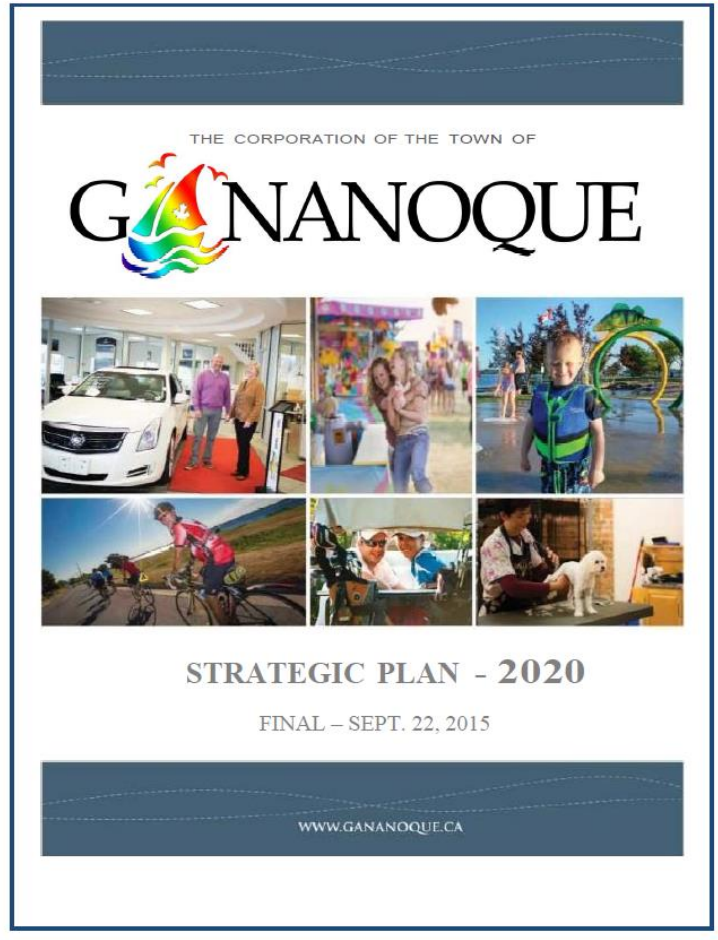
THE CORPORATION OF THE TOWN OF

GANANOQUE

Canadian Gateway to the 1000 Islands

Strategic Plan Update



Fire Hall Theatre
April 12th, 2017 at 6pm

Background

After hosting several meetings with the public and community stakeholders Council adopted a 5 Year Strategic Plan (2015 to 2020).

Part of the Plan was to complete a semi-annual review. Tonight, senior staff will provide an update of the progress made to date.

Mission Statement

"We are a vibrant, historic waterfront community promoting economic prosperity and cultural preservation in a financial and environmentally sustainable manner."

Sector Areas

The Plan is divided into various sector areas. They were ranked by importance as follows:

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

Economic Prosperity

- Beautify the Downtown Walkway
  RFP reissued. Anticipated completion May long weekend 2017
- To build upon the current targeted investment attraction plan
  Welcomed 13 new businesses. 5 new business owners.
- Continue offering business workshops.
  2017 Small Business Workshops: Employer Regulations (February) Realtors Networking Breakfast (March) Funders Forum (April) Fall Small Business Workshop (October) Social Media Series (November)

Economic Prosperity

- Identify the feasibility of a 2nd boat launch.
  This is being explored under the Bay Road Project Study.
- Create a business case to explore the feasibility of a private sector developed Gas Dock.
  Consultant hired in 2016 with a completion date scheduled for 2017.
- Create an annual downtown spring clean-up day. Staff participated in a Pitch-In Clean Up day on Apr. 20, 2016. Pitch-In is planned for Apr 25, 2017. Public is Welcome.

Economic Prosperity

- Continue with the Economic Development Strategy.

  First Impressions Program
  Promotion and support business programs
  Visitor Centre Services
  Technology Business Incubator

Environment and Infrastructure

- Upgrade streetlights to LED thereby reducing the flat rate charged to the Town.
  Completed in 2016.
- Expand the Asset Management Plan to list and prioritize infrastructure replacement.
  2016 Asset Schedules were approved by Council on December 6, 2016
- Participate in a municipal energy tracking system of all Town buildings/property.
  This is completed by the Manager of Public Works annually.

Environment and Infrastructure

- Continue the downtown “feel” beyond Charles Street towards East Gate.
  Slated for 2017. Grass and tree planting on Blvds. Add street furniture.
- Investigate the creation of additional docks for seasonal dockage to address the current 3 year waiting list.
  Ten Seadoo ramps added in 2016. (Sold Out) Dinghy docks to be added in 2017 that will free up at least 3 seasonal slips.

Environment and Infrastructure

- Design a typical road construction standards (Lighting, utilities, sidewalks, boulevards, etc.).
  Slated for 2017.

- Create a Waste Management Master Plan.
  Slated for 2017.

Financial Sustainability

- Complete a Service Delivery Review of Town operations to identify opportunities. Ongoing - Outsourcing Engineering Services, IT Services, Digital Cheque Signing, Fees and Rates By-law, Parking Shuttle, BIA Finances brought in-house, tendering of services town wide (electrical, plumbing, fire, etc.), joint service agreement with TLTI on road maintenance, etc.
- Maintain a competitive tax rate to attract businesses and establish yearly budgetary goals benchmarked at the CPI.

  2017 Budget approval was held at a 1.5% levy increase.

Financial Sustainability

- Have Council adopt a debt review of the Corporation to ensure that debt remains manageable. Council report FIN-2016-25 reviewed the Town of Gananoque's Long Term Debt Schedule.
- Have staff seek out and apply for all grant opportunities.

  Applied to the OCIF, TD FED for recycling units, Canada 150 Infrastructure Fund Intake 2 (Susan Push/Library Furnace), Cultural Spaces Fund (Civic Collection), Canada Summer Jobs, Young Canada Works, etc.

Financial Sustainability

- Develop and implement a Long Term Financial Plan.

  This is being completed as part of the Asset Management Plan.

- Develop a Reserve Policy, Investment Policy, etc.

  Policy 2016-06 was approved October 18, 2016

- Develop Financial Controllership policies in consultation with the Municipal Auditor.

  New Procurement By-Law adopted, new Reserve Policy approved, and the Finance working group has been established.

Quality of Life

- Create a Municipal Parks & Recreation Master Plan

  Working on scope with TLTI. Applied for grant money. 1st phase completed 2017.

- Create a design/concept plan for the Bay Road Area.

  Currently Underway. G.D Jewell and Associates working on it. Public Meetings will be held.

- Investigate the feasibility of a delivery service for shut-ins, seniors, etc. (Public/Private partnerships).

  To be explored in 2017.

Quality of Life

- Discuss partnerships with neighbouring Townships, private sector, community groups and service clubs to see the most cost effective service delivery of recreation.

  Working with TLTI on Master Plan, brochure and P.O.P. program events.
  Partnering with local groups on events (Family Day, Canada Day, etc..)
- Develop a Maintenance Plan/Reserve Fund to maintain local memorials/monuments.

  (Cenotaph, Town Gates, etc.) To be created as part of the Town's reserve Policy.

Community Protection

- Consult with other communities to review capital and operating practices.
  Small and Mid Size Police Chief's semi-annual meetings. Fire communicates with TLTI and outside agencies.
- Perform an Accessibility Assessment of all municipal properties. Parking and Visitor Centre assessment was completed in 2015. In year 2 of a 3 year rollout.
- Review the Traffic and Parking By-law to ensure public safety. By-law updated in 2015. Ongoing review.

Community Protection

- Create a public awareness campaign to promote best practices in how citizens can prepare themselves in the event of an emergency (72 hours kits, etc.).
  Promotion to occur each year during Emergency Preparedness Week. Links have been added to the Emergency Management page on Town's Website.
- Continue to support the Youth Policing Initiative (YIPI) kid program Current and ongoing as long as funding continues from Ministry of Youth and Children's Services.

Governance

- Bi-annual Strategic Plan review recognizing it as a living document.

  Being done semi-annually.
- Utilize the local media to better communicate Council matters with the public.

  Ongoing press releases, myFM minute, social media, public open houses, etc.

Governance

- Include accessible forms on the Town's website.

  Being addressed in 2017.
- Review the Town’s procedural by-law

  Completed in 2016.
- Explore options to bring Council Chambers back to Town Hall.

  Town Hall addition. Funding approved in 2017 budget.

Governance

- Review and update existing policies on an ongoing basis

  Amended and/or created several policies - Human Resources Policy, Procurement By-law, Procedural By-law, Reserve Policy, Surplus Asset Policy, Council Code of Conduct etc.

- Attribute annual resources (human and financial) to projects that directly support the Strategic Plan. Ongoing

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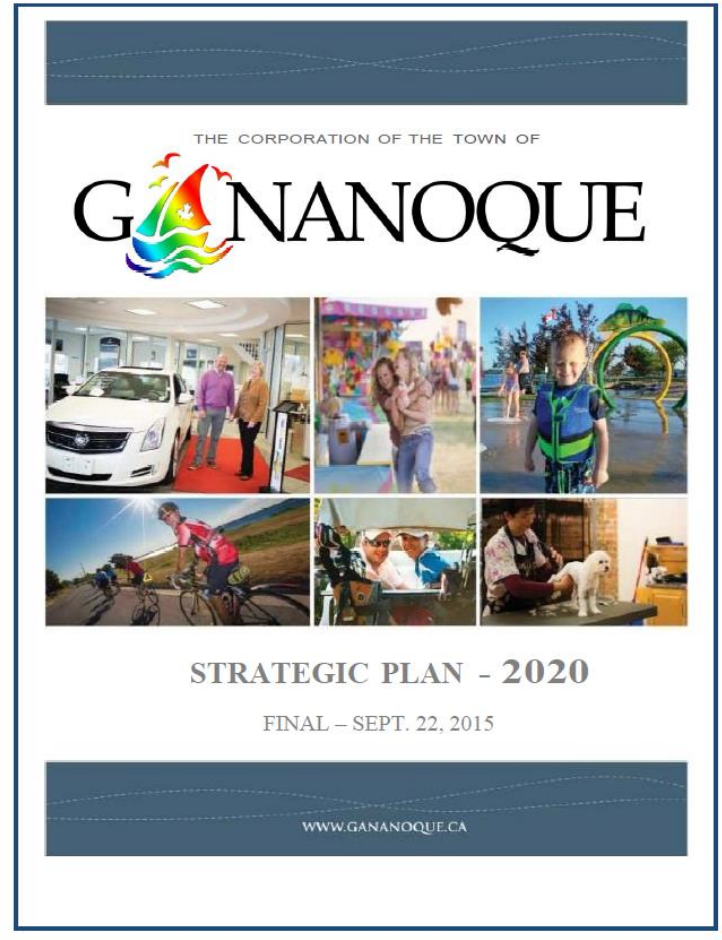
Next Strategic Plan Update



September 2017