

SPECIAL COUNCIL MEETING AGENDA
Held on Wednesday, May 13, 2026, at 4:00 PM
In-Person Town Hall Council Chambers 2nd Floor

Teleconference Toll Free Number – 1-833-311-4101
Access Code: 2630 185 4702

Video Conference Link: [Click Here](#)
Access Code: 2630 185 4702

1.	Call Meeting to Order
2.	Disclosure of Pecuniary Interest & General Nature Thereof
3.	Public Question/Comment (Only Addressing Motion(s) or Reports on the Agenda)
4.	2026 to 2030 Strategic Plan Review – Suzanne Gibson (Suzanne Gibson & Associates), Facilitator
	<ul style="list-style-type: none"> 1. Town of Gananoque – Vision Statement and Mission Options 2. 2026 to 2030 Strategic Plan Review
5.	Questions from the Media
6.	Confirmation By-law
	By-law No. 2026-041 – Confirm the proceedings of Council for the special meeting held on Wednesday, May 13, 2026
7.	Next Meetings: Wednesday, May 20, 2026 at 5:00 PM
8.	Adjournment

Town of Gananoque
Vision and Mission Options

VISION STATEMENTS

Option 1

A welcoming and resilient waterfront community that balances growth with affordability, protects its small-town character, and creates opportunity for all.

Option 2

A vibrant, inclusive and sustainable waterfront community where people, place and opportunity thrive – now and for generations to come.

Option 3

A healthy, vibrant and welcoming waterfront community that supports sustainable growth while protecting its historic small-town character as the Gateway to the 1000 Islands.

Option 4

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

Option 5

A thriving waterfront community that is proud of its heritage, connected to its natural environment, and recognized as the Gateway to the 1000 Islands.

Or:

A thriving waterfront community – rooted in its heritage, connected to its natural environment, and recognized as the Gateway to the 1000 Islands.

MISSION STATEMENTS

Option 1

To deliver high-quality, responsible services, support a resilient local economy, and steward our natural, cultural and financial assets.

Or:

To deliver high-quality, responsible services, support a resilient local economy, and steward our natural, cultural and financial assets through collaboration, innovation and transparency.

Option 2

To provide reliable and sustainable services, enable thoughtful economic and housing growth, and work with partners to strengthen community well-being and long-term prosperity.

Option 3

To serve the community with integrity and excellence, foster economic vitality, and protect the assets and character that make Gananoque a remarkable place to live, work, visit and invest.

Option 4

To provide reliable, responsible services, foster a strong and diverse local economy, and protect the character, assets and experiences that define Gananoque.

Or:

To provide reliable, responsible services, support a resilient local economy, and preserve and enhance the character, assets and experiences that define Gananoque.

Option 5

To lead with accountability and innovation by delivering core services and continuously improving how we serve residents, businesses and visitors.

Option 6

To deliver exceptional municipal services, promote responsible economic development, and steward our natural and cultural assets in a way that is inclusive, transparent and sustainable (or accountable).



Town of Gananoque Five-Year Strategic Plan

2026 to 2030

Version 11

All purple edits address feedback from the survey.

All red edits address feedback from the public session.

VISION

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

MISSION

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.

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 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.

Part of a 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 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.

Together, these commitments lead us to a vibrant, inclusive, and sustainable future – ensuring Gananoque remains a remarkable place to live, work, 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 services essential to community well-being.**

By implementing 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 implement 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 investments support 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 with the United County of Leeds and Grenville (UCLG) 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 enhance 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 current 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 key sectors such as tourism, retail and commercial development **to reduce reliance on residential taxation.**

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 the Business Support Network, including Community Futures Development Corporation, the Eastern Workforce Innovation Board, KEYS Job Centre, the BIA, the Chamber of Commerce and neighbouring municipalities, 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 the Town's employment 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 ensures affordability, strengthens the local economy, and enables residents to live, work, and thrive in the community. Increasing housing supply is essential to attract and retain workers, support employers, and ensure that people across generations can find a home that meets their needs.

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 unnecessary 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.

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 and accessible 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 next 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 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.

**Town of Gananoque - 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 / Mariage 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 & Digitisation
	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)

**Town of Gananoque - 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

**Town of Gananoque - 2026 to 2030 Strategic Plan
Inventory of Services - Appendix A**

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	

**Town of Gananoque - 2026 to 2030 Strategic Plan
Inventory of Services - Appendix A**

Planning & Development		
Planning & Development	Legislated	Community Based
	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	