

# CORPORATION OF THE TOWN OF GANANOQUE

## BYLAW NO. 2010-60

---

**BEING A BY-LAW TO ENTER INTO AN AGREEMENT WITH BRAY HERITAGE AND THE ECONOMIC PLANNING GROUP FOR THE PURPOSE OF DEVELOPING A CULTURAL PLAN FOR THE TOWN OF GANANOQUE.**

---

**WHEREAS** the Municipal Act, section 5 provides that a municipality's power shall be exercised by bylaw.

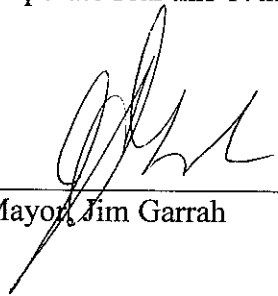
**AND WHEREAS** Council of the Corporation of the Town of Gananoque has received a proposal from Bray Heritage & The Economic Planning Group for the purpose of developing a cultural plan for the Town of Gananoque.

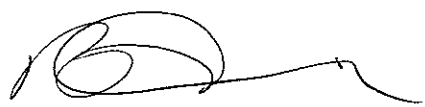
**AND WHEREAS** Council of the Corporation of the Town of Gananoque deems it expedient to install regulators to assist with controlling electrical energy costs at the arena.

**NOW THEREFORE** the Council of the Corporation of the Town of Gananoque hereby enacts as follows:

- 1) That the Town of Gananoque hereby accepts the proposal from Bray Heritage & The Economic Planning Group to develop a cultural plan for the Town of Gananoque at a cost of \$54,950.00 plus applicable taxes.
  
- 2) That the Mayor and Clerk are hereby authorized to execute any applicable agreement.
  
- 3) That this bylaw shall come into force and effect on the date of passing.

**READ A FIRST, SECOND AND THIRD TIME**, passed, signed, and sealed with the corporate seal this 17th day of August, 2010.

  
\_\_\_\_\_  
Mayor, Jim Garrah

  
\_\_\_\_\_  
Clerk, Bonnie Dingwall



# BRAY

## HERITAGE

14 September, 2010

Ms. Pam Staples  
Economic/Tourism Coordinator  
Town of Gananoque  
PO Box 100, 30 King Street East  
Gananoque, ON  
K7G 2T6

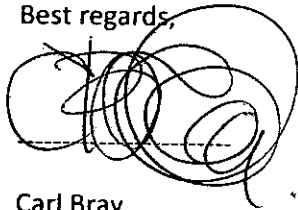
**RE: Gananoque Cultural Plan: Contract**

Dear Pam,

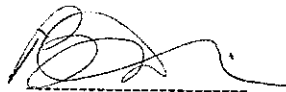
I am pleased to submit our contract for the cultural plan. Please find attached a copy of our Proposal Call response (dated 23 July, 2010) in which the terms for our engagement are fully described, including our study scope, personnel, work plan, schedule and budget.

Please let me know if you have any questions. Our team is looking forward to working with you on this exciting project.

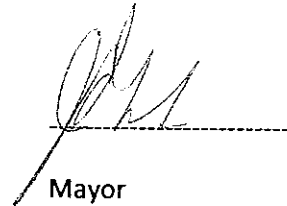
Best regards,



Carl Bray  
Principal



Town Clerk



Mayor

Carl Bray & Associates Ltd.

803 Johnson Street

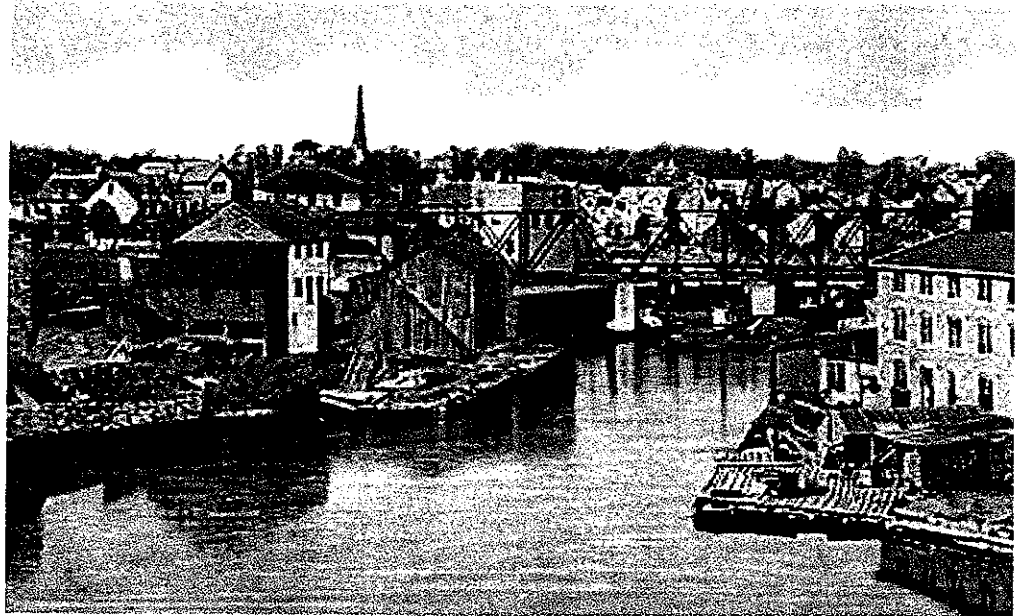
Kingston, ON K7L 2B6

TEL 613 542-3393

FAX 613 549-6231

trl@brayheritage.com

# TOWN OF GANANOQUE CULTURAL PLAN



JULY 23,  
2010

PROPOSAL CALL RESPONSE

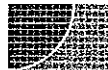
PREPARED FOR:

The Corporation of the Town of Gananoque

PREPARED BY:

BRAY Heritage and The Economic Planning Group  
*with*  
FoTenn Planning and Urban Design

**BRAY**  
HERITAGE



The Economic Planning Group of Canada  
Economic Consultants

**FoTenn**  
PLANNING & URBAN DESIGN  
OTTAWA • KINGSTON

Cover Photo:

Birds eye view of Gananoque, Canada, Historic postcard retrieved from [ca.epodunk.com](http://ca.epodunk.com)

# TABLE OF CONTENTS

Study Purpose .....	1
Study Approach.....	3
Study Team.....	5
Why us?.....	5
Team Members.....	6
Bray Heritage .....	6
The Economic Planning Group.....	7
FoTenn Consultants Inc.....	9
Work Plan.....	13
Phase 1: Finding Cultural Resources.....	13
Step 1: Start-up Meeting.....	13
Step 2: Background Research.....	13
Step 3: Stakeholder Consultation.....	14
Step 4: Town Hall #1 .....	15
Step 5: Inventory of cultural resources.....	15
Step 6: Town Hall #2 .....	15
Step 7: Evaluation of Gananoque's Cultural Tourism Development Opportunities and Constraints.....	16
Phase 2: Realizing Economic Benefits of Culture.....	16
Step 8: Creative Economy and Tourism Development Best Practices.....	16
Step 9: Investment, Partnership and Marketing Opportunities – A Tourism Product Development Strategy.....	17
Step 10: Enhancing the Cultural Sector.....	18
Phase 3: Implementation Strategies and Actions.....	18
Step 11: Cultural Plan .....	18
Step 12: Town Hall #3.....	19
Step 13: Final Report .....	19
Schedule and Budget.....	21
Schedule .....	21
Budget.....	22
Appendices .....	23
Appendix A – Firm Descriptions	
Appendix B – CVs	
Appendix C – Project Sheets	

# TOWN OF GANANOQUE CULTURAL PLAN

## Study Purpose

The stated intent of this proposal call is to produce a cultural plan for Gananoque that will position the town to benefit from its local character in a period of economic and social transformation. This initiative intends to capitalize on the creative economy as applied to small towns. The successful outcome of the study will be a cultural plan that will:

- identify community cultural resources of all kinds
- evaluate their potential for tourism and economic development
- provide strategies for realizing economic benefit from cultural tourism via community engagement, institutional strengthening and partnerships
- strengthen the creative cultural sector

Why is this study important? Like many other small communities grappling with economic and social change, Gananoque is facing an uncertain future. Its formerly strong industrial base is gone, thanks to restructuring of global finance and manufacturing, and is unlikely to be revived in any substantial way. The town's buoyant marine tour business is steadily losing market share, thanks to the twin effects of a decline in mass tourism and a weakening global economy. As well, the region within which the town functions is experiencing new pressures for growth from new residents and new businesses coming to Eastern Ontario from elsewhere. In the face of these pressures, Gananoque must adapt.

But how to do so without losing the very qualities that make Gananoque a special place? A cultural plan is an excellent vehicle for easing the transition from the past to the future because it is, in essence, a change management tool. It functions this way because it defines local character and provides ways of conserving and enhancing what is unique, before suggesting ways of deriving economic benefit from exploiting Gananoque's culture and place. Communities that know who they are before they begin marketing themselves to the outside world are much less likely to lose what is special in the push for economic revival.

An example of this is close by. Perth, Ontario, went through much the same process over 30 years ago. Then it was at the crossroads, on the one hand trying to revive a dying industrial economy, on the other hand aware of its substantial physical and cultural assets but uncertain of their economic potential. The catalyst for change was a commitment by local residents, with the help of outside experts, to emphasize the town's special culture and urban settings. Their process reached a consensus amongst the various constituencies in town as to what Perth was to become, as well as consensus on what was best about the past and the present. "Heritage Perth" became the brand, and the marketing campaign that promoted that brand focused on local cultural activities as well as on the beauty of the town's buildings and natural setting.

Increased tourism activity was the initial benefit, but the Town's intent was always to view tourism as an interim strategy by which to attract residents and investment in new businesses. In this, they were successful, for Perth now enjoys an excellent quality of life based on an enhanced physical setting that attracts new residents as well as visitors, and complements a rapidly diversifying local and regional economy and an expanding cultural scene. Perth was able to use a cultural lens to identify and sustain what local people valued and, as a result, find specific ways by which to enhance the local economy that built upon these values. Most important, the broad consensus that underlay this approach ensured that no single catalyst was required to achieve results; instead, modest, everyday actions cumulatively made the difference.

# Study Approach

We think that Gananoque can learn from places such as Perth and thus achieve much the same result in a shorter period of time. But the town cannot do so if it mimics the cultural planning now popular in major cities. Proponents of the so-called "creative economy" tend to see most potential in large urban areas where synergies between enterprises are most likely to be successful. Applying that model to rural areas and small towns is less successful because of the dispersed and smaller population but also because of the lack of institutional and economic capacity. Rural and small town life is also different from urban life in many significant ways. As a result, tying one's future to a model intended for cities can be a recipe for failure.

Our approach is intended for places like yours. We take an understanding of the creative economy and apply it to small communities. We begin by understanding what makes a community special, using historical research and site tours, augmented by interviews and workshops, to determine what is authentic and worth preserving, enhancing and promoting. By the same token, we determine what the community can bear in terms of tourism impact – the "carrying capacity" of local community life and the "tipping point" beyond which local identity is lost – that become the boundaries of cultural tourism development. Only once these fundamental values have been identified do we map cultural resources, tying them to the key themes expressed by the community.

Done well, cultural planning can be a crucial means of moving your town into the post-industrial age while celebrating key aspects of its past and present. This cultural plan will avoid over-reliance on tourism: instead, it will focus tourism development on key aspects of local culture and use tourism development to broaden the local economic base and build community pride. So, while Gananoque may never again be an industrial powerhouse, and the boat lines may never again see visitation numbers comparable to the peak years, the town can find new ways of sustaining itself by recognizing and celebrating its cultural assets.

This is an international trend. Many traditional tourism attractions and appeals have been losing ground while others have been growing in effectiveness. Travelers today are increasingly seeking 'authentic' cultural experiences that are both personally enriching and memorable. Due to the Internet and modern communications tools they are better informed of their options and their expectations are heightened. In other words, the tourism marketplace is changing and therefore requires fresh approaches to be successful and sustainable, both economically and culturally within the host community.



In every case, tourism has both positive and negative impacts on host communities; it should not be seen as a panacea for economic development and prosperity. The strategy should be to pursue the tourists you want, not just the ones you get by default, such as the following:

- High yield, low impact visitors
- Visitation levels and in time periods that the community can comfortably handle
- Visitors that will respect community values
- Tourism that builds on the community's cultural and natural heritage without undue impact

Being successful in this regard can lead to having tourism that local residents are proud to be a part of.

# Study Team

## Why us?

### CULTURAL RESOURCE PLANNING EXPERIENCE

Our team has provided cultural plans for cities, towns and rural regions. We have worked across Canada and internationally. Carl Bray teaches cultural heritage planning at Queen's University at both an undergraduate and graduate level. Our planning and design experience, as well as our economic and management consulting skills, help ensure that our recommendations are sound and can be effectively realized.

### WE ARE THE CREATIVE ECONOMY

All of our team members operate from smaller communities (Picton and Kingston), having "voted with our feet" by moving our businesses out of large cities. We thus understand the creative economy because we live it every day. Carl is also a regular performer in the Kingston and area musical and theatre scene.

### LOCAL KNOWLEDGE; INTERNATIONAL EXPERIENCE

We understand eastern Ontario from residence and work experience here but we also have national and international experience. Both Bray Heritage and Economic Planning Group have worked across Canada and in the United States, as well as overseas. Through work and our professional associations we keep abreast of the latest trends in cultural planning and tourism product development. We are familiar with the area, having been involved in recent studies in Gananoque, 1000 Islands tourism region and Brockville, and we are regular visitors to the area.

### CULTURAL RESOURCE EXPERTISE

Cultural resources are of many kinds. We have an understanding of all types of cultural resources, from physical settings to traditions, activities and events. Our special ability is to combine this understanding with proven strategies for achieving economic benefit from cultural resources.

### FULL RANGE OF SKILLS

Carl is a cultural resource planner as well as a landscape architect and cultural geographer. The team also includes economic and management consulting skills as well as planning process, policy and mapping capabilities. We understand tourism, especially what is happening in the marketplace, what travelers are looking for, what is needed to create a successful destination.

## Team Members

The team will be led by Bray Heritage, cultural heritage resource planners, with Economic Planning Group, tourism consultants, and FoTenn, planners and urban designers.

### BRAY HERITAGE

**Bray Heritage** is a Kingston-based consulting firm providing professional services in the inventory, evaluation, planning and development of cultural heritage resources. Carl Bray, BLA MAUD PhD OALA CSLA CAHP MCIP RPP, Principal, is a heritage planner and landscape architect with graduate degrees in urban design and cultural geography. He has over 30 years of professional experience in both the public and private sectors and has successfully completed projects across Canada and in the United States, the Caribbean and Great Britain. His recent work in Gananoque includes strategic planning for the bi-centennial of the War of 1812 (with Burnett Thorne Cultural Tourism) as well as heritage planning for local B&B operators. Carl was lead consultant of teams responsible for completing heritage (cultural) master plans for the cities of Niagara Falls and Cambridge, Ontario and has completed heritage conservation district studies for a variety of city neighbourhoods, towns and villages, including Queenston, Brooklin, Barriefield, Orillia, Oshawa, and the Old Sydenham district of Kingston. In each of these, in addition to an inventory and evaluation of the full range of cultural resources, he developed a thematic history of the community as a basis for preparing community conservation and revitalization strategies. Key components of all of these plans were best practices, strategies, and action plan steps for realizing economic benefit from cultural resources.

Other related projects include the City of Toronto Cultural Landscape Strategy, the City of Kingston Archaeological Master Plan and Downtown and Harbour Area Architectural Design Guidelines, the Heritage Lighting and Interpretation Plans for Toronto Old Town, and (currently), the master plan for the Kingston Psychiatric Hospital property. Museum-related work includes master plans for the Huronia Museum and the Muskoka Steamship Museum. Other tourism work includes master planning for the Mount Arrowsmith Biosphere Reserve (Parksville, B.C.), for Cobalt Mining Camp National Historic District, and for the Great Lakes Heritage Coast. In a previous consultancy, he contributed to cultural tourism master plans for the eco-tourism award-winning Queen Elizabeth II Botanic Park and Pedro St. James National Historic Site (Grand Cayman, BWI) and the cultural tourism master plan for Barbados. Dr. Bray is an Adjunct Professor at Queen's University in the Department of Geography and the graduate School of Urban and Regional Planning.

*Carl Bray, Principal, will be lead consultant and act as primary client liaison. He will supply historical research and conduct interviews and workshops on community identity, will be responsible for planning and facilitation of the overall consultation process, will be the primary author of the draft and final reports, and will be responsible for all deliverables.*

#### CLIENT REFERENCES (BRAY HERITAGE)

##### **City of Cambridge Heritage Master Plan (2006-08):**

Valerie Spring, Heritage Planner, City of Cambridge  
T (519) 740-4650 x 4580 E springv@cambridge.ca  
(Carl Bray, lead consultant and heritage planner)

##### **Old Sydenham Heritage Conservation District Study and Plan/ Archaeological Master Plan (2008-present):**

Marcus Letourneau, Heritage Planner, City of Kingston  
T (613) E mletourneau@cityofkingston.ca  
(Carl Bray, lead consultant and heritage planner)

##### **Village of Brooklin Heritage Conservation District Study and Plan (2006-08):**

Mark Gladysz (former) Manager of Downtown Development, Town of Whitby  
T (519) 759-4150 x 2388 E mgladysz@brantford.ca  
(Carl Bray, lead consultant and heritage planner)

## THE ECONOMIC PLANNING GROUP

**The Economic Planning Group** is a small consulting firm providing services to the tourism industry; 2010 is our 30<sup>th</sup> year in business and we are pleased to be part of the creative economy in Prince Edward County, having relocated our office here in 2008.

We assist provinces, regions and municipalities in developing tourism strategies and plans, and we also assist tourist enterprises, both public and private sector, with the development of concept plans, business plans, market studies and feasibility studies. EPG has an in-depth understanding of the tourism industry, its strengths and weaknesses, and the contribution tourism can make to a community. We also understand the tourism marketplace and the changes that are creating both challenges and opportunities for destinations wishing to host a sustainable tourism industry that builds on the cultural and nature resources of the area and reflects the vision local residents have for their community.

EPG's tourism project experience is extensive, as illustrated in the corporate profile appended to this proposal. The projects highlighted below represent a small sample of our related project experience.

- The Rideau Heritage Route, for which EPG facilitated a collaborative product development workshop among its members, as well as a board of directors' meeting to develop action plans. It included educational presentations on marketplace trends (2010).
- Preliminary concept and business case for a proposed International Gardens Festival for Toronto (with Bray Heritage) (2010).
- A development concept and feasibility study for a consortium intending to establish a Great Lakes Heritage Cruise Ship operation (2010)
- The City of Brockville, for which the firm assisted with planning a Maritime Discovery Centre attraction, assessed its feasibility and developed an implementation approach involving a broader waterfront strategy (2008).
- Development Concept and Feasibility Study for the Antique Boat Museum – Gananoque Campus. EPG was a subconsultant on this project, with responsibility for concept planning and market and feasibility analysis (2007/08).
- A new business model for the 1000 Islands and St. Lawrence Seaway Tourism Marketing Partnership (2008/9)
- Several major strategic studies for Newfoundland and Labrador, including one on product development, entitled 'A Special Place, A Special People – The Future for Tourism in Newfoundland and Labrador', another a review of the Province's marketing and several others focusing on visitor information services, touring routes, and product-market matching opportunities. Due in part to our work, that province now enjoys a considerably enhanced role in Canada's tourism.

Our website is [www.epgcanada.com](http://www.epgcanada.com).

EPG's team for this assignment is made up of two seasoned professionals in tourism; the team members and their respective roles are summarized below. More detailed resumes are provided in the attachments.

**Gord Phillips, Partner** – Gord was one of the founding members of EPG in 1980, following 15 years of successful experience in business, initially as a consultant with Canada's largest management consulting firm at the time, followed by three senior management positions in the tourism sector. One was managing a cruise ship, another involved the development and operation of a four season resort, the third was with a high quality Canadian tour company. With EPG he has played a leading role in much of the firm's work over three decades.

Gord's role on this assignment will be focused in Phase 2 and 3, addressing strategies and action plans for tourism product development. He will also participate actively in the consultations, particularly those with tourism stakeholders.

**Sue Mathieu, Partner** – Sue has been with EPG since its inception and today plays a lead role in managing most of the firm's projects. She knows the tourism sector intimately and is an expert on tourism research and project management.

Sue will coordinate EPG's work on this assignment and play an active role in all its aspects. She will also participate actively in the consultations and client meetings.

CLIENT REFERENCES  
(ECONOMIC PLANNING GROUP)

**Toronto International Gardens Rendezvous (2010):**

Michel Gauthier, Project Coordinator;  
T (613) 301 4554 E michelgo@magma.ca

**Maritime Discovery Centre Market and Feasibility Study, Brockville (2007):**

David Paul, Director of Economic Development, City of Brockville;  
T (613) 342-8772, Ext. 445; E dpaul@brockville.com

**Business Model for the 1000 Islands and St. Lawrence Seaway Tourism Marketing Partnership:**

Ann Weir, Economic Development Coordinator,  
United Counties of Leeds & Grenville,  
T (613) 342-3840, Ext. 5365 E ann.weir@ucdg.on.ca

FOTENN CONSULTANTS INC

**FoTenn Consultants Inc.** is a well-respected planning consulting firm with expertise in all matters related to land use planning and policy development, as well as public consultation. FoTenn was established in 1992 by the two partners, Ted Fobert and Robert Tennant. With offices in Ottawa and Kingston, this twenty-five person firm is the largest urban planning firm in Eastern Ontario.

FoTenn offers a superior blend of public- and private-sector planning experience providing sound land use and policy analysis combined with firsthand knowledge of the development process, market considerations, provincial land use planning policy and an understanding of the needs of end users. FoTenn's experience providing planning services to a variety of municipalities both large and small provides us with a foundation in the application of land use planning principles and provincial policy directions in both urban and rural settings. Our clients include City of Ottawa, City of Clarence Rockland, Iqaluit, Russell Township, Town of Jasper, Ontario Realty Corporation and Defence Construction Canada among others.

It is also part of FoTenn's business strategy to maintain a good balance between public and private clients. Our private sector clients include Taggart Construction Ltd, Minto Developments Inc., Mattamy Homes, Loblaw Properties Limited, among others. We believe this balance provides a more comprehensive understanding of the planning process overall – and widens the scope for finding innovative, realistic solutions to land use planning and policy issues.

#### FOTENN'S TEAM MEMBERS

FoTenn's project team consists of Margo Watson and Mike Keene; Planners experienced in Official Plan preparation, education, training, facilitation and consultation.

**Ms. Margo Watson, MCIP, RPP**, is the Director of FoTenn's Kingston office. Margo has more than twenty years of professional planning experience in municipal and provincial planning. She has been involved in research, organizational review, planning policy, development approvals and facilitation in the public and private sectors.

Prior to joining FoTenn, Margo worked for the Ontario Ministry of Municipal Affairs and Housing as the Manager of Community Planning and Development for Eastern Ontario. Margo oversaw the approval of Official Plans and Official Plan Amendments throughout eastern Ontario and provided the regional perspective to Provincial policy reforms, including the 2005 Provincial Policy Statement, Oak Ridges Moraine Conservation Plan and the Growth Plan. Margo conducted education and training exercises, as well as facilitation and negotiation sessions.

Margo was also a Senior Planner with the Township of Kingston and the amalgamated City of Kingston for 10 years where she processed rural and urban development applications, made recommendations to Council, conducted Public Meetings and provided advice to developers and landowners.

Since joining FoTenn, Margo has led the update to the County of Haliburton Official Plan, prepared a Due Diligence Report for Ontario Ministry of Transportation surplus lands in the City of Kingston, undertaken master plans for Canadian Forces bases in Ottawa and Halifax, prepared urban design guidelines for Canadian Forces Housing Agency and is the lead project manager/Planner on a variety of development approval files for private sector clients. Her work regularly involves facilitated workshop sessions and negotiation with clients and agencies.

Ms Watson is a Full Member of the Canadian Institute of Planners and a Registered Professional Planner in the Province of Ontario.

**Mr. Mike Keene, MCIP, RPP**, a Senior Planner with FoTenn Consultants Inc. has excellent project management skills which will ensure that the required work is completed both thoroughly and efficiently. He has over 8 years of professional planning experience in land development, policy planning and facilitation in the public and private sectors.

Prior to joining FoTenn, Mike was a Planner with the Ministry of Municipal Affairs and Housing. Mike held the lead role coordinating interdisciplinary teams on the approval of a number of official plans and amendments in eastern Ontario. Most notably, on behalf of the Province, Mike reviewed, recommended and administered approval on all of the Oak Ridges Moraine conformity amendments (official plan and zoning) in eastern Ontario.

He was also part of the training team that introduced new and updated Provincial legislation including the Planning Reform (changes to the Planning Act and the OMB), Provincial Policy Statement, 2005, Oak Ridges Moraine, Greenbelt and Places to Grow. Mike provided day-to-day planning advice and policy interpretation for all of these initiatives to municipal staff, Council and the general public.

With this knowledge and experience, Mike has an acute eye for policy development, review and analysis. Mike is capable of providing sound planning advice, strategic direction and project management for this project. His public sector planning experience will prove invaluable in the use of his facilitation and negotiation skills. Mike is noted for his diligence and organizational capabilities.

Mr. Keene is a Full Member of the Canadian Institute of Planners and a Registered Professional Planner in the Province of Ontario.

**Mr. John Henderson, MCIP, RPP**, Geographic Information Systems and mapping skills, Research and policy formulation

John is a Planner with FoTenn and has experience in municipal planning approvals and land use analysis. His educational background is in environmental geography and urban planning. With a certificate in spatial information systems John brings geographical analysis, data management and mapping support to projects at FoTenn.

John's current work focuses on both policy and development approvals projects at a site-specific and regional level. Ongoing projects include a Village Core intensification study for the Village of Manotick. This project is consistent with the objectives of the Manotick Secondary Plan and will support the long-term planning of residential capacity in the Village Core area. Further projects include the Cataraqui West Demonstration Report evaluating a subdivision design in relation to a Secondary Plan for the area, as well as conducting background Official Plan and Zoning By-Law analyses in support of client oriented planning approvals.



CLIENT REFERENCES (FO TENN)

**County of Haliburton Official Plan:**

Ms Jane Tousaw, Director of Planning, County of Haliburton,  
T 705-286-1333 x 222

*Margo Watson, Director and Mike Keene, Senior Planner, will provide planning policy review and planning strategies for structuring and implementing the cultural plan. FoTenn staff will supply mapping for the inventory and presentation and report graphics. John Henderson will provide graphic support. John will also be available to the team to assist with background research, policy review and analysis.*

# Work Plan

## Phase 1: Finding Cultural Resources

### **Step 1: Start-up Meeting**

Upon award of the contract, the consulting team will meet with the client (in this case, the Town's project manager, as well as staff and volunteers constituting an advisory committee). The meeting will confirm the study scope, budget, schedule, work plan, and consultation process. Included in this discussion will be confirmation of the inventory and mapping process and scope, defining roles and deliverables for volunteer committee members, Town staff, and the consulting team. Following the business portion of the meeting, the lead consultant will facilitate a discussion to elicit initial thoughts on two main topics: the character of Gananoque and the opportunities and constraints associated with the development of cultural assets. We would also suggest that the Town establish the study on the municipal website at this stage, to provide information on the study purpose and elicit comment. The lead consultant will supply notes from the meeting, for review by the client.

### **Step 2: Background Research**

Underlying any assessment of culture's role in Gananoque's future is an historical review of Gananoque's past. The intent here is to understand the main characteristics of the town from its origins to the present, and to identify common themes in community values as well as important surviving elements of the physical setting. Both tangible and intangible heritage resources will be identified in this process. From the information gathered in reviewing local histories and interviewing local residents, the consultants will prepare a brief thematic history of the town, highlighting elements that made a definite mark on the town as it exists today, and pointing to opportunities for conservation, enhancement, interpretation and product development. This step is the precursor to the more wide-ranging public consultation to follow.

The second part of this task will encompass an environmental scan to compile a statistical overview of the community and its cultural and tourism sectors. Drawing on published data from sources such as Statistics Canada and the Ontario Ministry of Tourism and Culture, the Town and key business stakeholders, we will develop a profile of key data, including:

- Population size and recent changes
- Seasonal vs year round populations
- Demographics such as age groups, lifestage, income, employment and education
- Volumes of tourism activity and the character of visitors to the area

As part of this environmental scan, we will examine broader related trends, such as Ontario population demographics and anticipated shifts and the movement towards creative economies, particularly in smaller towns and rural areas of Ontario. We will also profile provincial, national and international tourism trends and examine shifts in the tourism marketplace with implications for the Gananoque area.

### **Step 3: Stakeholder Consultation**

A broadly-based process of stakeholder and community consultation is a critical element in developing a cultural plan. This process must involve stakeholders and the community in establishing a vision for Gananoque and determining how its cultural resources and assets can help the community achieve its goals.

We plan to involve local residents in several ways as discussed in several of the work tasks to follow. The exact nature of the consultations will be finalized with you in the initial step. It will be important to ensure that it is inclusive, providing opportunities for all interested organizations and individuals to have input, and includes both full-time and seasonal residents.

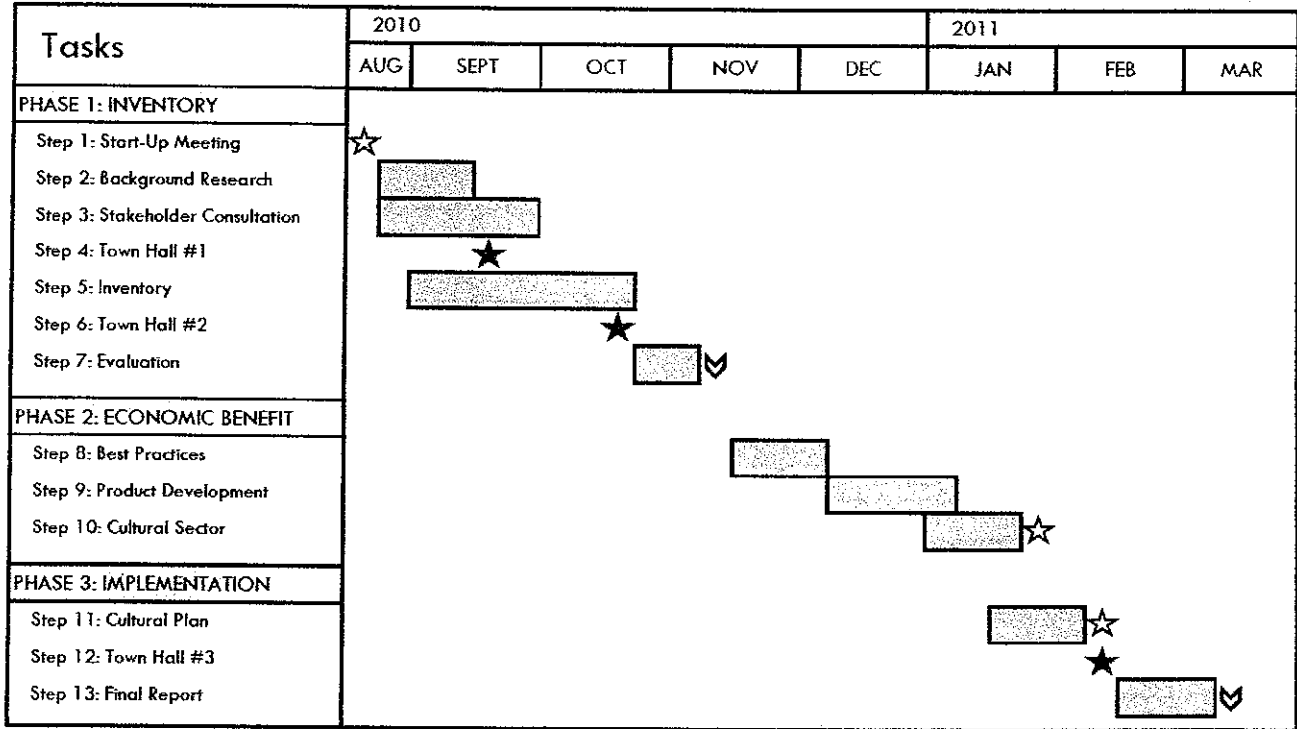
We will begin with interviews and/or small group discussions with key stakeholders (list to be confirmed with the client). These individuals and groups would include representatives from the arts and cultural community, public and not-for-profit organizations, creative and cultural enterprises, festivals and events and organizations involved with the human and natural heritage of Gananoque as well as business people. The list would include, but not be limited to:

- Gananoque Boat Lines
- Thousand Islands Playhouse
- Arthur Child Heritage Museum
- Frontenac Arch Biosphere
- Town of Gananoque Heritage Committee
- 1812 St. Lawrence Steering Committee
- Dreams in Motion Arts School
- Chamber of Commerce
- Varga Arts Studios
- Thousand Island Accommodation Partners
- Organizers of major festivals and events
- Representatives of the Region
- Other arts, culture and heritage associations
- Sports and recreation groups
- Current donors to and funders of cultural activities
- Relevant provincial government representatives

# Schedule and Budget

## Schedule

The study can begin upon award of the contract. Our proposed study schedule is shown below:



**LEGEND KEY**

Meetings: Client / Steering Committee ☆ Public ★ Reports: ☑

### Budget

The study budget and person/day commitments are shown in the following chart:

Tasks	Bray Heritage		Economic Planning Group		FoTenn			Days / Tasks
	CB	SPPT	GP	SM	MW	MK	JH	
	\$1200/d	\$300/d	\$1000/d	\$1000/d	\$1200/d	\$900/d	\$675/d	
<b>PHASE 1: INVENTORY</b>								
Step 1: Start-Up Meeting	1		1	0.5	0.5			3
Step 2: Background Research	2.5		1	0.5	0.25	1		5.25
Step 3: Stakeholder Consultation	2.5		1	0.5				4
Step 4: Town Hall #1	1		1	0.5				2.5
Step 5: Inventory	2		1	1			1	5
Step 6: Town Hall #2	1		1	0.5				2.5
Step 7: Evaluation	1	1	1	0.5				3.5
	<b>11</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>0.75</b>	<b>1</b>	<b>1</b>	<b>25.75</b>
<b>PHASE 2: ECONOMIC BENEFIT</b>								
Step 8: Best Practices	0.5		1	2	0.25	0.5		4.25
Step 9: Product Development	1		2.5	2	0.25			5.75
Step 10: Cultural Sector	2		1	0.5	0.25			3.75
	<b>3.5</b>	<b>0</b>	<b>4.5</b>	<b>4.5</b>	<b>0.75</b>	<b>0.5</b>	<b>0</b>	<b>13.75</b>
<b>PHASE 3: IMPLEMENTATION</b>								
Step 11: Cultural Plan	2		1.5	0.5	0.25	0.5	0.5	5.25
Step 12: Town Hall #3	1		1	0.5				2.5
Step 13: Final Report	1.5	1	1	0.5	0.25		0.5	4.75
	<b>4.5</b>	<b>1</b>	<b>3.5</b>	<b>1.5</b>	<b>0.5</b>	<b>0.5</b>	<b>1</b>	<b>12.5</b>
Total Days / Person	19	2	15	10	2	2	2	
Total Person Days								52

Sub-Total

Fees	\$53,950.00
Expenses	\$1,000.00
<b>TOTAL FEES AND EXPENSES</b>	<b>\$54,950.00</b>
HST @ 13 %	\$7,143.50
<b>TOTAL</b>	<b>\$62,093.50</b>

Invoices will be submitted monthly for fees and expenses incurred to date. No additional fees or expenses will be incurred above the budget limits stated here unless authorized in writing by the client. Additions to the study scope of work requested by the client can be supplied in addition, at the per diem fees shown here for relevant study team members. It is anticipated that the Town will be responsible for the administration of meetings (Committee and public), supplying the venue, publicity and invitations, and light refreshments.