

SPECIAL COUNCIL MEETING MINUTES

Held on Thursday, December 4, 2025 and
Friday, December 5, 2025, at 9:00 AM
Held Virtually and In-Person

COUNCIL MEMBERS PRESENT		STAFF PRESENT
Mayor:	John Beddows	Melanie Kirkby, CAO
Councillors:	Colin Brown	Penny Kelly, Clerk / CEMC
	Matt Harper	Lynsey Zufelt, Deputy Clerk
	Patrick Kirkby (December 5, 2025)	Brenda Guy, Manager of Planning and Development
	Anne-Marie Koiner	John Morrison, Treasurer
	Vicky Leakey	Tanya Dallaire, Deputy Treasurer
	David Osmond	David Armstrong, Manager of Public Works
		Jeff Johnston, Manager of Parks and Recreation
		Andrew Dickson, Fire Chief
		Rich Swann, Police Chief
Regrets:	Patrick Kirkby (December 4, 2025)	

1.	Call Meeting to Order
	<ul style="list-style-type: none"> Mayor Beddows called the Special Council meeting to meeting order at 9:11 AM, on December 4th, 2025. Mayor Beddows called the Special Council meeting to meeting order at 9:09 AM, on December 5th, 2025.
2.	Disclosure of Pecuniary Interest & General Nature Thereof – None
3.	Public Question / Comment (Only Addressing Motion(s) or Reports on the Agenda)
	<ul style="list-style-type: none"> Public Question / Comment – December 4, 2025 – None Public Question / Comment – December 5, 2025 – None
4.	2026 Provisional Budget
	<ul style="list-style-type: none"> Mayor Beddows provided a summary of the Town of Gananoque 2026 Budget.
John Morrison, Treasurer – 2026 Operating Budget – Introduction / Overview	
	1. Introduction 2026 Operating Budget: <ul style="list-style-type: none"> Introduction / Overview 2026 Budget Initiatives External Agencies
	<ul style="list-style-type: none"> John Morrison, Treasurer, presented a PowerPoint Presentation, attached, entitled, “2025-2026 Budget Overview”.
Operating Budgets – Service Categories / Presentations	
	1. General Government – John Morrison, Treasurer
	<ul style="list-style-type: none"> John Morrison presented a PowerPoint presentation, attached, entitled, “General Government Budget”.
**Chair called a recess at 10:09 AM. **The meeting resumed at 10:20 AM.	
	2. Protection to Persons and Property – Chief Swann & Chief Dickson
	<ul style="list-style-type: none"> Chief Swann presented a PowerPoint presentation, attached, entitled “2026 Budget Presentation Gananoque Police Service”.

	<p>Motion #25-167 – Gananoque Police Services Board 2026 Budget Moved By: Deputy Mayor Leakey Seconded By: Councillor Harper BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND APPROVES THE 2026 GANANOQUE POLICE SERVICES BOARD OPERATING BUDGET, AS PRESENTED ON DECEMBER 4, 2025, SUBJECT TO THE PASSAGE OF THE TOWN'S 2026 OPERATING AND CAPITAL BUDGET.</p> <p style="text-align: right;">CARRIED – 3 Ayes, 2 Abstain</p>
	<ul style="list-style-type: none"> • Chief Dickson presented a PowerPoint presentation, attached, entitled, “Fire Department 2026 Draft Budget”.
**Councillor Osmond entered the room at 10:51 AM.	
	3. Transportation Services – David Armstrong, Manager of Public Works
**The Chair called a recess at 12:25 PM. **The meeting resumed at 1:10 PM.	
	<p>Motion #25-168 – 2026 Operating Budget – Transportation Services Moved By: Councillor Harper Seconded By: Deputy Mayor Leakey BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND APPROVED THE 2026 OPERATING TRANSPORTATION SERVICES BUDGET.</p> <p style="text-align: right;">CARRIED – UNANIMOUS</p>
	4. Environmental Services – David Armstrong, Manager of Public Works
	<p>Motion #25-169 – 2026 Operating Budget – Environmental Services Moved By: Councillor Koiner Seconded By: Councillor Harper BE IT RESOLVED THAT HE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES THE 2026 OPERATING ENVIRONMENTAL SERVICES BUDGET, EXCEPTING TWO POSITIONS: LOCATOR/OPERATOR AND STORM WATER SUPPORT STAFF WHICH ARE FUNDED FOR 6-MONTH TERM CONTRACTS RESPECTIVELY IN 2026.</p> <p style="text-align: right;">CARRIED – UNANIMOUS</p>
	5. Health Services
	<ul style="list-style-type: none"> • Mayor Beddows and Melanie Kirkby, CAO provided an overview of the Town’s mandated contributions to Health Services.
	<p>Motion #25-170 – 2026 Operating Budget – Health Services Moved By: Councillor Osmond Seconded By: Deputy Mayor Leakey BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND AMENDS THE 2026 OPERATING HEALTH SERVICES BUDGET BY ADDING \$25,040 TO THE HEALTH UNIT LEVY.</p> <p style="text-align: right;">CARRIED – UNANIMOUS, as amended</p>
**The Chair called a recess at 1:47 PM. **The meeting resumed 2:00 PM.	
	6. Social and Family Services
	<p>Motion #25-172 – 2026 Operating Budget – Social and Family Services Moved By: Councillor Osmond Seconded By: Councillor Brown BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND APPROVES THE 2026 OPERATING AND SOCIAL AND FAMILY SERVICES BUDGET.</p> <p style="text-align: right;">CARRIED – UNANIMOUS</p>

	7. Social Housing
	<p>Motion #25-171 – 2026 Operating Budget – Social Housing Moved By: Deputy Mayor Leakey Seconded By: Councillor Koiner BE IT RESOLVED THA THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND APPROVES THE 2026 OPERATING SOCIAL HOUSING BUDGET.</p> <p style="text-align: right;">CARRIED – UNANIMOUS</p>
	<p>8. Recreation and Cultural Services – Jeff Johnston, Parks & Recreation Manager</p> <ul style="list-style-type: none"> • Jeff Johnston, Parks & Recreation Manager, presented a PowerPoint presentation, attached, entitled, “2026 Parks & Recreation Budget”.
**At this time, the Chair invited Members of the Library Board to present to Council.	
	<ul style="list-style-type: none"> • Rachel Brown, Gananoque Public Library CEO, along with Members of the Library Board, presented a PowerPoint presentation, attached, entitled, “2026 Gananoque Library Budget”.
	<p>Motion #25-173 – Gananoque Public Library Board Budget Moved By: Councillor Koiner Seconded By: Deputy Mayor Leakey BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVES AND APPROVES THE 2026 GANANOQUE PUBLIC LIBRARY BOARDS 2026 OPERATING BUDGET, AS PRESENTED ON DECEMBER 4, 2025, SUBJECT TO THE PASSAGE OF THE TOWN’S 2026 OPERATING AND CAPITAL BUDGET.</p> <p style="text-align: right;">DEFEATED – 3 Ayes, 3 Nays</p>
**Mayor Beddows left the Chair to make comments regarding this matter.	
**Following his statement, Mayor Beddows resumed the Chair.	
	<p>Motion #25-173.1 – Gananoque Public Library Board 2026 Budget Moved By: Mayor Beddows Seconded By: Deputy Mayor Leakey BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE WITHDRAWS MOTION #25-173, ENTITLED GANANOQUE PUBLIC LIBRARY BOARD BUDGET, AND FURTHER POSTPONES CONSIDERATION OF THE BOARD’S BUDGET TO FRIDAY, DECEMBER 5, 2025.</p> <p style="text-align: right;">CARRIED – UNANIMOUS</p>
	<ul style="list-style-type: none"> • It was generally agreed that the Library CEO and Board Members would return on Friday, December 5, 2025, at 11:00 AM.
**Chair called a recess at 4:25 PM.	
**Meeting resumed at 4:33 PM.	
	9. Planning and Economic Development
	<p>9.1. Brenda Guy, Manager of Planning & Development – Postponed to Friday, December 5, 2025</p> <p>9.2. Amanda Trafford, Economic Development & Communications Officer 9.3. Jennifer Baril, Tourism & Events Development Coordinator</p>
	<ul style="list-style-type: none"> • Amanda Trafford, Economic Development & Communications Officer and Jennifer Baril, Tourism & Events Development Coordinator, presented a PowerPoint presentation, attached, entitled, “Gananoque & 1000 Islands 2025 End of Year Report”.
**Mayor Beddows moved to recess the Special Council meeting of December 4th, 2025, at 5:08 PM, and further that Council will reconvene on December 5th, 2025, at 9:00 AM.	

**The Special Council meeting reconvened with all members of Council present. <ul style="list-style-type: none">Mayor Beddows provided a 2026 Budget Summary, and invited Councillors to provide their comments regarding the 2026 Budget.	
**Mayor Beddows declared a Pecuniary Interest regarding Council’s discussion on the Judicial Review, and vacated the Chair and left the room. **Deputy Mayor Leahey took the Chair during the discussion. **Deputy Mayor Leahey vacated the Chair, and; Mayor Beddows returned to the room to resume the Chair.	
	<ul style="list-style-type: none">Brenda Guy, Manager of Planning & Development presented a PowerPoint presentation, attached, entitled, “Planning & Development Budget”.
	Motion #25-174 – 2026 Operating Budget – Planning and Economic Development Moved By: Councillor Brown Seconded By: Councillor Kirkby BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE RECEIVED AND APPROVES THE 2026 OPERATING PLANNING AND ECONOMIC DEVELOPMENT BUDGET, AS AMENDED, TO REFLECT THE TRANSFER FROM MAT OF \$13,000. CARRIED – UNANIMOUS
2.	1000 Islands History Museum
	Motion #25-175 – 2026 Operating Budget – 1000 Islands History Museum Moved By: Councillor Harper Seconded By: Councillor Brown BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE APPROVES THE 2026 OPERATING 1000 ISLANDS HISTORY MUSEUM BUDGET, IN THE AMOUNT OF \$62,115, AND THE ARTEFACT OVERSIGHT 2026 FUNDING PROPOSAL IN THE AMOUNT OF \$21,935. CARRIED – UNANIMOUS
3.	External Agencies
	Motion #25-176 – Health Unit Credit Moved By: Councillor Koiner Seconded By: Deputy Mayor Leahey BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE DIRECTS THAT \$43,999 OF CREDIT BE APPLIED TO THE 2026 HEALTH UNIT BUDGET. CARRIED – UNANIMOUS
	Motion #25-177 – Invite CRCA to Appear as Delegation – Direction to Staff Moved By: Councillor Harper Seconded By: Mayor Beddows BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE DIRECT STAFF TO FORWARD AN INVITATION TO CATARAQUI REGION CONSERVATION AUTHORITY (CRCA) GENERAL MANAGER, DONNA CAMPBELL, TO APPEAR AS A DELEGATION BEFORE COUNCIL TO SPEAK TO THE IMPLICATIONS OF CONSERVATION AUTHORITY AMALGAMATIONS, AS PROPOSED. CARRIED – UNANIMOUS
**The Chair called a recess at 11:00 AM	
**The meeting resumed at 11:12 AM.	
**At this time, the Chair invited Members of the Library Board to present to Council.	
Gananoque Public Library Board 2026 Grant Request	
**Moved by Councillor Brown and Seconded by Deputy Mayor Leahey to amend the recommendation to increase the amount by adding “\$6,731” DEFEATED – 3 Ayes, 3 Nays, 1 Abstain	

8.	Adjournment	
	Moved By: Mayor Beddows Be it resolved that Council hereby adjourns the special meeting of Council at 4:12 PM. CARRIED – UNANIMOUS	
<hr/> John S. Beddows, Mayor		<hr/> Lynsey Zufelt, Deputy Clerk

2025–2026 Budget Overview

Town of Gananoque – Operating
Budgets

Budget at a Glance



TOTAL OPERATING BUDGET
INCREASES FROM \$11.51M
(2025) TO \$12.51M (2026).



OVERALL CHANGE:
+\$994,810 OR +8.64%.



FOCUS ON KEY COST
DRIVERS, SERVICE IMPACTS,
AND FUNDING SOURCES.

2026 Budget by Major Function

General
Government –
approx. \$3.56M

Protection to
Persons & Property
– approx. \$5.11M

Transportation
Services – approx.
\$2.32M

Environmental
Services – approx.
\$0.38M

Health Services –
approx. \$0.73M

Social & Family
Services & Housing
– approx. \$0.41M
combined

Recreation &
Cultural Services –
approx. \$0.92M

Planning &
Development –
approx. \$0.53M

Key Changes from 2025 to 2026

Total increase: +\$994,810
(+8.64%).

Transportation Services: +\$311K
(+15.5%).

Environmental Services: +\$144K
(+62%).

Recreation & Cultural Services:
+\$125K (+15.8%).

Planning & Development: +\$93K
(+21.2%).

Protection to Persons & Property:
+\$163K (+3.3%).

Revenues & Funding Sources

Net taxation
support: modest
change year-over-
year.

Ontario Municipal
Partnership Fund
(OMPF) increases
by about \$104K.

Casino revenue
decreases (approx.
–22.5%).

Investment income
and user fees
increase
significantly.

Shift toward more
diversified non-tax
revenues.

General Government

Includes Council, Elections, Town Hall, Corporate costs, and facilities.

Council and Election budgets increase (election cycle and governance needs).

Buildings and properties see higher costs (utilities, maintenance, contracts).

Corporate expenditures remain relatively stable overall.

Supports the administration and governance of the Town.

Protection to Persons & Property

Largest single area: Police Services
(increase of about 5%).

Fire Services remain stable to slightly
down.

Building permits & inspections increase
(higher development and staffing needs).

Includes by-law enforcement, animal
control, crossing guards, and emergency
planning.

Overall service area increase: approx.
+3.3%.

Transportation Services

Covers roadways,
roadside maintenance,
winter control, and
parking.

Roadways budget up
(materials, fuel, and
contractor price
pressures).

Roadside maintenance
sees a large
percentage increase.

Winter control funding
reflects recent winter
severity and service
expectations.

Parking produces less
net revenue than in
2025.

Environmental Services



Includes water, wastewater, waste collection, storm water, and recycling.



Waste collection and storm water budgets increase significantly.



Water & wastewater operations move from net revenue to net cost positions.



Recycling revenue decreases, increasing net cost.



Overall Environmental Services increase by about \$144K (+62%).

Health, Social & Family,& Housing Services

Health Services (Ambulance, Health Unit) increase by around 10%.

Social & Family Services show a modest increase (under 5%).

Social Housing budgets rise by about 5%.

Many of these costs are driven by external levies and mandated contributions.

Supports vulnerable residents and regional health partners.

Recreation & Cultural Services

Arena Facility budget increases by roughly 30%.

Parks and playgrounds see moderate increases in operating costs.

Recreation administration grows (programming, staffing, coordination).

Special events budget is lower than 2025 (fewer or restructured events).

Marina user fees increasing by 7~8%.

Library funding support up by 12.3%

Planning & Development / Economic Development

Planning & Zoning budget rises (24% range) to support growth management.

Economic Development and Visitor Centre budgets increase to support tourism.

Special events for economic development also increase.

Total area growth of about \$93K (+21%).

Aligns with goals for growth, investment, and tourism support.

Summary by Service Area

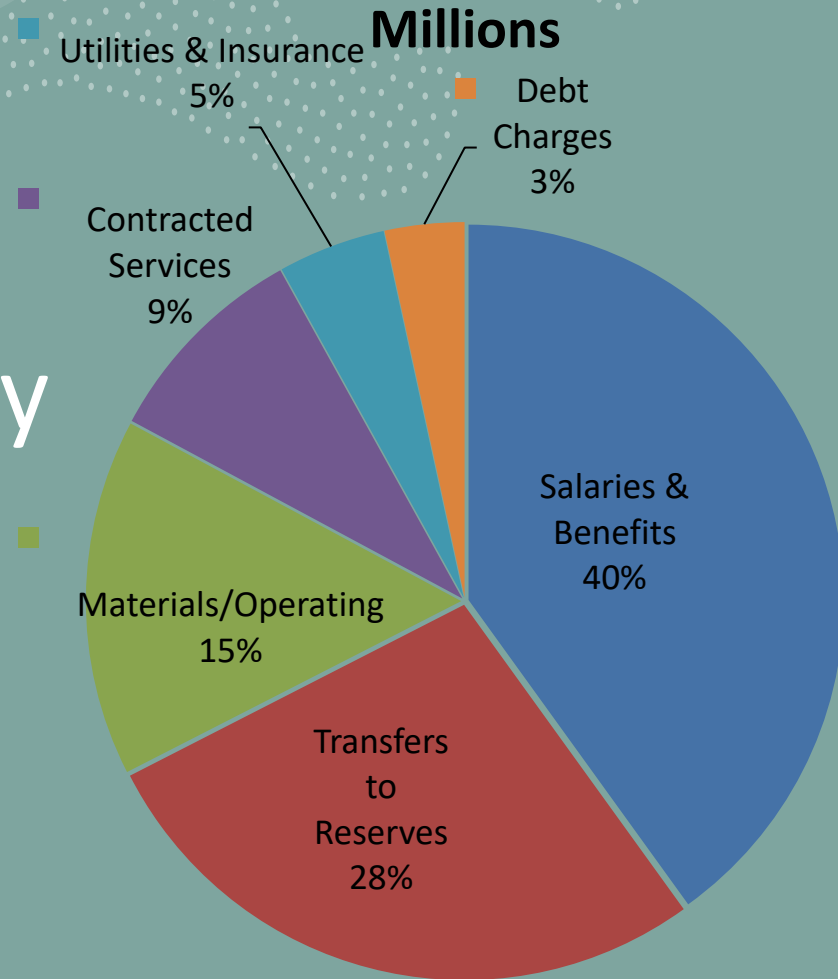
Overall operating budget increases by about 8.6%.

Main cost drivers: Transportation, Environmental Services, Recreation & Culture, and Protection services.

Revenue mix shifts: less casino revenue, more grants and investment income.

Intent is to maintain or enhance key service levels while managing tax impacts.

2026 Expenditures by Category



Wages Explained: What You Need to Know

Compensation GLs Only

	2024	2025 Est	\$ Change	% Change	2026 Budget	\$ Change	% Change	2027 Budget	\$ Change	% Change
Non-Union	3,145,029	3,458,569	313,540	10%	3,966,045	507,476	15%	4,084,785	118,740	3%
CUPE	1,207,932	1,474,159	266,227	22%	1,679,687	205,528	14%	1,730,076	50,389	3%
Police	2,860,200	2,858,448	(1,752)	0%	3,041,805	183,357	6%	3,105,408	63,603	2%
Total	7,213,161	7,791,176	578,015	8%	8,687,537	896,361	12%	8,920,269	232,732	3%

Total Compensation Including Salaries, Statutory Contributions (CPP, EI, WSIB + EHT), OMERS and Group Benefits

	2024	2025 Est	\$ Change	% Change	2026 Budget	\$ Change	% Change	2027 Budget	\$ Change	% Change
Non-Union	4,074,599	4,539,406	464,807	11%	5,163,326	623,920	14%	5,317,645	154,319	3%
CUPE	1,532,773	1,866,229	333,456	22%	2,138,268	272,039	15%	2,194,067	55,799	3%
Police	3,576,651	3,599,561	22,910	1%	3,842,724	243,163	7%	3,923,180	80,456	2%
Total	9,184,023	10,005,196	821,173	9%	11,144,318	1,139,122	11%	11,434,892	290,574	3%

Dedicated Locator – 1 FTE

ROLE DETAILS AND BUDGET ALLOCATION

Strategic Staffing Decision

The Dedicated Locator role improves efficiency by replacing prorated labor with one full-time equivalent position.

Budget Allocation and Cost

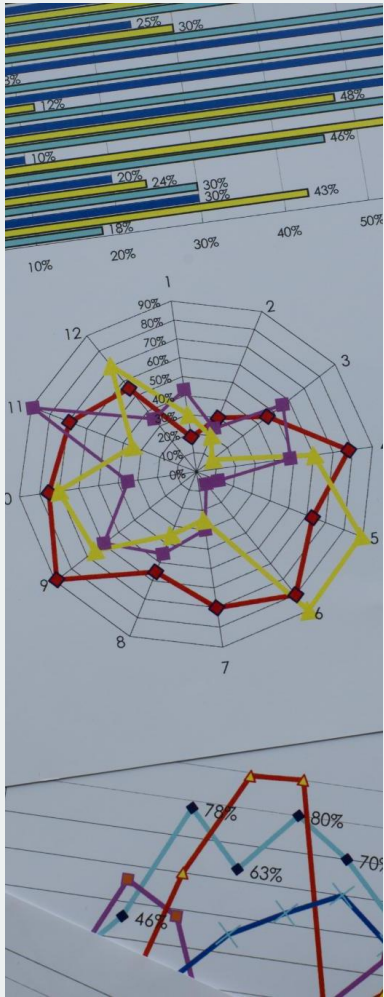
Salary and benefits for the role are estimated at \$95,838, posted to Department 06128 for financial accountability.

Operational Efficiency Gains

This role streamlines responsibilities, reducing delays and improving accuracy in infrastructure project management.

Resource Optimization

Dedicated staffing supports better resource allocation and cost predictability, reducing variable labor reliance.



Stormwater – 1 FTE

ROLE DETAILS AND BENEFIT ASSUMPTIONS

Role Classification Impact

The Stormwater role classification affects salary and benefits, with non-union including LTD and CUPE excluding LTD coverage.

Cost Estimate Adjustment

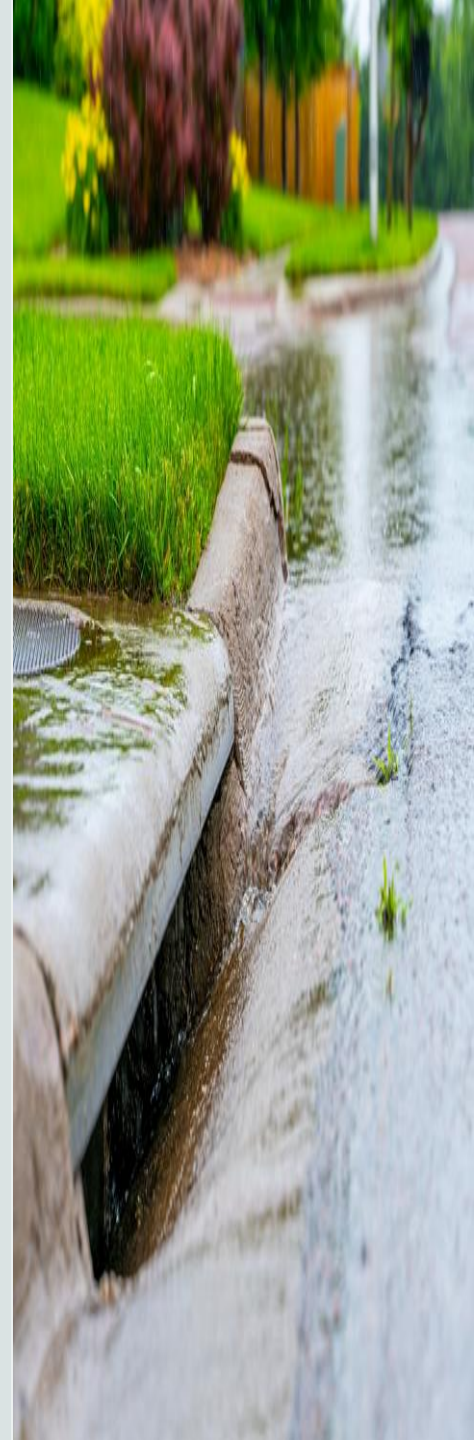
Initial cost estimate of \$99,863 may be overstated; CUPE classification aligns costs closer to \$95,838.

Operational Benefits

Dedicated stormwater role improves compliance, maintenance response, and supports sustainability initiatives.

Financial Planning Strategy

Higher initial benefit costs provide budget flexibility and avoid underestimating expenditures for stability.



Utilities Budget 2026 – Overview

Total Utility
Budget (Water
& Wastewater):
\$6.40M –
Balanced

- Water & Wastewater operate as a self-funded utility

- Revenues fully cover operating costs, debt charges, and transfers to reserves

- Strong focus on long-term asset management through reserve contributions

Utility Expenditures – 2026 Summary

Total Utility Expenditures: \$6.40M

• Salaries & Benefits: \$1.32M

• Operations (utilities, maintenance, chemicals, other): ~ \$0.93M

• Debt Charges: \$0.38M

• Transfers to Reserves: \$3.78M

Key points:

- High reserve contributions support capital renewal and regulatory compliance
- Rising debt costs require continued monitoring

From Rates to Reserves

2025 utility rates:
approximately \$6.14M.

2026 proposed utility
rates: approximately
\$6.40M (+4.3%).

After operating costs
and debt, the remainder
transfers to the capital
reserve:

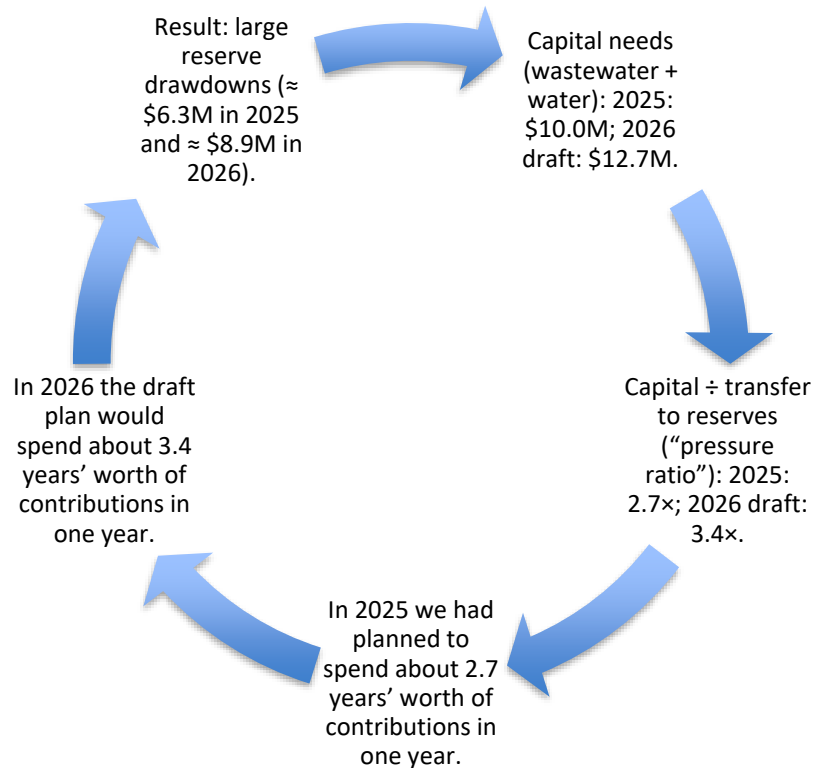
2025 transfer to
reserves: \$3.75M (61%
of rates).

2026 transfer to
reserves: \$3.78M (59%
of rates).

Key point: most of each
rate dollar is already
funding capital reserves,
not operations.



How rates flow into reserves and fund the capital program.



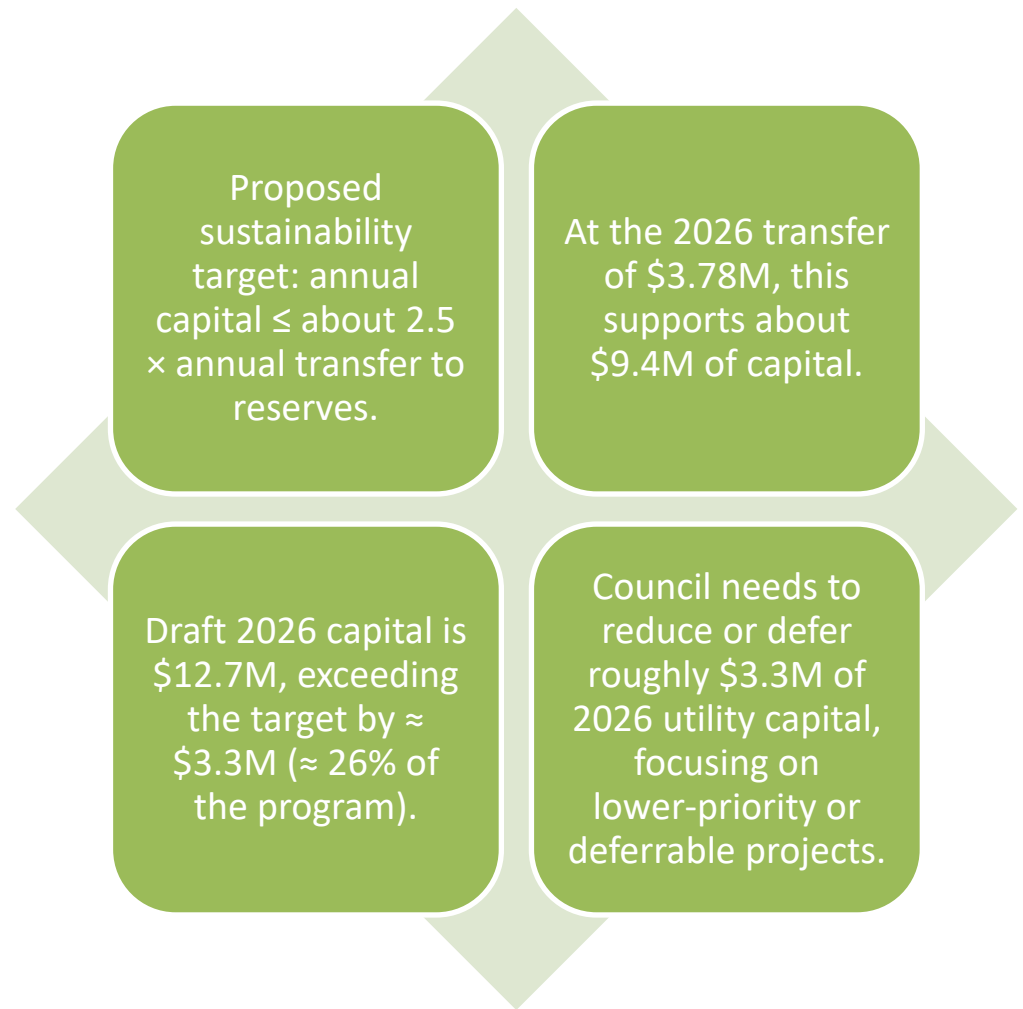
Why capital reductions are needed to protect reserves and limit rate increases.

In 2025, every \$1 we move from rates into reserves is supporting about **\$2.70** of capital work.

In 2026, with the draft plan, each \$1 has to stretch to **\$3.40** of capital.

So our capital program is **about a quarter more stretched** against our cash from rates

Target Ratio and Capital Reduction



Overall, 10-year capital envelope (by service categories)

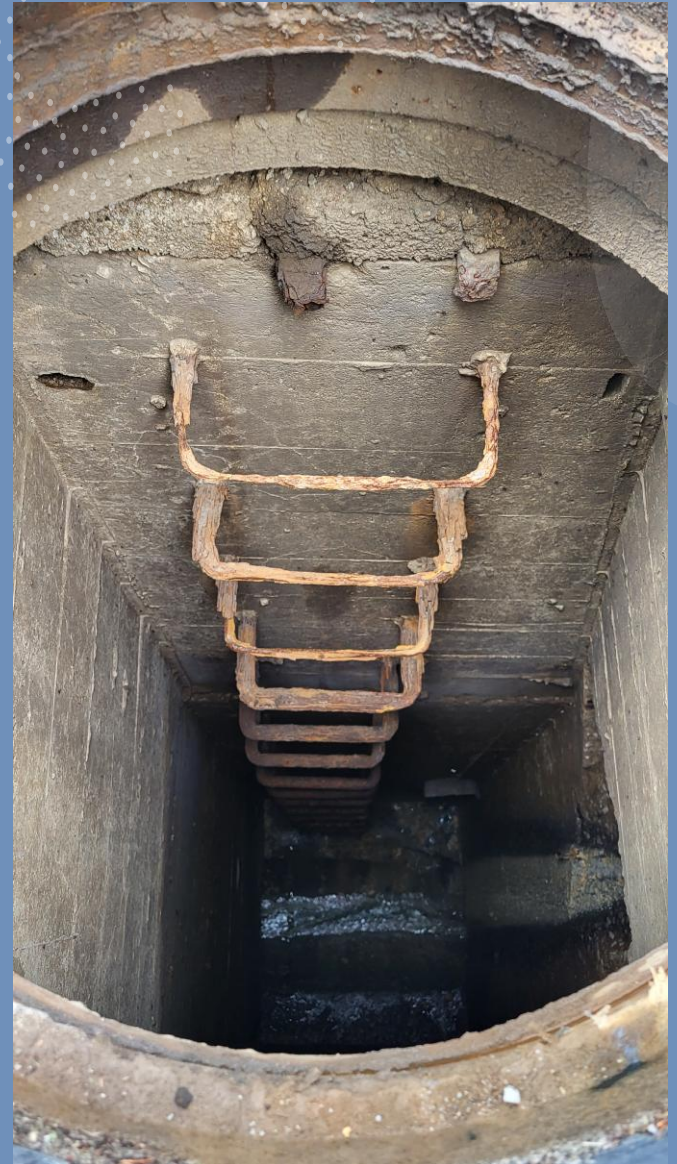
2025–2034 total (sum of categories): ≈ \$59.1M

2026–2035 total (sum of categories): ≈ \$77.9M

So, the new plan is up by roughly:
+ \$18.8M over 10 years

≈ **+32%** compared with the previous 10-year plan.

Capital Budget Impacts



	2025-2034	2026-2035		
	Ten Years	Ten Years		
General government	\$6,028,361	\$5,048,420	(\$979,941)	-16%
Protective services	\$1,978,450	\$2,849,228	\$870,778	44%
Transportation services	\$18,974,641	\$29,596,870	\$10,622,229	56%
Environmental services	\$27,637,620	\$36,916,150	\$9,278,530	34%
Recreational services	\$4,486,565	\$3,497,888	(\$988,677)	-22%
Total	\$59,105,637	\$77,908,556	\$18,802,919	32%

Capital Program

Big picture:

The new 10-year plan is **much more capital-intensive in roads, general transportation, environmental services, wastewater, and major PW capital project**

- Emergency Repair needed for Cell 1 \$5.4 million
- Lagoon Force Main Twinning up by \$2.1 million a 29% increase

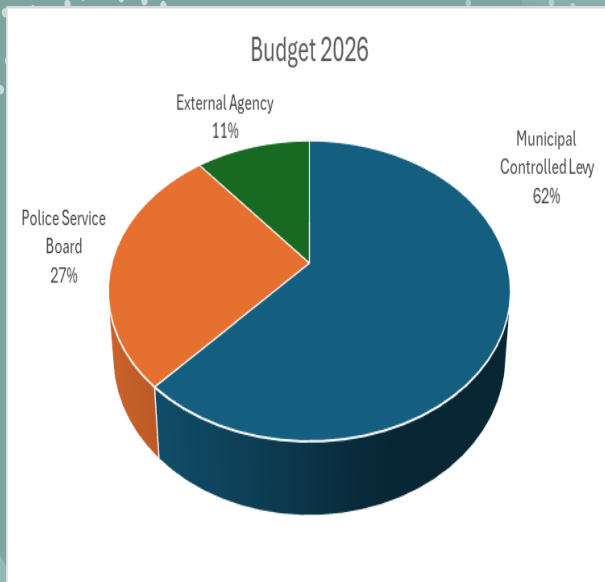
Capital Program

Requires
Debentures

Fire
Department -
\$2.1 Million
over 20 years

Wastewater -
\$7.5 Million
over 25 years

Arena Lift -
\$300
Thousand
over 10 years



2025
2026
2027

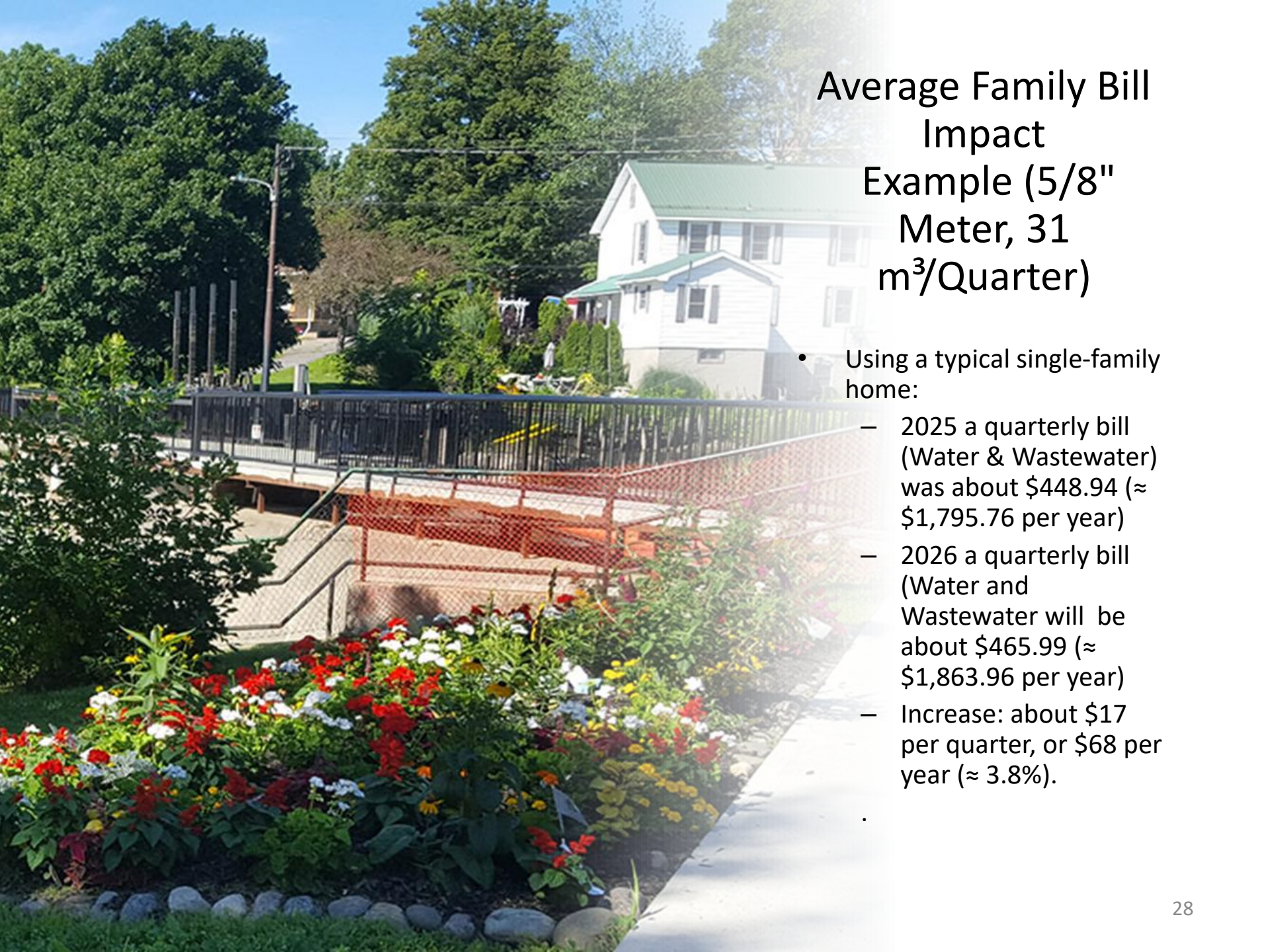
Levy	Increase	%
\$11,513,210		
\$12,508,020	\$994,810	8.64%
\$12,991,727	\$483,707	3.87%

Tax Rate Impact

	Budget 2025	Budget 2026	Increase	%
Municipal Controlled Levy	\$6,972,689	\$7,729,983	\$757,294	10.86%
Police Service Board	\$3,240,306	\$3,406,379	\$166,073	5.13%
External Agency	\$1,300,215	\$1,371,658	\$71,443	5.49%
	\$11,513,210	\$12,508,020	\$994,810	8.64%

External Agency

	Budget 2025	Budget 2026	Variance	%
MPAC	\$73,380	\$74,850	\$1,470	2.00%
Conservation Authority	\$55,085	\$59,113	\$4,028	7.31%
Physician recruitment	\$54,030	\$58,456	\$4,426	8.19%
Joint Services allocation	-\$3,515	-\$3,652	-\$137	3.90%
Health Unit	\$91,720	\$114,370	\$22,650	24.69%
Ambulance Services	\$521,614	\$559,809	\$38,195	7.32%
St Lawerance Lodge	\$71,061	\$53,256	-\$17,805	-25.06%
Child Care	\$43,221	\$41,267	-\$1,954	-4.52%
Social & family services	\$116,304	\$121,871	\$5,567	4.79%
Social Housing	\$277,315	\$292,318	\$15,003	5.41%
	\$1,300,215	\$1,371,658	\$71,443	5.49%



Average Family Bill Impact Example (5/8" Meter, 31 m³/Quarter)

- Using a typical single-family home:
 - 2025 a quarterly bill (Water & Wastewater) was about \$448.94 (≈ \$1,795.76 per year)
 - 2026 a quarterly bill (Water and Wastewater will be about \$465.99 (≈ \$1,863.96 per year)
 - Increase: about \$17 per quarter, or \$68 per year (≈ 3.8%).

Utility Revenues – 2026 Summary

Total Utility Revenues:
\$6.40M

- Wastewater Revenue: \$3.70M (base, metered, penalties & other)

- Water Revenue: \$2.71M (base, metered, penalties & other)

Key points:

- Significant increase in wastewater base fees

- Reduction in water base fees



Questions

General Government Budget

Budget 2025 vs Budget
2026



Budget Detail by Component

General government	Budget 2025		Revenue	Budget 2026		Variance	%
	Expenditures			Expenditures			
User fees and service charges		(\$52,500)	(\$73,465)		(\$73,465)	(\$20,965)	39.93%
Casino Revenue		(\$1,200,000)	(\$930,000)		(\$930,000)	\$270,000	-22.50%
Investments		(\$500,000)	(\$752,830)		(\$752,830)	(\$252,830)	50.57%
Penalties and interest on taxes		(\$120,000)	(\$124,000)		(\$124,000)	(\$4,000)	3.33%
Rental & other income		(\$188,820)	(\$215,137)		(\$215,137)	(\$26,317)	13.94%
Council expenditures	\$170,365	\$170,365		\$317,838	\$317,838	\$147,473	86.56%
Corporate expenditures	\$4,088,422	\$4,088,422		\$4,080,328	\$4,080,328	(\$8,094)	-0.20%
Elections expenditures	\$13,780	\$13,780		\$30,452	\$30,452	\$16,672	120.99%
IT expenditures	\$208,145	\$208,145		\$220,000	\$220,000	\$11,855	5.70%
Town Hall expenditures	\$231,252	\$90,107	(\$141,145)	\$225,407	\$84,262	(\$5,845)	-6.49%
Buildings & other properties	\$765,401	\$765,401		\$849,881	\$849,881	\$84,480	11.04%
MPAC	\$73,380	\$73,380		\$74,850	\$74,850	\$1,470	2.00%
General government	\$5,550,745	\$3,348,280	(\$2,236,577)	\$5,798,756	\$3,562,179	\$213,899	6.39%

Service Overview

- General Government provides the core governance and corporate support functions for the Town.
- This service area includes:
 - Council
 - Corporate services and administration
 - Elections
 - Information Technology (IT)
 - Town Hall operations and recoveries
 - Municipal buildings and other properties
 - MPAC property assessment levy

Overall Budget Change: 2025 to 2026

Total expenditures increase from \$5,550,745 (2025) to \$5,798,756 (2026) – up \$248,011 (4.5%).

Total revenues increase from \$3,348,280 to \$3,562,179 – up \$213,899 (6.4%).

Net tax-supported cost rises from about \$2,202,465 to \$2,236,577 – an increase of \$34,112 (~1.5%).

Revenue growth helps offset most of the cost increase, limiting the levy impact.

Revenue Components

Major revenue sources within General Government:

- Casino revenue: decreases from \$1,200,000 to \$930,000 (−\$270,000, −22.5%).
- User fees & service charges: increase from \$52,500 to \$73,465 (+\$20,965, +39.9%).
- Investment income: increases from \$500,000 to \$752,830 (+\$252,830, +50.6%).
- Penalties & interest on taxes: increase from \$120,000 to \$124,000 (+\$4,000, +3.3%).
- Rental & other income: increases from \$188,820 to \$215,137 (+\$26,317, +13.9%).
- Town Hall recoveries: decrease from \$90,107 to \$84,262 (−\$5,845, −6.5%).

Overall, revenues grow by about \$214,000, supporting the General Government program.

Expenditure Components

- Key spending areas in General Government:
 - Council: grows from \$170,365 to \$317,838 (+\$147,473, +86.6%) due legal expenses
 - Corporate expenditures: essentially flat, from \$4,088,422 to \$4,080,328 (−\$8,094, −0.2%).
 - Elections: increases from \$13,780 to \$30,452 (+\$16,672, +121.0%).
 - Information Technology: rises from \$208,145 to \$220,000 (+\$11,855, +5.7%).
 - Town Hall expenditures (gross): decrease from \$231,252 to \$225,407 (−\$5,845, −2.5%).
 - Buildings & other properties: increase from \$765,401 to \$849,881 (+\$84,480, +11.0%).
 - MPAC levy: small increase from \$73,380 to \$74,850 (+\$1,470, +2.0%).

Key Messages

General Government is a large, stable support service for the municipality.

Expenditure growth of about 4.5% is driven mainly by Legal expenses, Elections, IT, and building costs.

Revenues grow by about 6.4%, especially from investment income and user fees, partly offset by lower casino revenue.

The resulting increase in net levy requirement is modest at roughly \$34,000 (about 1.5%).

GANANOQUE POLICE SERVICE

www.gananoquepoliceservice.com

2026 BUDGET PRESENTATION GANANOQUE POLICE SERVICE CHIEF RICH SWANN



OPERATING AND CAPITAL BUDGET

- 2025 Net Operating and Capital Budget - \$3,240,306
- 2026 Net Operating and Capital Budget - \$3,406,379
- Increase - \$166,073
- 5.13% increase

2026 OPERATING BUDGET NOTES:

- CSPA requirements – Training (MHCR, Special Constable, Senior Courses, Communications – NG911 and RMS)
- Collective Agreement and negotiated increases – Civilian – 6%, Uniform – 2%
- Manulife
- OMERS
- Insurance
- Town Hall Employee Salary & MERC
- Inflation – just under 2% - This increase was not applied across the board. Budget was drafted based on previous actual spending and forecasting.

■ CAPITAL RESERVE ACCOUNT HISTORY SINCE 2021

- 2021 – Capital Reserve Accounts were created to fund NG911 legacy costs, Retirement gratuity payouts and General Reserves
- The following amounts were paid in 2021
 - \$77,195 from operating budget at year end
 - \$29,621 in year end surplus
 - \$67,933 Safe Re-Start Grant Costs (Covid-19)
- Total of \$174,749 was contributed in 2021
- Steady contributions since have the reserve accounts in a solid financial order.

■ Current balances	- NG911	\$905,542
	- Retirement Gratuity	\$100,000
	- Capital Reserves	<u>\$298,953</u>
	Total =	\$1,304,495

2026 CAPITAL/RESERVE BUDGET

- 10-year capital plan adopted by the PSB in 2021
- 2 PSB motions were passed in 2021 with respect to post-retirement collective agreement obligations and NG911 funding through reserves for future liability - \$25,000 each annually
- Total \$105,000 to Capital and Reserves in 2026.
 - \$80,000 to Capital (fleet, operational equipment, IT, administration equipment and portable radios)
 - \$25,000 to Retirement Gratuity Reserve Account.
 - \$25,000 to NG911 paused for 2026 as the account is well funded and to alleviate the tax burden.

www.gananoquepoliceservice.com

EXPENDITURES

[illegible]

www.gananoquepoliceservice.com

Project		Portable Radio Replacement				
Location		GPS			Project # PSB	Finance to Assign
Project Manager(s)			Approval of Council	<input type="checkbox"/> Check	GL 2-4	Finance to Assign
New Acquisitions		<input type="checkbox"/> Check	Betterment	<input checked="" type="checkbox"/> Check	Implementation Year	
Estimated Useful Life			Extended Useful Life		Finish Date	

Asset ID

Cost

(000)

Sec #	Asset ID	Application	PCI	POF	COF	Risk	Lng-m	Sq -m

Description of application/interventions

Replacement of portable radios. Current radios are at end of life and replacement parts are not available. Year 1 of a 2-year radio replacement initiative.

\$

-

Existing Photo

OPERATING IMPACT

[illegible]

GANANOQUE POLICE SERVICE

www.gananoquepoliceservice.com

Project Sheet

Project	Police Protective Vests					Project # PSB	Finance to Assign
Location						GL 2-4	Finance to Assign
Project Manager(s) SWANN			Approval of Council	<input type="checkbox"/> Check			
New Acquisitions	<input type="checkbox"/> Check	Betterment			<input checked="" type="checkbox"/> Check	Implementation Year	
Estimated Useful Life		Extended Useful Life			Finish Date		

EXPENDITURES

Asset ID

Sec #	Asset ID	Application	PCI	POF	COF	Risk	Lng-m	Sq -m

Cost

(000)

Description of application/interventions

Life cycle of patrol vests which expire after 5 years and purchase of Level 4 protective plates as required under the CSP.A.

\$

-

Existing Photo

FUNDING SOURCE

Fund	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Reserve		\$10,000										10000

OPERATING IMPACT

www.gananoquepoliceservice.com

[illegible]

2026 OPERATING BUDGET +/-

- Increase BackCheck Revenue - \$50,000 (\$900,000)
- Grant contributions
 - \$75,000 – Court Security
 - \$113,500 – MCRT Worker
 - \$50,000 – Local Business Partnership in Preventing Crime in area of Auto Theft (Jan – Mar 2026)
 - \$24,000 – YIPI
 - \$8,700 – RIDE
 - \$8,000 – CISO
 - \$279,200 = (7.8%)

GANANOQUE POLICE SERVICE

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TOWN OF GANANOQUE SERVICES

- By-Law - Administration/Payments/Winter Parking Control/After hours by-law response
- Gananoque Fire Dept. – Dispatch/Dispatch Infrastructure/Administration phone lines ** (revenue)
- Public Works and Utilities dispatch/after hours call.
- Contribution to Town Budget for Services – Payroll/Account Payable/Treasurer
- Radio System Capital and Maintenance – Town wide system
- Gananoque Central Dispatch for all Depts.
- Only Town Department that operates and staffs on a 24/7/365 basis

OPERATING AND CAPITAL BUDGET

- 2025 Net Operating and Capital Budget - \$3,240,306
- 2026 Net Operating and Capital Budget - \$3,406,379
- Increase - \$166,073
- 5.13% increase

GANANOQUE POLICE SERVICE

www.gananoquepoliceservice.com

QUESTIONS?



Fire Department 2026 Draft Budget





2025 Highlights

Fire Call Wages 92% of \$68,380 Equipment & Repairs – 99%* of \$50,000

- 260 Calls for Service (as of Dec 1) – up from 234 in 2024
- Increased to 29 members with recruitment campaign, up from 23 in 2024
- Average of 12 personnel per call, increased from 9 in 2024
- Completed all requirements to meet the July 2026 Mandatory Certification deadline
- Full-time Community Safety Officers position filled, focused on training and prevention
- Successful “Firehouse Subs” grant, received new Ice/Water Rescue Equipment
- Ontario Fire Protection Grant received, purchased a bunker gear dryer
- Continued Training partnership with Kingston Fire & Rescue for Live Fire Training



2025 Fire Department Operating Training

Training – 51% of \$40,000

Training Wages – 101% of \$84,435

- Recruit Class of 7 members
- 12 Firefighters certified to Firefighter Level 2
- 3 Officers certified to Fire Officer Level 1
- 6 Firefighters certified in Pump Operations
- Other certifications obtained in Fire Investigation, Hazardous Materials, Auto-Extrication, Fire & Life Safety Educator





2026 Operating

Training - \$40,000 (0%)

Training Wages – 94,444 (11.8%)

Fire Call Wages - \$76,442 (11.7%)

Equipment & Repair – 67,000 (13.4%*)

- Cost per Recruit trained to minimum standards - \$3750
- Cost per Firefighter trained to department level of service - \$7300
- Continue mandatory training towards 2028 Deadline for technical rescue
 - Water/Ice Rescue, Auto-Ex, HazMat
 - Average cost/course is \$1200-1500 for a 40hr course (including wages)
- 3 to 5 new sets of PPE - \$5000/set
 - bunker gear, boots, helmet, gloves, balaclava
- Continue Officer Development and Incident Commander Program
- Fleet Maintenance & Certification
- Fire Prevention/Fire Life Safety Programs
- Continue Health & Wellness Programs

2026 Fire Department - Capital

- Completion of Training Grounds project
- Rescue #5 – Medical Response

2025 Capital

- 2025 Ford F150
 - Complete (5.4% under)
- Training Grounds
 - Ongoing (53.2% spent)



Future

Item	Order	Delivery	Replacement Cycle
Aerial Apparatus	2023	2026	20 to Max 25 years
Rescue #5	2026	2026	7 years
Communications Upgrade (County System)	2027	2027-2028	15 years (est.)
Fire Boat	2028	2028	N/A (current is '94)
Pickup Truck #3	2029	2029	7 years
Breathing Apparatus (SCBA)	2029	2029	15 years



**Thank you,
Gananoque!**



Parks & Recreation

Marina
Arena
GBM Canada 150
Parks & Trails
Sports Fields & Courts
Facilities & Properties



Marina



Revenue:

- Transient revenue up over 2024 due to consistent weather and heat wave in July, August and September
- Overall revenue up \$43,000 over 2024

Expenses:

- Increased emphasis on maintenance and repair to prolong life of facility and increase user satisfaction

Capital:

- 2025 Capital projects completed:
 - Main dock from shore to floating docks
 - 700 series floating docks
 - Electrical upgrades for distribution to 300 and 500 series
 - Shoreline transformer replaced



Arena



Revenue:

- 2025 revenue on target to meet or exceed budget
- Continuing to explore new ideas for revenue generation

Expenses:

- Increased emphasis on maintenance and repair to prolong life of building
- Increased emphasis on cleanliness to increase user satisfaction

Capital:

- 2025 Capital projects completed:
 - Two HVAC units for upstairs hall replaced
 - Exterior lighting replaced with LED fixtures
 - Interior light fixtures in mechanical rooms and downstairs offices replaced with LED
 - Fire rated drop ceilings installed in front mechanical rooms and staff lunchroom
 - Replace water tank for refrigeration compressors
 - Replace 2nd floor electrical transformer



Gord Brown Memorial Canada 150



Revenue:

- Ice rentals increased due to installation of score-clock allowing hockey teams to have outdoor “sanctioned” games

Expenses:

- Having to replace broken plexiglass and boards created during summer months continuing to be an issue
- Snow removal continues to be a challenge in winter for Town staff as well as the removal of water for spring/summer rentals

Overall Summary:

- GBM well used in January and February when ice was in
- Good compliment between hockey and public skating
- Non-ice season, increase in usage with rentals for birthday parties, ball hockey, roller skating



Parks & Trails



Overall Summary:

- Having 2 new ride-on mowers made a substantial difference in lawn care duties in 2025, especially in the spring when grass was really growing. Grass maintenance not needed as much in summer due to hot and dry weather.
- Bay Road/Rotary Beach refurbishment completed in 2025
- With the retirement of a full-time operator in 2025, brings an opportunity for new ideas and growth for team with the duties of flower beds, planters and gardens in 2026.
- Proper maintenance of the trails continues to be a challenge due to staffing resources
- Complaints of noise from the dog park continues to be an issue
- Complaints of bathroom cleanliness at Joel Stone Park on Friday and Saturday nights in the summer continue to be an issue. Hand dryers that were installed made an improvement but additional staff is the answer.



Sports Fields Sports Courts



Overall Summary:

- Really good usage of sports courts by tennis and pickleball clubs
- Correct placement of wind screens have made a substantial difference in pickleball play
- Gananoque Secondary School uses the sports courts and the Arlene Cartwright ball field behind Town Hall almost daily in the spring and fall
- Soccer pitch is in need of enhancements to make it more user friendly for children and adults. As well, enhancements would aid in weekly maintenance
- Continued good usage of skateboard park with minimal issues
- Staff will require direction in 2026 as to what to do with defunct BMX track and half ball field behind the Lou Jeffries arena



Facilities & Properties



Revenue:

- Emphasis on rent collection and renewal of lease agreements to cover operating expenses of buildings

Expenses:

- Stronger focus on general maintenance for Town owned facilities & properties

Overall Summary:

- 400 Stone Street: Phase 1 of YMCA child care centre completed in 2025, Phase 2 in planning stages, estimated to be completed by October 1, 2026, adding 49 new spaces to the current 39 spaces
- Capital projects required at all Town owned buildings will put a strain on project management resources



Something for Everyone at the Gananoque Public Library



dementiatools
youthdrop-in
fishngrods
safespace
craftcorner
artexhibits
e-resources
kidszone
lego
printing
scanner
games
books
storytime
ukuleles
computers
wifi
puzzles
techsupport
meetingpod
mahjong
archives
readingkits
bookclubs
writersgroup
magazines
museumpasses

Spotlight on Youth Drop-in

- Popular program giving teens and tweens a safe space to learn, be creative and have fun
- In partnership with RNJ Youth Services and YMCA of Eastern Ontario
- Tuesdays and Wednesdays after school
- Averaging 15 teens and tweens per drop-in
- Variety of activities and challenges, plus snacks



2026 Proposed Operating Budget

- 1.2% increase for operational costs (excluding Wages and Benefits)
- Video surveillance cameras
- Computer replacement
- Wages adjusted to Step 1 of Compensation Review



Revenue	2026 Budget	2025 Budget	2024 Actuals	2023 Actuals
Grants	(14,600.00)	(15,458.00)	(36,465.00)	(17,658.00)
Donations & Revenue	(2,600.00)	(2,200.00)	(5,069.00)	(2,687.00)
Town Contribution to Library	(292,955.00)	(260,860.00)	(231,580.00)	(216,000.00)
Transfer from Revenue	0.00	0.00	0.00	(278.00)
Total Revenue	(310,155.00)	(278,518.00)	(273,114.00)	(236,623.00)
Expenses	2026 Budget	2025 Budget	2024 Actuals	2023 Actuals
Wages	160,397.00	142,347.00	132,879.00	123,879.00
Benefits & Pension	47,095.00	34,741.00	32,115.00	30,089.00
Promotions & Memberships	525.00	410.00	141.00	321.00
Training & Travel	1,800.00	200.00	0.00	170.00
Interlibrary Loans	900.00	951.00	910.00	981.00
Program Materials & Supplies	3,830.00	2,803.00	3,524.00	3,773.00
Equipment & Furniture	1,000.00	1,000.00	0.00	0.00
Small Equipment [Video Cameras]	4,800.00	1,000.00	610.00	1,146.00
Library Books & Materials	23,460.00	23,000.00	23,375.00	22,363.00
Software Services & E-resources	5,000.00	2,608.00	3,513.00	835.00
Computers & IT Services	8,250.00	8,798.00	7,015.00	7,562.00
Internet & Phone	3,992.00	4,186.00	3,593.00	3,494.00
Building Expenses	24,861.00	24,522.00	22,749.00	20,869.00
Audit Services	1,260.00	1,236.00	1,200.00	1,120.00
Insurance	22,985.00	29,716.00	23,826.00	19,466.00
Transfer to Reserves	0.00	0.00	6,933.00	0.00
Seniors Grant	0.00	0.00	10,731.00	0.00
Enbridge Makerspace Grant	0.00	0.00	0.00	555.00
TD Summer Reading Grant	0.00	1,000.00	0.00	0.00
Total Expenses	310,155.00	278,518.00	273,114.00	236,623.00



Enlarged view
of the 2026
Proposed
Operating
Budget for the
Library

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Gananoque & 1000 Islands

2025 End of Year Report

Presentation



Economic Development ~ Events ~ Tourism ~ Visitor Centre

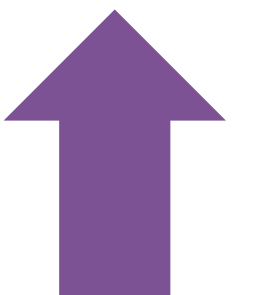
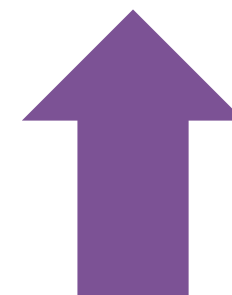
2025 Economic Development

New Businesses

- 25 Business inquiries - retail, niche manufacturing, medical, restaurant/cafe
- Welcomed new optometrist
- New welcome packages for businesses
- Free social media promotion and welcome
- Boosted social media post at no cost to business
- Funding Programs
- Work with the funding agencies to promote business start up programs such as Starter Company, Summer Company, Futurpreneur etc.

Partners

- Ministry of Economic Development, Job Creation and Trade
- 1000 Islands CDC
- 1000 Islands Gananoque Chamber of Commerce
- KEYS Job Centre
- Thousand Islands Accommodation Partners (TIAP)
- Gananoque Library
- Workforce Development
- Leeds Grenville Small Business Centre
- United Counties of Leeds Grenville - Economic Development
- Township of Leeds and the Thousand Islands



2025 Economic Development

Business Retention & Expansion

- Business visits
- Individualized business promotion & support
- Maintain partnerships with funders
- Email updates to businesses regarding funding programs
 - Monthly (minimum 12 business support emails)
 - Individualized program support
- Partnerships, Networking, and Mentoring opportunities

Investment Attraction

- Marketing & Communications
 - Targeted ad placement
 - Targeted social media promotions
- Updated Community Profile
- Data and Business Inquiry Support Material
- Analyst Tool & other OMAFRA Support tools
- Specialized packaged based on the needs of the specific businesses



2025 Economic Development

Physician Recruitment

- New branded marketing
- Collaboration with Stone Mills
- Dr visit support
- Partnership with other municipalities for attraction

Key Services

- Film Attraction Program
 - Film Location Promotion & Support
- Regional, provincial, and national Economic Development events
- Maintain up-to-date commercial real estate listing on website
- Stay connected with local realtors
- Participate in job fairs
- Support Downtown BIA - Shop Local



The flyer features a stethoscope and a family silhouette. The text reads:

PHYSICIAN Recruitment Program

Gananoque, Ontario
www.gananoque.ca

Town of Gananoque Physician Recruitment Program



Welcome to Gananoque

Known as the Gateway to the 1000 Islands, Gananoque [Gan-a-nock-wee] is a Haudenosaunee word meaning town on two rivers, meadow rising out of water or water flowing over rocks. Gananoque is rich in history and culture, with unique heritage buildings and architecture, and unsurpassed landscapes and natural assets.

We are a place steeped in creativity with a vibrant spirit, engaging culture, a place where we work collectively to preserve, encourage and foster our culturally-rich region. Also home to many cultural events including Le FestivILES, Music in the Park & Culture Days.

Physician Locum Program

The Physician Experiential Locum Program is intended to assist in the recruitment of family physicians to the Town of Gananoque through grant funding for short-term locums (1-2 months). The locums provide an opportunity for family physicians to come and experience the Town in both a professional and personal capacity.

Long Term Opportunities

The Town of Gananoque Physician Recruitment Program invites physicians to build a rewarding future in a supportive and vibrant community. In exchange for a five-year full-time service commitment, participants have the flexibility to design a medical practice that aligns with their professional interests and long-term career goals.

- \$20,000 / year for 5 years for up to 4 new Family Medicine specialists choosing to practice at Stone's Mills Family Health Centre and the Leeds & Grenville Community Family Health Team
- Family medical and dental coverage

Connect with our team to learn more about the program and discover why Gananoque could be the ideal place to grow your medical career.

The program is guided by the Physician Recruitment Grant Program Policy, which establishes a consistent and transparent process for awarding Full-Time Permanent Family Physician Grants, supporting the Town's ongoing efforts to attract and retain physicians in the community.

Everything is within walking distance; I leave my house and I'm at work within 3-4 minutes. People come here, they like it, and they want to stay."

Dr. C. McLoughlin



Build Your Career Where Life Thrives

- Only 15 km (9 mi) from the U.S. via Interstate 81
- 30 km (18 mi) to Kingston, ON – access world-class hospitals and amenities
- 150–280 km to Ottawa, Toronto, and Montreal
- VIA Rail's Station
- Fly Bus travelling between Ottawa - Toronto with stops in Gananoque

Located along the Highway 401 corridor, Gananoque offers unmatched connectivity, enjoy small-town charm with big-city access. Here, you can design a fulfilling medical practice while enjoying the charm, safety, and quality of life of a vibrant, welcoming community.

Education

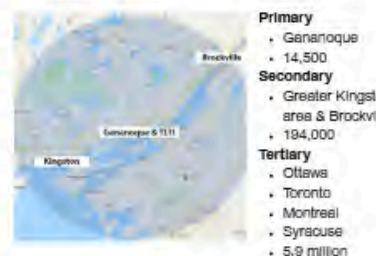
Local Schools	Post-Secondary Education Institutions
Gananoque Intermediate Secondary School (GISS)	Royal Military College of Canada
Linklater Public School	Queens University
St. Joseph Catholic School *Fraser Institute Rank 9/10 Ontario	St Lawrence College
	Loyalist College
Regiopolis-Notre Dame Catholic High School	Carleton University
*Fraser Institute Rank 6.9/10 Ontario	Ottawa University
	Algonquin College

*Source: Overall ranking out of 10 - Ontario Schools - Fraser Institute, "Canadian Community Rankings," 2024.

Quick Facts



Trade Area



Gananoque: Your ideal place to live, practice, and grow professionally.

Please contact the Economic Development and Communications Officer for the Town of Gananoque for more information on this recruitment program and getting settled in Gananoque.

Town of Gananoque
30 King Street East,
Gananoque, ON K7G 1E9

gananoque.ca/physician-recruitment

businesscoordinator@gananoque.ca

613-382-2149 ext. 1125



Meet the Summer Team

Thanks to Young Canada Works, Canada Summer Jobs & Summer Opportunities, we were able to hire 7 students!



Aidan

This was Aidan's 5th year with us. Aidan completed his BA in Film and Media and now has completed his Photography program from Algonquin College. Aidan has supported us this fall.



Dalena

This is Dalena's 2nd year at the Visitor Centre. Dalena is trilingual and an artist! She has stayed on with us through the fall and helped support our events!



Bryn

This was Bryn's first year at the Visitor Centre. She is the youngest, but a welcome and fun addition to the team!



Olivia

Olivia has been with us for 4 years now and has started her first year of College studying Professional Writing.



Ruby

This was Ruby's first year with us. Ruby is in her last year of high school at GISS. We enjoyed having her as part of the team.



Ty

Ty is in his 3rd year of Nursing at St. Lawrence College and has also been with us for 4 years. He worked two jobs this summer!



Tia

Tia is in her 1st year at Trent University and has been with us for 4 years. Tia is our organized student who keeps us in check!



Serving the Community & More!

Welcoming Visitors

Greet visitors with a warm smile and a friendly, welcoming greeting!



Business Directory

A free, regularly updated online business directory to keep everyone in the know!



Social Media

Keep the community engaged and up-to-date with the latest news and happenings!



Staying Informed

Spread the word by delivering flyers to every business, keeping everyone in the loop and up-to-date!



Events

Promoting local events to keep the community buzzing and engaged!

Navigating the Area

Assisting visitors in navigating to different areas and activities with ease!

Engagement

Engaging with the community to gather authentic insights and perspectives!



Survey's

Gathering surveys to share valuable insights and statistics!



Souvenir's

Offer souvenirs that help guests take home a lasting memory of Gananoque and the beautiful 1000 Islands!



Brochure Advertising

Showcase a variety of brochures to share exciting details about a range of amazing destinations!



Feedback

Provide tailored feedback with recommendations to help others make the best choices!

Look Who Came to Visit!

Visitor Centre Numbers



Canada	57%
USA	23%
Europe	13%
Asia	3%
Other	4%

38,352
Visitors For 2025

**Welcoming
Visitors From
All Around the World**

Maritimes	3%
Western Canada	10%
Québec	17%
Ontario	70%



Facebook Stats




Top Content for the Year



Wed Aug 27, 2:23pm
84,757
Views



Wed Sep 17, 9:25am
83,465
Views

 Town of Gananoque	 Travel 1000 Islands	 Festival of Lights
6,242,108 Views 66,335 ↑ 83.1% Content Interactions 15,997 ↑ 153.9% Link Clicks 89,097 ↑ 16.4% Visits 1,847 ↑ 62.6% Follows 10,444 Total Followers 70.6% Women 29.4% Men	97,611 Views 819 ↑ 49.7% Content Interactions 393 ↑ 180.7% Link Clicks 1,488 ↑ 28.3% Visits 78 Follows 445 Total Followers 80.2% Women 19.8% Men	11,827 Views 137 ↓ 83.4% Content Interactions 13 ↑ 62.5% Link Clicks 2,060 ↓ 56.9% Visits 91 Follows 1,248 Total Followers 84.5% Women 15.5% Men

Top Content for the Year



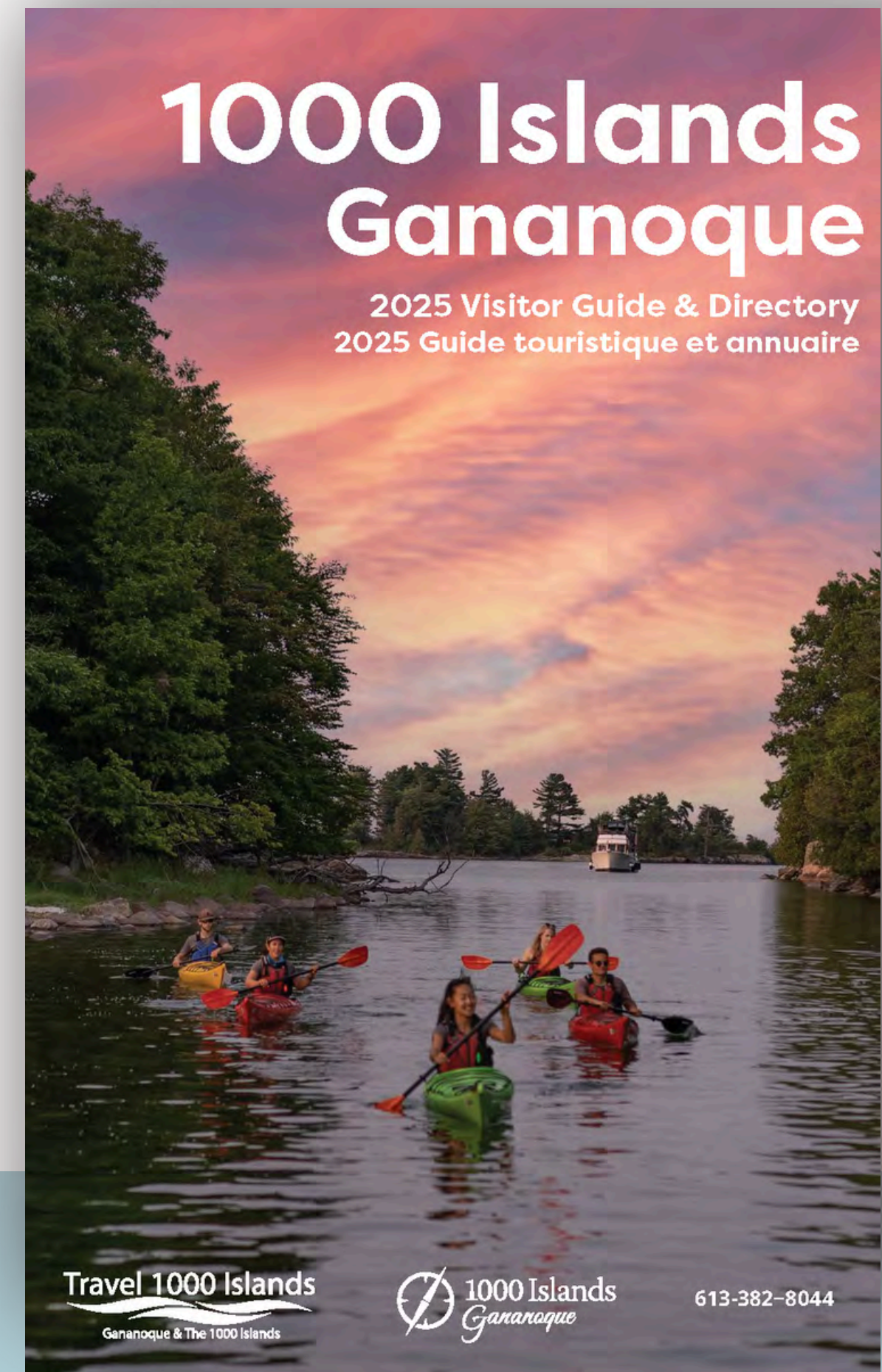
Tue Aug 26, 2:28pm
147,547
Views



Mon Nov 17, 4:19pm
71,886
Views

- Partnership with Gananoque and 1000 Islands Chamber
- Combined advertising opportunities with Visitor Centre
- Distribution throughout Ontario
- Support from TIAP
- 23 Ads were purchased
- Looking forward to 2026's guide!

Visitor Guide & Directory



2025 Regional Visitor Survey Results



Length of Stay		
	2025	2024
Day Trip	49%	43%
One Night	11%	20%
Two Nights	14%	26%
Three or More Nights	20%	12%



Favorite Activities	
✓	Boat Cruise
✓	Theatre
✓	Hiking/Biking
✓	Museums
✓	Scenic Drive



Age Demographics		
	2025	2024
Under 25	8%	1%
25 to 34	10%	14%
35 to 44	19%	15%
45 to 54	22%	20%
55 to 64	36%	20%
65 and Older	27%	30%

Amazing Race



Amazing Race

- Initial contact November 2024
- List of possible locations and events - over 15 businesses used and promoted during this production
- Unfathomable emails and phone calls morning, noon & evening
- In-person and online meetings
- Connecting people (Brian, Ray, Brett, etc) with the producers
- Reaching out to friends, acquaintances & community partners to enlist drivers and production assistants - over 30 hired
- Filming took place May 8th & 9th
- Air date was August 26th on CTV

Results:

- Epic showcase of Gananoque & the 1000 Islands
- Over 2 million viewers tuned into the show
- At least a dozen people popped into the Visitor Centre and confirmed our belief that viewers took the trip to discover Gananoque after watching the show
- Feedback from the producers was that Gananoque was a great place to film

Gananoque Farmers' Market



Every Thursday from 4:00 p.m. to 7:00 p.m.
Town Hall Square, 30 King St., E, Gananoque

2025 Vendors

- 11 Seasonal Vendors
- 20 Occasional Vendors

Music & Activities

- 13 Different Local Musicians for Music Each Week
- Balloon Artist & Face Painter for the Opening Market
- Painting Classes in the Bandshell by Local Artist, Debbi Burns Morrison
- End of Market Survey to Gather Feedback

2025 Shared Cost Program | Farmers' Market of Ontario

- \$525 Matched Funding for Website and Social Media
- New Addition to the Gananoque Farmers' Market Webpage
- Social Media Posts Highlighting Each Vendor & the Market



Where's the
bagel guy?





Summer Concerts

Eight weekends of incredible live music featuring a mix of 16 local talent and some new acts from Ottawa, Toronto & more.

Working with a budget of 30k we scaled back from featuring two artists to one artist/band playing one 90 minute set. This enabled us to pay a fair wage to the performers and continue to offer the same 90 minutes of entertainment.

Attendance and feedback was excellent.

Food bank and Gananoque Skating Club was onsite accepting donations.





~ Secured \$12,000 Grant - An Increase From 2024 ~
~ Children's Event ~ Live Music ~ Fireworks ~

Le FestivÂLES

- 4th Annual Le FestivÂLES
- Our 2nd year organizing the event
- Awarded a 20k grant from the province
- Featuring 4 jam packed days of entertainment and events with no less than 5 hours of programming each day
- Continued partnership with ACFOMI and a new partnership with Centre Culturel Frontenac
- 5 Amazing Sponsors
- 7 bands/ 4 Buskers/ 1 live play
- An amazing headliner - Les Rats d'Swompe

Bilingual Festival | Festival Bilingue

Le FestivÂLES Gananoque

Scan for Details
Scanner pour les Détails

Thursday, July 31 | jeudi 31 juillet
4 - 6 p.m. | 16 h 00 - 18 h 00 | Good Fortune Duo | Town Park | Parc de la Ville
6 - 8 p.m. | 18 h 00 - 20 h 00 | Trivia | Town Park | Parc de la Ville
9 - 10:30 p.m. | 21 h 00 - 22 h 30 | Movie | Film | Gananoque Municipal Marina Municipale de Gananoque

Friday, August 1 | vendredi 1 août
10 a.m. - 1 p.m. | 10 h 00 - 13 h 00 | Gananoque Library programming at the Thousand Islands Boat Museum | Programmation de la Bibliothèque de Gananoque au Thousand Islands Boat Museum | Town Park | Parc de la Ville
10 a.m. - 1 p.m. | 10 h 00 - 13 h 00 | Children's Activities - 1000 Islands History Museum | Activités pour les Enfants au Musée d'Histoire des 1000 Îles | Town Park | Parc de la Ville
7 - 8 p.m. | 19 h 00 - 20 h 00 | Erica Brighthill Band | Parc Joel Stone Park
8:15 - 9:45 p.m. | 20 h 00 - 21 h 45 | Yvan Petit Band | Parc Joel Stone Park

Saturday, August 2 | samedi 2 août
1 - 3 p.m. | 13 h 00 - 15 h 00 | Caricature Artist | Artiste Caricaturiste | Town Park | Parc de la Ville
1 - 6 p.m. | 13 h 00 - 18 h 00 | Rock-a-Billy Band "The Barrow Gang" & Jive Dancing Demonstration | Groupe de Rock-a-Billy « The Barrow Gang » et démonstration de Danse Jive | Town Park | Parc de la Ville
2 - 4 p.m. | 14 h 00 - 16 h 00 | Painting in the Park - En Plein Air | Town Park | Parc de la Ville
7 - 8 p.m. | 19 h 00 - 20 h 00 | The Chantal Hackett Band | Parc Joel Stone Park
8:15 - 9:45 p.m. | 20 h 00 - 21 h 45 | Les Rats d'Swompe | Parc Joel Stone Park

Sunday, August 3 | dimanche 3 août
10 - 11 a.m. | 10 h 00 - 11 h 00 | Children's Performer - Juggling Chef Artiste pour Enfants | Town Park | Parc de la Ville
11:30 a.m. - 12:30 p.m. | 11 h 30 - 12 h 30 | Children's Musician - Monkey Rock Musicien pour Enfants | Town Park | Parc de la Ville
1 - 4 p.m. | 13 h 00 - 16 h 00 | Carnival Games | Jeux de Carnaval | Town Park | Parc de la Ville
1 - 2 p.m. | 13 h 00 - 14 h 00 | Tex - Western Show | Tex - Spectacle de L'Ouest | Town Park | Parc de la Ville
12:30 - 3 p.m. | 12 h 30 - 15 h 00 | Children's Activities | Activités pour Enfants | Town Park | Parc de la Ville
3 - 4:30 p.m. | 15 h 00 - 16 h 30 | L'École des Femmes - Fâcheux Théâtre | Town Park | Parc de la Ville

Ontario GANANOQUE
ACFOMI 1000 Islands city cruises Gananoque Centre culturel frontenac Valley Eats



Ontario

THE CORPORATION OF THE TOWN OF
GANANOQUE
Canadian Gateway to the 1000 Islands

ACFOMI

centreculturel
frontenac

city
cruises

1000 Islands
ACCOMMODATION PARTNERS

Valley
Eats

downtown
GANANOQUE

Community Partnership Events



Community Partnership Events

- **OLG Community Recognition Event**
 - TLTI
- **1st Annual Gord Brown Memorial Hockey Game**
 - Councilor Brown
- **Women's Day**
 - Chamber of Commerce
- **Easter**
 - Downtown BIA
- **Town Criers Championships**
 - Brian Mabee
- **Mother's Day**
 - Downtown BIA
- **Cops n' Kids Fishing**
 - Gananoque Police
- **Halloween Trick or Treat**
 - Downtown BIA
- **Haunted House**
- **Witches Night Out**
 - Downtown BIA
- **Festival of Lights & Gananoque Santa Claus Parade**
 - Downtown BIA, Chamber, TAP, TIAP, City Cruises, Songwood Contracting, and Brian Mabee



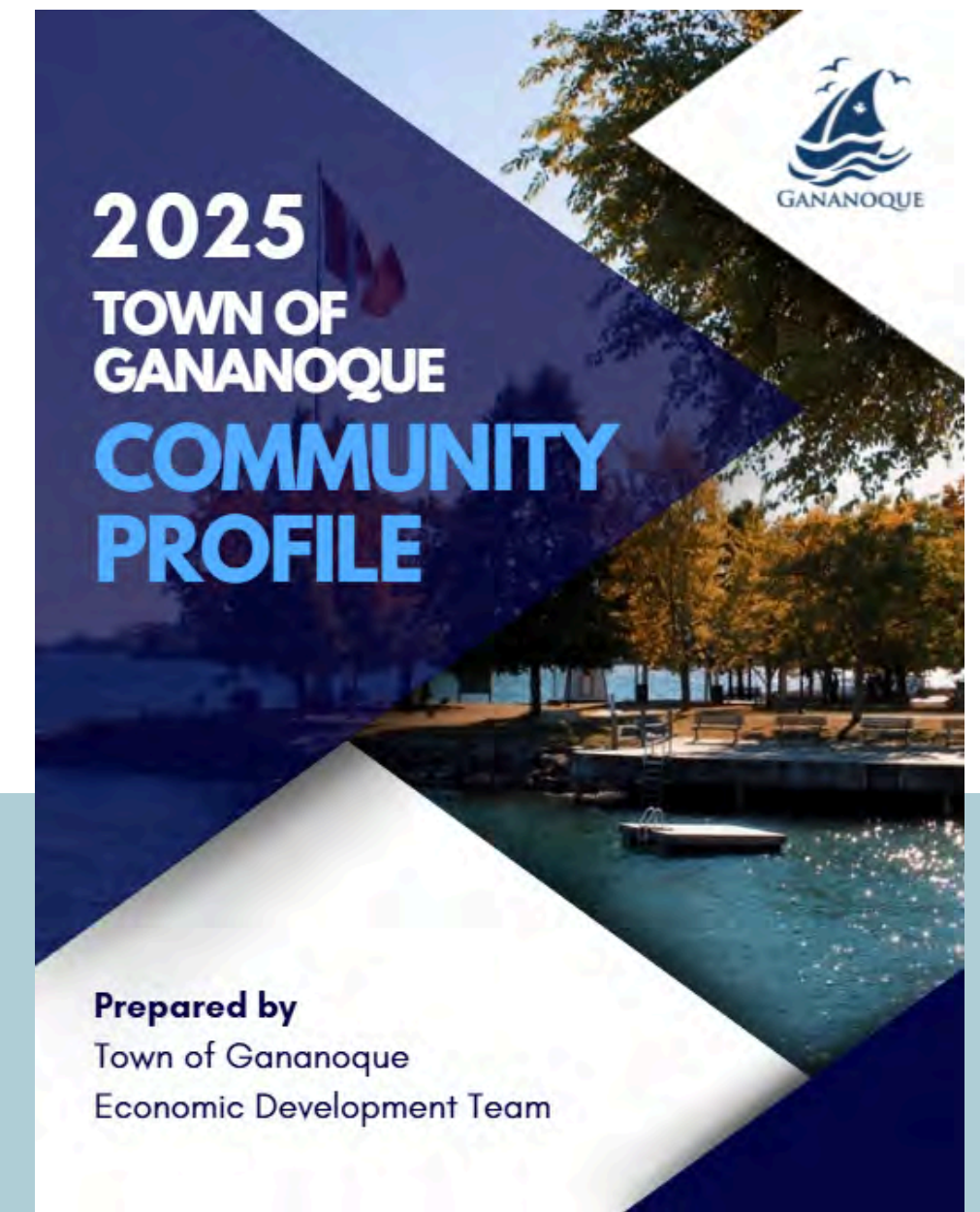
Partnership & Collaboration



2025 Achievements

- ~ Increased Visitor Guide **Revenue** ~
- ~ Increased Merchandise Inventory and **Revenue** ~
 - ~ Increased Brochure Racking Fee **Revenue** ~
- ~ Continue to Maintain and Grow **Partnerships** ~
 - ~ Grew our **Photography** Portfolio ~
 - ~ Increased **Commission** Sales ~
- ~ Took on **new events** such as Farmers Market & Summer Concerts ~
- ~ Worked with 24 Organizations Who **Received Funding by TAP** ~
 - ~ Jennifer supported the **RT09 Strategic Planning Session** ~

- **Business Retention and Expansion Project**
 - Support through OMAFRA
 - 18-24 month project
 - 100 business visits and interviews
- **New Website**
- **Communication Strategy**
 - AODA support document
 - Update all Town of Gananoque forms
- **Investment Attraction Strategy**
 - To begin once BR&E interviews are complete
 - Targeted ad placement
 - Targeted social media promotions
- **Business Support**
 - Marketing and promotion opportunities for businesses
 - Business directory updates
- **Small Business Workshops/Events**
 - Women's Day & Fall Small Business Week
 - Economic Development Week
 - AI capabilities and how to utilize the technology
 - Workforce attraction and retention
- **Regional Partnership with KEDCO**
- **2nd Annual Gord Brown Memorial Game on the GBM - February**
- **Data and Business Inquiry Support Material**
 - Analyst Tool
 - Specialized packaged based on the needs of the specific businesses
- **2026 Visitor Guide**
- **Film Attraction Program**
 - Meeting with Canadian television and film director/producer
- **Physician Recruitment**
 - Increase marketing
- **Ongoing coordination of existing events**
- **Attracting New Events**
 - Halfway to Halloween
 - Parkway Challenge



2026 Projects and Initiatives

Thank
you!



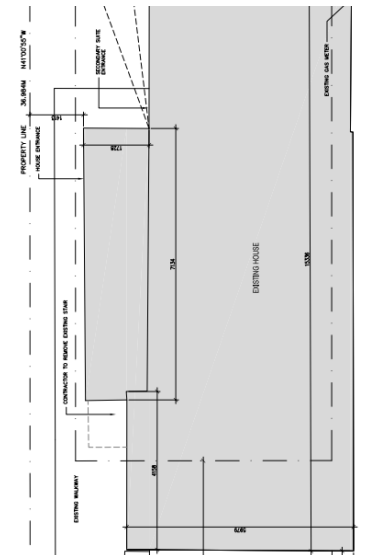
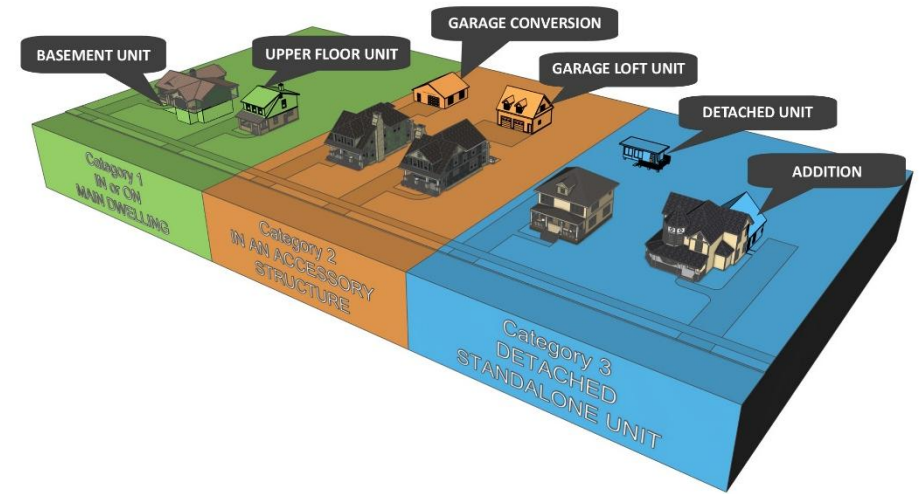
Planning & Development

Land-Use Planning

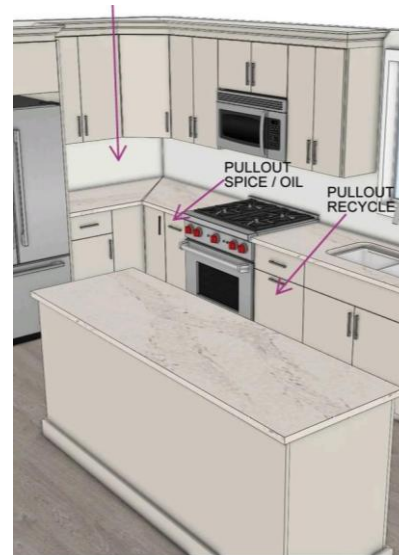
Building
Permit/Inspections

By-law Enforcement

- ◊ Official Plan Review – 2025-2026
- ◊ Development Permit Review - 2026
- ◊ 26 Pre-consultations
- ◊ New applications
 - ◊ 18 New Development Permit Files
 - ◊ 2 Consent App
 - ◊ 1 Official Plan



- ◆ Building Permits/Inspections as of December 4, 2025
 - ◆ Construction Value to date is \$18.8 (\$18.8m – 2024)
 - ◆ Building Permit Value to date is \$285k (\$290k – 2024)
 - ◆ 2025 to date:
 - ◆ 27 new dwelling units
 - ◆ 9 commercial renovation
 - ◆ 34 residential renovation
 - ◆ 1 septic
 - ◆ 42 – Pools, decks, signage



◇ By-law - Parking

◇ Modernization software – Hotspot

◇ 2025 will be a full year

◇ Occurrences are photos, printed, documented in real time.

◇ Provides real time services, removes human errors in Notices, court reporting, provides statistics, processing hours

◇ November 30 – 1642 tickets issued via Hotspot

◇ Parking revenue

◇ Parking meter revenue to date \$100k (\$81k 2024)

◇ Mobile app revenue to date \$36k (\$34k 2024)

◇ Parking lot revenue to date \$32k (\$17k 2024)

◇ Parking fines to date \$18k (\$33k 2024)

◇ Total - Parking generate to date \$188k





By-laws:

- Illegal Dumping Bylaw – public property, brush letters
- Noise
- Safe Property Bylaw
- Property Standards Bylaw
- Signage Bylaw
- Parking
- Development Permit Bylaw
- Miscellaneous – Taxi, Fence, Odour



- ◇ By-law - Animal Control
 - ◇ 19 Animal Control By-law
 - ◇ Number of dog tags 2025 - 461 (2024 - 465)
 - ◇ Dog Tags sold at Pet Valu and Town Hall
 - ◇ Dog Owners' Liability Act



- ◇ By-law Pager & After-hours – 35 calls to date
 - ◇ Animal Control By-law – At large, barking, wildlife
 - ◇ Parking
 - ◇ Development Permit
 - ◇ Safe Property

- ◆ Other

- ◆ 15 – Short Term Accommodation Licencing sites
- ◆ 8 - Mobile Canteen Licences issued
- ◆ Urban Hen Permits
- ◆ 1 - Outdoor Patio Licencing
- ◆ Property - waterlot leases

