



THE CORPORATION OF THE TOWN OF  
 **NANANQUE**  
*Canadian Gateway to the 1000 Islands*

**ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**2016 - 2019**



## Executive Summary:

The Economic Development Strategy is a compilation of information presented in various reports created by and for the Town of Gananoque. The Vision, Goals and Objectives were established through various planning sessions and the Official Plan. This document reflects a synthesis of data, thoughts, opinions and ideas collected through consultation processes with key community stakeholders, partners and leaders.

Council recognizes that the economic base of the Town is dependent upon a mix of commercial, service industries, manufacturing activities and tourism. The intent of this document is to establish a living, adaptable framework to direct economic growth and new employment generation while sustaining existing economic strengths. This framework is expected to evolve according to economic variances and opportunities as they arise.

## Town Strategic Plan 2020 Vision:

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.

## Economic Development Vision:

The Town of Gananoque will build upon the Town's quality of life, unique heritage, environment and culture to lead economic development efforts, foster the growth of strategic industries and promote the region as a location for investment, tourism and residence.

## Goals and Objectives

- ❖ To sustain and to build on the existing strength of the commercial, industrial and tourism sectors of the economy.
- ❖ To promote the community as an ideal location for business, tourism and residents.
- ❖ To grow and promote the residential lifestyle.
- ❖ To undertake initiatives that sustains and stimulates new employment generation.
- ❖ To work cooperatively with government, community groups and regional organizations in promoting and undertaking economic development activities.
- ❖ To develop a connection/transition between the downtown and lowertown.
- ❖ To optimize funding opportunities to support economic development activities.
- ❖ To promote and market the Town of Gananoque as an ideal destination for investment, tourism and residence.
- ❖ To promote and maintain the built Heritage aspects as opportunities for growth.
- ❖ To focus on business retention and expansion and targeted investment attraction
- ❖ To sustain and enhance the community pride and local champions.
- ❖ To identify strategic sectors and focus activities.

## Town of Gananoque

Internationally renowned as the ``Gateway to the 1000 Islands``, the Town of Gananoque is recognized as one of Eastern Ontario's most stunning waterfront communities. It has truly developed into a world-class destination for travelers, businesses, and residents.



Strategically located on the Hwy 401 corridor and near the U.S border, Gananoque is centrally located between major urban centre's including Toronto, Montreal and Ottawa. This rural community offers a variety of attractions unique to the region including a scenic cycling path along Thousand Island Parkway, a captivating waterfront trail, beautiful beaches, a Heritage Museum, Shorelines Casino, outstanding performances at the Thousand Islands Playhouse, and one of the most prominent golf courses in Ontario, Smugglers Glen. With its unbeatable quality of life and larger centers only minutes away, Gananoque is the ideal community to locate your business, to visit and to reside.

## Economic Development Strategy

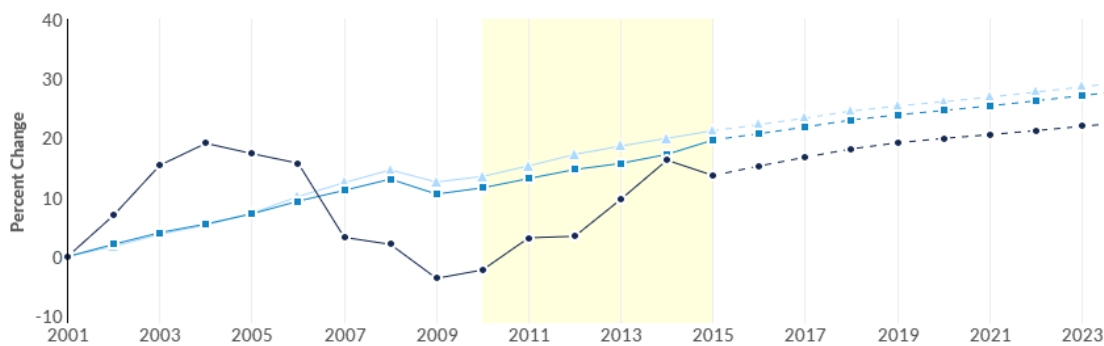
The Economic Development Strategy is a living document that can be used as a tool to direct the economic development activities and focus on achieving the goals and objectives. This road map deliberately focuses on the need for business retention and expansion, investment attraction, cultural planning and improved regional collaboration, communication, outreach and partnership. This document is intended to adapt to local changes and opportunities as they arise while addressing the SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis.

The advancement of technology and the internet means that overnight responses are seldom good enough. It is the mandate of the Gananoque Economic Development Department to respond to investors, site selectors and potential new businesses immediately. Since 2011 the department has worked towards becoming investment ready by having community information, investment attraction material and current resources readily available.

## Economic Overview

As of 2014 the Town of Gananoque has access to Analyst EMSI, Economic Modeling Specialists International, a web-based tool that provides data on regional economies and work forces. The program is made available through the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs and combines multiple national data sources to provide up to date, detailed information on local economies. Although there are identified discrepancies in some of the numbers, these are the most recent and detailed numbers available for a community of our population at this time. The data sources include Canadian Business Patterns (CBP), Census Data, Survey of Employment, Payroll and Hours (SEPH), Labour Force Surveys (LFS), Canadian Occupational Projection System (COPS), CANSIM Demographics, and Postsecondary Student Information System Education Data (PSIS).

### Overall Economy Regional Trends



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	3,035	3,530	495	16.3%
●	Ontario	5,764,005	6,180,670	416,665	7.2%
●	Nation	15,112,805	16,138,520	1,025,715	6.8%

According to Analyst, as of December 2016, Gananoque has a total of 3530 jobs and an average earnings of \$36,638. The majority of the employers are considered small businesses with under 49 employees and the majority of our businesses represent 1-4 employees. Overall, the Town has seen a 16.3% increase in jobs over the past 5 years (2010-2015) with projections for continued growth. This rate of job growth is higher than the province at 7.2% and the nation at 6.8%. The largest growth areas over the five year span continue to include medical equipment manufacturing, gambling industry and tourism which represents our largest employment base.

## Location Size Distribution

Category	December 2013 Locations	December 2014 Locations	December 2015 Locations	June 2016 Locations
1-4 Employees	111	115	112	111
5-9 Employees	44	34	42	37
10-19 Employees	33	32	23	23
20-49 Employees	23	23	23	20
50-99 Employees	9	7	8	9
100-199 Employees	5	5	4	4
200-499 Employees	2	2	2	2
500+ Employees	0	0	0	0
Indeterminate	181	309	312	330
Total	407	526	525	535

*Data Source: Canadian Business Patterns December 2016*

As per the Location Size Distribution, the majority of the businesses in the Town of Gananoque are considered small to medium sized business. There are a total of two businesses with 200-499 employees which include Medtronic and the Shorelines Casino. These businesses also reflect the greatest increase in job creation supporting the importance of business retention and expansion.

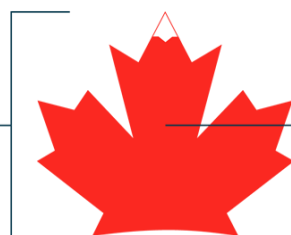
## Investment Attraction Target Sectors

### 1) Entrepreneurs

The Town of Gananoque recognizes the importance of entrepreneurship as an option for job creation, economic diversification and youth retention. Entrepreneurship is understood to be an important element for sustainable development and diversification of the economy<sup>1</sup>. Diversifying the economy allows communities to adjust to global market changes while maintaining its competitive advantage, attractiveness to new business<sup>2</sup>. Entrepreneurship is a driving force and according to Industry Canada, small businesses with 1 – 99 employees account for more than 98 percent of all firms in Canada and proportionally play a large role in net job creation, creating 77.7 percent of all private jobs from 2002 to 2012.<sup>3</sup> Gananoque offers an exceptional quality of life that is attractive to entrepreneurs in addition to the many support resources available.

Target Market	Interests/Values
Early Retirees/Second Career	Family Life/Work balance Proximity to core services
Zippy 30's	Active Lifestyle Proximity to larger centres Turn passion and unique ideas into profit
Youth (19-29)	Digital/Mobile "Share" information Looking for next big idea (tech)

More than  
**1.2 million**  
businesses



**97.9%**

of businesses have less  
than 100 employees

Source: BDC 2016

<sup>1</sup> Bahareh Ansari, Seyed Mehdi Mirdamadi, Azita Zand and Masoumeh Arfaee, Sustainable Entrepreneurship in Rural Areas, *Research Journal of Environmental and Earth Sciences* 5(1): 26-31 (2013).

<sup>2</sup> Bahareh Ansari, Seyed Mehdi Mirdamadi, Azita Zand and Masoumeh Arfaee, Sustainable Entrepreneurship in Rural Areas, *Research Journal of Environmental and Earth Sciences* 5(1): 26-31 (2013).

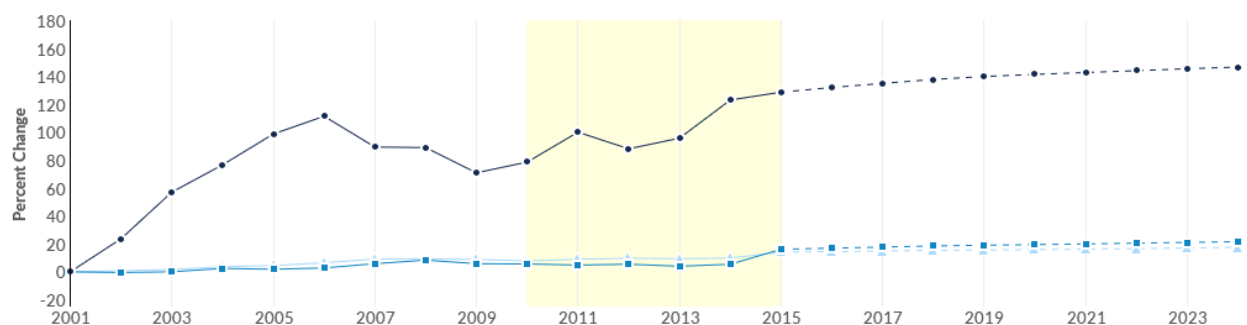
<sup>3</sup> Industry Canada, Key Small Business Statistics, August 2013.

## 2) Tourism Based Businesses

Tourism is an excellent opportunity for business growth in the Town of Gananoque due to its strategic location and analytically supported by the location quotient. Gananoque is internationally recognized as the 'Gateway to the 1000 Islands', part of the UNESCO World Heritage Site and has a number of successful anchor tourism based businesses. It is important to build upon the Town's assets and strategic advantages, which is prevalent in the marine economy. The tourism sector contributed to the Canadian economy in a total revenue amount of \$81.7 billion in 2012 and directly accounted for 2% of the total GDP.<sup>4</sup> Comparatively, the tourism industry contributed to the Ontario economy in the amount of \$28 billion in 2012.<sup>5</sup> In 2010, tourism receipts generated 305,423 jobs in Ontario, accounting for 4.5% of provincial employment, and making the tourism industry the 14<sup>th</sup> largest employer.<sup>6</sup>

Jobs (2015)	661
Average Earnings (2015)	\$26,886
Location Quotient to Nation (2016)	4.76
Change in Jobs (2010 - 2015)	28.1%

### Tourism Based Businesses Regional Trends



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	516	661	145	28.1%
●	Ontario	193,170	212,397	19,227	10.0%
●	Nation	539,777	571,253	31,476	5.8%

Data Source: Emsi 2016.3

<sup>4</sup> Government of Canada, Tourism Sector – Key Fact 2012.

<sup>5</sup> Ministry of Tourism, Culture Sport, Investing in Ontario, 2014, [www.mtc.gov.on.ca/en/invest/invest](http://www.mtc.gov.on.ca/en/invest/invest)

<sup>6</sup> Ministry of Tourism, Culture Sport, Investing in Ontario, 2014, [www.mtc.gov.on.ca/en/invest/invest](http://www.mtc.gov.on.ca/en/invest/invest)

## Occupations Employed by Tourism

Description	Employed in Industry Group (2015)	% of Total Jobs in Industry Group (2015)
Accommodation, travel, tourism and related services supervisors	109	16.5%
Casino occupations	109	16.5%
Light duty cleaners	58	8.8%
Hotel front desk clerks	31	4.7%
Operators and attendants in amusement, recreation and sport	27	4.0%



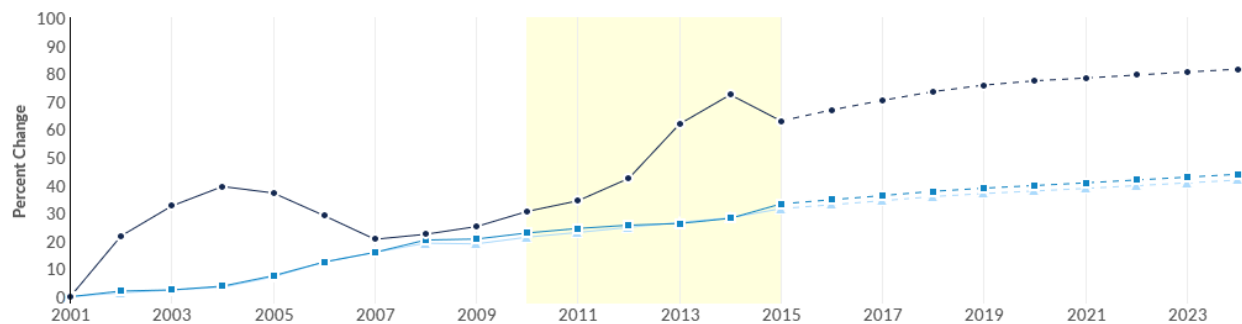
### 3) Knowledge/Creative Economy

The knowledge/creative economy is considered an excellent opportunity for business growth in Gananoque due to the strategic location on Hwy 401, proximity to the international bridge and proximity to post-secondary education institutions in relation to the exceptional quality of life and newly installed fibre internet. The creative economy includes people employed in such fields as science and engineering, architecture and design, education, arts, music and entertainment occupation and the impact of the roles of these individuals often results in the generate new ideas, technologies and creative content<sup>7</sup>. New business investment is often attracted to locations that demonstrate a rich concentration of individuals from the creative class and in turn the creative class individuals are attracted to places that can provide exceptional quality of life often associated with the attributes of rural communities<sup>8</sup>.

The technology portion of this sector has been identified as the ideal target sector based on the market and growth potential. Canada's digital economy currently employs approximately 1.15 million workers and contributes \$74 billion annually to GDP across all sectors. Growth in digital jobs has outpaced those in the overall economy in the last two years by a ratio of more than 4 to 1."<sup>9</sup>

Jobs (2015)	1149
Median Hourly Earnings (2015)	\$33.02
Location Quotient to Nation (2016)	0.85
Change in Jobs (2010 - 2015)	24.8%

#### Knowledge/Creative Economy Regional Trends



<sup>7</sup> Florida, R. *The Rise of the Creative Class...and how it's transforming work, leisure, community & everyday life*. (2002)

<sup>8</sup> Florida, R. *The Rise of the Creative Class...and how it's transforming work, leisure, community & everyday life*. (2002)

<sup>9</sup> ICTC: <http://www.ictc-ctic.ca/digital-talent-strategy/>

	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	921	1,149	228	24.8%
●	Ontario	2,004,291	2,174,331	170,040	8.5%
●	Nation	4,985,211	5,405,388	420,177	8.4%

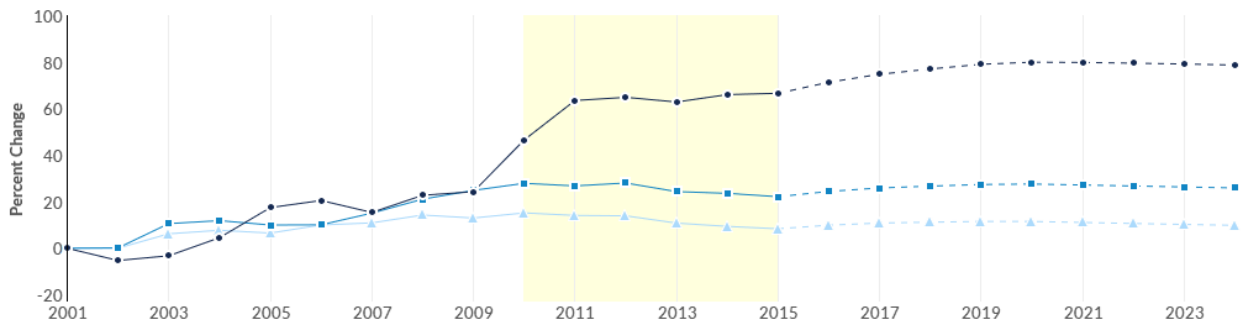
*Data Source: Emsi 2016.3*

#### 4) Medical Sector

The Town of Gananoque has a strong medical manufacturing base being home to the company Medtronic, which employs approximately 400 – 420 people. Medtronic is a global company with revenue of \$28 Billion, 85,000 employees, 84 Global Manufacturing Facilities and an Operational presence in 160 Countries. This anchor business in addition to the proximity to Hwy 401, international bridge, post-secondary institutions and the high percentage of life science graduates from Eastern Ontario make Gananoque an ideal location for growth in the medical sector. Eastern Ontario's educational institutions offer 249 programs in bio health disciplines and related areas. There are two major health science faculties at the University of Ottawa and Queen's University in addition to Carlton University, Trent University, UOIT and the region's community colleges which provide an extensive range of practical education in bio-health subjects. The highly skilled life science workforce is identified as an advantage for medical sector growth in Gananoque.

Jobs (2015)	369
Median Wage Per Job (2015)	\$44,141
Location Quotient to Nation (2016)	86.59

#### Medical Sector Regional Trends



	Region	2010 Jobs	2015 Jobs	Change	% Change
●	Region	325	369	44	13.5%
●	Ontario	8,580	8,194	-386	-4.5%
●	Nation	18,685	17,578	-1,107	-5.9%

Data Source: Emsi 2016.3

#### 5) Niche Manufacturing/ Supply Chain Opportunity

The Town has many other business growth opportunities that are connected with the strategic advantages of the region in addition to the local infrastructure. The industrial properties available in Gananoque range from 33,000 sqft to approximately 60,000 sqft with ceiling heights ranging from 12' – 16'. These buildings are ideal for niche manufacturing, supply chain opportunities and technology based business. Additionally, the majority of the industrial properties are serviced with fibre internet.

## Economic Development Work Plan:

### Business Retention and Expansion

*80% of new jobs come from existing businesses in Rural Ontario – OMAFRA. The Town will work diligently to support our existing businesses and assist with retention, expansion and succession efforts.*

Priority	Project Description	Potential Partners	Time Line
High	Business Support <ul style="list-style-type: none"> <li>- Maintain updated Investment Support Document</li> <li>- Work with individual businesses to assist with their individual needs</li> </ul>	Business Organizations and Funders	Ongoing
High	Business Recognition/Awareness <ul style="list-style-type: none"> <li>- Distribute welcome new business packages that contain support information</li> <li>- Build awareness of existing businesses</li> </ul>	TLTI, BIA, Chamber	Ongoing
High	Business Education/Workshops <ul style="list-style-type: none"> <li>- Host a series of workshops to address the current needs of the business community (Marketing, e-commerce, social media, funding resources, succession planning)</li> </ul> Ensure each workshop has an evaluation	TLTI, Chamber, BIA, Keys, Workforce Development Board, Library Business Support Network	Ongoing
High	Downtown Revitalization Strategy Support the BIA in efforts to establish a long term downtown revitalization strategy.	BIA, Chamber, OMAFRA, CFDC	2017
Medium	Data Collection It is critical for the economic development department to have an accurate and current understanding of the business community <ul style="list-style-type: none"> <li>- Resident Survey</li> <li>- Business Survey</li> <li>- Tourism Survey (annual)</li> </ul>	OMAFRA, BIA, Chamber, Keys	2018
Medium	Business Mentorship Partner with the Business Success Coaching facilitated by Leeds and Grenville Small Business Enterprise Centre	Leeds and Grenville Small Business Enterprise Centre, CFDC	Ongoing



Low	Business Ambassador Program <ul style="list-style-type: none"> <li>- EDC members represent business zones with the role of establishing ongoing communication between businesses and the economic development department</li> </ul>	EDC	Ongoing
Low	Business Directory <ul style="list-style-type: none"> <li>- Maintain an updated business directory</li> </ul>		2017
Low	Housing Needs and Demands Assessment <ul style="list-style-type: none"> <li>- Housing needs as a whole including social, seniors, market and affordable housing.</li> </ul>	CMHC, Ministry of Municipal Affairs and Housing, CDC, Rural Secretariat	2018
Measures of Success			
Quantitative		Qualitative	
-Number of new employees from existing businesses -Growth in existing businesses -Amount of funding received by business -Completion of project phases		-Involvement and collaboration between organizations -Creation of updated resource and support material -Maintain and develop relationships between businesses and the Town	

## Investment Attraction

*Economic growth of the community is dependent on targeted investment attraction that builds upon the existing assets and market trends.*

*Key Target Sectors Include: Entrepreneurs, Knowledge/Creative Economy, Tourism Based Businesses and Niche Manufacturing*

Priority	Project Description	Potential Partners	Time Line
High	Technology Business Incubator <ul style="list-style-type: none"> <li>- Complete feasibility study and business case</li> <li>- Pursue project based on due diligence and sustainability</li> <li>- Develop strategic partnerships and stakeholders</li> </ul>	Private Sector, Business Organizations, Post Secondary Institutions, Local Schools	
High	Entrepreneurship <ul style="list-style-type: none"> <li>- Work with entrepreneurs to provide the support for success</li> </ul>	Queens, Entrepreneurship Programs, Funding Programs	Ongoing
High	Targeted Distribution of Investment Attraction Material <ul style="list-style-type: none"> <li>- Direct contact</li> <li>- Social Media</li> <li>- Online Marketing Campaign</li> <li>- Accessible information on Town and partner websites</li> <li>- Trade Shows through Ontario East Sector Teams</li> <li>- Lead generation</li> </ul>	Ontario East, Chamber	Ongoing
Medium	Host an investment Meet and Greet Luncheon <ul style="list-style-type: none"> <li>- Invite site selectors/real estate</li> <li>- Invite appropriate Ministers and Government representative</li> <li>- Present information regarding region and opportunities</li> </ul>	EDC, TLTI, MEDI, OMAFRA, EODP	
Medium	Investment Support Material <ul style="list-style-type: none"> <li>- Update 2014 Business Mix Analysis</li> <li>- Update 2014 Trade Area Analysis</li> <li>- Update properties listing (ongoing)</li> </ul>	OMAFRA, Chamber, BIA	2018
Medium	Summer Company Program <ul style="list-style-type: none"> <li>- Work with the High School to facilitate and engage the students in the Young Company Program</li> <li>- Provide ongoing support as needed</li> </ul>	KEDCO, LGSBEC	Ongoing
Medium	Investment Attraction Material Update 2017 booklet and rack card	ICCI, OMAFRA	2018

Low	Herbert Street <ul style="list-style-type: none"> <li>- Issue expression of interest to seek developers wishing to front fund the Herbert Street Business Park Extension.</li> </ul>	ICCI, MEDI, Ministry of Infrastructure	2014-2016
Low	Vacant Storefronts <ul style="list-style-type: none"> <li>- Use empty store windows to promote events, historical information etc (pending owner permission)</li> <li>- Create a unique program using theatre and the arts to make the vacant storefronts innovative and exciting setting Gananoque apart (2019)</li> </ul>	Non-Profit Organizations, Theatre, Events Organizations, Technology Companies	Ongoing
Measures of Success			
Quantitative		Qualitative	
-Number of new businesses that open each year -Amount of funding received to complete projects -Completion of project stages		-Involvement and collaboration between organizations -Creation of resource material and investment packages -Establish relationships between businesses and the Town	

## Land Development and Place Making

*To work to beautify space and transition public places into community spaces through place making efforts. The efforts will build community pride, engagement and leverage our assets to attract development. These unique projects will also work to set Gananoque apart as the cultural destination and hold a place on the international stage with engagement in international programs.*

Priority	Projects	Potential Partners	Time Line
High	Marine Fueling Facilities <ul style="list-style-type: none"> <li>- Create a business case to explore the feasibility of a private sector developed gas dock</li> </ul>		2017
High	Brownfield Development <ul style="list-style-type: none"> <li>- Continue to promote Brownfield CIP</li> <li>- Work with ongoing brownfield developments</li> </ul>	Ministry of Finance, Developers	Ongoing
High	Parking <ul style="list-style-type: none"> <li>- Work with appropriate departments to implement parking strategies especially during construction period in Lowertown</li> <li>- Act as communication liaison to the community during construction</li> </ul>	MTO, Town Staff	Ongoing
High	Place Making Projects <ul style="list-style-type: none"> <li>- Work with the community to build community pride, engagement and create people places</li> <li>- Student painted Adirondack Chairs</li> <li>- Play Me Pianos</li> <li>- Art Installments</li> <li>- Banners</li> </ul>	Ministry of Culture and Tourism, Schools, Community Organizations, Community	Ongoing
High	Partnerships <ul style="list-style-type: none"> <li>- Work with community organizations to collaborate, build partnerships and facilitate effective boards</li> </ul>	BIA, Chamber, TIAP, Regional Offices, OMAFRA	Ongoing
High	Online Presence <ul style="list-style-type: none"> <li>- Maintain website and grow social media presence</li> <li>- Intent is to maintain and grow communication with the public</li> </ul>		Ongoing

High	Connection between Downtown and Lowertown <ul style="list-style-type: none"> <li>- In concert with initiatives to redevelop Lowertown, provide directional and interpretive signage that encourages pedestrians to walk to and from King Street to the waterfront.</li> <li>- Streetscaping on connecting streets in conjunction with development</li> <li>- Waterfront Visitor Information</li> </ul>	Lowertown Developers	Ongoing
Medium	Marine and Boat Facilities <ul style="list-style-type: none"> <li>- Leverage 2013 Ontario's Fishing Town award</li> <li>- Increase awareness of all marine and boat facilities in the region</li> </ul>	TIAP, Chamber, Great Waterway	Ongoing
Medium	Design Work Create design work (ie. historical, banner, sign, brochure) as required by ongoing projects	Local Businesses, Museum, BIA, Chamber, TIAP	Ongoing
Medium	Research and develop transportation opportunities Research needs of community members, businesses and transportation requirements	CFDC, MTO, Regional Communities with transit, Businesses, Keys	2018
Low	VIA Rail Improvements <ul style="list-style-type: none"> <li>- Continue working with TLTI to beautify and promote the use of the VIA Rail Station</li> </ul>	TLTI	Ongoing
Low	Signage Review <ul style="list-style-type: none"> <li>- Work with organizations, businesses and appropriate staff to work towards consistency and a style that reflects the community and heritage</li> </ul>	CFDC, BIA, OMAFRA	–Ongoing
Measures of Success			
Quantitative		Qualitative	
-Number of people engaged in projects -Number of people using the VIA Rail Station -The number of place making installments		-Collaboration between businesses, mentors and organizations -Collaboration between businesses, volunteers and organizations -Increased community spirit and community pride -Community engagement -Improved marine facilities and flow -Improvements to the beautification of the Lowertown	



## Tourism Development

*Focus on promotion of activities that promote the unique heritage, cultural and natural resources of the area. Work collectively on regional initiatives and partnerships, along with growth and retention initiatives that support and attract new products or services to augment our region year around.*

Priority	Projects	Potential Partners	Time Line
High	Promote and Develop Year Around Tourism with an emphasis on shoulder seasons <ul style="list-style-type: none"> <li>- Work with organizations to facilitate a tourism plan that maximizes partners and leverages resources</li> <li>- Research target markets and new ideas including sports tourism</li> <li>- Utilize the UNESCO Frontenac Arch Biosphere in marketing material</li> </ul>	TIAP, Chamber, BIA, Region 9, FABR	2018
High	Tourism Investment <ul style="list-style-type: none"> <li>- Utilize Ontario East Sector team opportunities</li> <li>- Market opportunities regionally, nationally and internationally</li> </ul>	Ontario East	Ongoing
High	Community Pride Campaign <ul style="list-style-type: none"> <li>-Develop a campaign/project that fosters community pride</li> <li>-Mail out post cards</li> </ul>	EDC	Ongoing
Medium	Customer Service <ul style="list-style-type: none"> <li>- Work with partners to assist with familiarization tours and creative solutions to engage frontline staff</li> </ul>	Chamber, TIAP, Accommodation and Attraction Businesses, Keys	Ongoing
Medium	Trail Development <ul style="list-style-type: none"> <li>- Assist Trail Committee with signage and brochures (Ongoing)</li> <li>- Foster the town's role as a regional hub for walking, biking, cycling, trails and road-based touring in Leeds and the 1000 Islands and the rest of the region.</li> <li>- Tourism Development Fund</li> </ul>	Trail Committee, FABR, TIAP , Brockville , volunteers, Cycling Groups	Ongoing
Measures of Success			
Quantitative		Qualitative	
-The number of year around tourists -The number of new initiatives		-Improved frontline staff knowledge -New off season market development	

