



**Mayoral Directive**  
**Decision Number: 2025-004**

Under Bill 3, the *Strong Mayors, Building Homes Act, 2022*, which amended the *Municipal Act, 2001*, I, John Beddows, Mayor of the Town of Gananoque, have decided as follows:

**Directive to the Treasurer and the CAO on the preparation of the 2026 and 2027 Operating and Capital Budgets; amendment to the supplemental guidance on planning factors and criteria replacing and superseding 2025-002:**

1. No increase of service levels provided by the Corporation of the Town of Gananoque will be factored into the 2026 or 2027 operating or capital budgets, unless required by Provincial or Federal statute.
2. The costs associated with municipal service delivery often increase at a rate higher than the preceding year's consumer price index for inflation. Not increasing levy by at least CPI risks compounding future funding shortfalls and will increase the Town's existing capital funding shortfall. With this factor in mind, it must be accepted that the preceding year's CPIbased overall annual inflation rate will be the minimum start point for municipal property tax levy increase and water/ wastewater consumption rate increase going forward.
3. The underlying intent of the 2026 and 2027 budgets will be to minimize to the greatest degree possible increases in the property tax levy and the municipal water/ wastewater levy while ensuring that the funding requirements of the asset management plan (**AMP**) to sustain core service levels are satisfied and the funding requirements of water/ wastewater operations and capital infrastructure are satisfied.
4. Municipal managers will provide recommendations for municipal assets to be declared surplus to need, along with cost implications for retention as well as for reduction of municipal inventory of real estate, impact on asset management plan (AMP) funding requirements, and property tax levy implications of retention of assets recommended as surplus to need.
5. Rates and Fees Bylaw:

- a. Lou Jeffries Arena - Ice rate fees to be increased at minimum by CPI for 2026-2027 season;
  - b. Marina - fees to be increased to 5% below average regional rate for similar berths with similar services, factoring a 10% discount for local (Town of Gananoque primary place of residence) residents;
  - c. Marina - increase capital fee, to the appropriate level of funding for the recapitalization of the docks and on shore marina infrastructure (electrical distribution, buildings, parking lot etc.) with a three-year phase in.
6. Marina - budget to include recommendation for increased number of seadoo slips provided expansion is self-funding within 60 months.
7. Marina - budget to include recommendation for increased number of boat slips, space permitting, provided expansion is self-funding within 60 months.
8. Parking Bylaw:
  - a. Handicapped parking spaces - as handicapped parking spaces in the downtown core do not charge for parking, apply consistency and eliminate parking fee at the waterfront for municipally owned, handicapped parking spaces;
  - b. Hourly rates - return rate to 25¢ per 15 minutes for metered and Honk parking and increase parking fines by 50% to incentivise compliance;
  - c. Marina Parking and Bay Road - provide recommendation on longterm curb-side parking space rental on Bay Road adjacent to the Marina for Marina slip renters to increase the number of parking spaces available for seasonal rental.
  - d. South Street - charge for parking on South Street via Honk for the months of June through August.
9. Handicapped Parking AODA Compliance - build in cost of curb cut outs to enable wheel chair and walker access for all on street, mid-block handicapped parking spaces.
10. Asset Management Plan (AMP) - provide recommended tax levy increase to fully fund AMP based on current service levels and provide recommendations and analysis of impact of service level reductions on levy increases. Introduce a dedicated capital levy with the intent of providing a predictable and consistent source of revenue to support the municipality's capital program with the intent of providing greater transparency, reinforcing long-term asset management objectives, and help address infrastructure deficits. The capital levy will be phased in over time and is not a new levy respecting the current tax levy structure which already includes a capital component. A capital levy creates a separate reporting line and will initially consist of what would have been the

capital component of the existing tax levy. Capital levies provide flexibility in application, may be phased in over time, and may be aligned with a multi-year capital financing strategy. Over time, it has the potential to strengthen key financial indicators-including reserve balances and debt ratios- and enhance the municipality's overall financial resilience.

11. Operating Hours - by department and as appropriate provide recommendations for changes in the number of days, number of hours per day, worked per week. Example: shift to four, ten hour days per week vice five, eight hour days per week with expected reduction in costs in use of hydro, heat etc. as well as improve employee morale in winter by reducing the number of commute days without reducing total service levels. Include a data collection plan to confirm cost savings, if any, in time for draft of 2026 budget. - will discuss with SMT
12. Municipal Flower Beds - seek out sponsors to sponsor or fully pay for upkeep of flower bed(s) in exchange for naming rights and tax receipts.
13. Calcium treatment of alleys - analyze cost-saving of reduction of calcium treatment of alleys which don't have residential addresses and provide recommendation related to benefit, if any.
14. Speed reductions - analyze impact on long-term amortization of useful life of road-beds of speed reduction in alleys to 25 km/hr and on streets excepting Stone and King to 40 km/hr, and long-term cost savings related to **AMP**, if any.
15. Confederation Park Fountain - provide annual cost of operation, including municipal staff hours, of fountain to inform service level decision. Consider seeking out a sponsor to pay for operation in exchange for naming rights and tax receipt.
16. Public Works - implement mandatory cross-training for new full-time CUPE employees to become licensed in water distribution and wastewater collection. Offer training as a discretionary option to our existing CUPE personnel.
17. Public Works - provide costing of active potable water leak detection program using remote meters on hydrants along with estimate of current system-wide losses (total potable produced vs total billed) to inform decision on implementation.
18. Linear Infrastructure - Public Works/ Planning - look at future cost saving of implementation of single sidewalk per street in new residential construction and street re-construction going forward.

Analyze AMP cost reductions associated with use of open, grassed ditch for drainage on one side and enclosed storm sewer on the other side of the street.

19. Service Cost Recovery - Planning - Provide recommendation for cost recovery for planning support past a certain number of hours per planning application.
20. Service Cost Recovery - General - Provide recommendation for cost recover for general services (notary, wedding officiation, etc.) provided by municipal staff to non residents (primary residential address not in Gananoque) of Gananoque.
21. Community Grant Funding - 2026 Community Grant funding to be adjusted to reflect 5% of the actual revenue from gaming in FY 2025, and the overall decrease in gaming revenue since the last time the allocation amount for the Community Grant program was last reviewed. Summer concert series at Joel Stone Park has been funded from community \_grant pool; 2026 concert series funding to be deducted from new total community grant pool with remaining amount available for disbursal to grant applicants.
22. Tourism Advisory Panel Reserve - Tourism Advisory Panel grant pool is funded from the 4% municipal accommodation tax (MAT), which is collected by accommodation providers and based on the fee charged by accommodation providers for room rental. The current sizeable reserve is an un-committed but growing pool of funds.

2026 budget to include recommendations for allocation of MAT funds to the maintenance and upkeep of municipal infrastructure which is directly related to tourism activities, such as the municipal dock and Customs House on Water Street, public washroom maintenance (Joel Stone Park, Visitor's Centre), cost of June-August municipal garbage collection if permitted in law. If not permitted under current MAT bylaw, recommend amendments to bylaw which will permit allocation of MAT funds to maintenance of municipal tourism infrastructure.

Treasurer to administer the MAT reserve in such a way as to maximise interest income through appropriate investment strategy including by not limited to GIC.

The Town's share of the cost of Le Festivalles 2026, including 100% of municipal staff hours and advertising, to be budgeted and funded from the MAT reserve.

23. Project Management Capacity Gap - As briefed in the 2025 budget process, the Town has a growing capital project spending backlog which is producing a growing carry-forward of re-capitalization obligations. Provide analysis and recommended course of action to address cause of backlog. Intent is to enable fulfillment of existing and future AMP obligations. This is not an increase in service levels but enabling delivery of existing and mandated service levels.
24. Municipal Parking Charging Stations - explore options to lease space in municipal parking lots to EV charging service providers such as Flo and Tesla to increase EV charging capacity in Gananoque.

25. Asset Management Plan: Change from Actuarial to Condition-Based Depreciation and Maintenance Timelines - going forward, the Town will shift from the practice of actuarial depreciation of capital assets to a condition based / engineered lifespan model for depreciation of capital assets.

The current practice of 10-year capital plans will fully evolve in time for the 2027 capital budget to reflect remaining useful life of capital assets and impact of failure to implement or deferral of recommended maintenance and rebuild schedules, if any. Capital assets which have not received recommended maintenance or rebuild in past budgets will be highlighted and implications on useful life assessed.

26. General - CAO and municipal managers are directed and encouraged to include in the draft budget all costs they assess as necessary to sustain current and required service levels for general operations, general capital, water/wastewater operations and water/wastewater capital expenditures and any recommendations for economies in the delivery of services or reductions in service levels where they see opportunity to reduce the per-capita cost of service delivery.

27. Day Care Expansion - if cost of Town contribution to expansion of CWELCC spaces at Kinsman Hall Daycare known, include in 2026 budget. If not confirmed, plan to fund from capital reserve.

Dated this 25th day of September, 2025



---

John S. Beddows, Mayor