

THE CORPORATION OF THE TOWN OF

G NANOQUE

Canadian Gateway to the 1000 Islands



STRATEGIC PLAN - 2020

DRAFT / AUGUST 11TH / 2015

WWW.GANANOQUE.CA

Introduction

Strategic planning is the process of positioning an organization to meet its future goals and objectives. Strategic planning can effectively manage change and define the direction and allocation of resources needed to accomplish the desired outcomes.

Strategic planning has become increasingly important for local governments due to the complex and rapid changes that have occurred in recent years. Strategic planning can assist municipalities in focusing on their priorities in the midst of an otherwise overwhelming ambiguous environment.

Following the 2014 Municipal Election, Mayor Demchuk and the newly sworn in Town Council resolved to embark on the creation of a Strategic Plan that would shape the future direction of the community. Council met with various community stakeholders and staff during two (2) facilitated public sessions (June 22nd and July 14th 2015) to determine the sector areas to be addressed and identified specific actions to be undertaken to achieve the identified goals and objectives.

The Sector Areas identified for discussion included: (Ranked/Prioritized as follows)

1. Economic Prosperity
2. Infrastructure/Environment
3. Financial Sustainability
4. Quality of Life
5. Community Protection
6. Governance

Mission Statement

The mission statement identifies the Town's mandate (why it exists) and clarifies the municipality's mission and values. This sets the stage for what is and isn't legally possible. The stakeholder's analysis allowed the municipality to determine its mission statement and to create responsive and effective strategies.

“We are a vibrant, historic waterfront community promoting economic prosperity and cultural preservation in a financially and environmentally sustainable manner.”

SWOT Analysis

The community underwent a SWOT analysis. It assessed the Town's internal strengths and weaknesses in relation to its external opportunities and threats. This process identified current and emerging issues that require immediate and upcoming action. (See Appendices)

Vision Statement

The Town of Gananoque created the following vision for the future in the form of a vision statement. The vision statement indicates where the municipality would like to see itself in five years. This statement guided the discussion to develop the implementation plan, strategies, and action items.

The creation of a vision statement has numerous benefits including: reduction of conflict, self-leadership, ability to overcome barriers, motivation, achievement, more effective use of time, guidance, and a sense of the expected outcome.

***“To be a progressive, vibrant, financially sustainable community,
intent upon supporting growth and development
in an historic and culturally friendly manner
while maintaining our small town allure.”***

SECTOR #1

Economic Prosperity

Strategic Initiative #1

To create an economically prosperous and vibrant downtown business district.



Actions

- A) Develop a comprehensive Beautification Plan that creates a year round business and tourism friendly environment that will be attractive to both investors and tourists.
 - a. Create an annual downtown spring clean-up day between Public Works and Recreation staff.
 - b. Ensure a clean community by garbage pick-up, litter pick-up, street sweeping, weeding, painting posts, remove outdated posters, tree maintenance, more flowers, bump outs for patios, etc.
 - c. Beautify the downtown walkway between Garden Street and the Downtown.



- d. Dedicate excess parking revenue to a reserve fund for future downtown beautification projects.
 - e. Take an active approach in enforcing the property standards by-law to ensure a clean, tidy and maintained appearance in the downtown.
 - f. Create an emphasis on the Community Improvement Plan. (Testimonials, business ambassador program.)
- B) Build upon the current targeted investment attraction plan (Strengthen relationships with BIA merchants).



Strategic Initiative #2

To identify and service business lands for future development to increase the Town's assessment base and support year round job creation.



Actions

- A) Issue an Expressions of Interest to seek developers wishing to front fund the Herbert Street Extension. Explore opportunities with King Street West for future development.
- B) Identify serviceable/developable employment lands. Visibility from Hwy 401 would be ideal.
- C) Update the municipal land inventory to identify lands that might be available for development. Explore disposal of surplus lands.



Strategic Initiative #3

Actively work to retain existing Gananoque businesses and encourage job growth and expansion opportunities.



Actions

- A) Cross promotion of businesses – engaged in promoting each other.
- B) Create and/or partner with the County Small Business Enterprise Centre’s mentoring program.
- C) Continue collaboration with regional partners including Leeds and Grenville County, KEDCO, City of Brockville, Small Business Enterprise Centre, Ontario East Economic Development Commission, etc.
- D) Continue offering business workshops.
- E) Continue to promote Youth Entrepreneurial opportunities. Example: Summer Company.

Strategic Initiative #4

Develop and promote Gananoque as a four season Tourist destination that supports the local economy.



Actions

- A) Work with the Thousand Islands Accommodation Partnership to develop a shoulder season tourism plan.
- B) Promote the Frontenac Arch Biosphere as a shoulder season opportunity.
- C) Promote winter activities such as hockey tournaments, ice fishing, snow shoeing, etc.
- D) Identify shoulder season sports tourism opportunities. (Hockey tournaments, curling events, figure skating shows, outdoor rink skating, etc.
- E) Implement a seasonal/unique downtown art installation that sets Gananoque apart (i.e. Napanee Christmas lights)
- F) Explore the development of a Convention/Conference Centre to create shoulder season activity and employment.
- G) Increase frontend promotion/awareness of events – using the local newspaper to reach the senior sector.



Strategic Initiative #5

Develop facilities to enhance the waterfront to increase tourist spending.



Actions

- A) Identify the feasibility of adding a second boat launch.
- B) Create a business case to explore the feasibility of a private sector developed Gas Dock.
- C) Link the waterfront to the downtown via: a Hop-on Hop-off trolley system, trail system, etc.

Strategic Initiative #6

Continue with the execution of the Economic Development Strategic Plan (2014-2016).



SECTOR #2

Infrastructure/Environment

Strategic Initiative #1

Assess the Town's current infrastructure to ensure sufficient capacity exists to support future growth.



Actions

- A) Expand the Asset Management Plan to list and prioritize infrastructure replacement based on age, state of repair, number of homes serviced.
- B) Identify all municipal services and document their existing conditions. Map the Town's infrastructure using Geographic Information Systems (Piggyback on County system). Verify "as built" vs "construction designs – location verification. Streamline the updating process.
- C) Develop a plan to require homeowners to divert sump pump discharge. Realign storm water discharge. Investigate a (Submerged Attached Growth Reactor) SAGR system to enhance the efficiency of the Lagoon System.



Strategic Initiative #2

Identify ways to connect the Downtown to other parts of Town.



Actions

- Identify future parking lot needs and opportunities.
- Improve parking lot signage and directional signage.
- Create accessible pathways when constructing or reconstructing roads and sidewalks.
- Create bicycle pathways when constructing or reconstructing roads and sidewalks.
- Continue the downtown “feel” beyond Charles Street towards East Gate.



Strategic Initiative #3

Identify ways to increase Transient Dockage to support tourism and revenue generation.



Actions

- A) Investigate ways to increase day use slips.
- B) Investigate the creation of additional docks for seasonal dockage to address the current 3 year waiting list. – William Street South with parking.
- C) Investigate outside breakwater opportunities for transient docking (Seadoos).
- D) Explore public/private ventures of leasing or building additional docks.
- E) Explore the addition of a Shuttle/Taxi from waterfront to downtown

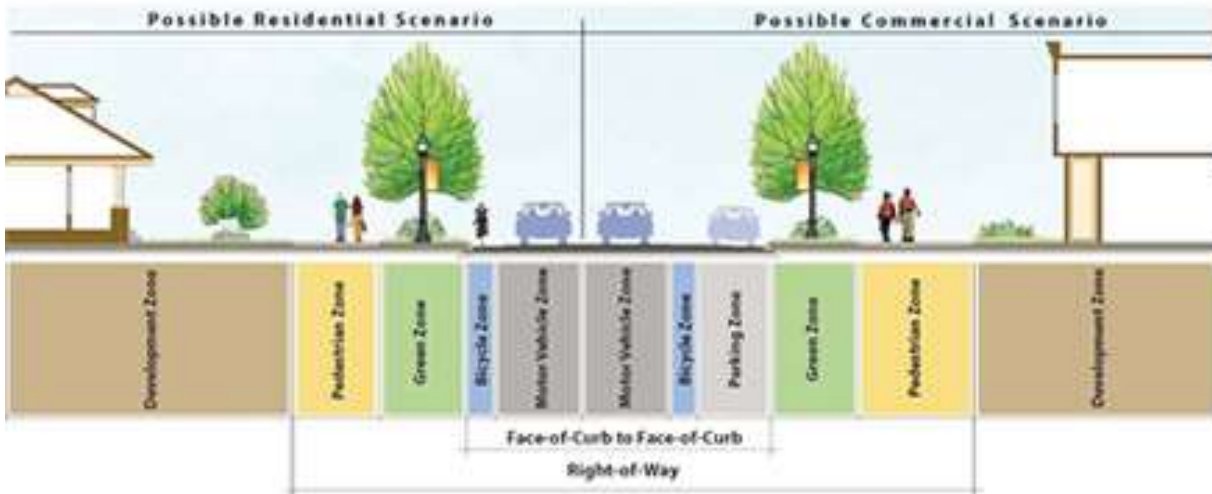


shopping venues – i.e. groceries, drug store, etc.

F) Explore the addition of private sector fuel pumps for boats.

Strategic Initiative #4

Identify ways to improve Gananoque's Road Design.



Actions

- A) Investigate implementing sidewalks on only one side with parking on the other side.
- B) Conduct a Drainage Study to identify proper storm sewers and along alleys/lanes and roadways.
- C) Eliminate grass curb on narrow streets to create parking and assist with snow removal.
- D) Design a typical road construction standards (Lighting, utilities, sidewalks, boulevards, etc.).



Strategic Initiative #5

Identify ways to reduce waste through the creation of various waste reduction programs.

Reduce your Garbage by

50%



Actions

- A) Create a Waste Management Master Plan.
- B) Encourage increased recycling by introducing a limited number of free bag tags and charge a higher fee for extra bag tags.
- C) Investigate the savings of moving to bi-weekly garbage pickup.
- D) Implement a green bin composting program.
- E) Implement a green shopping bag program.
- F) Piggy back with the City of Kingston's new program.



Strategic Initiative #6

Seek ways to reduce energy costs at Town-owned infrastructure.



Actions

- A) Upgrade existing streetlights to LED thereby reducing the flat rate charged to the Town.
- B) On an ongoing basis participate in a municipal energy tracking system of all Town buildings/property.
- C) Explore Solar Power opportunities on Town-owned buildings. Example: Net metering program.



SECTOR #3

Financial Sustainability

Strategic Initiative #1

Ensure that Gananoque is and remains an affordable place to do business and raise a family.



Actions

- A) Maintain a competitive tax rate to attract businesses.
- B) Establish yearly budgetary goals benchmarked at the Consumer Price Index (CPI).
- C) Have Council adopt a debt review of the Corporation to ensure that debt remains manageable.
- D) Complete a Service Delivery Review of Town operations to identify opportunities.



- E) Have staff seek out and apply for all grant opportunities.
- F) Develop and implement a long term financial plan.
- G) Investigate best practices of Perth, Westport, Merrickville, and Niagara on the Lake.
- H) Identify shared services and resources with TLTI and the County.
- I) Ensure recipients of Town funds are completing compliance and accountability reports.
- J) Address the Infrastructure Gap through the development of a long term capital financing plan.
- K) Develop a Reserve Policy, Investment Policy, etc.
- L) Develop financial controllership policies in consultation with the Municipal Auditor.
- M) Develop an Internal Finance Committee with two representatives from Council, the CAO, and Treasurer.
- N) Explore Public/Private Partnerships that would generate ongoing revenue sources for the Town.



SECTOR #4

Quality of Life

Strategic Initiative #1

To ensure the recreation needs of our community are being met in a fiscally responsible manner.



Actions

- A) Create a Municipal Parks and Recreation Master Plan.
- B) Explore the concept of a Multi-Purpose Regional Recreation Centre that attracts shoulder season events such as major tournaments. (Year-round jobs)
- C) Create a design/concept plan for the Bay Street Park.
- D) Discuss potential funding partnerships with neighbouring townships, private sector, community groups, and service clubs to seek out the most cost effective service delivery of recreation (Ex. Fundraising).



Strategic Initiative #2

To ensure the heritage of our community is protected.



Actions

- A) Update all Municipal Heritage Designations to reflect the updates to the *Ontario Heritage Act*.
- B) Develop an ongoing Maintenance Plan/Reserve Fund to maintain local memorials/monuments. (Cenotaph, Town Gates, etc.)
- C) Create a list of local Cultural Assets – (Non-designated)
- D) Explore the creation of a Town funded Heritage Building Restoration Fund to assist property owners of municipally designated Heritage Buildings to properly restore heritage building features.



Strategic Initiative #3

Increase access to all public services and programs.

Actions

- A) Investigate options for citizens who don't have access to transportation services.
- B) Investigate the feasibility of a delivery service for shut-ins, seniors, etc. (Public/Private partnership).
- C) Promote/support healthy eating and "Eat Local" campaigns via public workshops and distribution of materials.
- D) Explore the feasibility of creating Community Gardens.
- E) Recognize the importance of our health care/daycare facilities and their contribution to the quality of life of the community.



Strategic Initiative #4

To respond to changing recreational trends to ensure Gananoque attracts and retains residents and youth.

Actions

- A) Track statistics related to the use of Gananoque's recreational facilities.
- B) Actively adapt to changing trends (ex. BMX Track, Pickle ball, lawn bowling, etc.)
- C) Explore activities that support youth/seniors.
- D) Reassess options to improve the current Soccer Pitches.



Strategic Initiative #5

Explore the benefits of Culture and Arts in our community in relation to resident and tourist retention and attraction.

Actions

- A) Compile an inventory of all current arts and cultural attractions.
- B) Compile an inventory of all current arts and cultural associations/council's.
- C) Explore cooperative partnerships.
- D) Explore cooperative promotion of all assets.
- E) Create a recognition program to recognize the "Best in Class."



SECTOR #5

Community Protection

Strategic Initiative #1

Continue to seek out new ways of cost effectively delivering emergency services.



Actions:

- A) Consult with other communities to review capital and operating practices.
- B) Conduct a Crossing Guard Safety Audit.
- C) Continue to support the Youth in Policing Initiative (YIPI) kid program.
- D) Consider “Crime Prevention through Environmental Design (CPTED) best practices in all municipal facilities and future developments.
- E) Review the Traffic and Parking By-law to ensure public safety.



Strategic Initiative #2

Be proactive in our commitment to making Gananoque an accessible community for citizens and visitors.



Actions:

- A) Understand the accessibility needs of seniors and Ontarians with Disabilities.
- B) Ensure compliance with the *Accessibility for Ontarians with Disabilities Act. (AODA)*.
- C) Establish Facility Design Standards for the municipality.
- D) Perform an Accessibility Assessment of all municipal properties.
- E) Identify and address current barriers to accessibility.
- F) Support physical improvements to businesses to make them more accessible.

Strategic Initiative #3

Make the Health and Safety of all staff and citizens a key priority.

Actions:

- A) Ensure ongoing compliance with the *Occupational Health and Safety Act*.
- B) Enhance the Town's Health and Safety Program.
- C) Ensure Health and Safety training of staff is a key priority.
- D) Promote awareness of current Health and Safety issues as they arise.



Strategic Initiative #4

Be proactive in Emergency Preparedness.



Actions:

- A) Ensure Succession Planning/Alternates is taken into account for the Town's Emergency Management Team.
- B) Conduct Annual Emergency Exercises (Table top and Mock "In the Field").
- C) Create a public awareness campaign to promote best practices in how citizens can prepare themselves in the event of an emergency (72 hour kits, etc.).

SECTOR #6

Governance

Strategic Initiative #1

Prioritize the use of Strategic Planning as the primary tool for the Town's long term planning goals.



Actions

- A) Create a Strategic Plan that coordinates Council and Staff resources into one focused and collaborative effort.
- B) Attribute annual resources (human and financial) to projects that directly support the Strategic Plan.
- C) Amend the Council report template to include a section showing how the initiative supports the Strategic Plan.
- D) Commit to a Bi-Annual Review of the Strategic Plan recognizing it as a living document.



Strategic Initiative #2

Develop a welcoming approach/atmosphere to visitors.

Actions

- A) Promote a positive approach at the front counter and on the telephone.
- B) Provide training to staff on how to deal with difficult clients.
- C) Sharing of information to keep front line staff abreast of happenings in the Town.
- D) Provide enhanced coverage of Committee of the Whole meetings.
- E) Utilize the local media to better communicate Council matters with the public.



Strategic Initiative #3

Use technology to better deliver information.

Actions

- A) Improve public access to Town documents.
- B) Online streaming of Council meetings.
- C) Include accessible forms on the Town's website.



Strategic Initiative #4

Town Council will ensure openness and transparency in its operations.

Actions

- A) Review and update existing policies on an ongoing basis.
- B) Review the Town's procedural by-law.
- C) Develop a policy and record tracking of adopted policies to ensure they are reviewed every 5 (or so) years so that they are kept current with the *Municipal Act* and other legislation as well as the needs of the community.
- D) Ensure compliance with the Council Code of Conduct.
- E) Ensure corporate records are preserved and made accessible to the public.
- F) Promote citizen engagement via public meetings, deputations, the use of surveys, website, social media, etc.
- G) Explore options to bring Council Chambers back to Town Hall.



Strategic Initiative #5

Develop a Succession Plan that promotes Staff Development and Retention.

Actions

- A) Set aside specific funds to train (and cross train) staff to fill positions as they become vacant.
- B) Maintain an accurate employee record system which tracks successful completion of seminars, courses, etc.
- C) Promote internal advancements while maintaining the goal of seeking the best skilled employees.



Appendix A:



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Economic Prosperity

Mission:

“We are a small town community which has many assets, excellent quality of life and an ideal location in the centre of the 1000 islands with great potential for growth.”

Strengths:

Heritage

Casino revenues and jobs

Marina

St. Lawrence River/1000 Islands

Attractions/Unique Destination (ie. GBL, Playhouse, 1000 Islands Kayaking, Arthur Child

Heritage Museum, 1000 Islands Boat Museum, Golf, Beach, Splash Pad)

Proximity to major urban markets

Proximity to Kingston/CFB Kingston

Location on Hwy 401

Proximity to the US border

Information Resources (Library, Visitor Centre, Museum etc.)

Parks Canada

Proximity to Universities and Colleges

Health care

Frontenac Arch Biosphere

Trails

Progressive Council

Commercial Hub

B&B's

750+ Hotel Rooms

Sports facilities (arena, BMX, Skateboard etc.)

Excellent service clubs

Fibre optics

Restaurants

UNESCO Designation
Community Improvement Plan
Regional Partnerships
Quality of Life
Safe neighbourhoods
Pace of life
Community involvement and engagement from schools
Condo developments
Strong labour force

Weakness:

Do not have critical mass to support business
Deteriorating downtown
Lack of vision
Seasonal
Link from the river to downtown
Need more attractions (restaurants, shopping)
Business hours (don't match the tourism season; close early, closed on long weekends, not consistent)
Only one gas dock which is scheduled to close 2016
Limited availability of land
Community commitment
Small town mentality/apathy
VIA Rail connection
Lack of awareness of Town projects
Absentee landlords

Opportunities:

Attract entrepreneurs ●
Downtown Revitalization
Expand advertising/marketing
Expand context/regional focus ●
Cooperation with the Township
Cooperation with the Township Strategic Plan ●●●●
Residential growth
Focus on Immigration
Shop local
Unique opportunities that make Gananoque stand out
Link the river to downtown (paths, trolley)
Grow the marine economy
Expand shoulder season
Sports tourism

Conference Centre

Threats:

- U.S. can provide better financial incentives to attract business
- Offshore labour
- Border Issues ●
- Manufacturing decline
- Provincial downloads
- Lack of scale
- Separated Town
- Changing Federal Government
- Lack of internal co-operation

Meeting 2: July 14, 2015

Vision:

“To be an economic diverse community that fosters and mentors investment while maintaining the current charm of a small community by means of collaborative partnership.”

Strategic Initiative 1: Downtown Revitalization

Action Items:

- Create community task force
- Targeted investment attraction
- Beautification (residential and commercial)
- Make the downtown a destination
- Enforce property standards bylaw

Strategic Initiative 2: Business Retention and Expansion

Action Items:

- Cross promotion of businesses
- Mentoring program
- Utilization of existing programs and partnerships

Strategic Initiative 3: Tourism Development (4 Seasons)

- Create a community task force
- Partner with Frontenac Arch Biosphere
- Promote winter activities such as snowmobiling, ice fishing, snow shoeing
- Implement a seasonal/unique downtown art installation that sets us apart (ie. Napanee Christmas lights)

Strategic Initiative 4: Business Investment Attraction

Youth entrepreneurship

Targeted investment attraction

Strategic Initiative 5: Develop Waterfront Facilities

Build another boat launch

Build or attract investment of Gas Docks

Link waterfront to downtown

Trolley

Strategic initiative 6: Grow the Community

Amalgamate with the township (voluntary)

Shared services

Lower tax rate to attract people and business



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Infrastructure and Environment

Mission:

“We are a peaceful scenic community built on and formed by a location on two rivers intent upon growing in a respectful, sustainable manner.”

Strengths:

Mature trees
Recycling program
Location
Safe
Family accessibility (waterfront)
Walkable
Good roads
Public buildings
Water filtration
Marina/boar launch/docks
Good trail system
Green space

Weakness:

No composting
Brush disposal
Waterfront/downtown disconnect
No gas pumps on water
King Street is primary route through Gananoque (busy)
One lane bridges
Wheelchair/handicap accessibility
Sewage capacity/lagoon/East end pump station upgrades
Truck traffic Main Street
Affordable/low income housing
Brownfields

Opportunities:

- Frontenac Arch Biosphere
- Location – central to US, Montreal, Ottawa, Toronto corridor ●
- St Lawrence River
- Gananoque River
- Highway Access ●
- Fibre Optics
- Victoria Street/Herbert Street reconstruction/build – document ready
- Via rail
- Bicycle trail
- 1000 Islands parkway
- Cyclists from Kingston
- Motorcyclists
- River access and access to Town from the River ● ● ● ● ●
- Shuttle

Threats:

- Increased pollution
- TransCanada Pipeline
- Unsustainable Development ● ● ●
- Intake Protection Zones (spills)
- Geese (fecal matter)
- Ticks
- Invasive Species
- EDR Route (traffic)
- Losing funding from Province
- 1000 Islands Bridge Reconstruction
- 401 Construction
- Lack of Bilingual Signs
- Increase utility costs (hydro)

Meeting 2: July 14, 2015

Vision:

“To be a sustainable, growing, prosperous, destination community that supports growth and development while remaining affordable, maintaining our cultural heritage and enjoyment of life by means of investment attraction.”

Strategies:

1. Connect Downtown
 - a. Identify parking lots - signage
 - b. Accessible pathways – when constructing or reconstructing
2. Transient Dockage

- a. Increase day use slips
- 3. Road Design
 - a. Sidewalks on one side
 - b. Parking on one side
- 4. Upgrade Underground Utilities to accommodate future growth (waste water)
 - a. Pump station
 - b. Lagoon
 - c. Storm water discharge – decrease flows
- 5. Waste Recycling
 - a. Composting – Ministry approval
 - b. i.e. Clear bags – promotion
- 6. Upgrade Streetlights to LED
 - a. New bulbs/replacement section by section over a few years
- 7. Drainage
 - a. Alleys – proper storm sewers and along roadways – Drainage Study
- 8. Expansion of Services
 - a. Herbert Street – Cost analysis
 - b. King Street West – Environmental Assessment
 - c. John Street - Capacity



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Financial Sustainability

Mission:

“We are a vibrant/historic community, intent upon financial sustainability in a diligent manner while maintaining a balanced quality of life.”

Strengths:

- Casino Bonus \$
- Tourists Destination
- Location – Toronto/Montreal
- Available Land
- Stable Residential Tax Base
- Residential / Condo Growth – close to military base
- Lower Tax Ratios
- Debt Capacity
- Qualified Experience Staff
- Marina User Fees

Weakness:

- Old Infrastructure – Drain on future dollars
- Unknown of New Casino – Owners and % sharing arrangement
- Aging Population – May impact healthcare needs
- Affordable Housing
- Withdraw of OMPF Transfer Payment
- Stagnant Tax Base
- Fixed Costs of Water/Sewer – Low # of users

Opportunities:

- Provincial/Federal Grants ●
- Casino Expansion
- Shared Services – TLTl ●●●●●
- Amalgamation
- Tourism Expansion – culture expansion
- Branding ●●●●●●●●
- Transportation ●●●●●

Real Estate Exposure

Threats:

- Provincial/Federal Downloading ●
- Downsizing OMPF
- Environmental Threats
- Aging Infrastructure ●●●●●●●●●●
- Outside Influence on our youth to leave
- Region Services Drying up
- Competition in Eastern Ontario ●●●
- Cost of Hydro and Cost of Fuel
- Weather/Environment
- Inflation/Interest Rates
- 401 Shutdowns
- Large Pollution Incident
- Federal Election
- Lack of Gas Pumps on Water ●●●●●
- New Provincial Regulations
- Lack of Medical Facilities ●

Meeting 2: July 14, 2015

Vision:

“To be a sustainable community that attracts businesses and residents while balancing quality of life and maintaining culture and heritage by means of a comprehensive strategic plan.”

Strategies:

- Downtown Revitalization
 - Bring businesses to store fronts
 - CIP program
 - Attract stores that attract people
 - Home based businesses
- Promote the Town as a Lifestyle
 - Children’s programs to attract family
 - Advertise as a bedroom community
 - Housing prices lower than Kingston
 - Military families
- Shared services and resources
- Investigating grants
- Service Review
- Investigate best practices of Perth, Westport, Merrickville , Niagara on the Lake
- Develop & implement a long term financial plan



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Quality of Life

Mission:

“We are a vibrant/historic community, intent upon financial sustainability in a diligent manner while maintaining a balanced quality of life.”

Strengths:

Rivers – Recreations Ops

Parks

Good Location – between major centres

Health Care – good access, education, long term, assisted living

Good Recreation – seeing increase and working to increase senior recreation ops

Access to Arts/ Recreation – Playhouse, Museum, River Cruise, Curling, Skating, Cross country, Snow shoeing.

Eating Well – farmers market, community garden, food bank

Education – High School, Public School, Adult, French Immersion, University

Casino Funding

Service Clubs

Heritage/History

Churches

Financial Assistance for Youth Recreation

Partnership with TLT

Festivals & Events

Close proximity – between major centres

Weakness:

Transportation

Winter Activities

Shopping Opportunities – quality

Lack of jobs

Fitness opportunity – Pool, gyms, multi-purpose facility, senior centre, more options for films etc.

Winter Tourism
Parking (lack of)

Opportunities:

Develop winter tourism ● ●
Volunteerism – involvement
Location – promote
Youth Friendly
Promoting Aged Friendly
Recognize Local Talent (Band Shell) ●
Encourage young people to explore the arts
Expand on Eating Well Concept ●
Participation with TLTI – share ideas, services, programs
Active Alternative Transportation ● ●
Close proximity to Parkway – bike trail/walking
Casino Expansion ● ●

Threats:

More jobs – Small business
More Activities
More Attractions
Downtown Revitalization (attracting business & later hours)
Preservation of our Heritage (built environment)
Transportation (in and out of Town)
Waterfront Access
Promotes equitable food access (community garden)

Meeting 2: July 14, 2015

Vision:

“To be a progressive, vibrant community that attracts, supports and responds to all ages while maintaining our small town allure by means of creating an active, healthy and supportive environment.”

Strategies:

1. Promote businesses – downtown merchants
 - a. Promote entrepreneurs
 - b. Define merchant needs
2. Increase access to service/programs
 - a. Transportation

- b. Delivery service
 - c. Physical improvements (to actual business)
 - d. Financial sustainability (affordable)
- 3. Infrastructure
 - a. Municipal planning
 - b. Identify needs – facilities
 - c. Bike paths – alternate routes
- 4. Community engagement
 - a. Communication
- 5. Healthy eating
 - a. Promote community gardens
 - b. Workshops
 - c. Information
- 6. Physical activities
- 7. Culture and Arts promotion
- 8. Beautification



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Community Protection

Mission:

“We are a warm welcoming waterfront community intent on providing a safe environment that promotes local opportunities for entrepreneur development in a culturally inclusive and sustainable manner while maintaining our distinct heritage.”

Strengths:

Our own police and fire service
Safe streets
Up to date equipment/training
Visibility of police service/fire service
Smoke Alarms and CO detector programs
Great volunteer program (fire service)
Auxiliary for police service
School programs
YIPI Program
Good relationships with stakeholders (LTI training centre)
Own dispatch 24/7 365
Human voice responses
Open door policy for both services
Both services have a true commitment to the community
Community relationships
Gun disposal service
Drug prescription program
DARE Program
Coop students for both services (Gananoque Intermediate Secondary School)
Community supports both services
9-1-1 call centre
Cooperation between services
Evacuation planning

Weakness:

Meter Maids (cost us tourism)
Need more longevity with volunteers (used to be 20 to 30 year commitments now 5)

Long term capital expenses for both services
Arbitrator awards (Small town Gananoque compared to Metro Toronto)
Lack of control over provincial decisions
Fire Service – hard to get staff
Police Service – have to deal with provincial standards (Gananoque vs Toronto)
Volunteers – work away from Gananoque
Trying to plan training after hours and weekends
Some members of community have negative views of services
Need to be in schools more to find volunteers
Not enough people to satisfy all provincial expectations (small vs large)
People expect full crews immediately when so few local volunteers

Opportunities:

For both services to engage youth
Training
Fire/police equipment up to date
Program to future capital purchases
Partnering with neighbours (Brockville, Kingston, LTI)
Police knows fire personnel knows municipal employees
All is dealt with in a timely fashion
Exchanges between services within the town of Gananoque ●

Threats:

The province downloading (no control) ●●●●●●●●●●●●●●●●
Federal legislation changes (no control) ●●●●●●●●●●
Losing volunteers (no control) ●●●●●●●●
Funding (no control) ●●●●●●●●●●
Huge arbitration awards ●●●●●●●●●●
OPP Costing ●
Retirement and succession planning
Water supply
Emergency planning changes from outside
Training costs
Province changes rules
Actual incident (unknown threat)
Money (\$\$\$)
Budget (\$\$\$)

Meeting 2: July 14, 2015

Vision

“To be a vibrant sustainable community that promotes growth and opportunities while maintaining our small town appeal by means of a community focused approach to development.”

Strategies

- To ensure a continued professional level of service from our police, fire, and by-law service.
- To ensure residents and visitors feel safe.

Actions

- Continued public input/consultations (Police business plan, future fire “master plan”)
- Continue to work with provincial/federal policy makers
- Continue to work with outlying jurisdictions
- Continue maintaining and building public relations and confidence



Town of Gananoque Strategic Planning Session
Meeting 1: June 22, 2015

Governance

Mission:

“We are a close-knit vibrant historically conscious Community, intent upon growing our local economy and preserving our heritage in a manner which promotes economic prosperity while protecting our hometown atmosphere and environment.”

Strengths:

Staff
MPP & MP support for community
Diversity of Councilmembers
Thinking outside the box, open mindedness
Strong leadership
Positive relationships with neighbouring Township and municipalities
Joint economic development strategies
Joint services
On-going involvement of citizens (Committees, volunteers, etc.)
Accountability of Staff & Council.

Weakness:

Staff Retention
Geographical boundaries
Succession planning
Town Hall Functionality
Re-assessing policies
Remaining current with Provincial and Federal Policies
Communication with Community
Website
Aging population

Opportunities:

Building closer ties with surrounding municipalities
Working with Provincial and Federal Government (Current strong ties)
New technology
Changing demographics

Surveys to gain input from residents
Town Hall being revamped
New development in Town (develop relationships with developers) ●

Threats:

New legislation – downloading
Claw-backs
Federal Election ●
Ever-changing technology
Housing policy changes
Social media, propaganda
Ombudsman
Arbitration processes ● ●
Liability, increased litigation

Meeting 2: July 14, 2015

Vision:

“To be a sustainable community unique in its historical and cultural attributes while enhancing our economy.”

Strategic Initiatives:

- Develop Policies that promote development to assist enhance the tax base.
- Develop a welcoming approach/atmosphere to visitors.
- Using technology to deliver information (document access, council meeting streaming, accessible forms on the Town’s website)
- Review and update existing policies
- Develop a succession plan that promotes staff development and retention



STRATEGIC PLAN ONLINE SURVEY SUMMARY



TOWN OF GANANOQUE
30 KING ST EAST
GANANOQUE ON K7G 2T6
July, 2015

1.0 Executive Summary

Strategic planning is the process of positioning an organization to meet its future goals and objectives. Strategic planning can effectively manage change and define the direction and allocation of resources needed to accomplish the desired outcomes. Strategic planning has become increasingly important for local governments due to the complex and rapid changes that have occurred in recent years. Strategic planning can assist municipalities in focusing on their priorities in the midst of an otherwise overwhelming ambiguous environment.

2.0 Survey Summary

Question 1 Mission Statement: The mission statement identifies the Town’s mandate (why it exists) and clarifies the municipality’s values. Please list 3 words that best describe what Gananoque is today.

We are a (___) community	intent upon (___)	while (___)
unique	hosting our visitors	exceeding customer satisfaction
small		
Dynamic	Revitalization	Maintaining a high standard of supports and services to our citizens
Small but growing water based	Development of business, infrastructure and services	Maintaining small town charm and water roots
Friendly	Serving	Respecting
Diverse & Welcoming	Thriving & Growing	Staying Community Focused
diverse		
close-knit	prospering	Maintaining small town charm.
Inviting	Welcoming	Tranquil
unique	growing	keeping our historic, waterfront charm
vibrant	change	growing
Small	Growth	Maintaining a great quality of life.

Question 2: Strengths

Location
Small town feel
Outdoor activities
Access to major transportation hubs
Respect
Diversity
Talented Caring Residents
Athletic
Beautiful location just not much to do though
Safe and secure family environment
The St. Lawrence River/tourism and year around
Waterfront
Proximity to Kingston
Affordability
Downtown area
Our natural setting/Beauty
Transportation, rail/water/roads
Resources
Everyone working for the good of the whole
Fantastic amenities
Location
Friendliness
Recreation possibilities
Location
Waterfront access
History
Sense of Community
Friendly
Taxpayers who care
Relaxing atmosphere with gorgeous scenery
Great energy
New businesses

Question 3: Weaknesses

Marina upkeep
Athletic facilities
Lack of pool and recreation activities for youth and adults
Lack of a strategic plan
Parking
Unorganized
Not utilizing what we have resource wise short sighted
Closed off vibe
Constantly supporting 1 business (playhouse) when others are also entitled to help
Limited beach / water front for family outings
Negativity amongst many locals
Closed shop
Run-down homes
Limited industry
Downtown weeds and maintenance
Community profitable programs
Lack of employment, poverty
A moribund town council
Single cross town route
Delayed
Easily discontented
Incentives to bring in new business
Great summer season with limited winter activities to attract tourists
Lack of jobs high end jobs in the town
Poor leadership
Too few shopping choices
Limited quality competitive retail
Dog waste bags like at marina and garbage cans on the traditional walking area.
Supporting towns events
Vacant stores in the downtown, buildings need revitalization, no patios
Business is done by the clique of prominent imbedded business people
Medical services to those not with a doctor here
Cheap
Finger pointing
Lack of growth
Incentives to welcome the few tourists we do have-serious parking issues
Not being ONE with the Township
Exploitive attitude to tourism
Transportation

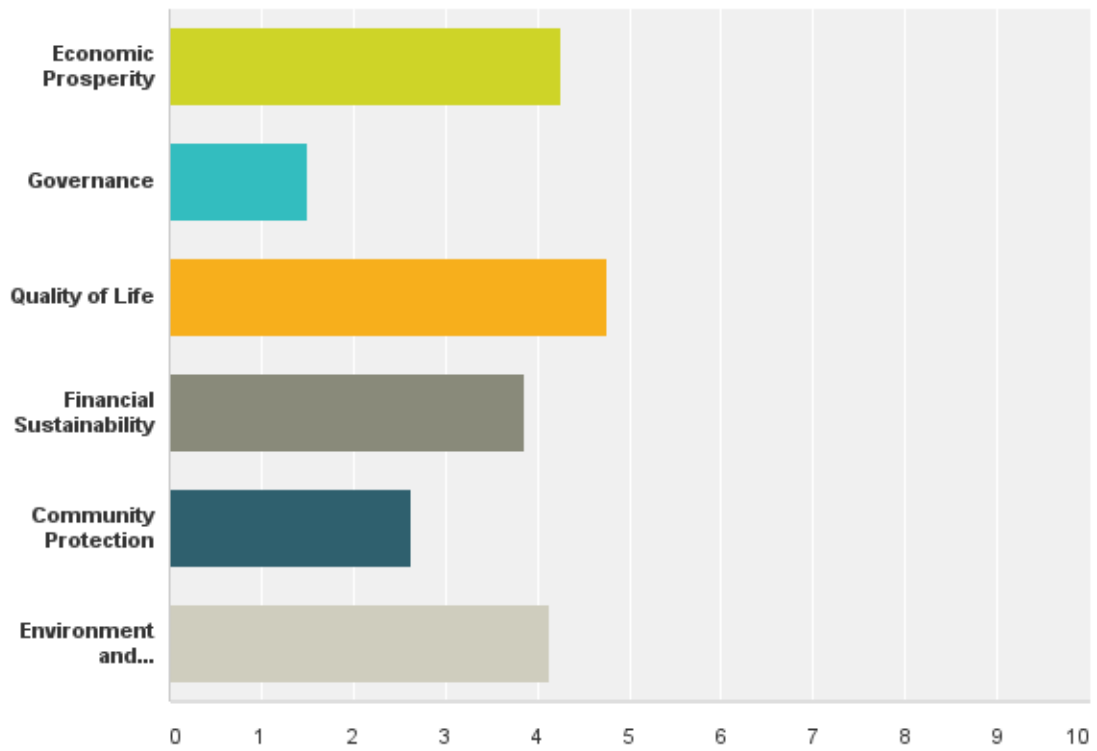
Question 3: Opportunities

Expand programs facilities for youth
Recreation add more mountain bike trails/pump track
Expansion of tourist services
Location
Factories
Workforce distribution
Kingston Jobs
Partnerships
Jobs
Fantastic real estate opportunities to attract baby boomers who want to get out of Metro TO and retire in a quaint town like Gananoque
Amalgamation with the Township
Create Regional government
To live near water
Lots of storefront space, fill them up
Promote tourism- add more events, improve promotion,
Increase of the population which could easily be doubled /increase tax base
Clothing
Transportation concerns proximity to cities
Surrounding Geography
Becoming a home to Kingston workers
Search out Niche market manufacturing companies
Support for local charities
Get community involved more
Become a major boating centre and general recreational destination
Education
Promotion of Community
Expanding retirement living with youth athletics/opportunities
Promote biodiversity and eco industries

Question 4: Threats

Not pursuing new reasons to come to the area
Crime/drugs
Apathetic citizens
401 EDR route
Not enough businesses
Transportation
Government downloading
Condos in Kingston, cheaper and much more for people to do so why buy here as I was told
Insufficient access to healthcare professionals in the local area
Canadian \$
Poor infrastructure
Aging population
Our tourism industry is pretty settled in its ways
Lack of industry/employment
Narrow vision politicians
Short business hours
Lack of promotion of community
Such limited shopping in Gananoque so do it all in Kingston and Brockville
Diminished downtown core / need correct balance of different types of businesses that caters to the demographic
Provincial downloading of services
Lack of \$
Small-mindedness
lack of business base
Delays on opening the season
Lack of commerce and employment partnerships
How many times can a tourist take a boat trip-majority are on in and out buses anyway so.....
Loss of the Casino
Jobs leaving the area
No vision regionally

Question 5: Prioritize the top category you feel should be Council's highest priority



Question 7: Vision Statement: The vision statement indicates where the municipality sees itself in five years. Please fill in the blanks to best describe Gananoque in 5 years.

To be a () community	that ()	while ()	by means of ()
viable	contributes	being accessible	events, businesses and tourism
well rounded	works together		
Vibrant forward looking	Appreciates its advantages ,location and natural beauty	Preserving its environment	Well considered integrated development in the tourist industry in e. ON
Open for business	Supports development of infrastructure	Maintaining a tourist destination	Greater access to programs and services
Strong	Involves everyone	Serving	Community
Thriving & growing	Has come together to focus on the future	Economic growth fluctuates , living in the present and planning for the future	Open communication and utilizing our vast resources, skills and talents together as a community.
Thriving	welcomes all	growing and expanding	Tourism, employment and residential growth.
A diversified community	Promotes it's natural beauty and surroundings with outdoor activities	Allowing people to live / visit Gananoque	
Vibrant	in a prime location	continually growing	by all means (possible)
An innovative	values diversity	supporting eco-friendly industries	open and transparent funding access & governance
Vibrant	changes	growing	economic stability
Stable and healthy	Embraces change and growth	Maintaining history and culture	Strong leadership!

Question 8 & 9: Strategic Initiatives

Strategic Initiative:	Action 1	Action 2
Clean up marina and have staff more attentive and better run facilities	Quality starts with Management's outlook	Customer needs to be number 1. Staff needs to be ready on the docks at all times.
Improve on town's facilities	Build new facilities, (rink, high school track, baseball soccer pitches) bring in sporting events	fundraising efforts, events that are appealing
Build a Community Indoor Pool / rec center	Build facility by community center	fundraise
Community participation	Strong political leadership	Provincial leadership buy in
Improving water/wastewater services both in capacity and area	Are the failing lagoons still the right way	Study of all points of the wastewater system
More jobs	Allowing more factories	Opening up unused buildings
Open communication Town Hall Discussions	Quarterly meet all community members business, council and community members and plan and discuss concerns	Stop pointing fingers and complaining, come together and work on solutions to concerns
Market Gananoque as an extension of Kingston		
Increase tax base	Increase residents	Increase business opportunities
Bring our main street back to life-take a hard look at how sad it really is	work with BIA ad store owners	set goals for Economic Development and make sure they are met
Continue with your plans with condo development at the waterfront	Market these homes in the GTA, NCR, Montreal region	Simultaneous development of a community centre that can cater to the needs of new residents
Grow our local economy	put a team of locals in place to establish and go after new businesses both big and small	Go after them!

Protect our biosphere	by supporting only those industries that subscribe to the highest eco-friendly standards of manufacturing	By ceasing over development of our waterfront and beginning to create an eco-tourist destination
growing businesses	keep business taxes low	encourage variety (not just used furniture/clothing stores)
Let more voices be heard and ideas tabled by community	Increase transparency	Increase public input (such as this survey)
Retaining people in the area	creating jobs, bringing in business	give Gananoque a sense of home
Improve the community self confidence	Become more aggressive in marketing Gananoque' strong points	Seek feedback from visitors to the town's attractions
Improve access to downtown	Parking identification	Get king St off the EDR route
Be prepared for the season	Keeping a schedule	Town meetings and public help
Make policies for the good of the whole community	Use common sense	Consider not only Tourist but Town Residents
Be more personable and open	Bright and cheery shop owners	Brighten community and downtown core
We need to keep our families here and bring new ones in	More for the kids-town park playground hasn't been updated in 10-15 years-people take their kids to Lansdowne-much better playground	Find stores for family shopping-no more flea markets; dollar stores or restaurants.
Waterfront beautification	Walking trail along waterfront	
Organize the towns people to grow in all areas (sports, arts, senior and youth)	?	
Become part of a larger region with similar challenges both economic and financial	pooling resources both \$\$ and human	Creating a government which is accountable to its plan and to the people.
tourism	encourage businesses	incentives for businesses to create tourism opportunities