people who define us. We’re vibrant yet quaint. Where innovation meets comfort.

In other words?

We’re the place where you put your feet up after a hard day. Where you’ll cheer your kids on at soccer games. Where you’ll take in good conversation with a friend over coffee. Where you’ll unwind while exploring the trails with your partner. Where you’ll run into five people you know at the grocery store. Where you’ll discover your next big idea for work. Where you’ll experience new traditions, new friendships and new memories in your home and within your community.

We’re the place where you’ll feel at home.

Welcome home.

Our Core Values
Whether it’s on the street, in town hall, at the arena, in a café, or in our homes, these are the core values that define who we are and what we strive to live out each day:

- Collaboration
- Integrity
- Warmth
- Pride
- Innovation

Our Goal:

_The Town of Carleton Place’s marketing strategy will initially be focused on building a consistent brand message in order to ignite community pride, attract new residents and draw tourists to the area._

Every time we create something to promote Carleton Place, we have to ask ourselves: does this reflect our brand and its objectives?
To build Carleton Place’s brand, we’ll identify our target market and unique selling proposition and utilize our existing platforms to Tell Our Story, Share Available Experiences and Develop Partnerships.

**Target Market for Carleton Place**

The marketing strategy will focus its attention on three target markets: current residents and business owners, potential residents and tourists.

The target markets were identified as key areas of focus, because:

1. **Local community**: we discovered a gap in the locals’ knowledge on existing communication tactics executed by the Town as well as misinformation on existing infrastructure, marketing tactics and past practices. We summarized our outreach and insight from our meetings and surveys and identified the need to grow the hometown pride. That way, locals are our best referrals and the civic pride leads to longevity for our community (Knight Foundation).

2. **Future Residents**: According to results from Lanark County’s study on projected growth in Carleton Place over 25 years, the Town’s population could rise to between 18 and 21,000 people in 25 years (Lanark County). As such, the Town of Carleton Place needs to market itself in a way that attracts new residents to the area. The end result will see more growth while attracting the residents that will add to the existing local community’s pride in its hometown. Adopting CP as a person’s new hometown has to ignite pride and generate longevity for its newest community members.

3. **Tourists**: While the Town of Carleton Place worked to attract visitors during its re-branding exercise nearly 10 years ago, there’s still more we can do to attract tourists to the area. By encouraging visitors to the area, they’ll discover a town where they will spend money and it’s also a lead-generator for making the permanent move to Carleton Place.

*With that, we’ll be attracting couples, young families and young retirees who want to discover Carleton Place in meaningful ways that ignite inspiration and make memories. We’ll push out our marketing initiatives using digital media that doesn’t sell – but tells our story.*
**Our Unique Selling Proposition:**

The Town of Carleton Place has to consistently ask itself: what **do we do better** that can’t be done in other small towns across eastern Ontario?

While Carleton Place’s history is unique, it’s difficult to sell visitors on coming to the area because of its history. Instead, we have to focus on the experiences and emotions they’ll get when they come to Carleton Place. The stunning, historic buildings are a value add to the experience.

We’re going to highlight the Town’s unique selling proposition that residents and visitors can experience.

**Outdoors:** Training for your next half marathon? We’ve got trail beds for that. Want to escape for an early-morning kayak? We’ve got quiet river ways for that. Want to get the kids’ ya-ya’s out? We’ve got beaches for that. While Carleton Place ‘has it all’ in terms of outdoor landscapes, we have to showcase the unique outdoor experiences one can have in the middle of Carleton Place. We have to tell people how they can experience the outdoors in their own way in the middle of a town and the emotions that are generated as a result of the experience. Think: Freedom. Inspiration. Relaxation.

Carleton Place has polished trails, stunning waterfalls and accessible beach areas that make it the best place to visit or live because of these outdoor experience opportunities.

**Culinary:** Food Tourism refers to any tourism experience in which one learns about, appreciates, and/or consumes food and drink that reflects local, regional or national cuisine, heritage, culture, tradition or culinary techniques of an area (Culinary Tourism Alliance).

With food tourism remaining a steadily growing industry, Carleton Place will better market its offerings and appeal to a wider audience.

With a range of Carleton Place food and beverage-based businesses sourcing local food producers combined with having an array of cultural culinary options and experiences, Carleton Place can position itself as a hub for food tourism within Lanark County and eastern Ontario.

We also host incredible food events in Town that bring the community together and offer the visitor an authentic experience where they get to learn the locals’ stories and discover what only the locals know about the region. Please refer to the culinary marketing plan for further details.

**Our History:** The stories that formed Carleton Place into what it is today has definite impact, and it’s the foundation that has been built upon for 200 years. Since it was established in 1819, Carleton Place has witnessed historic events and honoured heroic residents that have defined our story of origin, ultimately crafting the path for the future. And we witness it every day. Whether it’s the stone buildings, the gorgeous murals or the people, our history is kept alive through various efforts to tell that story.
The People: Cat’s Cove received a lot of feedback about the Town’s people; they’re welcoming, caring, loyal and proud. While we live in a town that’s in consistent growth, we remain true to our core values and live it out every day.

Challenges
While Carleton Place has an abundance of offerings for the visitor and the resident, there are some challenges that could hinder a marketing campaign. They include;

Minimal Digital Information: The Town’s Meet Me on the Mississippi website has a limited sharing of its full roster of options as well as experiences. As well, the social media accounts don’t consistently promote the Town’s scene. While the Chamber of Commerce and BIA work to promote its specific client/member base, we aren’t reaching all parties. We have to make it easy for visitors to find information all in one place.

Minimal Storytelling: While it’s important to list the Five W’s for an industry, we lack in telling our authentic story in Carleton Place including those about our people, success stories and everyday feel-good tales.

Businesses’ Digital Stories: The businesses in town are mostly online with a website, but there is a shortage of sharing their own stories online both on their websites and in social media. Consistency and storytelling are key ingredients for developing long-term social media marketing success – and ultimately our brand.

Clarity on Messaging and Promotions: While the Town, Chamber and BIA all work to promote the events, businesses and news happening across Carleton Place, we have to define our marketing roles across all platforms and users. We can do this by having each party define their goals and objectives for each of their social media platforms.

In summary, the brand message is lacking in our existing Carleton Place communications.

We can tackle this by having clarity in our messaging.

Opportunities
There’s no shortage of opportunity in Carleton Place. With that, we have to jump on and embrace the opportunities to promote our existing offerings, experiences and values to our target markets.

Existing Platforms: Carleton Place has existing platforms to promote itself, including the Meet Me on the Mississippi website, Facebook account and Instagram account. As well, it has the CP Scoop, which delivers information on town initiatives and council meetings. Carleton Place also produces the annual Community Guide.
The Top Three: When people consider moving to a new town, studies show that there are three top elements that attract them. “Three main qualities attach people to place: social offerings, such as entertainment venues and places to meet, openness (how welcoming a place is) and the area’s aesthetics (its physical beauty and green spaces)” (Gallup Polls).

If people were more attached to the community that they lived in, then they would engage and make it a better place.

But what draws them to the town where they’ll start anew and put down new roots?

It has to do with the values and lifestyle that promise to be offered in the small town. The Town of Carleton Place has the opportunity to showcase not only those top three elements, but also demonstrate and live out its values.

Because these elements build civic pride and community attachment, it’s important for the Town of Carleton Place to maintain these three elements while living out their values. We can do that through our brand messaging through everyday interactions and sharing our story through digital marketing initiatives.

Incredible Stories: With a growing population, Carleton Place can’t help but collect bundles of stories from its residents. Whether it’s showcasing an award-winning entrepreneur, sharing a feel-good story or highlighting a recent win, our Town is filled with people who have an incredible story to tell. These are the stories that accentuate life in Carleton Place.
Key Messaging

The Town of Carleton Place launched a branding program 10 years ago using the tagline Meet Me on the Mississippi.

The premise behind the tagline was as follows:

*Of course, the line “Meet Me on the Mississippi” is an invitation. And one of the great things about this friendly invitation is that it beckons us to meet one person, a couple, or a whole group, depending on the circumstances. “Meet me…” invites you, my friend, to join me in this wonderful place. Alternatively, the line could become “Meet Us on the Mississippi”, as an invitation to get together with a collection of people, like the Riverside Jam. We could also tell the viewer to “Meet them on the Mississippi” when we’re encouraging people to have an experience with, for example, the Canoe Club. And on Valentine’s Day we could even suggest that you “Meet someone you love on the Mississippi.”*

*In other words, our tagline can be intimate and romantic, a simple “C’mon!” from a friend, or even an invitation to take part in a group. No matter how we use the line, the basic thought “Meet me on the*
Mississippi” will be implied. And that’s the form of the line that is probably the best for most applications. “Meet Me on the Mississippi” has friendship written all over it. We know who it is: someone we like, someone we care about, someone we want to share a mystery and a discovery with. It’s personal. And it also has those three warm “M” sounds going for it...

Community Feedback
We connected with key stakeholders and the public about their thoughts on the tagline. The feedback ranged from person to person but common responses included: it doesn’t mean anything to me, I don’t understand it, It’s Okay, and I never use it.

While the initial tagline was generated to develop friendly, inviting ways, the message – according to the feedback – was focused on the use of the Mississippi. And not on the “Meet Me” portion.

Re-Focused Messaging
While it’s tempting to start from scratch and re-build the branding message, there’s another avenue: to shift the tagline from Mississippi to the Meet Me messaging.

We still maintain the warm, welcoming invitation, but focus on the emotions generated from these experiences.

With that, we’re focusing our messaging on:
☑️ How they’ll experience Carleton Place when they visit or live here
☑️ How they’ll feel when they experience Carleton Place
☑️ The kinds of memories they’ll create when here
☑️ Demonstrate that they’re part of the community

This is the invitation to Meet Me on the Mississippi (or Meet Me in Carleton Place) for however you plan to experience it:

Meet Me for a Kayak
Meet Me for a Beer (at St James Gate)
Meet Me for a Trail Run (at RiverWalk)
Meet Me for Dinner (at Black Tartan)
Meet Me for Hot Yoga (at Hamsa)
Meet Me Downtown (for Coffee)
Meet Me for One More Book (parent reading to child in bed)

While these ideas showcase what you can do in Carleton Place, we have to tell the person looking at and reading our messaging how they’ll feel. What emotions spark when they spend time with their spouse at
dinner, re-connect with old friends over a pint or get together with sisters for a day shopping downtown.

We’ll use images to showcase the activities they’re doing but outline the feelings and memories created from these moments together.

Meet Me to Explore (Kayaking photo)
Meet Me to Re-connect (over a beer or coffee)
Meet Me for a Night Away from the Kids (Black Tartan)
Meet Me to Unwind (Yoga)
Meet Me for Good Conversation (fishing/trail run)
Meet Me at Home (parent reading to child in bed)
Meet Me Under the Stars (Outdoor Movie Night)

All of the messaging says the same thing: whether you’re visiting for a day or you’re a life-time resident, you’re part of this community.

Here are sample visuals of relaying that message in an effective way:
Note: we can integrate humour into some of the messaging, but for now – we wanted to showcase the feelings that arise with these actions. Let’s be funny once we establish credibility with the message.

The simple formula to the messaging is this: it doesn’t have to be complicated.

We’ll integrate this messaging into our marketing through social media, our community guide, our website and our everyday interactions.

So, how do you do that?

**You Tell Stories.**

Visuals receive more likes, shares and comments on social media.

Using the visitor-focused theme for Carleton Place’s Marketing Strategy of Meet Me in CP, the Town’s offerings will bring authentic experiences to the visitor while showcasing its wares.
Social media plays a role in driving the interest and enthusiasm in food experiences. Hence tourism is massively popular among millennials, who share their experiences on social media sites such as Facebook, Instagram and YouTube. (Millionmetrics).

**The Real Goal?**
It’s to connect potential visitors with what they could experience and feel when they come experience Carleton Place’s offerings.

As OHTO outlines in its *Tourism Starts with You Report*: “No longer is it sufficient to offer things to see and do. Potential visitors now want to know what they are going to feel and remember on their visit.”

We have to lay the groundwork for solidifying our marketing foundation by ensuring we tell the potential visitors what they can see and do here in Carleton Place, but we then build on those feelings by telling our story.

With OHTO’s approach to Come Wander, our Meet Me messaging will align well with this vision to connect with this target market while inviting someone to explore our community.

To complement that approach, we’ll integrate the CP acronym into our messaging. This approach will instill community pride of being in the know while letting visitors in on our local vocabulary that will make them want to be a part of the CP experience.

**Getting the Word Out**
One of the biggest changes from the re-branding exercise completed 10 years ago was the kind of marketing opportunities available to send out these messages – it focused on brochures, banners, traditional media and the website.

While we were in the digital age at the time, social media was in its infancy for popular public use and messaging wasn’t considered for those platforms.

Today, that’s the first place we think to share these stories, images and hashtags. We’ll have a much easier time integrating and implementing this re-focused message and get better public buy-in by encouraging social users and influencers to use the Meet Me language when they’re experiencing varying elements of Carleton Place.
Our Marketing Approach

The Plan
This long-term plan for our marketing will jump on the opportunities to help foster a well-branded message that Carleton Place has plenty to offer each target market.

The plan will seek to enhance and build on the existing tools to tell visitors just what’s available here in Carleton Place, tell our story and develop partnerships to expand our reach.

1.0 Show, Tell and Share our Story
Carleton Place will take the first steps to enhance and build on its existing platforms so we’re best promoting our offerings and experiences here in town.

1.1 Enhance and Build on Existing Tools
Using the Meet Me on the Mississippi platform website, we have an existing platform to share information about who we are, where we’ve been and where we’re going. This is our foundation where we will put together web content that fully tells our story using engaging images and copy that’s conversational and real.

Here’s how we can better utilize this website to tell our story:

Enhance the restaurant listings
The Town will beef up the restaurant section so that it not only provides a thoroughly updated directory of local restaurants and eateries, but will also tell our story and provide more substance for the website visitor.

Develop Content Marketing
To build awareness and create long-term relationships with visitors, the Town of Carleton Place will use the Meet me on the Mississippi website platform to create creative copy and memorable content marketing.

This content marketing will feature the experiences available in Carleton Place and tell the reader how they’ll feel when they come and experience it themselves. This is the pre-visit promise we’re making to our target audience.

We will use this platform as our user’s end location when they’re looking into Carleton Place. This is where we’ll integrate more content such as:

→ Share Our History
→ Outline Adventure/Escape Experiences
Tell Stories of our People with Themed Concepts (retail, breweries, food tour)
Sell our CP Branded Collateral (T-shirts, tanks, toques, etc)
Highlight our Downtown Core
Feature our Culture and Arts
Share Events and Festival Information

The story features will be created to publish pieces that use a conversational, friendly tone while telling stories of the people and places that make up Carleton Place. This practice is done in order to generate emotions and make the reader want to come visit. These stories don’t have to be complicated, but they can tell the reader about how these people came to bring their dream alive while putting a face to the name. We’ll pair the stories up with captivating images that draw the reader in.

**Case Study:** Hastings County went through a recent re-brand in order to attract more businesses to the region away from Toronto while also telling potential new residents about the local lifestyle. They launched a blog which mixes stories written by actual locals discovering the region as well as feature stories on businesses and residents. Theses good news pieces and exploration pieces really tell Hastings County’s story.

**Case Study:** Cobourg’s Tourism website has a fresh feel to it with content marketing that tells their stories using conversational tones, photos with impact and plenty of white space. Their “Our Stories” section is a good way to tell stories of locals while not necessarily having to maintain a consistent blogging schedule.

**Promote Experiences**
As part of Carleton Place’s overall marketing strategy, we’ll create experiences specific to our target audience. Whether it’s a Beer Tour with the boys, a Girls’ Getaway Weekend or an Outdoors Adventure, we’ll integrate experiences that will appeal to the specific group.

We have promised people a certain experience when they come to Carleton Place. So when someone is ready to come experience Carleton Place, they know that every place listed in these experiential marketing plans will deliver on that promise. They have to be so carefully crafted that there has to be a promise that it’ll meet someone’s standards.

These itineraries are developed with the understanding that when someone comes across them, they’re already sold on the Carleton Place concept. This area shouldn’t be the sole focus of the marketing initiative, but a complimentary offering once we explain our community many times through social before selling people on these itineraries.

Then...the marketing initiative sets off as people will document these experiences on social. If you deliver on that brand promise carefully, it will encourage more visitors and residents to the area.

It’s a step that perpetuates a ripple effect that lasts for years.
**Case Study:** Orangeville Tourism created itineraries for specific target audiences and injected focused experiences into the schedules.

**Case Study:** Cobourg outlined a variety of experiential options that align well with what Carleton Place could offer.

### 1.2 Tell our Story Visually (Create Digital Marketing Collateral)

With visuals gaining so much more traction and engagement on social media, the Town of Carleton Place will invest in creating professionally produced digital marketing collateral to tell our story in a well-branded and polished manner.

By hiring a third-party videographer and photographer to show exactly how people will experience Carleton Place, we’ll draw our audience in to feel the emotions connected to CP and want to make memories in these places and spaces.

**Video Production:** Hire a videography to spend a weekend in Carleton Place in order to capture the Farm to Fork event at Market Square. That same day, they can film The Good Food Tour in order to capture the experiential tourism opportunities available in Carleton Place. As well, we’ll get filming done for general life in Carleton Place, but this budget line will focus on the experiences and offerings here in town.

**Photography:** A photographer will allow Carleton Place to stick with its brand and capture a library of photos that can be used and re-cycled throughout its digital marketing platforms. These photos will be the personality and brand essence that Carleton Place strives to be – including its culinary offerings.

**Case Study:** Last year, the Town of Perth hired a videographer to shoot two, 30-second seasonal-focused videos. Featuring local families and residents, this video highlighted the Town’s landscape while also showing the experiences that occur within the Town.

### 1.3 Crowdsource Photos

Referrals and hometown pride are what generate great awareness for a region. By launching a crowdsourcing campaign, we’ll garner more buy-in from locals and provide a visitor’s perspective when visiting a location.

Crowdsourcing is an effective, authentic and inexpensive way to get engagement, and Millennials in particular like to feel heard and be a part of the action.

We’ll integrate more local hashtags for Instagrammers to use when out at a local establishment, and these hashtags can be used to pull to the Meet Me on the Mississippi homepage with Instagram posts from other users.

We can also re-post on our Instagram feed.
Case Study: My Haliburton Highlands has re-launched its website infused with storytelling as well as pulling images to its website from Instagram posts that use specific hashtags. (#myhaliburtonhighlands). This crowdsourcing tactic has generated captivating images that define Haliburton Highlands while not requiring much work from the staff’s standpoint.

1.4 Re-generate your Instagram Account to Tell Your Story
The Town of Carleton Place already has an Instagram account. We can use this existing username and follower base and utilize our Instagram in a way that tells our story but attracts visitors to our area.

With any social media platform, we have to define our purpose and goals of using that specific platform. We’d suggest using Instagram for the following purposes:
- To generate more leads on visitors
- To showcase our landscapes
- To showcase people in photos experiencing Carleton Place in authentic ways
- To re-post photos from Instagrammers chronicling their CP experience

Upon our research collected through the Ontario Tourism Alliance and OHTO, it’s clear that in order to connect to a specific target audience, we need to share captivating photos that get traction. However, the storytelling and people behind the photos are just as important.

Long-form Instagram posts generate more likes, comments and views, so the Town will want to ensure our posts have a story behind them.

This account will rotate between behind-the-scenes images of our everyday life, stories of real people captivating photos that showcase delicious eats, captivating landscapes and hidden gems.

Here are examples of popular hashtags that we’ll use to generate awareness while building our brand:

MeetMeInCP
ExperienceCP
MeetMeOnTheMississippi
LanarkCounty
CarletonPlace
CPProud
ComeWander
DiscoverON

When we’re on Instagram, we also have to create relationships and connect with users. We’d continually do hashtags searches related to Carleton Place and interact with these users to generate relationships and demonstrate that we appreciate their documentation of life in Carleton Place.
1.5 Facebook
When it comes to the Carleton Place Town Hall Facebook page, we’d recommend using it solely as a communication tool for residents to find out what’s going on from Town Hall. Whether it’s council meetings, development updates, garbage pick-up information or scheduled events from the Town, this is a popular platform for its residents.

That said, there is a void in Carleton Place’s Facebook scene where someone can get all the information about community events, experiences and people. Downtown Carleton Place does an incredible job at promoting its members while showcasing daily life in Carleton Place.

The Carleton Place and District Chamber of Commerce’s Facebook page promotes its events and shares information focused on business.

If looking to attract young retirees and young families, Facebook is a good tool to use for promoting the Carleton Place Experience. We’d recommend either launching a Carleton Place Tourism or Experience Carleton Place Facebook page that would align with the Instagram account’s objectives: to showcase the people, experiences and landscapes available here in Carleton Place. It’s not an event promoter necessarily – but the Facebook page would be a popular platform where you could showcase the Carleton Place Brand Story.

1.6 Encourage Ambassadors and Influencers tell their stories

We’re going to run campaigns that encourage residents, business owners and tourists to engage with us and share their CP Experience through social media. Using the hashtags #CPProud #CPExperience #MeetMeInCP #CarletonPlace – we’ll generate crowd-sourced photos and engage social media users to share their experiences in CP online.

The Rationale: because a brand is defined by the actual outcome, the Town of Carleton Place needs to further develop its civic pride and buy-in. Whether it’s showcasing everyday life in CP or highlighting the hidden gems, the shared experiences approach will generate civic pride and further buy-in from both the local residents and business owners. As well, the buying in will occur with residents as well.

Next Steps:
- Update the Meet me on the Mississippi website to include content marketing
- Feature articles promoting the local culinary scene and share to social media
- Build objectives for the Instagram Account
- Determine next steps for Facebook use with your collaborating organizations
- Get professional photos done to tell the story here in Carleton Place
- Get a professional video done to tell the Carleton Place story
2.0 Think About the Visitor Experience

As OHTO states, visitors want to feel connected to the community they visit, get the behind-the-scenes view of it, and have authentic experiences getting to know locals.

There is no shortage of opportunities for visitors to get to know Carleton Place in ways that showcase our stories, introduce them to locals and feel connected to our community.

2.1 Push the Culinary Scene. Hard.

Studies from the Tourism Industry Association of Canada (TIAC) reveal that organizing events is the most used marketing and promotion tool for culinary tourism, followed by brochures and advertising.

The Town of Carleton Place has a range of existing and popular food experiences that can draw visitors to the region for special events. These include:

- **Bites on Bridge Street**: The Good Food Tour hosted weekly by Cathy Reside
- **Wine’d Around Town**: A sold-out annual event where participants tour around downtown and taste special samplings for a nominal fee
- **Summerfest**: A behind-the-restaurant experience showcasing local meat, produce and craft beer
- **Farm to Fork**: An epic, outdoor culinary experience in the Market Square

These four popular events/experiences bring the community and visitors together to connect over good food and drink while supporting the local economy.

When aligning with the OHTO Visitor Experience focus, these culinary events have a lot to offer the visitor.

For the Visitor Experience, it allows them to:
- Connect with Locals
- Feels it’s Authentic
- Learn and Gain new Insight
- Finding “locals know” places off the beaten track
- Engage all five senses

By promoting, supporting and profiling these events on our platforms, we’re building the community’s sense of pride about its local events while also promoting our culinary offerings to regional tourists.

These events introduce guests to the local restaurant scene with the ultimate goal to bring long-term economic benefits to the town. These four events can be our Town’s four key culinary experiences that we get to promote year-round.

We’ll integrate our own digital marketing promotions for these events, including featured posts on our website, featuring it in our calendars and covering these events as they happen using branded hashtags,
specifically on Instagram. We’ll also put it on our Meet Me on the Mississippi Food & Drink Homepage under Culinary Events.

Lastly, we’ll connect with food bloggers and Instagrammers to take part in these events through authentic, self-led FAM Tours (giving tickets) and utilize their existing platforms to share the CP Culinary story.

2.2 Get Our Businesses Market Ready & Telling Their Story

In order for Carleton Place to be market ready for promotion, our town’s business network has to be market ready. In other words, the restaurants, cafes and even service providers need to be accessible online by having a website, having updated operational hours and giving online visitors access to contact them. That way, when we promote them, visitors can discover the businesses online before moving forward.

By utilizing the Meet Me on the Mississippi’s Restaurant Guide and the Chamber of Commerce’s business directory for Restaurants and Food, we gained a solid idea as to whether or not local food and beverage businesses are market ready. It gave us a good idea about whether or not the local business community is actively online.

2.2.1 Telling Their Own Story: Workshop

One of the biggest elements missing from each business’ websites are the stories – the About section is a great way to demonstrate their story, their purpose and their vision. This is where authentic connections are made and trust is built with the potential visitor checking them out online.

As well, these businesses can better utilize food photography and staff/location photography to appeal in a visual setting.

While the majority of Carleton Place operations have a web presence, they lack in telling their story both on their website and on their social media accounts. It’s important to go beyond the everyday sell of daily features – the people working and eating at these restaurants should be profiled to ignite connections for the viewer. As well, the accounts should be maintained consistently.

Law & Orders is a great example of telling its story through food photography mixed with humour, taking photos of customers, promoting specials and telling followers what they’re up to for the weekend.

By hosting a workshop to teach the local businesses to write an About page on their website and/or social media handle while also giving them a voice on social media will enhance our market-ready abilities to then promote their offerings and tell their stories from our platforms.

This is a branding exercise that could be done to ensure the food and beverage owners within Carleton Place better tell their story to attract visitors from both near and far.
2.2.2 Instagram Photo Training for Food Photography

Visuals get so much more engagement on social media channels and by providing local businesses with the training to turn ordinary photos into eye-catching visuals, the businesses will garner attention from our target markets.

Let’s host a workshop specifically for local restaurants, coffee shop and brewery owners on how to take food and drink photos with their phones that’ll have followers oozing with delight and engagement with #nomnomnom worthy hashtags.

Summary
By providing Carleton Place businesses with the knowledge and skills to tell their story through training and supportive marketing tactics, we’re ensuring we’re market-ready to promote the pre-visit phase for visitors.

3.0 Develop Partnerships

Isn’t it great to have so many ideas?

While it’s easy to dream up dozens of ways to promote ourselves, there’s one question remaining: who’s going to do it all?

Creating partnerships is an effective way to take those first steps to developing Carleton Place’s brand. Here are some ways to develop partnerships as we launch our brand and iron out the execution details.

**OHTO:** Ontario’s Highlands offers a range of partnership and funding opportunities to municipalities promoting themselves for tourism. Julie Mulligan is very interested in sitting down with Carleton Place to discuss potential partnerships and collaboration, including:

- **TDPP Program:** OHTO will match dollar for dollar with organizations and municipalities on a wide range of marketing and product development initiatives through the TDPP grant program. We propose connecting with OHTO to access funding for: content marketing, videography work, photography work and the two workshop training sessions for the business community.
- **Making Connections:** OHTO also will connect us with food bloggers and social media influencers who could come to Carleton Place to experience the Town in different ways. These influencers would then blog about it as well as posting as they experience it through their social media channels. They could help facilitate FAM Tours as well.
- **Awareness:** by maintaining a relationship with OHTO, we’ll stay top of mind with them and gain access to its own platform by sharing all the good things happening in Carleton Place. We have to continue to work at pushing out these good news pieces so that other groups and organizations are aware of them.
**Lanark County Tourism:** While speaking with Marie White, she said Lanark County Tourism wants to help with promotion for all of Lanark County.

- **Print Coverage:** LCT may look into purchasing editorial print coverage for Lanark County in publications such as Edible Magazine. That way, municipalities don’t eat up their entire marketing budgets through print advertising and can focus their funds on content and visual marketing tactics for the digital landscape.
- **Awareness and Promotional Support:** If Carleton Place takes a proactive approach to reach out to influencers to share our events and promotions, we’ll get good uptake, including with Lanark County Tourism. Marie says she’s always looking for good-news feature stories and if Carleton Place produces this content, she’ll share it onto Lanark County’s social media platforms.

**Food Bloggers of Canada:** The Food Bloggers of Canada is a collective of – yep – food bloggers living in Canada. This organization is a supportive network for the bloggers, but they also help groups and organizations to connect with bloggers and social media influencers to set up possible meet-ups. This is a starting point to delve into the digital market in order to connect with influencers.

**Reach out to Influencers**
This approach is quite possibly the most important marketing element to the Town’s marketing plan. While it’s one thing to get content on the website and share it to our social media platforms, we have to start actively pursuing social media influencers and exploring their interest in experiencing Carleton Place. These collaborations will put CP in front of these influencers’ followers, giving us access to an audience we wouldn’t otherwise necessarily reach.

By allowing bloggers/social media influencers to write reviews, take stunning photos of the food, and share their experiences, visual content for the area are generated. Social Media Examiner published a social media marketing report in 2016, which shows that 37% of marketers considered visual marketing to be the most significant form of content, with blogging following after. On top of that, social networking sites such as Instagram and Snapchat that primarily cover visual content (photos and videos), can be considered tools to use in visual marketing. (Millionmetrics).

Creating customized hashtags for our brand will help generate local awareness and pride while also letting visitors in on the gems here in Carleton Place.

Carleton Place would offer to cover the expenses in exchange for documenting their time and using prescribed hashtags such as #CPEats #CarletonPlace #CPProud.

**How do we do that?**
We are constantly doing research on regional, national and international bloggers, Instagrammers and YouTubers with influential followers. If their brand aligns with Carleton Place’s brand or the experience we want them to embrace, then we’d do outreach to see about setting up a partnerships. This would include searching through Hashtags, doing research on the influencers’ platforms and writing direct inquiries.

Examples:
Maggie M (The Wedge Live)
Case Study: Law & Orders in Innisville welcomed Professional Eater Randy Santel to tackle the Rhippo Burger Challenge. Randy’s live social media coverage exposed Law & Orders to his 500,000 YouTube Followers and generated nearly 160,000 views.

Roles and Responsibilities
While it’s exciting to generate new ideas and a re-freshed approach, the Town of Carleton Place has to define who will be responsible for rolling out this marketing plan. With current Town staff already maxed in workload capacity, there are a variety of ways to complete the projects outlined:

Option A: Hire Third-Party Companies
Carleton Place can hire third-party companies to complete the following projects:

Photography: hire a photographer to generate photos of Carleton Place throughout the year. Set up three to four individual sessions over the next year with a photo list and capture images that connect to the Town’s Brand.

Videographer: similar to the photographer, the Town would arrange for a videographer to capture two seasons of life in Carleton Place.

Content Marketing: The Town of Carleton Place can hire a third-party company to generate the content marketing for its website. The company’s responsibility will be to conduct interviews, write the pieces and make any edits from Town staff. This content can include feature stories for the website, itineraries, beefing up the About Us section, Adding to the Restaurants section/database and overall giving the website a full user experience so they can get a good idea about what to expect when visiting Carleton Place.

Social Media Management: hire a third-party company to curate, write and post your social media posts. They’d craft an editorial calendar for you to help align with your branding and marketing goals and Town staff would work with the social media manager to ensure that all wanted/needed posts are completed. The social media manager would also build relationships with online influencers and do outreach to ensure the Carleton Place-focused hashtags are used.

Project Manager: Hire a project manager to oversee the implementation of these marketing initiatives and work with the Town staff.
Option B: Hiring a Community Engagement & Digital Content Specialist

While these previously listed tasks can be completed out of house, there are many elements to the work that could be generated through a full-time position with the Town of Carleton Place. This person would have a better pulse on the community, can attend events as well as ensure the brand messaging is completed in a consistent manner.

As well, the brand messaging needs to be carried out in everyday life. With so many people coming into Carleton Place – whether it be for a visit, a move or a re-location – someone should be designated to be on hand as a Community Engagement Specialist.

This person’s responsibilities would include:

- Develop engaging social media content for all owned channels (Facebook, Instagram and YouTube)
- Build strategic content calendars to increase social media followers and engagement
- Post all social media content and manage all customer engagement
- Develop shareable blog content for Carleton Place’s Meet Me on the Mississippi website
- Meet with locals to develop story ideas and to engage the local community on the Carleton Place brand – specifically through social media
- Manage and develop relationships with bloggers and social media influencers for visits to Carleton Place
- Work with the Chamber of Commerce and Downtown BIA to define marketing and communications roles and determine how it will play out through social media as well as train local stakeholders on utilizing the Town’s brand image and messaging
- Manage relationships with tourism organizations
- Project manage the implementation of the new brand and logo
- Project manage the videography and photography projects
- Work closely with the Communications Manager to ensure all content is on-brand and drives key business objectives
- Report on social media metrics and reporting
- Develop and test best practices related to social media content development and management

If the Town decided to make this position a full-time offering, we could make the job posting engaging, personable and generate attention from across the province. The Town would be recognized for being innovative and recognizing the importance of brand messaging in a digital era – even though it’s a town.
Schedule and Budget:

While these ideas could generate a full-time job in the Carleton Place Town Hall, we have to be realistic about meeting and executing these goals.

The following is a schedule and accompanying budget to determine next steps and budgeting for the next two years.

### 1.0 Launch The Brand Messaging: Show, Tell and Share Our Story

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
<th>Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update the website and social media pages with updated branded collateral</td>
<td>Fall, 2018</td>
<td>Nil – website updates</td>
<td></td>
</tr>
<tr>
<td>Announce new logo and updated brand messaging</td>
<td>Fall, 2018</td>
<td>Includes press release, email in CP Scoop, Post to Facebook and to Instagram.</td>
<td></td>
</tr>
<tr>
<td>Introduce concept to council</td>
<td>Fall, 2018</td>
<td>Provide a presentation to council and explain the brand concept</td>
<td></td>
</tr>
<tr>
<td>Change hard copy marketing collateral including signage</td>
<td>By Spring, 2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.0 Show, Tell and Share our Story

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
<th>Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Meet Me on the Mississippi Website</td>
<td>Fall, 2018</td>
<td>Dependent on Town’s agreement with web developer; staff time; hiring a third-party</td>
<td></td>
</tr>
<tr>
<td>Create MMOTM Content Marketing Plan</td>
<td>Fall, 2018</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Start Date</td>
<td>Finish Date</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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<td>--------</td>
</tr>
<tr>
<td><strong>Fall, 2018</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crowdsource Photos</td>
<td>Fall, 2018</td>
<td>No cost</td>
<td></td>
</tr>
<tr>
<td>Hire Videography &amp; Photography to do videos and professional photos</td>
<td>Either Fall, 2018 or Summer, 2019</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

**3.0 Promote Local Food Events**

- Create web copy for the MMOTM website to insert into Food and Drink; use past photos for the time being; create consistent branding for these images
- (included in the content marketing budget line)
- Schedule Facebook and Instagram posts to promote the upcoming events; live cover the events with photos and engaging photo captions (BIA did a great job in 2017)
- No cost

**4.0 Get Businesses Market Ready**

- Create one-page poster outlining the programming support
  - Fall, 2018
  - $200
- Educate businesses about this initiative
  - Fall, 2018
  - No cost
  - Complete this through poster distribution online and with one-on-one visits; integrate Chamber and BIA into this messaging.
<table>
<thead>
<tr>
<th>Event Description</th>
<th>Time</th>
<th>Funding</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host Business-focused Storytelling Workshop</td>
<td>Winter, 2019</td>
<td>N/A</td>
<td>Dependent on OHTO funding opportunities</td>
</tr>
<tr>
<td>Host Instagram Food Photo Workshop</td>
<td>Winter, 2019</td>
<td>N/A</td>
<td>Dependent on OHTO funding opportunities</td>
</tr>
<tr>
<td>5.0 Create Partnerships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reach out to OHTO on Funding Possibilities</td>
<td>September, 2018</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Complete OHTO Grant App</td>
<td>Fall, 2018</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Sit down with Marie White to discuss partnerships and collaborations</td>
<td>September, 2018</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Start compiling list of influencer marketers to host authentic culinary experiences in CP</td>
<td>Fall, 2018</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Host two influencers during the Winter season</td>
<td>Winter, 2019</td>
<td>TBD</td>
<td>Start to nurture relationships on inviting influencers for authentic experiences in CP</td>
</tr>
</tbody>
</table>

Once this plan is finalized and approached, we get detail oriented on the branding launch plan for rolling out to the public including dates, tasks and responsibilities.

**Metrics and Analysis**

As Carleton Place launches its branding and marketing plan strategy, it has to determine whether or not it’s creating an impact on the local economy.

To do this, the Town will determine its success via the following data:

- Increased website engagement
- Increased hashtag uses through Instagram
- Increased engagement on all social media platforms
- Better awareness by the local community on the Meet Me initiative
- Long term: reported increased engagement and customer service base by local business owners.
COMMUNICATION 129219
Received from: Amanda Charania, Communications Coordinator
Addressed to: Community Issues Committee
Date: September 18, 2018
Topic: Community Oven Project

SUMMARY
In reviewing the community oven in Almonte, Staff feels that a better location for a sister community oven in Carleton Place would be at the Carleton Junction site.

BACKGROUND
There is currently a group working to bring a community oven to Carleton Place. The project will be a sister oven to the one that was recently built in Mississippi Mills.

Council previously approved a proposed site for the community oven at Market Square in the South East corner.

COMMENT
Staff recently went to see the Mississippi Mills oven and met with Jeff Mills to learn about how it was built and how it functions. Armed with this information, the working group now feels that Carleton Junction would be a more suitable location for the Carleton Place oven. It takes approximately two (2) hours for the oven to reach cooking temperature and during this time, the person using it is required to stay close by. Carleton Junction would provide more options to families to pass the time until it is ready to use.

Joanne Henderson met with Paul Knowles, Town Engineer and Project Manager for the Carleton Junction project and picked out a potential suitable location at the Carleton Junction site (see attached map showing proposed location of the oven beside the skateboard area). The granular base for the oven can be accommodated in 2018 in conjunction with the other preliminary site works being undertaken this year.

FINANCIAL IMPLICATIONS
Approximately $5,000 has already been raised. Based on Mississippi Mills’ experience, another $5,000 needs to be raised for a total cost of $10,000. The building of the actual oven will not begin until all the funds have been secured.

STAFF RECOMMENDATION
THAT Council support the new proposed location of Carleton Junction for the community oven project; and

THAT Staff request permission from the County of Lanark to include the community oven on the Carleton Junction site in accordance with the provisions of the Town’s lease of the lands.

ATTACHMENT
Map showing proposed location of community oven on Carleton Junction site.