



By-law No. 2026-043, Schedule 'A'

Town of Gananoque Five (5) Year Strategic Plan (2026 to 2030)

VISION

The Gateway to the 1000 Islands – a vibrant and welcoming waterfront Town where people, community and opportunity thrive for generations.

MISSION

To serve the community with integrity and excellence to deliver reliable, responsible services, support a resilient local economy, and preserve and enhance the character, assets and experiences that define Gananoque.

VALUES

Service:

We take pride in delivering accessible and respectful customer experiences that address the diverse needs and evolving challenges of the community.

Stewardship:

We preserve the Town's long-term financial health by proactively managing assets while providing transparent, accountable and responsible governance.

Inclusion:

We respect diverse perspectives, treat each person with dignity, and create a culture of trust and belonging.

Collaboration:

We embrace a spirit of engagement and collaboration, fostering teamwork with our colleagues, community and neighbours.

Adaptive:

We promote a progressive and adaptive culture that embraces problem-solving, leverages opportunities, and prioritizes continuous improvement.

OUR CURRENT CONTEXT

Gananoque: A Community Built on Strength and Possibility

Gananoque is a community where extraordinary natural beauty meets the warmth and spirit of a welcoming, caring town. Recognized internationally as the *Gateway to the 1000 Islands*, including a Canadian point of entry, Gananoque offers breathtaking waterfront vistas, walkable streets, scenic trails, and pristine parks – an environment that inspires creativity, connection, and a strong sense of belonging.

Nestled along the St. Lawrence River and adjacent to Highway 401 – with direct access to Toronto, Montreal and Ottawa – Gananoque offers the tranquillity of rural living paired with the conveniences and connectivity of a larger urban centre.

In the heart of The Frontenac Arch Biosphere, a designated UNESCO World Heritage Site, and a destination for visitors from around the world, Gananoque is home to numerous successful tourism-based businesses that anchor the local economy. The town's growing economy, supportive business community, and steady stream of visitors create a bountiful environment for entrepreneurs, innovators, and new ventures.

Gananoque's heritage and identity are deeply tied to place. The name Gananoque – pronounced *Gan-a-nock-wee* – derives from a Haudenosaunee word meaning *town on two rivers, meadow rising out of water, or water flowing over rocks*. This profound connection to land, water and community continues to shape the Town today. Cultural experiences, historic architecture, and breathtaking landscapes make it a beautiful and inspiring place to call home.

Like many Ontario municipalities, Gananoque is navigating the challenge of balancing growth, rising service demands, and financial sustainability. Increasing costs, aging infrastructure and limited revenue sources are stretching the Town's resources. Housing affordability, demographic shifts, and expanding community needs require strategic decision-making, careful prioritization, and innovative solutions to service delivery, including stronger partnerships.

Amid these challenges, Gananoque stands at a critical moment of opportunity. Poised for intentional growth, Gananoque's strengths provide a strong foundation for a prosperous future. This five-year strategic plan sets a clear direction to strengthen quality of life, support incremental and sustainable growth, and build a thriving future for all who call Gananoque home – all while keeping the Town an affordable place to raise a family and an ideal location to operate a business.

Our Path Forward

Over the next five years, Gananoque will work collaboratively to strengthen community well-being, support sustainable growth, and cultivate a future-ready municipality.

This Strategic Plan focuses on three (3) priorities:

- providing high-quality core services and infrastructure through responsible service delivery and smart investment;
- championing a strong and resilient local economy by supporting business growth, four-season tourism, and planned housing development, and;
- cultivating a high-performing and future-focused municipal team by investing in people, technology, continuous improvement, and transparent communication.

Decisions related to service levels and investment will continue to be guided by long-term sustainability and affordability considerations to ensure financial stability for residents and local businesses, and the broader community.

Together, these commitments lead us to a vibrant, inclusive, and sustainable future – ensuring Gananoque remains a remarkable place to live, work, play, visit, and invest for generations to come.

1. PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

The Town of Gananoque is dedicated to providing high-quality services that meet the community's needs, even amid rising economic pressures, increasing costs, and growing infrastructure demands. Council and staff will engage in purposeful, strategic discussions to establish feasible and responsible service levels, ensuring a balanced alignment among legislated services, service levels, and available funding, while continuing to prioritize and sustain core services essential to community well-being.

By focusing on the 2025 Long-Term Financial Plan, the Town will proactively manage infrastructure investments in a way that is effective, efficient, and focused on long-term sustainability, while responding to evolving legislative changes and statutory requirements.

With continued dedication to fostering an inclusive community, the Town will endeavour to work to achieve compliance with the *Accessibility for Ontarians with Disabilities Act 2005 (AODA)*, supporting full participation for all residents. This includes enhancing accessibility related to municipal buildings, facilities, outdoor paths of travel, and programs.

Community Infrastructure

In keeping with Provincial legislation, the Town will deliver on, and continuously maintain its 10-Year Asset Management Plan to guide responsible and strategic investment in infrastructure and services. Council and staff will prioritize assets through strategic deliberation of levels of service.

This Plan includes the ongoing maintenance and renewal of roads, bridges, water, wastewater, and storm sewer systems, as well as the Town's fleet, municipal buildings, and community facilities that support cultural, recreational, and public services.

Major 5-year priorities will include advancing the replacement of the East End Pumping Station, the renewal of the Lagoon and the twinning of the Force Main, to ensure reliable service delivery and increase wastewater capacity for future growth. The Town will also explore innovative solutions and emerging technologies to support long-term infrastructure sustainability and resilience.

To strengthen confidence in service sustainability, the Town will prioritize maintaining and renewing existing infrastructure systems before pursuing expansion, ensuring spending supports reliability, affordability, and long-term resilience.

Emergency Services and Community Health & Safety

Protecting residents' well-being remains a core priority and a foundation for community confidence, quality of life, and long-term prosperity. Reliable emergency services and strong partnerships that facilitate access to health care will ensure Gananoque thrives as a safe, healthy, and resilient community.

The Town will maintain high-quality emergency response services – including Fire Protection, local Policing, and County-wide land ambulance – to ensure timely, coordinated support when residents need it most.

As provincially mandated, the Town will also continue to fund long-term care, as well as Southeast Public Health (SEPH) to deliver essential public health programs that promote community wellness, disease prevention and healthy living.

Additionally, in an effort to provide better access to primary health care, Gananoque will continue to leverage physician incentive programs and collaborate to support physician recruitment, improving access to primary and emergency medical care close to home.

Together, these initiatives reinforce community safety, enhance healthcare access, and support a strong and resilient future for all residents.

Community Well-Being, Recreation & Culture

Gananoque will strengthen community well-being by maintaining access to recreation, culture, and inclusive programming that fosters participation, connection, and a strong sense of belonging across all age groups. Through meaningful partnerships and strategic investment, the Town remains committed to building a vibrant and supportive community where residents of all ages thrive.

The Town will continue to provide quality recreational amenities including trails, facilities, and sports courts, while cultivating the shared services agreement for the Gananoque & TLTI Lou Jeffries Arena. Ongoing support for local sports organizations, such as hockey, curling, skating, soccer and other recreation groups, will help promote healthy lifestyles, active living, and community connection.

Gananoque is rooted in creativity and culture. The Town will continue to support art and cultural initiatives that enhance community and support artists, while nurturing a growing cultural economy. Gananoque will support cultural associations and heritage assets through annual grants and by maintaining buildings and facilities used by local organizations.

Gananoque will continue to facilitate a vibrant calendar of festivals and events – from the Festival of Lights, Canada Day celebrations, summer concerts, community markets, seasonal gatherings, and Shop Local initiatives – with support from the Business Improvement Association and grants from Tourism Advisory Panel. These experiences strengthen inclusion and belonging, attract visitors, and contribute to local economic vitality.

Through partnerships with community organizations, Gananoque will expand services that support residents across generations. With Provincial support, the Town will develop and enhance seniors' programming to foster connections, reduce isolation, and promote healthy aging in conjunction with the Gananoque Seniors Association.

In collaboration with our partners, the Federal and Provincial Governments, the United County of Leeds & Grenville, and the YMCA, the Town will facilitate the expansion of childcare capacity to support young families living and working locally. It will also expand youth programming to encourage young people to stay in or return to the community.

Together, these partnerships strengthen inclusion, support well-being, and help ensure that residents can grow, thrive, and fully participate in community life.

Environmental Stewardship

Gananoque will protect its natural surroundings and ensure responsible, sustainable development that preserves the community's environmental assets for future generations. This work strengthens climate resilience, safeguards water quality, protects natural habitats, and enhances the quality of life that residents and visitors value.

To protect the Town's natural environment, Gananoque will preserve and enhance public parks and waterfront areas, including efforts to mitigate shoreline erosion and invasive species. The Town will monitor and respond to evolving environmental legislation to ensure compliance and proactive ecological protection, with an eye to longer-term climate change impacts.

Infrastructure improvements are vital to environmental stewardship. Over the next five years, Gananoque will enhance wastewater infiltration and inflow control. We will also implement a stormwater monitoring program and advance improvements to the system. We will develop a Stormwater Master Plan to guide the creation of a comprehensive management program to reduce flooding risk, protect waterways, and support sustainable growth.

Collaboration remains central to this work. Gananoque will continue to financially support and partner with the Regional Conservation Authority, currently Cataraqui (CRCA) and the future amalgamated RCA, to monitor and protect water resources, natural habitats and shorelines, and to promote environmentally responsible land-use planning.

Leveraging Strategic Partnerships to Improve Services and Outcomes

Strong regional partnerships are essential to building resilient, sustainable, and well-supported communities. Gananoque will continue to work closely with the United County of Leeds and Grenville (UCLG) and neighbouring municipalities to enhance access to critical services and improve outcomes for residents.

Gananoque will uphold its legislated and financial commitments to the UCLG to help deliver essential social services. – including subsidized childcare, Ontario Works, Ontario Early Years Child and Family Centres, social housing, and housing supports such as the Homelessness Prevention Benefit, Home Ownership Program, and Ontario Renovates Program. These contributions will also ensure the provision of land ambulance services to the Town.

Looking ahead, Gananoque will strengthen multi-stakeholder communication and deepen collaboration with area municipalities to pursue shared opportunities, improve service delivery, and maximize public investment. The Town will explore creative approaches to pooling resources for shared services – including joint procurement, data collection and administrative coordination, and innovative models that create economies of scale. In tandem with the United Counties of Leeds-Grenville and neighbouring municipalities, Gananoque will explore strategies to monitor and reduce greenhouse gas emissions and environmental impacts, supporting a healthier, more sustainable future.

The Town will prioritize collaborative and shared service approaches where they enhance efficiency and support responsible cost management. By working together, Gananoque and its regional partners can achieve more than any municipality can alone – strengthening services, reducing costs, and building stronger communities across the region.

Our key strategies for the next five years related to providing core service and infrastructure are:

- 1) Review, prioritize, and deliver core services according to responsible and sustainable service levels.
- 2) Prioritize the implementation of the community's 10-year Asset Management Plan.
- 3) Work with and fund partners to provide health care supports, culture, child care, social services, housing supports, ambulance services, environmental stewardship, and youth and seniors programming.

2. CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Gananoque is committed to strategic, sustainable economic growth that strengthens local prosperity while preserving the Town's rural character and natural beauty. The Town will explore opportunities to diversify the municipal tax base, grow employment and bolster the year-round economy, while supporting all key sectors.

Our plan includes supporting housing development – essential to economic growth by attracting and retaining workers, supporting business expansion, and strengthening the local tax base. Over time, by ensuring a range of housing options, Gananoque can sustain a strong workforce, grow local businesses, and build long-term financial resilience.

Business Growth and Commercial Development

A strong and resilient business ecosystem will fuel local employment, diversify the economy, and strengthen the community's long-term prosperity. Through collaborative partnerships and strategic investment, the Town will create the conditions for commercial and retail businesses to start, grow, and succeed here. Gananoque's strategic location and infrastructure assets create strong advantages for investment and commercial growth. Our work includes a focus on business retention, expansion and investment attraction efforts.

The municipality will work with all partners, to expand coordinated business workshops, training, networking and entrepreneurship supports.

Through collaboration with the United Counties of Leeds-Grenville (UCLG), small business enterprise services will connect local entrepreneurs with expertise, funding and resources. The Town will help sustain a vibrant commercial sector and re-energize local business by working with local retailers to maintain commercial properties for lease or sale and by providing business supports, community improvement grants, and funding opportunities for more than 200 community businesses.

Youth entrepreneurship will remain a priority. We will leverage funding opportunities and provide mentorship and guidance from concept through launch to help young entrepreneurs build successful ventures.

Employment Lands

In an effort to sustain and build a vibrant integrated local economy, the Town will support its commercial and industrial base through flexible land use policies which recognize the dynamic changing regional economy. To support a competitive, business-friendly environment, the Town will review and modernize municipal policies, processes, and By-laws to remove barriers and enhance the experience of doing business in Gananoque.

Industrial properties available in Gananoque are ideal for niche manufacturing, supply chain development and technology-based business. Over the next five years, the Town will examine the feasibility of attracting specialized niche manufacturing and create the conditions needed to attract this sector to the Town.

Tourism Development

Tourism is a cornerstone of Gananoque's economy, driven by the Town's identity as the *Gateway to the 1000 Islands* and its unparalleled natural, cultural, and marine assets. These unique features create significant opportunities to expand both traditional and experiential tourism offerings, supporting local businesses, generating employment, and enhancing the vibrancy and visibility of the community.

Over time, Gananoque will advance as a premier tourist destination with a vibrant four-season economy. We will expand attractions and experiences that serve both residents and visitors, with a focus on increasing activity during shoulder seasons, while ensuring tourism growth enhances community livability.

We will provide a wide variety of attractions and experiences for residents and tourists alike, managed by the Tourism Advisory Panel, comprised of industry professionals. Community festivals and public events will continue to play an important role in drawing visitors, energizing the local economy, and fostering a lively, welcoming environment that showcases the best of Gananoque.

Strategic investment in the Visitor Centre as a hub for residents, travellers, and businesses will reinforce Gananoque's reputation as an exceptional place to live, work, and play. Additionally, the Town will enhance coordinated destination marketing and management strategies, leveraging Municipal Accommodation Tax revenues to reinvest in tourism development and support long-term growth.

Housing Development

Gananoque will prioritize planned, responsible housing growth that supports affordability.

The Town will continue to support practical approaches that enable a range of housing options within the existing community fabric, helping to sustain long-term livability and economic stability. Planning and development processes will continue to evolve to support practical housing solutions and reduce barriers to responsible growth.

In accordance with the Town's Official Plan, Gananoque will seek to enhance its inventory of affordable and attainable housing by facilitating the creation of all types of housing.

We will consult with stakeholders to identify barriers and opportunities related to housing development, helping to inform practical and achievable solutions. The Town will review surplus municipal lands to assess their feasibility for new housing, including opportunities on unserviced pockets, pending viability and infrastructure considerations.

Efforts will focus on promoting infill development—with an emphasis on additional residential units. Gananoque will actively market emerging affordable housing opportunities to developers and potential partners. The Town will also explore enhancements to the Community Investment Program (CIP), including the potential for grants, loans, or funding tied to contribution agreements for affordable or rent-geared-to-income units.

Lastly, as part of the Town's Joint Services Agreement with United Counties of Leeds-Grenville (UCLG) County and partner municipalities, we will invest in the creation of stable, supportive housing options for residents while improving community outreach through the 10-Year Housing and Homelessness Plan in Gananoque.

Through thoughtful planning, strategic partnerships, and proactive policy tools, Gananoque will enhance its readiness to expand housing options, to support a diverse and growing population, and help secure long-term community and economic prosperity.

In the next five years, our key strategies for championing a strong and resilient local economy are:

- 1) Support a strong and resilient business ecosystem.
- 2) Invest in tourism development, employment and industry growth to bolster long-term economic resilience.
- 3) Improve the conditions and opportunities for planned, responsible housing.

3. CULTIVATE A HIGH-PERFORMING AND FUTURE-FOCUSED MUNICIPAL TEAM

Gananoque's Council and staff form the backbone of a strong and effective municipality that delivers high-quality public services and supports community well-being. The Town is committed to fostering a collaborative and transparent culture where people are valued, supported, and empowered to do their best work, strengthening public confidence through open, accessible and accountable decision-making.

Investing in people is a core priority. We will strengthen recruitment, professional and leadership development, staff engagement, and meaningful recognition to attract and retain skilled talent. Priorities for the this planning cycle include designing a comprehensive staff onboarding system and solidifying succession planning to ensure organizational continuity and long-term stability.

Internal processes will continue to be refined to support timely decision-making and efficient service delivery. Modernizing internal systems and leveraging new technologies will enhance efficiency, improve customer service, and position the Town for the future. We will develop an Artificial Intelligence (AI) policy, adopt the ICity platform to integrate tax and utility services, establish Diligent Community to increase secure public access to information, and maintain the new, robust cybersecurity system with real-time threat monitoring to protect municipal assets and data.

The Town will complete the Official Plan update and review the Development Permit By-law (Zoning) while maintaining alignment with provincial legislative and regulatory changes. The Town will also inventory corporate policies and implement a review schedule to ensure they remain current and support effective risk management.

Gananoque will enhance data collection, reporting, evaluation, and continuous improvement processes to strengthen decision-making and identify opportunities for innovation and operational excellence.

We will further enhance communications with residents and stakeholders via an updated communications policy and an AODA-compliant communications strategy that improves access to timely, accurate information, enhancing accountability and building community trust.

Together, these investments will position Gananoque to respond effectively to community needs and deliver service excellence.

In the next five years, our key strategies to foster a high-performing, resilient and future-ready organization are:

- 1) Invest in our people.
- 2) Modernize systems, corporate infrastructure, and continuous improvement processes to facilitate continuous enhancements.
- 3) Improve communications and public access to information.



2026 to 2030 Strategic Plan

SUMMARY OF OUR THREE PRIORITIES AND STRATEGIES

1. Provide Quality Core Services and Infrastructure

Key strategies are:

- 1) Review, prioritize and deliver core services based on responsible and viable service levels.
- 2) Prioritize the implementation of the 10-year Asset Management Plan.
- 3) Work with and fund partners to provide health care supports, culture, child care, social services, housing supports, ambulance services, environmental stewardship, and youth and seniors programming.

2. Champion a Strong and Sustainable Local Economy

Key strategies are:

- 1) Support a strong and resilient business ecosystem.
- 2) Invest in tourism development, employment and industry growth to bolster long-term economic resilience.
- 3) Improve the conditions and opportunities for planned, responsible housing.

3. Cultivate a High-Performing and Future-Focused Municipal Team

Key strategies are:

- 1) Invest in our people.
- 2) Modernize systems, corporate infrastructure, and continuous improvement processes to facilitate continuous enhancements.
- 3) Improve communications and access to information.

By-law No. 2026-043
2026 to 2030 Strategic Plan
Inventory of Services - Appendix A

| General Government | | |
|---|---|--|
| | Legislated | Community Based |
| CAO | Legal & Risk | Corporate Leadership |
| | Human Resources | Council / Staff Relations |
| | | External Partnership Relations |
| | | |
| Clerk | Governance & Corporate Leadership | Public and Community Services – Public Information/Point of Contact |
| | Legislative & Statutory Compliance | Digital records management improvements, hybrid meeting support, or enhanced public access systems |
| | Corporate Administration | Advisory Committee Support |
| | Communications & Intergovernmental Relations | Open Government and Transparency Initiatives and Programs |
| | Legislative and Council Support | (Grant) Funding Support |
| | Municipal and School Board Elections | Other Administrative Support |
| | Vital Statistics and Licensing | Wedding Officiant / Marriage License issuance |
| | By-laws and Legal Documentation | Taxi License issuance |
| | Commissioner of Oaths Services | |
| | | |
| Treasury/Finance Department | Financial Accounting & Reporting | Long-Range Financial Sustainability Planning (beyond minimum) |
| | Budgeting & Fiscal Control | Service Costing & User Fee Studies |
| | Property Tax & Other Local Revenues | Performance & Management Reporting |
| | Grants & Transfers | Public Communication & Engagement (enhanced) |
| | Payroll & Benefits | Internal Business Partnering |
| | Treasury, Cash & Debt | Process Improvement & Digitization |
| | Corporate Insurance & Risk Management (baseline) | Information Technology – Digital Services & Innovation (Oversight/Collaboration) |
| | Information Technology – Core Infrastructure & Business Systems | Employee Programs / HR Support (e.g., Cell Phone Program) |
| | Accounts Payable & Procurement (baseline) | Accounting Services for Local Boards & Committees |
| | Accounts Receivable & Collections | Commissioner of Oaths Services |
| Asset Management & Long-Term Financial Planning | GIS Data Base (Geographic Information Systems) | |

By-law No. 2026-043
2026 to 2030 Strategic Plan
Inventory of Services - Appendix A

| Culture and Recreation | | |
|-----------------------------------|--|--|
| | Legislated | Community Based |
| Parks and Recreation | | Operate and Maintain Recreation Facilities, Sports Fields, Parks, Trails and Sports Courts |
| | | Develop, Implement and Facilitate Recreation Programming |
| | | Maintain Town Owned Buildings, Including the Daycare |
| | | Manage Commercial Lease Agreements and Water lot Leases |
| | | Operate and Maintain Marina |
| | | |
| Library Board | Public Library Service | |
| | | |
| 1000 Island History Museum | | Museum Operations |
| | | Artifact Collection Oversight |
| Protection & Inspection | | |
| Gananoque Police Services | Provide Adequate and Effective Policing Service | By-Law Enforcement and Administration |
| | Crime Prevention | School Resource Officer Program |
| | Law Enforcement | Foot and Directed Patrol |
| | Maintain Public Peace | Traffic Management |
| | Emergency Response | Legal Document Service |
| | Assist Victims of Crime | Assistance to the unhoused/in-need population |
| | Community Safety & Wellbeing Plan (With Fire Dept) | Dispatching for all Town Departments |
| | | Community Policing and Engagement |
| | | |
| Gananoque Fire Department | Fire Suppression | Manage Crossing Guards for School Zones |
| | Fire Safety Education - Door to Door Campaign | Review Plans and Permit Applications |
| | Fire Investigation | Address complaints from public related to the Fire Code |
| | Fire Prevention & Inspection | |
| | Emergency Response & Rescue | |
| | Community Risk Assessment | |
| | Fire Prevention & Inspection | |
| | Reporting to the Office of the Fire Marshal | |
| | | |
| Bylaw Enforcement | Enforce Municipal Bylaws | Address complaints from public related to the Municipal Bylaws |
| | Enforce Provincial Offenses Act | Issuing Licenses for STA (Short Term Accomodations) |
| | Animal Control / Enforce the Dog Owners Liability Act of Ontario | Issuing Licenses for Patios & Mobile Canteens |
| | Civic Addressing | Taxi Licensing |

By-law No. 2026-043
2026 to 2030 Strategic Plan
Inventory of Services - Appendix A
Protection & Inspection (cont'd)

| Protection & Inspection (cont'd) | | |
|--|---|--|
| | Legislated | Community Based |
| Chief Building Official | Review & issue building permits to construct or demolish structures | Address complaints from public related to the Municipal Bylaws |
| | Enforce the Ontario Building Code OBC and Building Code Act BCA | |
| | Issue orders and notices of violations of the BCA and the OBC; | |
| | Conduct onsite inspections for occupancy and final permits; | |
| | Enforce building and planning by-laws | |
| | | |
| Clerk / Fire Chief | Emergency Management and Preparedness | |
| | Annual Provincial Reporting | |
| St. Lawrence Regional Conservation Authority | Conservation Authority | |
| United Counties of Leeds & Grenville / CBO / Fire / Bylaw Enforcement | POA Provincial Offenses | |
| Transportation | | |
| Public Works Department – Roads Division | Road Maintenance | Trees |
| | Traffic Control Devices | Grass Cutting |
| | Undertaking of Biannual OSIM inspections for all Bridges | Street Sweeping |
| | Winter Control to Minimum Maintenance Standard | Seasonal Leaf/Brush & Christmas Tree Pick-up |
| | Sidewalks and Unpaved Roads | Amphitheatre set up and maintenance |
| | Fleet Maintenance in accordance with CVOR and AMP | Winter Maintenance Municipal parking lots, walkways and bridges |
| | Streetlights | Visitor Centre Events Assistance & Support |
| | Traffic and Parking Bylaw Enforcement | Town Hall, Museum, Library Assistance (Labour-intensive/Heavy lifting, Garbage removal etc.) |
| | | Installation of Banners/Traffic Control |
| | | Sod Repair |
| | | Wooden Bridge Repair |
| | | App Administration (Citywide & Mesh) |
| | | Graffiti clean up |
| | | Fortis Assistance (dam logs, eel ladder, debris) |
| | | Install and Repair lights and structures (King to Garden Street Parking lot walkway) |
| | | Traffic counter (data collection) |
| | | Address complaints from public |
| | Hauling of materials | |
| | Assisting Public Works - Utilities Division / Recreation / ByLaw Enforcement, Fire and Police | |

By-law No. 2026-043
2026 to 2030 Strategic Plan
Inventory of Services - Appendix A

| Planning & Development | | |
|---|--|--|
| | Legislated | Community Based |
| Planning & Development | Planning and Policy Direction for Land Development within the Town | Address complaints from public related to the Municipal Bylaws |
| | Review and processing of Planning Act applications | |
| | Drafting, Implementation and Enforcement of the Official Plan | |
| | Drafting, Implementation and Enforcement of the Development Permit Bylaw | |
| Economic Development | | Business Retention and Expansion |
| | | Public Communication & Engagement (enhanced) |
| Visitor Center | | Tourism services |
| | | Town Event Coordination |
| | | External Event Support |
| | | Waterfront Concerts |
| | | Farmer's Market & Crafters Market Coordination |
| Environmental | | |
| Public Works Department – Utilities Division | Water Treatment | Facilitate Curbside Collection of Waste |
| | Water Distribution | Coordinate Household Hazardous Waste Day |
| | Wastewater Collection | Yard Waste Collection |
| | Wastewater Treatment | |
| | Regulatory & Reporting | |
| | Water & Wastewater Billing & Customer Accounts | |
| | Storm Water Systems | |
| Health | | |
| United Counties of Leeds & Grenville | Land Ambulance | |
| South Eastern Public Health | Public Health | |
| St. Lawrence Lodge | Long Term Care | |
| | | Physician Recruitment and Support |
| Social Services | | |
| United Counties of Leeds & Grenville | Child and Family Services | |
| | Ontario Works | |
| | Social Housing | |