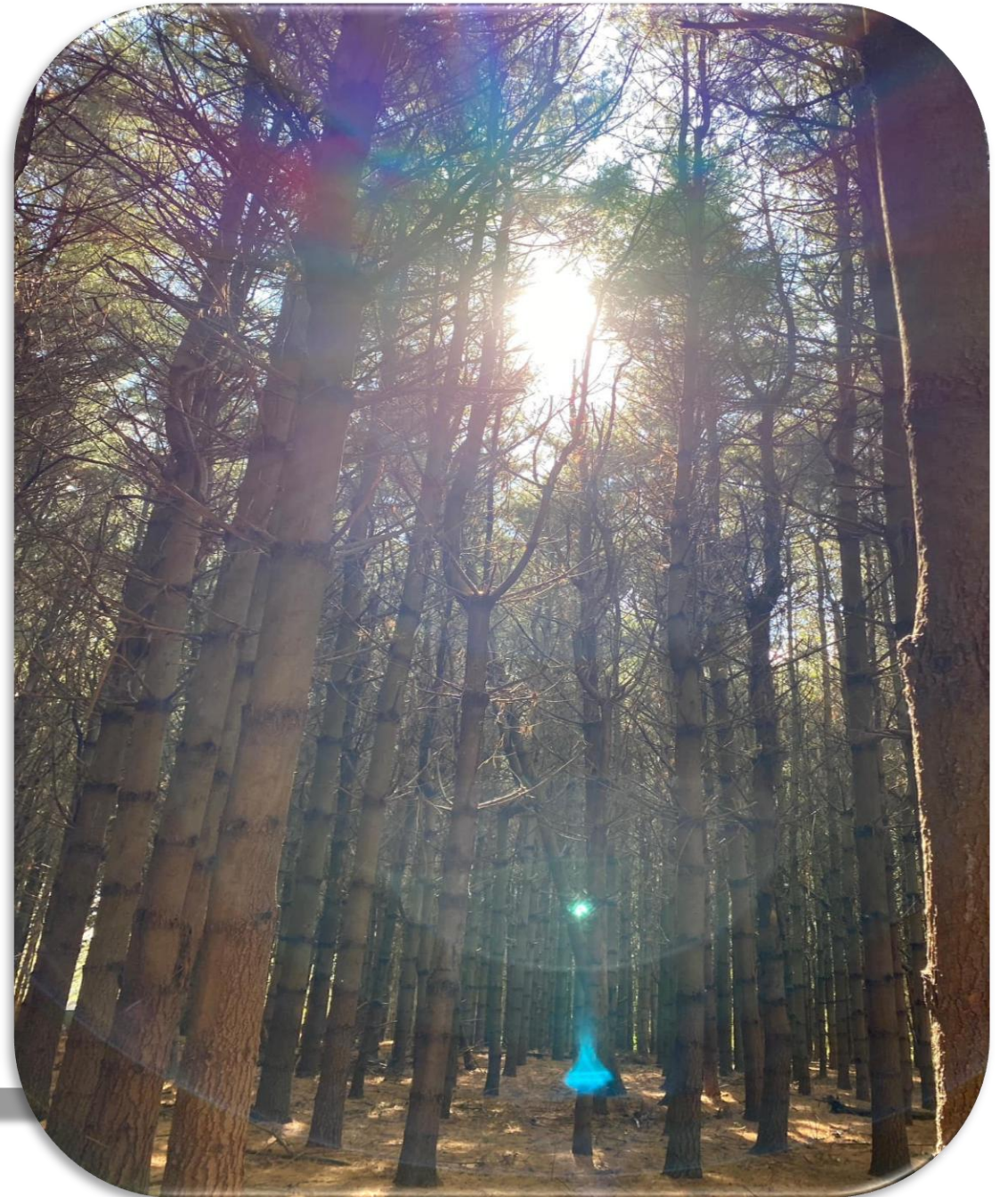


Town of Gananoque

2026–2030 Strategic Plan Council Review and Adoption Session

Date: Wednesday, May 13, 2026
Time: 4:00 pm
Location: Town of Gananoque Council Chambers

Thanks for joining us!



Goals for Tonight



1. Review key findings from community engagement
2. Confirm alignment around a shared direction for Gananoque
3. Review and finalize the Vision and Mission statements
4. Identify and resolve any outstanding issues
5. Adopt the 2026–2030 Strategic Plan

Agenda



1. Welcome and Session Overview
2. Goals, Process, and Guidelines
3. Review of Community Engagement Findings
4. Strategic Plan Overview
5. Review of Vision and Mission Options
6. Review of Priority Areas and Strategies
7. Final Review and Adoption Discussion
8. Next Steps and Closing



Foundations of the Plan



This Strategic Plan has been informed by:

- Council input and direction
- Public Survey Findings
- Public Engagement Forum feedback
- Municipal realities and fiscal considerations
- Community priorities and emerging needs
- Legislative and infrastructure obligations



Important Notes About the Draft



Version 11 Includes:

- Revisions based on Council feedback from the December session
- Purple edits = changes informed by the public survey
- Red edits = changes informed by the public engagement forum

Tonight's Goal

Focus on final refinements and adopt the plan.

Guidelines for Engagement



We ask everyone to:

- Stay focused on strategic-level issues
- Be respectful of diverse perspectives
- Speak constructively and concisely
- Focus on solutions, not only concerns
- Work toward positions the group can “live with”
- Help move the process forward



Working Approach for Discussion



If raising a concern:

Please also:

- Propose alternative wording
- Offer a concrete solution
- Clarify the desired outcome

Why?

This helps the group:

- work efficiently,
- evaluate options clearly, and
- move toward resolution.

Decision-Making Approach



Our Process:

- Prioritize consensus where possible
- Seek broad alignment
- Focus on positions members can support or live with

If Needed:

- Majority vote will be used to resolve unresolved items

Community Engagement Highlights

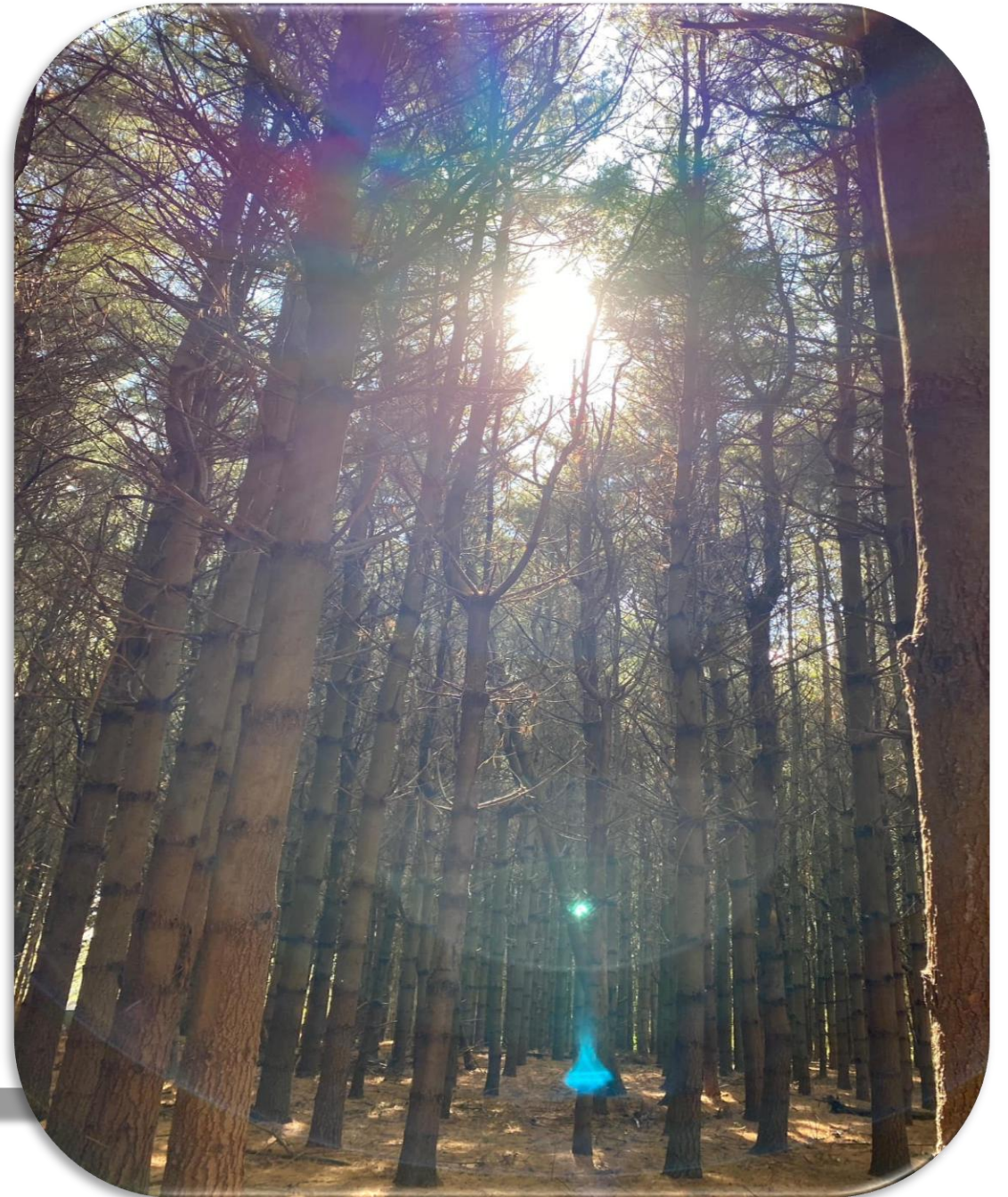
Public Survey & Public Forum



Town of Gananoque

2026–2030 Strategic Plan Public Survey Findings

Council Presentation
Wednesday, May 13, 2026



Survey Overview



Survey Details

- Open January 21 – February 15, 2026
- 111 completed responses
- All respondents identified as Gananoque residents
- Response rate: 2.06%

Survey Focus

Residents were asked about:

- Infrastructure
- Affordability
- Economic development
- Housing
- Communication
- Service levels
- Community wellbeing

Overall Message from Residents



Three dominant themes emerged consistently:

1. Protect and maintain core infrastructure
2. Preserve affordability and manage costs responsibly
3. Strengthen the local economy and employment base

Residents generally support:

- Stable and sustainable service delivery
- Practical, balanced growth
- Responsible financial stewardship
- Thoughtful long-term planning

What Matters Most to Residents



Top Community Priorities

1. Improve and maintain infrastructure – 91.9%
2. Preserve affordability – 91.0%
3. Strengthen local business and jobs – 82.9%
4. Environmental stewardship – 74.8%

Lower Priorities

- Tourism growth
- Recreation expansion
- Municipal information access

Infrastructure Was the Strongest Priority



Top Infrastructure Priorities

1. Existing water and wastewater systems
2. Roads, sidewalks, and bridges

Lower Priorities

- Parks and waterfront amenities
- Municipal buildings
- New growth infrastructure

Key Message

Residents want the Town to focus first on maintaining and protecting core systems.

Affordability and Service Expectations



Service Level Preferences

- 61.3% support maintaining current service levels tied to inflation
- 19.8% support increasing services with higher costs
- 18.9% support reducing services to decrease costs

Residents emphasized:

- Responsible spending
- Predictable taxes
- Value for money
- Long-term financial sustainability

Economic Development Findings



Residents prioritized:

1. Attracting new employers and industry
2. Supporting existing businesses
3. Strengthening year-round economic resilience



Important Insight

Tourism remains important — but residents want a more balanced economy with stronger year-round employment opportunities.

Housing Findings



Residents prioritized:

1. Streamlining approvals and reducing barriers
2. Encouraging infill and additional residential units
3. Facilitating affordable housing options

Residents identified those most affected as:

- Lower-income households
- Young families
- Seniors

Communication and Public Trust



Key Findings

- Most residents access information digitally
- Social media, the website, and email are preferred
- Some residents still experience difficulty finding information

Strategic Confidence

- 33.3% were unsure the Town is focusing on the right priorities
- Only 1.8% were very confident

Shared Services and Regional Collaboration



Strong Support for Shared Services

When shared services:

- Improve services, 93.7% of residents are supportive
- Reduce costs, 86.5% of residents are supportive

Key Message

Residents are highly open to regional collaboration when it improves efficiency and sustainability.

Community Identity and Wellbeing



Residents described Gananoque as:

- Scenic
- Tourism-driven
- Quiet
- Safe
- Welcoming
- Historic

Priority Programming Groups

1. Children and youth
2. Families
3. Seniors

Open-Ended Feedback Themes



Residents repeatedly emphasized:

- Lower taxes and affordability
- Better infrastructure maintenance
- Reducing red tape
- Clearer communication
- Greater transparency
- Focusing on core municipal responsibilities

Residents also raised:

- Housing affordability
- Economic vitality
- Empty storefronts
- Year-round employment
- Access to doctors and services

Overall Community Sentiment



Future Outlook

- 28.8% optimistic
- 36.0% hopeful but cautious
- 27.9% uncertain

Overall Message

Residents are cautiously optimistic but want:

- thoughtful leadership,
- affordability,
- responsible growth,
- and sustainable decision-making.

Final Reflections for Council



The survey findings strongly reinforce:

- The direction of the draft Strategic Plan
- The importance of infrastructure and affordability
- The need for balanced economic growth
- The value of clear communication and trust-building

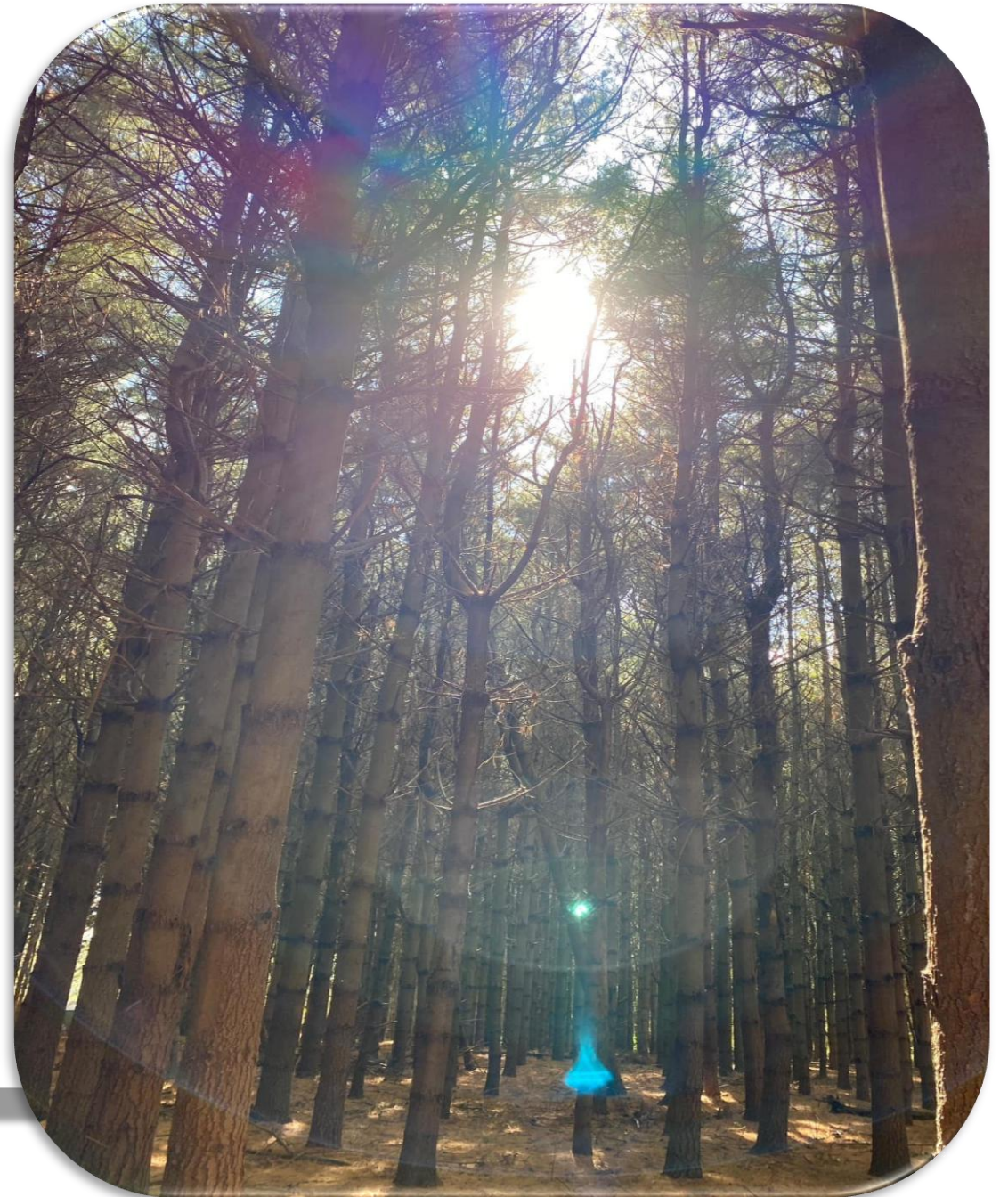
Key Takeaway

Residents are asking for practical, sustainable, and financially responsible leadership.

Town of Gananoque

2026–2030 Strategic Plan Public Forum Findings

Council Presentation
Wednesday, May 13, 2026



Purpose of the Public Forum



The session was designed to:

- Gather resident input on Gananoque's future direction
- Test the draft Vision, Mission, and Strategic Priorities
- Explore community priorities and trade-offs
- Provide practical advice and guidance for Council



Participation and Process



Public Engagement Forum

- February 10, 2026
- 13 residents attended
- Facilitated table discussions
- Live Mentimeter polling

Important Context

- School buses were cancelled that day due to weather
- A separate public survey was also conducted to broaden input

What Residents Value Most About Gananoque



Strong Themes Included:

- The river and waterfront
- Small-town character
- Walkability
- Nature and trails
- Arts and culture
- Community relationships
- Friendly atmosphere



Gananoque Today and Tomorrow



Today

Residents described Gananoque as:

- Beautiful
- Friendly
- Peaceful
- Scenic
- Community-oriented

Looking to 2030

Residents hoped Gananoque would be:

- Welcoming
- Clean
- Sustainable
- Vibrant
- Affordable
- Thriving

A Central Theme: Affordability and Economic Balance



Residents consistently emphasized:

- Affordability matters
- Economic growth is needed
- The residential tax burden is a concern
- More jobs and industry are needed
- Growth must protect community character



Priority One: Core Services and Infrastructure



Residents emphasized:

- Maintaining essential services
- Long-term sustainability
- Affordability and value for money
- Protecting quality of life
- Exploring shared services and efficiencies

Mentimeter Results

- 6 supported reducing service levels to decrease costs
- 4 supported maintaining current levels tied to inflation
- 3 supported increasing service levels

Priority Two: Strong and Sustainable Local Economy



Strong Themes Included:

- Support employment and industry growth
- Reduce pressure on residential taxpayers
- Preserve community character
- Expand affordable housing options
- Support year-round economic vitality

Mentimeter Results

- 6 prioritized employment and industry growth
- 3 prioritized four-season tourism
- 2 prioritized downtown vitality
- 1 prioritized broader housing options

Priority Three: High-Performing and Future-Focused Municipal Team



Residents emphasized:

- Transparent governance
- Better communication
- Long-term thinking
- Collaboration with the public
- Smarter systems and technology

Mentimeter Results

Residents identified the following as most important:

- Transparent and cooperative governance
- Smarter use of technology and systems

Overall Priority Ranking



Highest Priorities Identified:

1. Preserving affordability for families and businesses
2. Strengthening local business, jobs, and entrepreneurship

Additional Important Priorities:

- Tourism growth
- Environmental stewardship
- Infrastructure
- Communication and information access
- Recreation and culture

Implications for Council



Residents generally supported:

- The overall direction of the Strategic Plan
- The three proposed strategic priorities
- Thoughtful and sustainable growth
- Stronger economic balance
- Greater transparency and communication

Suggested Refinements Included:

- Stronger emphasis on affordability
- Clearer connection between growth and tax balance
- More visible focus on core services
- Reinforcing transparency and livability

Final Reflection: Overall Message from Residents



Residents support:

- thoughtful change,
- sustainable growth,
- economic resilience,
- and preserving what makes Gananoque special.

They want a future that is:

- welcoming,
- affordable,
- vibrant,
- and sustainable.

Vision Statement Review



Recommended Draft

“The Gateway to the 1000 Islands – a thriving and welcoming waterfront community where people, place and opportunity thrive for generations.”

Mission Statement Review



Recommended Draft

“To provide reliable, responsible services, support a resilient local economy, and preserve and enhance the character, assets and experiences that define Gananoque as an extraordinary place to live, work, visit and invest.”

Strategic Plan Overview



Three Strategic Priorities

1. Provide Quality Core Services and Infrastructure
2. Champion a Strong and Sustainable Local Economy
3. Cultivate a High-Performing and Future-Focused Municipal Team



Priority One: Provide Quality Core Services and Infrastructure



Key Strategies

- Deliver sustainable and responsible service levels
- Implement the 10-Year Asset Management Plan
- Work with partners to support community well-being



Priority Two: Champion a Strong and Sustainable Local Economy



Key Strategies

- Support business retention and growth
- Invest in tourism and employment growth
- Improve conditions for planned housing development



Priority Three: Cultivate a High-Performing and Future-Focused Municipal Team



Key Strategies

- Invest in people and leadership
- Modernize systems and processes
- Improve communications and access to information



Final Review and Readiness for Adoption



Questions for Council

Is Council prepared to adopt the Strategic Plan?



Next Steps



Following adoption:

- Milestones document is coming next
- Then Final formatting and production for the public facing document
- Public release and communications
- Integration into operational and budget planning
- Ongoing implementation and monitoring

Thank You!

Thank you for your leadership, preparation, and commitment to Gananoque's future.



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