



**GRAVENHURST**  
GATEWAY TO MUSKOKA

Town of Gravenhurst

**RECOMMENDED  
2022 BUDGET**



# Town of Gravenhurst

## Recommended 2022 Budget

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# 2022 CORPORATE OVERVIEW

# TOWN OF GRAVENHURST

## Recommended 2022 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>\$ change</u>	<u>\$ change</u>
Council	285.5	291.3	5.8	2.0%
Community Partnerships	1,449.5	1,400.3	(49.2)	-3.4%
Office of the CAO	366.1	320.7	(45.4)	-12.4%
Legislative Services	508.3	536.2	27.9	5.5%
Corporate Services	997.7	1,101.9	104.2	10.4%
Fire & Emergency Services	1,029.2	1,047.8	18.6	1.8%
Recreation & Culture	1,082.3	1,113.0	30.7	2.8%
Development Services	1,220.9	1,245.2	24.3	2.0%
Infrastructure Services	4,714.5	4,773.0	58.6	1.2%
Corporate Administration	5,600.5	5,824.2	223.7	4.0%
<b>Net Tax Levy</b>	<b>17,254.4</b>	<b>17,653.6</b>	<b>399.2</b>	<b>2.3%</b>
<b>Less: Increase in Assessment</b>				<b>1.3%</b>

<b>2022 Tax Rate Increase</b>	<b>1.0%</b>
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# Special Council Meeting

Town of Gravenhurst

November 25, 2021

## Recommended 2022 Budget



# Agenda

- The Budget
- Retrospective and Prospective
- 2022 Operating Budget
- 2022 Capital and Multi-Year Plan
- Impact on 2022 Tax Rate
- Next Step - Council Deliberations



# The Budget





## The Budget

- Municipal budgets are required by the Municipal Act
  - ✓ Part VII – Financial Administration
- A municipal budget, addressing capital and operating needs, is one of the most significant policy tools that Council deals with each year
- Municipal budgets follow a calendar year and may be approved prior to, or in the budget year
- Through the budget Council:
  - ✓ approves a work-plan for the organization
  - ✓ provides funding for capital reserves and pays down debt
  - ✓ funds the day-to-day activities of the Town
  - ✓ establishes a tax levy for the year, which in turn determines a tax rate for municipal services

## Services Delivered Through the Operating Budget

- **Core municipal services:** road corridor maintenance, snow clearing, fire protection
- **Quality of life services:** parks, library, trails, sports fields, recreation programs
- **Regulation:** planning framework, building inspections, by-law enforcement
- **Revenue collection:** property taxes, permit fees, fines
- **Community differentiators:** Opera House, Muskoka Wharf, economic development initiatives, planning framework
- **Governance/Accountability:** public Council meetings, elections, financial reporting, public procurement processes

# Prudent Stewardship of Town Assets Through the Capital Budget & Multi-Year Plan

- The Town has over \$200 million in tangible capital assets including roads, bridges, facilities, parks, trails, vehicles and equipment.
- These assets form an integral part of service delivery, transportation and quality of life in our community
- Historical investment in managing these assets has been inadequate
- Since approval of an Asset Management Plan in 2017 Council has supported an expanded Capital Budget and Multi-Year Plan
- The 2022 Capital Budget and Multi-Year Plan reflects a mix of priority major maintenance/rehabilitation/replacement projects and new initiatives

## 2022 Budget Process

Activity	Timeline
Council Working Session – 2022 Budget	June 15
Public Engagement: - <b>Community meeting</b> - <b>Engage Gravenhurst</b>	July – Current
Report to Council – 2022 Fee By-Law	September 21
Report to Council - 2022 Budget Timelines/Guideline	September 21
<b>Special Council Meeting</b> - Table 2022 Budget	November 25
<b>Special Council Meetings</b> – 2022 Budget Review	December 7-9
<b>Special Council Meeting</b> – 2022 Budget Approval	December 9





# Retrospective and Prospective



## 2021 Has Been a Challenging Year

- Covid-19 has dominated our lives
  - Most Town services were delivered in a contact-less manner over the course of the year
  - Some facilities/services were closed/shut down directly impacting on the community
- Significant Organizational Change
  - New CAO, Fire Chief, Director of Development Services
  - Changes at other mid-level roles in the organization
  - Work-from-home for a majority of staff
- The future looks positive as we gradually return to business-as-usual in 2022

## Significant Accomplishments in 2021

- Stable transition on the Senior Leadership Team (SLT) of the Town Administration
- Purchase of the first Aerial fire apparatus in Gravenhurst history
- Continued participation/advancement of the re-development of the Muskoka Regional Centre (MRC) lands
- Despite the constraints of Covid-19, and reduced staffing levels for most of the year, processed the most Planning Applications and Building Permits with the highest construction value on record
- A Master Storm Drainage report – the first in Town history – which has materially re-prioritized Town infrastructure projects and will improve our capacity to respond to Climate Change

## Significant Accomplishments in 2021 continued...

- Conducted a public review of Council remuneration with a view to ensuring a fair compensation package starting the next term of Council.
- Ensured labour stability following the successful negotiation of new 3-year collective agreements with both union groups
- Safe re-opening of the Gravenhurst Public Library and the Centennial Centre complemented by adaptive programming to comply with COVID-19 and address community needs
- Aggressive implementation of technology to:
  - generate operational efficiencies (new fleet fuel management system)
  - improve customer access (new e-permitting system in Buildings)
  - optimize management of Town assets (new asset management system)



## Looking Ahead to 2022

- Re-open the Opera House following extensive renovations and improvements with a unique slate of programming
- Resume information and digital literacy training and workshops at the Gravenhurst Public Library
- Prepare for and successfully conduct the 2022 Municipal Elections
- Develop a comprehensive retention program for firefighters
- Conduct a Climate Change Risk and Vulnerability Assessment and Climate Action Plan
- Review Town Sub-Committee program and present recommendations for the 2022-2026 Council term

## Looking Ahead to 2022 continued...

- Update the Zoning By-law to assist with the provision of attainable housing in our community
- Work on the expansion of the CIP Program to the Muskoka Wharf and Bay Street
- Expand By-law enforcement capability with additional resources in response to Council-requested service level increases
- Continue to implement a proactive, prioritized Capital Budget and Multi-Year Plan
- Review and update Town Health and Safety policies and training in light of the experience with COVID-19

## In Summary

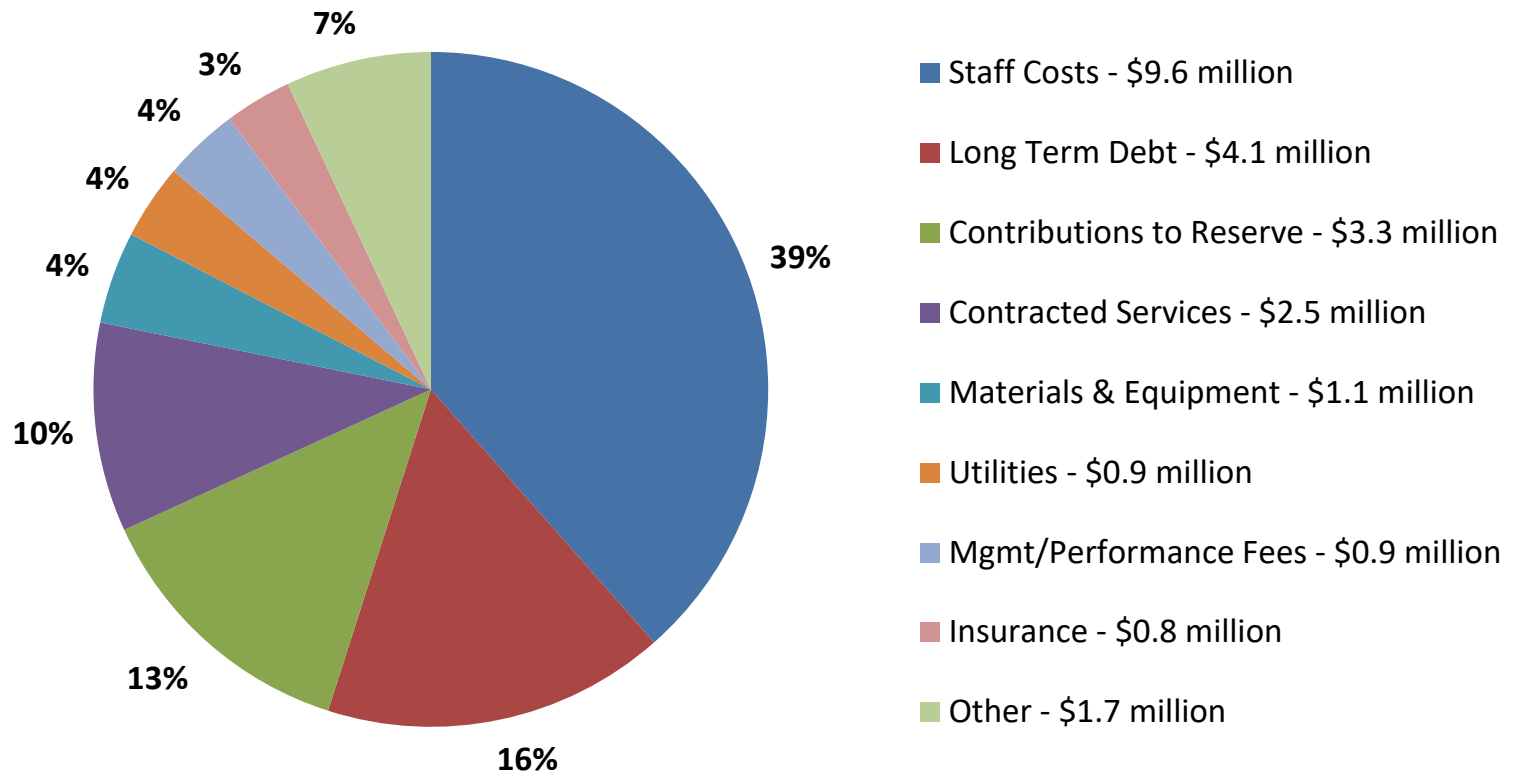
- The 2022 Budget is within the guideline provided by Council
- It is not a status-quo budget:
  - Resources reallocated to a number of new initiatives in response to community need and Council direction
  - This budget reflects a significantly changed Capital Budget and Multi-Year Plan based on infrastructure studies completed this year but continues on a positive path forward
  - Technology and other investments are resulting in improved customer service and operational efficiencies
  - With new leadership and increased engagement come opportunities to further develop important partnerships within the community



# 2022 Operating Budget



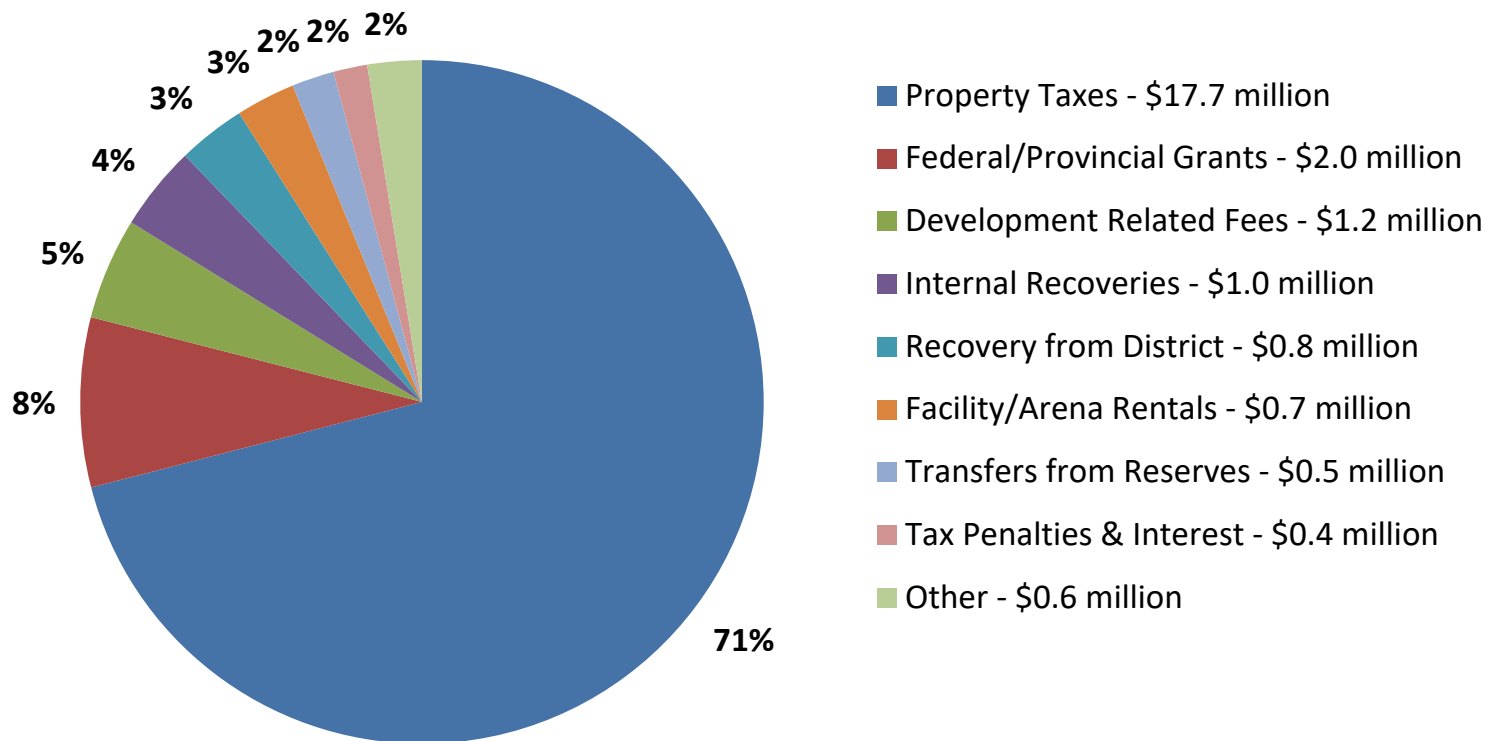
## 2022 Gross Expenditures \$24.9 million





## Recommended 2022 Budget

# 2022 Gross Revenues \$24.9 million





## Recommended 2022 Budget

### TOWN OF GRAVENHURST Recommended 2022 Operating Budget All numbers in \$ 000's

<u>Description</u>	<u>2021</u> <u>Budget</u>	<u>2022</u> <u>Budget</u>	<u>\$</u> <u>change</u>	<u>%</u> <u>change</u>
Council	285.5	291.3	5.8	2.0%
Community Partnerships	1,449.5	1,400.3	(49.2)	-3.4%
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<b>Less: Increase in Assessment</b>				<b>1.3%</b>
<b>2022 Tax Rate Increase</b>				<b>1.0%</b>



## Recommended 2022 Budget

### TOWN OF GRAVENHURST

#### Impact of COVID-19 on 2022 Budget

All numbers in \$'s

<u>Description</u>	<u>COVID-19 impact</u>
Council	0
Community Partnerships	0
Office of the CAO	0
Legislative Services	0
Corporate Services	58,100
Fire & Emergency Services	1,500
Development Services	
Recreation and Culture	67,700
Infrastructure Services	48,500
Corporate Administration	<b>(175,800)</b>
<b>Net Tax Levy Increase</b>	<b>0</b>





## Recommended 2022 Budget

# Staffing by Department

Department	2021	2022
Office of the CAO	2.0	2.0
Legislative Services	6.0	6.0
Corporate Services	9.0	9.6
Fire & Emergency Services	5.0	5.0
Development Services	22.0	23.0
Recreation & Culture	9.0	9.0
Infrastructure Services	29.0	30.0
<b>Total</b>	<b>82.0</b>	<b>84.6</b>

Notes:

1. Includes all permanent and contract positions (shown as FTE)
2. 2021 Count includes Arena Operator contract position approved by Council in-year
3. Does not include staffing at the Gravenhurst Public Library and other Community Partners



## Staffing Changes in 2022

Department	2022 Change	Comments
Office of the CAO	0.0	Convert Contract E/A position to Full Time
Legislative Services	0.0	No change
Corporate Services	<b>0.6</b>	Add P/T Contract position to support on-going COVID-19 needs
Fire & Emergency Services	0.0	No change
Development Services	<b>1.0</b>	Add Full Time By-Law Officer position
Recreation & Culture	0.0	No change
Infrastructure Services	<b>1.0</b>	Add Contract position to address workload pressures

# Summarizing the Operating Budget

- Departments have worked hard to stay within the Council guideline
- Cost drivers include:
  - Significant increase to Insurance premiums
  - Increased costs of Microsoft Office products and maintenance costs for a number of new software implementations
  - Return to normal operations at all Town facilities
  - Wage and “progression-through-the-grid” increases
- Offset by revenue increases from:
  - Judicious use of reserves to “manage” impacts on tax rate
  - Higher Building Permit and Planning Application fees

## For Council discussion during Budget Deliberations

- Enhanced service levels for winter maintenance on roads and sidewalks
- Funds for implementation of a Short-Term Rental Licensing Program
- No new sports facilities budgeted in 2022 pending completion of the Parks & Trails Master Plan which will look at Town-wide community needs
- Funding for new Muskoka Algonquin Health Care (MAHC) hospitals
- Additional subsidy for the YMCA
- Increased operational funding request by Ryde Community Co-Op
- Pledge for GAP building purchase/operation
- Costs for security at Town Hall for COVID-19 screening
- Financial support for a Feral Cat program
- Financial or other considerations re. Muskoka Community Land Trust
- Costs for the COVID-19 Community Celebration



# 2022 Capital and Multi-Year Plan



## Overview of the 2022 Capital Budget

- \$8.1 million in 70 projects
- Reflects a balanced investment to address:
  - Accessibility needs
  - Priority road rehabilitation and repair
  - Stormwater drainage improvements
  - Facility repairs and renovations
  - Parkland, docks and outdoor space needs
  - Fleet replacements
  - Technology investments
  - New initiatives in response to Council direction
- Includes \$1.0 million in potential funding from grant applications submitted and presently under consideration

## Highlights – 2022 Capital Budget

- About 60% of the Capital Program focused on Town roads, bridges and storm-water drainage improvements
- Multi-year replacement program for single axle plows and a new sidewalk machine to improve service delivery as the Town grows
- Continued investment in the Opera House, Centennial Centre, Library, Train Station, Seniors Centre and other Town facilities to ensure they are safe and maintained to industry standards
- Renovations at Fire Hall #1 to create a multi-use training facility to partially fill the gap created by the closure of the Ontario Fire College
- External security cameras at Gull Lake Park and the Opera House
- Washrooms in the downtown core. Upgrades to ensure accessible washrooms at multiple locations.

## Highlights – 2022 Capital Budget continued...

- A Parks and Trails Master Plan and a Rural Transit Demand Study to inform long-term planning and project prioritization for the Town
- EV (Electric Vehicle) charging stations at strategic locations around Town over a multi-year timeframe
- Multi-Year program to Install solar radar speed signs at appropriate locations to better manage speeding in our community
- A new Operations Management System (OMS) to prioritize and track work orders, improve customer responsiveness and plan for the future
- A Strategic Plan for the Gravenhurst Opera House that includes consideration of an appropriate governance structure
- Funding to conduct the 2022 Municipal Elections



## 2022 Capital Budget & Multi-Year Plan Expenditures

<u>Category</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>2026 Budget</u>	<u>5 Year Average</u>
<b>Bridges</b>	\$ 80,000	\$ 240,000	\$ -	\$ 15,000	\$ -	\$ 67,000
<b>Cemeteries</b>	\$ -	\$ -	\$ 56,000	\$ 60,000	\$ 143,000	\$ 51,800
<b>Facilities</b>	\$ 1,411,000	\$ 830,000	\$ 565,000	\$ 1,422,000	\$ 1,835,000	\$ 1,212,600
<b>Furniture, Fixtures &amp; Equipment</b>	\$ 55,000	\$ 25,000	\$ 25,000	\$ 55,000	\$ 135,000	\$ 59,000
<b>Fire</b>	\$ 115,000	\$ 205,000	\$ 545,000	\$ 45,000	\$ 45,000	\$ 191,000
<b>Fleet</b>	\$ 644,000	\$ 838,000	\$ 500,000	\$ 250,000	\$ 550,000	\$ 556,400
<b>Information Technology</b>	\$ 248,000	\$ 35,000	\$ 35,000	\$ 65,000	\$ 35,000	\$ 83,600
<b>Parks</b>	\$ 218,000	\$ 935,500	\$ 550,000	\$ 478,500	\$ 380,500	\$ 512,500
<b>Roads</b>	\$ 4,634,000	\$ 3,963,000	\$ 5,491,000	\$ 6,074,000	\$ 5,143,000	\$ 5,061,000
<b>Special Projects</b>	\$ 698,500	\$ 135,000	\$ 157,500	\$ 212,000	\$ 335,000	\$ 307,600
<b>Total</b>	<b>\$ 8,103,500</b>	<b>\$ 7,206,500</b>	<b>\$ 7,924,500</b>	<b>\$ 8,676,500</b>	<b>\$ 8,601,500</b>	<b>\$ 8,102,500</b>

## 2022 Capital Budget & Multi-Year Plan

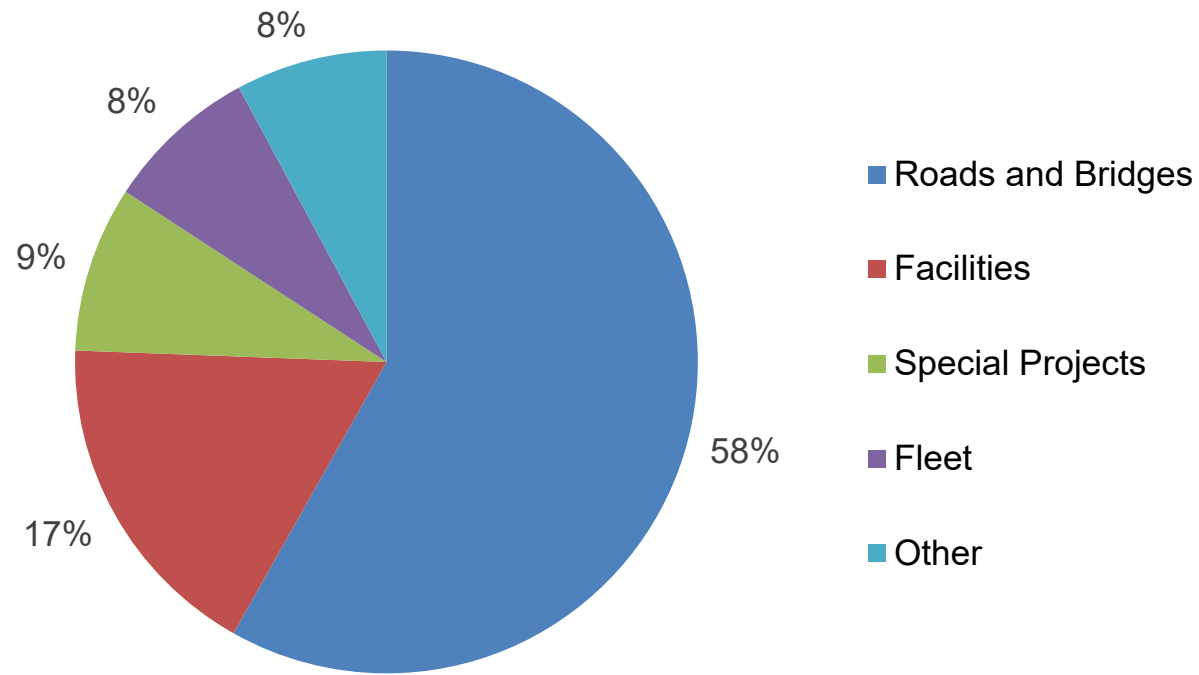
### Financing

<u>Reserves/Reserve Funds</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>2026 Budget</u>	<u>5 Year Average</u>
Community Reinvestment (loan)	\$ 3,233,649	\$ 3,226,000	\$ 3,041,000	\$ 3,747,000	\$ 3,837,000	\$ 3,416,930
Capital Reserves	\$ 2,728,100	\$ 2,474,500	\$ 3,881,000	\$ 4,159,500	\$ 3,719,500	\$ 3,392,520
Obligatory Reserve Funds	\$ 776,351	\$ 766,000	\$ 735,000	\$ 528,000	\$ 600,000	\$ 681,070
Wharf Reserve	\$ -	\$ 475,000	\$ 80,000	\$ -	\$ -	\$ 111,000
Community Improvement Plan	\$ 70,000	\$ 70,000	\$ 80,000	\$ 85,000	\$ 85,000	\$ 78,000
Opera House Improvements	\$ -	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ 18,000
Planning	\$ 110,000	\$ 50,000	\$ -	\$ 100,000	\$ 100,000	\$ 72,000
Building Permit Reserve	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Elections	\$ 138,500	\$ 15,000	\$ 77,500	\$ 27,000	\$ 150,000	\$ 81,600
Municipal Modernization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Provincial Grants	\$ 996,900	\$ 130,000	\$ 30,000	\$ -	\$ 50,000	\$ 241,380
<b>Total</b>	<b>\$ 8,103,500</b>	<b>\$ 7,206,500</b>	<b>\$ 7,924,500</b>	<b>\$ 8,676,500</b>	<b>\$ 8,601,500</b>	<b>\$ 8,102,500</b>

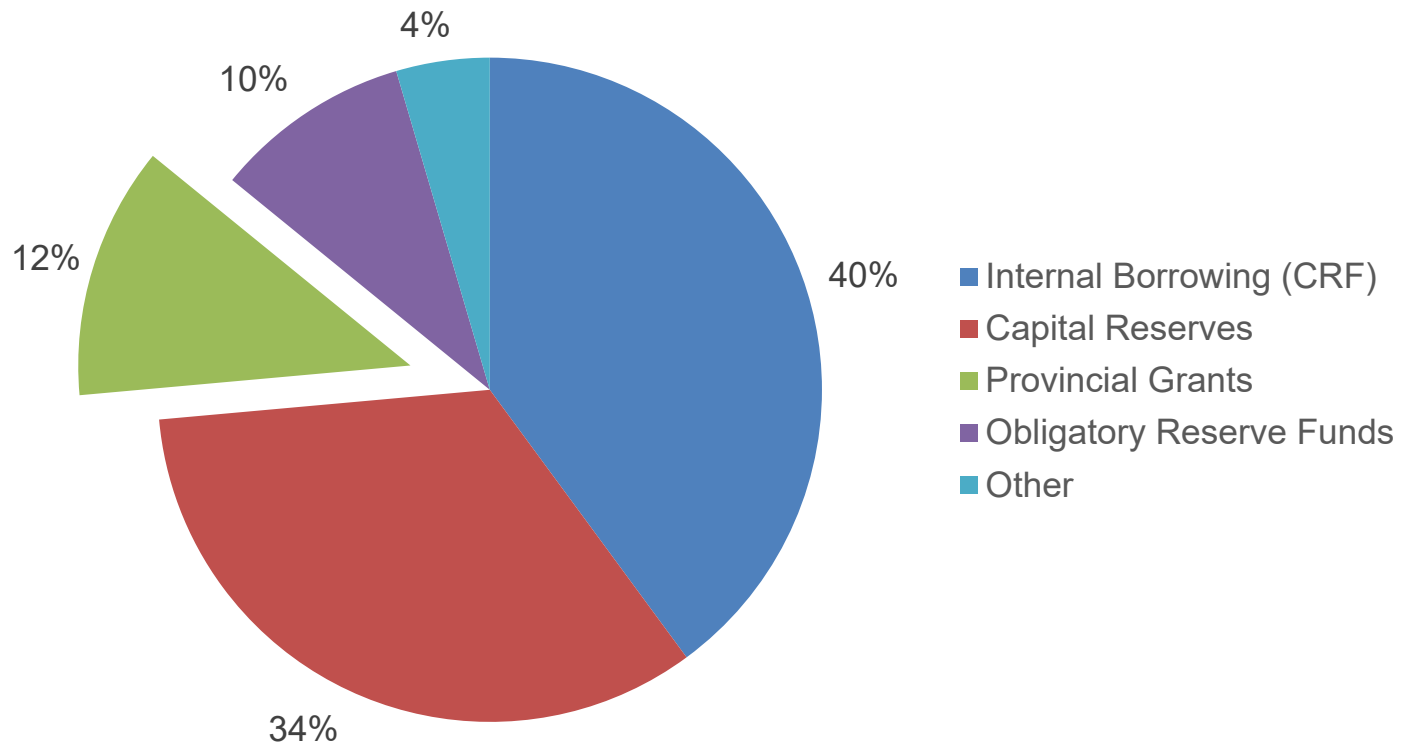
## 2022 Capital Budget – Application for Grants

<b>Project</b>	<b>2022 Budget</b>	<b>Grant Funding Application</b>
Downtown Public Washrooms	\$ 480,000	\$ 421,900
Wharf Revitalization	\$ 215,000	\$ 215,000
CityWide Maintenance Manager (OMS)	\$ 188,000	\$ 140,000
Oriole Cres - Minor Repair Drainage Outlet	\$ 75,000	\$ 75,000
Security Cameras - Gull Lake & Opera	\$ 100,000	\$ 50,000
House Rural Transit Study	\$ 50,000	\$ 50,000
Oriole Cres - Schedule B Class EA	\$ 50,000	\$ 25,000
EV Charging Stations	\$ 40,000	\$ 20,000
<b>Total Projects / Funding</b>	<b>\$ 1,198,000</b>	<b>\$ 996,900</b>

## 2022 Capital Budget - \$8.1 million

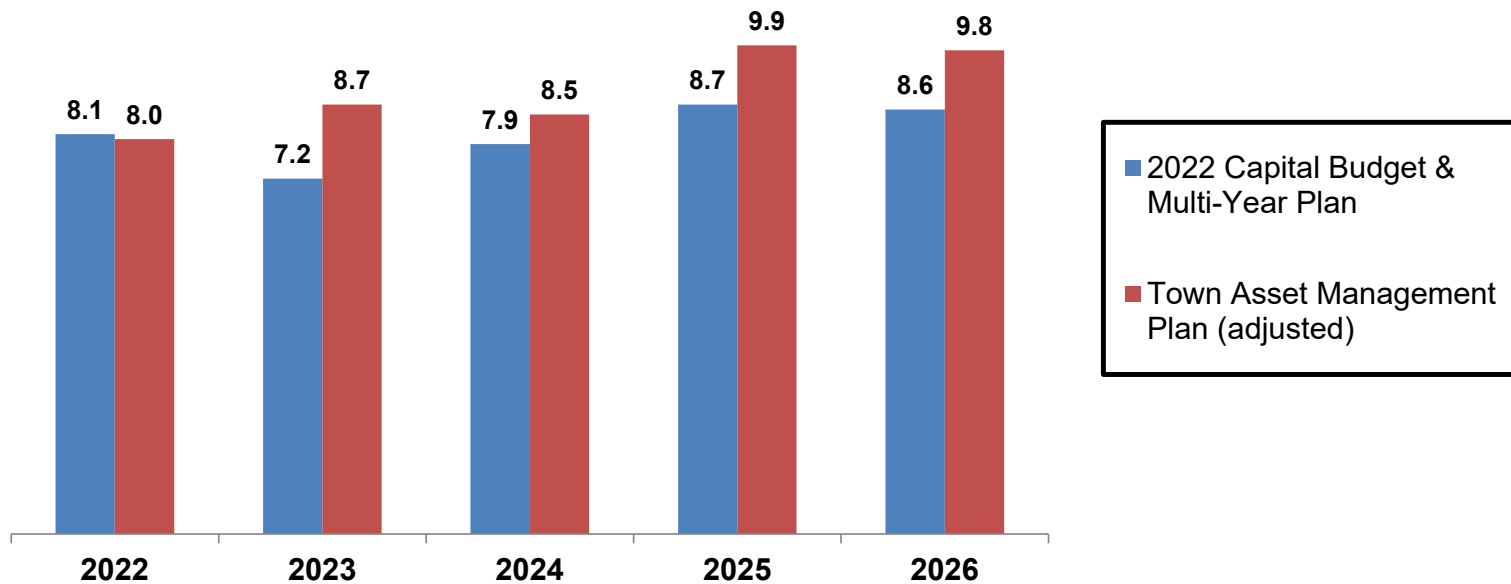


## 2022 Capital Financing - \$8.1 million



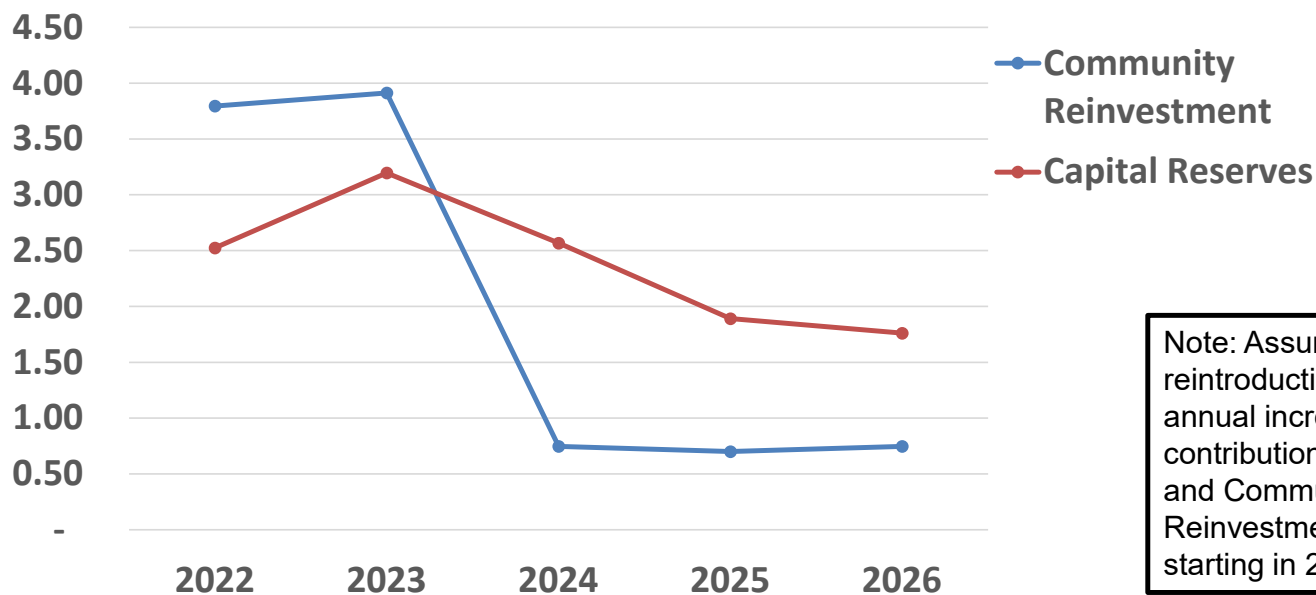
## 2022 Multi-Year Capital Program Continues to Lag Asset Management Plan\*

All numbers in \$ millions



# Capital Planning - Trend in Reserve Balances Over the Next 5 Year

All numbers in \$ millions



Note: Assumes the reintroduction of a 1% annual increase in tax levy contributions to Capital and Community Reinvestment Reserves starting in 2023

## A Proactive Multi-Year Capital Plan Requires Careful Planning

- The core Multi-Year Plan includes significant capital projects based on the Asset Management Plan and 2021 linear infrastructure studies
- Increased pressure to address “quality of life” needs in the community
- Studies will likely recommend additional investments in new infrastructure
- Financing a responsive Multi-Year Plan over the next 5 years will require:
  - Reinstatement of a nominal annual increase in contributions to Capital Reserves and the Community Reinvestment Reserve starting 2023
  - Aggressive pursuit of grant funding from other levels of government
  - More formal engagement with partners in the community to cost-share on projects
  - Consideration of increased Development Charges with a new By-Law in 2025



## Long Term Capital Goals

- Put in place a plan to address the outstanding infrastructure deficit ✓
- Recommend a financially sustainable and deliverable multi-year capital program ✓
- Proactively address the needs of the community within fiscal restraints ✓
- Establish an appropriate level of capital financing from the tax levy for the Community Reinvestment Reserve and Capital Reserves ✓
- Pay down debt. Replace external borrowing with internal borrowing from the Community Reinvestment Reserve ✓
- Leverage Federal/Provincial capital funding programs to keep pressure off the tax bill ✓



# Impact on Tax Rate



## How Property Taxes Are Calculated

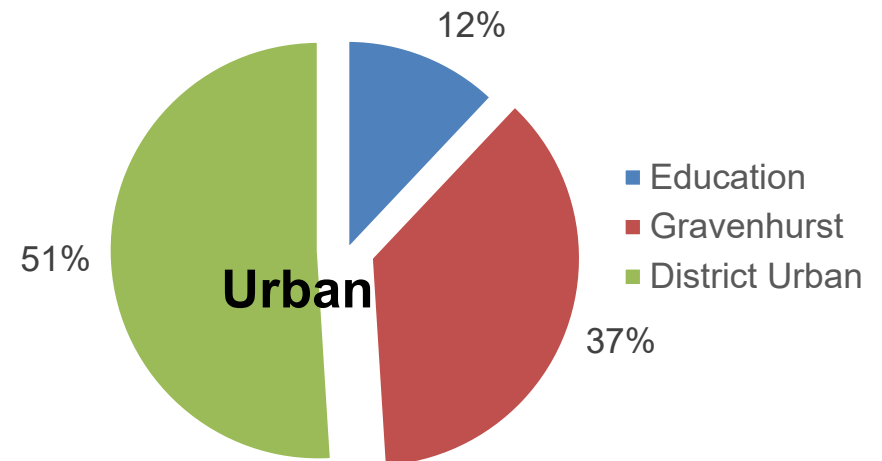
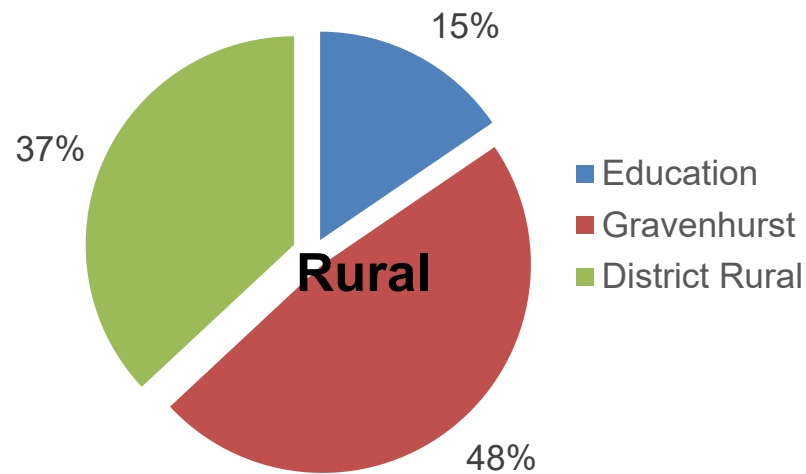
- Property Assessment x Tax Rate = Property Taxes
- Property assessment is established by MPAC (Municipal Property Assessment Corporation) which is independent from the Town of Gravenhurst. Every four years MPAC does a re-assessment based on market and other factors. Property values may go up or down
- If the assessment for a property changes by:
  - ❑ **more than** the average assessment increase for that property class in Gravenhurst taxes payable on the property will increase. Assessment increases are spread over 4 years.
  - ❑ **less than** the average assessment increase for that property class in Gravenhurst taxes payable on the property will decrease. Assessment decreases are immediately applied.
- **Many queries about large property tax increases are directly related to changes in assessment and not the tax rate**

## Projected Impact on Town Property Tax Bill

- Increase of \$4.66 per \$100,000 of assessment on the Town share of the Gravenhurst property tax bill
- 48% of a rural Town of Gravenhurst property tax bill and 37% of an urban Town of Gravenhurst property tax bill comes to the Town
- Estimated “all in” 2022 Gravenhurst Property Tax Bill\* increases:
  - ✓ \$22 per \$100,000 of assessment on an urban property
  - ✓ \$19 per \$100,000 of assessment on a rural property
- What residents should expect to see on their 2022 Property Tax Bill\*:
  - ✓ 1.7% increase for urban properties
  - ✓ 1.9% increase for rural properties

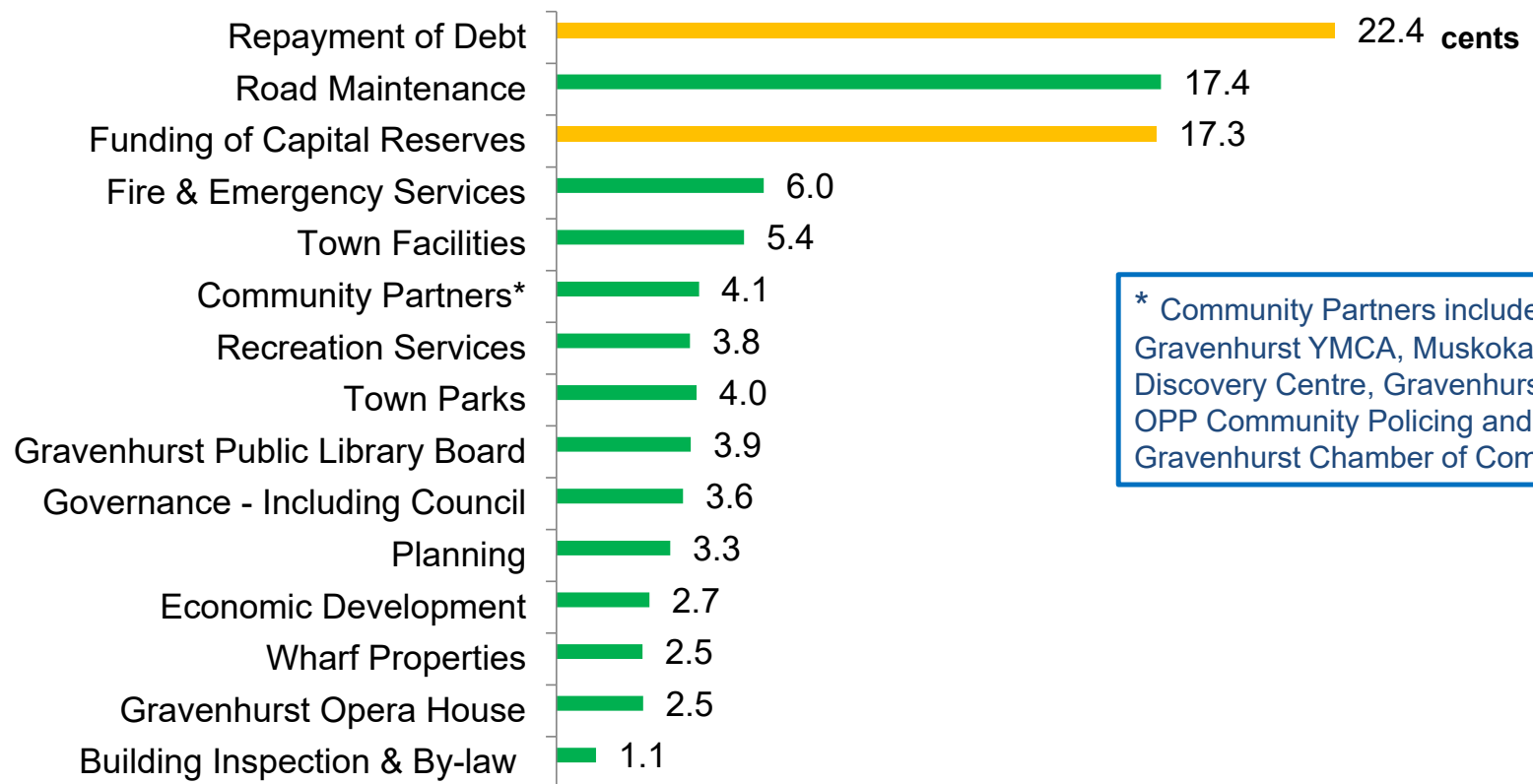
\* For illustrative purposes only. Final tax rates may vary.

## Share of Property Tax Bill for a Single-Family home



Note: Rural properties do NOT pay District water and sewer levies

## Where Your Property Tax Dollar Goes



\* Community Partners include the Gravenhurst YMCA, Muskoka Discovery Centre, Gravenhurst BIA, OPP Community Policing and the Gravenhurst Chamber of Commerce



# Next Step – Council Deliberations



## 2022 Budget Review Timeline

Activity	Timeline
Special Council Meeting - Table 2022 Budget	November 25
Special Council Meeting over multiple days for 2022 Budget Review	
Day 1: Town Departments	December 7
Day 2: Community Partners Capital Budget & Multi-Year Plan	December 8
Day 3: Consider resolutions Approve 2022 Budget	December 9





## Budget Deliberations – Tuesday, December 7

### Town Departments

- **Start Time: 9:00am**
  - ✓ Review of the protocols for the budget process
- Department Reviews (break for lunch at 12 noon):
  - ✓ Corporate Administration
  - ✓ Infrastructure Services
  - ✓ Community, Growth and Development
  - ✓ Fire and Emergency Services
  - ✓ Corporate Services
  - ✓ Legislative Services
  - ✓ Office of the CAO
  - ✓ Council
- **End Time: To be determined by Council**

## Budget Deliberations – Wednesday, December 8 Community Partners/Capital

- **Start Time: 9:00am**
  - ✓ Review of the protocols for the budget process
- **Community Partners:**
  - ✓ Gravenhurst Public Library Board
  - ✓ Gravenhurst Business Improvement Area (BIA)
  - ✓ OPP Community Policing
  - ✓ Gravenhurst YMCA
  - ✓ Muskoka Discovery Centre
  - ✓ Gravenhurst Chamber of Commerce
- 2022 Capital Budget and Multi-Year Plan
- **End Time: To be determined by Council**

## Budget Deliberations – Thursday, December 9

### Capital (continued) / Budget Approval

- **Start Time: 9:00am**
  - ✓ Review of the protocols for the budget process
- 2022 Capital Budget and Multi-Year Plan (continued if necessary)
- Tabling of Council Resolutions related to 2022 Budget
- Council debate and approval of the 2022 Budget
- **End Time: To be determined by Council**

## Improving the Quality of Budget Deliberations

- Budget Chair to determine a protocol to optimize meeting flow
- Allow for flexibility with the budget schedule to expedite the process, or slow it down, as needed
- Email the Director of Corporate Services and Chief Financial Officer any questions - preferably by December 3. Where appropriate, questions and responses will be shared with all of Council
- The Clerk and the Senior Leadership Team can assist with wording resolutions



Thank You





Town of Gravenhurst

# 2022 OPERATING BUDGET



**GRAVENHURST**  
GATEWAY TO MUSKOKA

2022 Operating Budget

**COUNCIL**



**2022 Operating Budget**

**Council**



# Council – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$291,300 which is an increase of \$5,800 or 2.0% from 2021

Council
• Represent the public and consider the well-being and interests of the entire municipality
• Establish policies and procedures that define the strategic priorities and municipal services and programs
• Evaluate and determine the programs and services provided by the municipality
• Conduct its activities in a professional manner while ensuring accountability and transparency
• Maintain the financial integrity of the municipality
• Attend and participate in Council, Committee, Planning Council and Subcommittee meetings

## 2022 INITIATIVES

- Continued participation in establishing and directing Council strategic priorities and confirming direction for the community. Advocate with other governments and agencies for the community of Gravenhurst
- Ongoing orientation/board development sessions including external professional development opportunities
- Building and sustaining connections with the community by continued involvement in community events, stakeholder relations and public outreach
- Establish parameters for an expansion of the student bursary program

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Staff Cost: Increase of \$5,200

- Includes information technology honorarium for 2022 – 2026 local Councillors

## COVID-19 IMPACT ON 2022 BUDGET

None

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Council**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Council</b>								
<b>Expenditures</b>								
Staff Costs	230,100	258,013	268,578	220,668	263,500	268,700	5,200	
Community Support	4,332	1,746	716	701	2,950	5,000	2,050	
Professional Development	7,755	10,200	8,310	6,420	18,800	17,000	(1,800)	
Communications	1,093	1,301	682	525	1,900	2,000	100	
Materials & Supplies	305	89			250	500	250	
<b>Total Expenditures</b>	<b>243,585</b>	<b>271,349</b>	<b>278,286</b>	<b>228,314</b>	<b>287,400</b>	<b>293,200</b>	<b>5,800</b>	
<b>Revenue</b>								
Upper Tier Recovery		(1,652)	(1,917)		(1,900)	(1,900)		
<b>Total Revenue</b>		<b>(1,652)</b>	<b>(1,917)</b>		<b>(1,900)</b>	<b>(1,900)</b>		
<b>Total Council</b>	<b>243,585</b>	<b>269,697</b>	<b>276,369</b>	<b>228,314</b>	<b>285,500</b>	<b>291,300</b>	<b>5,800</b>	<b>2.0%</b>



2022 Operating Budget

# COMMUNITY PARTNERSHIPS



**2022 Operating Budget**

# **Community Contributions**

# Community Contributions – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$77,000 which is unchanged from 2021

### **Ryde Community Hub**

The Town contributes \$6,000 a year to support the Ryde Community Hub that serves the Barkway community in Gravenhurst. The Ryde Community Co-op owns and operates the community centre which was purchased from the Trillium Lakelands District School Board in January 2016.

### **Severn Bridge Hall**

The Town contributes \$6,000 a year to support the Severn Bridge Hall which serves the Gravenhurst residents in the community of Kilworthy.

### **Terence Haight Grants**

Since 2013, the [Terence Haight Grant Program](#) has provided financial assistance of a one-time nature to projects/initiatives that specifically benefit the Gravenhurst community. Each year, \$20,000 has been awarded to successful applicants for a wide range of projects. In 2020 this amount was increased to \$25,000.

The grant is made available through the generosity of Terence Haight who, upon passing away in 2008, gifted the Town of Gravenhurst with an endowment of approximately \$1 million.

### **CIP Program**

The [Community Improvement Program](#) (CIP) has been in place since 2012. This program provides grants to help improve the visual appearance and structural integrity of buildings in the downtown core and encourages new construction. It also allows work toward a cohesive downtown as outlined in the Streetscape Design and Façade Guidelines document approved by Council in 2012. Improvements and additions to this program were approved in early 2019.

The 2021 program received a strong application pool despite COVID-19 and received 19 applications that totaled \$93,250. On average, for every \$1 provided through this program an additional \$23 will be invested by the business owners.

In 2022, it is recommended that the Town contribution remain constant with a payment of \$65,000 to address outstanding demand and encourage increased participation.

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Community Contributions**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Community Contributions</b>								
<b>Ryde Community Hub</b>								
<b>Expenditures</b>								
Community Support	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Total Expenditures</b>	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Total Ryde Community Hub</b>	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Severn Bridge Hall</b>								
<b>Expenditures</b>								
Community Support	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Total Expenditures</b>	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Total Severn Bridge Hall</b>	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
<b>Terence Haight Grants</b>								
<b>Expenditures</b>								
Community Support	20,000	13,704	13,283	29,500	25,000	25,000	25,000	
<b>Total Expenditures</b>	20,000	13,704	13,283	29,500	25,000	25,000	25,000	
<b>Revenue</b>								
Transfers From Reserves	(20,000)	(19,949)	(7,039)	(29,500)	(25,000)	(25,000)	(25,000)	
<b>Total Revenue</b>	(20,000)	(19,949)	(7,039)	(29,500)	(25,000)	(25,000)	(25,000)	
<b>Total Terence Haight Grants</b>		-6,245	6,244					
<b>CIP Program</b>								
<b>Expenditures</b>								
Contribution to Reserve	55,000	55,000	65,000	65,000	65,000	65,000	65,000	
<b>Total Expenditures</b>	55,000	55,000	65,000	65,000	65,000	65,000	65,000	
<b>Total CIP Program</b>	55,000	55,000	65,000	65,000	65,000	65,000	65,000	
<b>Total Community Contributions</b>	<b>67,000</b>	<b>60,755</b>	<b>83,244</b>	<b>77,000</b>	<b>77,000</b>	<b>77,000</b>		



**2022 Operating Budget**

**Gravenhurst**

**Public Library**

**Board**

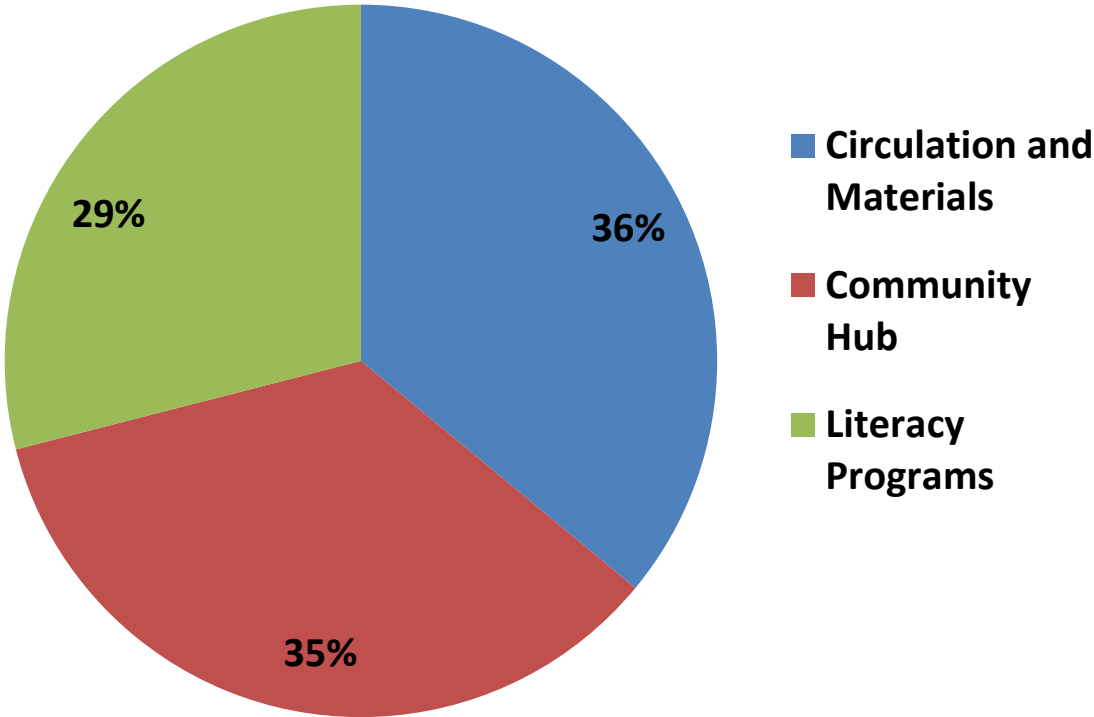
# Gravenhurst Public Library Board – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$679,125 which is an increase of \$11,900 or a 1.8% increase from 2021.

## HOW THE LIBRARY IS GOVERNED AND FUNDED

- The Library is governed by a Board of Directors appointed by Council and operates under the jurisdiction of the Public Libraries Act. The Board is directly accountable to Council for the effective, efficient and legal administration and operation of the Library.
- The Town of Gravenhurst provides the majority of funds needed for the provision of library services.
- The Library receives \$35,800 annually from the province through the Ministry of Heritage, Sport, Tourism, and Culture Industries and is eligible for other provincial and federal funding.





# Gravenhurst Public Library Board – 2022 Operating Budget

<b>Administration/Operational Activities</b>
<ul style="list-style-type: none"><li>• Administer and report on operations monthly and in quarterly updates</li></ul>
<ul style="list-style-type: none"><li>• Promote library collections, services, programs, and events with year round and seasonal residents as well as visitors to the area</li></ul>
<ul style="list-style-type: none"><li>• Manage and track library user transactions including the creation of memberships, circulation of library materials, use of public workstations and Wi-Fi, collection of fees and fines, program registrations, room and equipment rentals and exam proctoring</li></ul>
<ul style="list-style-type: none"><li>• Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and electronic resources</li></ul>
<ul style="list-style-type: none"><li>• Ensure the library is an inviting, safe, and clean public space</li></ul>
<ul style="list-style-type: none"><li>• Develop and implement policies and procedures to comply with legislation and reduce corporate liability</li></ul>

<b>Circulation and Materials</b>
<ul style="list-style-type: none"><li>• Provide access to print and non-print materials geared to all age groups, varying reading levels and a diversity of interests in a variety of formats including: magazines, newspapers, large print, graphic novels, board books, picture books, DVDs, CDs, puzzles, audiobooks, online resources, electronic devices, fiction, and non-fiction books that include topics like business and digital literacy</li></ul>
<ul style="list-style-type: none"><li>• Ensure collections are made available and are accessible to members of the public who have print disabilities</li></ul>
<ul style="list-style-type: none"><li>• Keep pace with public need for specific types of materials, including new releases, popular authors, newsworthy topics, school curriculum, award winners, and Canadian content</li></ul>
<ul style="list-style-type: none"><li>• Facilitate access to materials found in libraries throughout the province with the interlibrary loan service</li></ul>
<ul style="list-style-type: none"><li>• Make the special collection of books on the history of Muskoka available to the public and house the Gravenhurst Archives collection of historic photos and documents</li></ul>
<ul style="list-style-type: none"><li>• Provide high quality readers' advisory services to library users that reflect comprehensive knowledge of the library's collection and an understanding of individual library user's preferences</li></ul>
<ul style="list-style-type: none"><li>• Deliver friendly, efficient, and responsive customer service to all who walk through our doors</li></ul>

# Gravenhurst Public Library Board – 2022 Operating Budget

## Community Hub

- Provide a space where children and their families can enjoy selecting books, playing early literacy games, participating in children’s programming, meeting other families and connecting with our children’s programming staff
- Offer a place where young adults feel welcome, can find materials geared to their age group, spend time visiting with friends, play games, do research and study
- Give people the opportunity to access the library’s online resources, e-books, the internet, email and government websites through public workstations and Wi-Fi
- Ensure spaces for quiet study, reading, research, and exam proctoring are available for those participating in distance and online education
- Enhance partnerships with local community organizations that can provide guest speakers for adult lifelong learning activities
- Extend the library’s services into the community through outreach services to schools, senior’s residences, the farmer’s market and other organizations
- Provide a location where the public can photocopy, fax, and scan documents as well as receive assistance with these services
- Give everyone who walks through our doors a comfortable space to meet, visit, learn, study, relax, read, play, be creative, and experience a sense of inclusion

## Literacy Programming

- Provide professional literacy education, guidance, and programming geared to specific age groups of children. Give families an accessible means of helping children develop an ability to read and exposure to a variety of reading materials
- Deliver information literacy programming and outreach geared to teens and young adults that is reflective of the needs of this group
- Give the public opportunities to access a variety of resources to increase digital literacy skills. This includes help with the development of cognitive skills that are used for executing tasks in digital environments
- Work with people who are interested in developing their critical thinking skills as this applies to information, research, and a variety of online resources
- Assist individuals and groups who wish to enhance their computer, software, and social networking skills
- Provide opportunities for people to access information that is relevant, useful, and of value in their day-to-day lives
- Offer programming that will support people’s experience as they augment their leisure time with activities

# Gravenhurst Public Library Board – 2022 Operating Budget

## 2021 ACCOMPLISHMENTS

- Installed a new point-of-sale system to accept payments with debit and credit cards.
- Expanded digital resources with the addition of genealogy based Heritage Quest and the Hoopla streaming service.
- Continued partnership with the Muskoka Libraries Collaboration to offer a full year of monthly virtual author talks.
- Hosted a very popular series of virtual local history talks in collaboration with the Gravenhurst Archives.
- Navigated changing COVID restrictions/protocols throughout the year and successfully reopened to the public in July while continuing to offer curbside pick-up service.
- Offered a full slate of virtual summer programming for preschool to twelve year-old children, virtual fall programming for children and youth from ages six months to eighteen, as well as a selection of library based programs designed by division for teachers to choose from for their students at local schools.
- Received a grant for the purchase of dyslexia friendly library materials.

## 2022 INITIATIVES

- Resume taking a strategic approach to the development of the Library's collection.
- Expand selection of digital resources with the addition of Overdrive Magazines and Transparent Language Online.
- Resume the provision of information and digital literacy skills training for individuals and groups with one-on-one device training and technology training workshops.
- Investigate library-based technology projects including RFID self-checkout service.
- Establish Friends of the Library group to assist with fundraising efforts for a library expansion.
- Develop a memorandum of understanding between the Town of Gravenhurst and the GPL Board.
- Expand and enhance partnerships with local community organizations to deliver services and programming opportunities to Gravenhurst residents.
- Proceed with the development of a new strategic plan.

# Gravenhurst Public Library Board – 2022 Operating Budget

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	6	6	-	No Change
Part-time	2.2	2.2	-	No Change

Two professional librarian positions left vacant in 2020 in order to offset the COVID-19 financial challenges were filled in 2021. One Library Page position remains vacant and may remain unfilled in 2022 due to budgetary constraints.

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Increase of \$11,900

- Staff Cost increase of \$14,700 attributed to salary adjustments and movement through the salary grid
- Reduction of \$10,000 in one-time project costs budgeted in 2021
- Reduction of \$10,000 in Transfer from Endowment reserve to fund 2021 project

## COVID-19 IMPACT ON 2022 BUDGET

### Operational

- Additional staff time required for screening, contact tracing and monitoring numbers of people entering the building meant reduced hours of opening.
- In-person access to resources and services restricted by capacity limits and the need for physical distancing resulting in the temporary removal of furniture and half the public computer workstations.
- Continuation of touchless curbside pick-up service and increases in calls and emails associated with this service including heavy use of reader's advisory and the provision of reading recommendations.
- Continued development of digital programming for different age groups and digital outreach with community partners.
- Continued heavy use of social media to get the word out about changes to services, programming opportunities and new library materials.
- Increased use of digital resources. e.g. e-books, e-audiobooks and streaming services.
- Additional bi-weekly meetings with the Town of Gravenhurst's Quick Response Team.

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Gravenhurst Public Library Board**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Gravenhurst Public Library Board</b>								
<b>Expenditures</b>								
Staff Costs	498,795	521,457	436,051	414,459	566,300	581,000	14,700	
Professional Development	7,754	7,844	4,317	2,307	3,800	3,800		
Transfers To/From Other Department	1,000	(406)			1,000	500	(500)	
Contracted Services	1,316	1,353	582	1,204	3,800	3,300	(500)	
One-time Costs Funded from Endowment Reserve	10,502	10,267	3,102	2,466	20,000	10,000	(10,000)	
Legal Services					500	500		
Information Technology Services	76,170	79,007	88,842	50,032	82,000	82,000		
Communications	3,498	6,906	6,310	8,153	8,300	9,500	1,200	
Other Services	10	10	10		150	150		
Equipment	14,051	5,279	8,826	5,510	12,000	12,000		
Materials & Supplies	6,379	7,130	7,599	4,525	9,075	9,075		
Library Collection	67,756	69,793	73,494	58,209	73,800	71,800	(2,000)	
<b>Total Expenditures</b>	<b>687,231</b>	<b>708,640</b>	<b>629,133</b>	<b>546,865</b>	<b>780,725</b>	<b>783,625</b>	<b>2,900</b>	
<b>Revenue</b>								
Grants	(41,304)	(38,459)	(39,214)	(4,278)	(40,000)	(40,000)		
Fines	(6,655)	(6,568)	(1,631)	(915)	(4,500)	(4,500)		
Sales	(8,048)	(9,566)	(1,818)	(1,920)	(5,000)	(5,000)		
Facility Rental	(1,533)	(1,526)	(517)			(500)	(500)	
Transfers From Reserves	(38,992)	(37,741)	(39,102)		(62,000)	(52,000)	10,000	
Investment Income	(30)	(49)						
Donations/Sponsorships	(1,548)	(1,152)	(3,973)	(2,153)	(2,000)	(2,500)	(500)	
<b>Total Revenue</b>	<b>(98,110)</b>	<b>(95,061)</b>	<b>(86,255)</b>	<b>(9,266)</b>	<b>(113,500)</b>	<b>(104,500)</b>	<b>9,000</b>	
<b>Total Gravenhurst Public Library Board</b>	<b>589,121</b>	<b>613,579</b>	<b>542,878</b>	<b>537,599</b>	<b>667,225</b>	<b>679,125</b>	<b>11,900</b>	<b>1.8%</b>



**2022 Operating Budget**

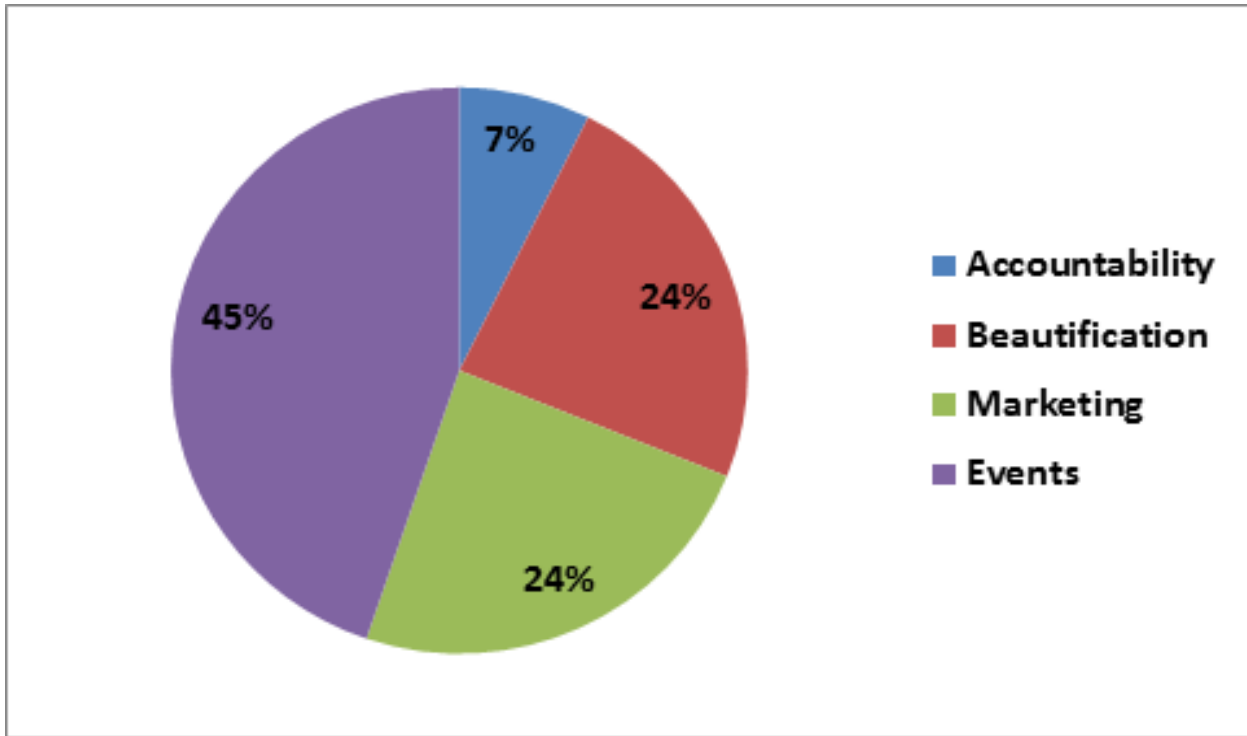
**Gravenhurst Business**

**Improvement Area**

# Gravenhurst B.I.A. – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$49,552 which is unchanged from 2021



Accountability	Events	Beautification	Marketing
<ul style="list-style-type: none"> <li>Maintenance of OBIAA standards and practices and compliance with municipal by-laws</li> </ul>	<ul style="list-style-type: none"> <li>Execution of events in Downtown Gravenhurst</li> </ul>	<ul style="list-style-type: none"> <li>Identification of new beautification efforts on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>Support and exposure for BIA members</li> </ul>
<ul style="list-style-type: none"> <li>Financial responsibility and transparency to members, the public and the Town</li> </ul>	<ul style="list-style-type: none"> <li>Seek new events and collaborations for continued growth and improvement</li> </ul>	<ul style="list-style-type: none"> <li>Identification of areas in need of improvement</li> </ul>	<ul style="list-style-type: none"> <li>Identification of new marketing avenues relevant to targeted demographics</li> </ul>
<ul style="list-style-type: none"> <li>Professional administration and accountability to Council</li> </ul>	<ul style="list-style-type: none"> <li>Events intended to attract customers into our local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Support of the CIP program</li> </ul>	<ul style="list-style-type: none"> <li>Website &amp; social media initiatives to ensure relevancy</li> </ul>

# Gravenhurst B.I.A. – 2022 Operating Budget

## Community Partnerships & Collaborations

- The Town of Gravenhurst
- The Gravenhurst Chamber of Commerce
- The Muskoka Wharf Association
- The Gravenhurst Winter Carnival Committee
- Muskoka Futures
- Muskoka Small Business Centre

## 2022 INITIATIVES

- Continue beautification projects including Christmas lighting and wreaths and Spring wreaths.
- Continue improvement of communication with community partners, BIA members and potential visitors to the downtown
- Focused efforts on Board recruitment
- Continued updating and improvement of events with the additional efforts of event planners

Scheduled 2022 Events	Date
Gravenhurst Winter Carnival	February 2022
Fresh Fashion Show	May 2022
Celebrate Gravenhurst Sidewalk Sale	August 2022
Let the Spirits Rise in Downtown Gravenhurst	October 2022
Light Up Gravenhurst	November 2021

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Part-time	0	0	0	No employee in 2022



# Gravenhurst B.I.A. – 2022 Operating Budget

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Community Support: Increase of \$5,550:

- The beautification budget was enhanced to reflect that some former events were discontinued. A Christmas Wreath Program for all members is planned for 2022.

## COVID-19 IMPACT ON 2022 BUDGET

### Financial

- Similar to what happened in 2021, if events have to be cancelled, savings will be used to increase continued beautification projects for Christmas and Spring.
- On a conservative basis, no fundraising revenues have been budgeted for 2022.

### Operational

- Events will proceed if it is deemed safe to do so by the Board given all relevant Provincial and Health guidelines.

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Gravenhurst Business Improvement Area**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD Actuals 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Gravenhurst Business Improvement Area</b>								
<b>Expenditures</b>								
Staff Costs	29,388	21,306						
Community Support	37,680	22,656	9,681	26,435	42,900	48,450	5,550	
Professional Development	3,394	566	569	374	700	500	(200)	
Contribution to Reserve		4,576	25,286					
Transfers To/From Other Department	(2,040)	(1,500)				(1,500)	(1,500)	
Contracted Services	8,118	8,268	13,725	7,568	32,200	30,400	(1,800)	
Communications	568	354	189	305	350		(350)	
Materials & Supplies	257	578	102	71	450	250	(200)	
<b>Total Expenditures</b>	<b>77,365</b>	<b>56,804</b>	<b>49,552</b>	<b>34,753</b>	<b>76,600</b>	<b>78,100</b>	<b>1,500</b>	
<b>Revenue</b>								
Transfers From Reserve	(8,487)			(20,000)	(27,048)	(28,548)	(1,500)	
Donations/Sponsorships/Fundraising	(20,813)	(8,149)						
<b>Total Revenue</b>	<b>(29,300)</b>	<b>(8,149)</b>		<b>(20,000)</b>	<b>(27,048)</b>	<b>(28,548)</b>	<b>(1,500)</b>	
<b>Total Business Improvement Area</b>	<b>48,065</b>	<b>48,655</b>	<b>49,552</b>	<b>14,753</b>	<b>49,552</b>	<b>49,552</b>		
<b>Total Gravenhurst Business Improvement Area</b>	<b>48,065</b>	<b>48,655</b>	<b>49,552</b>	<b>14,753</b>	<b>49,552</b>	<b>49,552</b>		



**2022 Operating Budget**

# **OPP Community Policing**

# OPP Community Policing – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$2,600 which is unchanged from 2021

This budget has traditionally covered the net operating costs to provide in-town office space for the Ontario Provincial Police (OPP). This space is used for meetings, communications and day-to-day operational activities of OPP officers working in Gravenhurst and its vicinity.

The District of Muskoka has traditionally funded costs associated with making this space available to the OPP as policing costs are a District responsibility. In October 2015, as part of a District review of Community Policing across Muskoka, it was noted that:

- the Gravenhurst office (in this space) acts as a viable backup office for the Bracebridge OPP detachment;
- offers a place for police-conducted interviews and public meetings; and
- provides the OPP with redundant space in the event that the detachment offices in Bracebridge are not available to them for short periods of time.

District Council, at that time reaffirmed its commitment to providing \$9,200 in annual funding towards community policing in Gravenhurst.

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**OPP Community Policing**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD Actuals 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>OPP Community Policing</b>								
<b>Expenditures</b>								
Utilities	2,620	2,241	2,189		2,700	2,700		
Contracted Services	3,230	4,519	7,064		2,500		(2,500)	
Insurance	3,141	3,448	4,128	5,401	4,600	6,600	2,000	
Communications	2,729	2,414	2,384	1,783	2,000	2,500	500	
<b>Total Expenditures</b>	<b>11,720</b>	<b>12,622</b>	<b>15,765</b>	<b>7,184</b>	<b>11,800</b>	<b>11,800</b>		
<b>Revenue</b>								
Upper Tier Recovery	(9,200)	(9,200)	(9,200)		(9,200)	(9,200)		
<b>Total Revenue</b>	<b>(9,200)</b>	<b>(9,200)</b>	<b>(9,200)</b>		<b>(9,200)</b>	<b>(9,200)</b>		
<b>Total OPP Community Policing</b>	<b>2,520</b>	<b>3,422</b>	<b>6,565</b>	<b>7,184</b>	<b>2,600</b>	<b>2,600</b>		



**2022 Operating Budget**

**Gravenhurst**

**YMCA**

# Gravenhurst YMCA – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$358,000 which is a decrease of \$62,000 or 14.8% from 2021

In 2012, the Town entered into an agreement with the YMCA of Simcoe-Muskoka for the operations of the Wellness Center portion of the Gravenhurst Centennial Centre. The Wellness Centre located within the Centennial Centre is home to a lap and leisure pool, fitness centre (including weight/cardio equipment and group classes) as well a gymnasium. As part of the agreement, the Town agreed to provide the YMCA with a financial contribution to support the operation of the facility.

The YMCA Gravenhurst location offers a variety of services for the community at the Wellness Centre including but not limited to swimming lessons, aquatic fitness, lap and open swims, groups fitness classes and programs like yoga, private trainers, weight and cardio equipment, child minding, youth leadership opportunities, summer day camps, and programs in the gymnasium such as Pickleball or youth activities such as basketball. Prior to COVID-19 the YMCA membership was close to 2,000, exclusive of day pass/drop-in users to the facility.

In 2019 and early 2020, the Town of Gravenhurst and the YMCA of Simcoe Muskoka engaged in a collaborative process to update the YMCA's operating agreement for the Town's Wellness Centre. Town's Administration and the YMCA had agreed in principle to the terms and conditions of a new agreement and were prepared to bring it forward for Council review and approval. However, the COVID-19 pandemic interrupted the process, and in response to provincial public health guidelines and restrictions, the YMCA closed the wellness centre on March 14, 2020, alongside the Centennial Centre/Graeme Murray Arena.

Town Administration and the YMCA have since been working together towards a common goal of reopening the Wellness Centre. For 2021 the Town and the YMCA entered into a one-year interim agreement as the YMCA re-opens to the public. It is anticipated that this agreement will be extended another year pending a full non-COVID19 year of experience. This will allow the YMCA to gauge the market, member return/retention, staffing availability and resulting financial implications.

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### **Net decrease of \$62,000**

Removal of the one-time operating grant to the YMCA for operation of the Wellness Centre approved for 2021.

# Gravenhurst YMCA – 2022 Operating Budget

## COVID-19 IMPACT ON 2022 BUDGET

### Financial

At the October 20, 2020 Committee of the Whole meeting, the YMCA requested, and was approved for, an additional subsidy of \$62,000 to cover the financial impacts of COVID-19 in order to re-open in 2021. A similar subsidy has not yet been requested for 2022.

*Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020.*

### Operational

The YMCA intends to open as permitted and under the Provincial regulations guiding facility numbers, equipment spacing, class sizes etc. As with many industries coming out of the pandemic, the YMCA is struggling to recruit and retain staff, which will likely have service delivery implications over time.



**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Gravenhurst YMCA**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Gravenhurst YMCA</b>								
<b>Expenditures</b>								
Utilities	282,517	301,712	181,229	127,208	293,000	293,000		
Building & Grounds Maintenance	48,071	61,260	66,803	25,715	65,000	65,000		
Community Support	280,203	300,000			62,000		(62,000)	
<b>Total Expenditures</b>	610,791	662,972	248,032	152,923	420,000	358,000	(62,000)	
<b>Revenue</b>								
Utilities Cost Recovery	(282,516)	(301,712)						
<b>Total Revenue</b>	(282,516)	(301,712)						
<b>Total Gravenhurst YMCA</b>	<b>328,275</b>	<b>361,260</b>	<b>248,032</b>	<b>152,923</b>	<b>420,000</b>	<b>358,000</b>	<b>(62,000)</b>	<b>-14.8%</b>

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**2022 Operating Budget**

**Muskoka**

**Discovery Centre**

# Muskoka Discovery Centre – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$175,000 which is unchanged from 2021

In 2007, the Town of Gravenhurst (Town) and the Muskoka Steamships and Discovery Centre (MSDC) entered into a Management Services Agreement (Agreement) to operate the Muskoka Discovery Centre.

This Agreement between the Town and the MSDC outlines the responsibilities of each party and the importance of the partnership for the ongoing benefits to the community. It also defines an annual payment of \$130,000 from the Town to MSDC to assist in covering the expenses of operations. If there are operating years in which the Muskoka Discovery Centre generates an operating surplus, then the amount will be split between the partners 50/50. In the 15 years of operation to date, there have been two years where a surplus was generated. For the year 2020 Council waived this requirement for MSDC to share their surplus which was caused by upper government funding meant to carry over pandemic relief into future years. In addition to the Agreement funding, the Town also provides in-kind support such as landscaping and other maintenance in and around the Muskoka Discovery Centre.

The Muskoka Discovery Centre (MDC) is a unique, year-round not-for-profit museum that values the natural sense of discovery and nurtures a community of learners. The exhibits, education and programming are fun, creative, foster curiosity, and inspire life-long learning through hands-on exploration. Inclusive educational, programming and exhibits plans are developed annually to engage the community which extends well beyond the borders of Muskoka. It leads many programs and events but also partners with other organizations to host events and programs. A comprehensive annual programming plan continues to build on the foundation of successes with the adults, youth and families in our community taking into consideration the socio-economic factors. Annual attendance is in excess of 20,000.

The newest permanent exhibit “*Water Is Life*” officially opened July 2020 and brings an Indigenous presence to the Muskoka Discovery Centre. The content was created by Rama First Nation and designed by Bouw Design.

MDC is currently constructing a 12,000 square foot expansion that will increase the size of the Muskoka Discovery Centre by 50% and house four ‘state-of-the-art’ permanent exhibits. “*Misko-Aki: Confluence of Cultures*” will be unique in Ontario and offer visitors an insight into the traditions and culture of Indigenous communities, told by Indigenous people. “*Landscape Forged a Nation*” will look at 200 years of history grounded in the precious and unique landscape and environment of Muskoka. “*The Transformative Steam Era: The Disruptive Technology That Changed Muskoka and The World*” will explore Steam technology as a most powerful idea that set the stage for enormous change and disruption. “*Wanda III*” will be electrified and attract many people who will be able to get a glimpse of the opulence of a bygone era dominated by parties and custom wooden boats. These attractions, combined with what we have already, are expected to increase attendance by 30%.

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

None

# Muskoka Discovery Centre – 2022 Operating Budget

## COVID-19 IMPACT ON 2022 BUDGET

### **Operational**

In 2021 to-date attendance has increased from 2020 but is still down overall due to a delayed opening of the Muskoka Discovery Centre to July 1 with the exception of the Day Camp Program. Occupancy was reduced to 50 persons at any time and admissions fell significantly as a result of travel restrictions with COVID-19 and reluctance to engage in indoor activity. MDC participated in Government programs and wage subsidies to help keep us open to the community.

Our Business Planning for 2022 will include 2 scenarios: a) assume the same restrictions we saw in 2021 related to COVID-19 and b) a more positive outlook without restrictions on capacity. We are hopeful for a return to normal operations but will be prepared if restrictions are still in place.

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Muskoka Discovery Centre**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Muskoka Discovery Centre</b>								
<b>Expenditures</b>								
Building & Grounds Maintenance	46,276	29,783	36,855	28,609	45,000	45,000		
Community Support	130,000	130,000	130,000	130,000	130,000	130,000		
<b>Total Expenditures</b>	176,276	159,783	166,855	158,609	175,000	175,000		
<b>Total Muskoka Delivery Centre</b>	<b>176,276</b>	<b>159,783</b>	<b>166,855</b>	<b>158,609</b>	<b>175,000</b>	<b>175,000</b>		

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**2022 Operating Budget**

**Gravenhurst Chamber  
of Commerce**



# Gravenhurst Chamber of Commerce - 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$59,049 which is an increase of \$879 or 1.5% from 2021

The Gravenhurst Chamber of Commerce has been a key partner in the promotion of the municipality and their involvement with tourism in the area since the beginning of 2012. The most recent term of the contract is set to expire on December 31, 2024. This previous Agreement was for a term of four years ranging from 2016 to 2020.

Over the last four years, the Chamber has provided updates and work plans on an annual basis that have outlined the work that they have completed or intend to complete during that time period. Administration is working with the Chamber to develop this work plan to be presented in late 2021.

The partnership with the Gravenhurst Chamber of Commerce focuses on delivery of Visitor Information Services within the municipality. The Chamber provides a static visitor information centre as part of their office in Downtown Gravenhurst. Additional work is completed as part of their work plan including the development of various guides and events.

The current agreement outlines similar financial arrangements as previous agreements (base fee plus a 1% increase annually) and further clarifies the responsibilities of the agreement. The 1% fee increase for 2022 is reflected in this budget.

Town Administration and the Gravenhurst Chamber of Commerce have been working together regarding the municipalities' role in tourism as it relates to the recently approved Tourism Destination Strategy which this partnership will have a key role in implementing.

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

None

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Gravenhurst Chamber of Commerce**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Gravenhurst Chamber of Commerce</b>								
<b>Expenditures</b>								
Utilities	8,630	8,523	6,832	6,027	9,100	9,100		
Building & Grounds Maintenance	9,513	14,737	14,603	9,470	13,600	14,000	400	
Contracted Services	51,813	52,331	53,785	44,486	54,900	55,449	549	
Communications	1,171	1,171	1,263	924	1,200	1,200		
<b>Total Expenditures</b>	<b>71,127</b>	<b>76,762</b>	<b>76,483</b>	<b>60,907</b>	<b>78,800</b>	<b>79,749</b>	<b>949</b>	
<b>Revenue</b>								
Facility Rental	(20,629)	(20,629)	(20,629)	(18,910)	(20,630)	(20,700)	(70)	
<b>Total Revenue</b>	<b>(20,629)</b>	<b>(20,629)</b>	<b>(20,629)</b>	<b>(18,910)</b>	<b>(20,630)</b>	<b>(20,700)</b>	<b>(70)</b>	
<b>Total Gravenhurst Chamber of Commerce</b>	<b>50,498</b>	<b>56,133</b>	<b>55,854</b>	<b>41,997</b>	<b>58,170</b>	<b>59,049</b>	<b>879</b>	<b>1.5%</b>



**GRAVENHURST**  
GATEWAY TO MUSKOKA

2022 Operating Budget

# TOWN DEPARTMENTS



**2022 Operating Budget**

**Office of the CAO**

# Office of the CAO – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$320,700 which is a decrease of \$45,409 or a 12.4% reduction from 2021.

Office of the CAO
• Exercises general control and management of the administrative affairs of the Town
• Provides direction to Town employees and administrative advice to Mayor and Council
• Directs the development and implementation of corporate policies and programs in response to Legislation or Council direction
• Ensures Council receives administrative support, reports and information required for decision making including advice and recommendations as deemed appropriate
• Assists Council in the development of corporate initiatives for the Town
• Liaises with local boards, commissions, agencies, other municipalities, as well as the provincial and federal governments

## 2021 ACCOMPLISHMENTS

- Administrative navigation through COVID-19
- Muskoka Regional Centre participation/advancement
- Transition of New CAO
- Recruitment of key positions on Senior Leadership Team (SLT)
- Assistance in political advocacy (e.g. AMO, ROMA)

## 2022 INITIATIVES

- **Council Strategic Priority Setting and Strategic Plan** – Preparation for full strategic plan renewal given the conclusion of the previous Plan.
- **MRC and OFC Lands** – Continued monitoring and participation in disposition discussions on each of these sites in accordance with Council direction.
- **Election - Council Orientation** - Preparation and implementation thereof
- **Management of Community relationships/partnerships:**
  - YMCA for ongoing operations at the Aquatic & Fitness Centre
  - Ongoing relationship with Gravenhurst Public Library
  - Liaise regularly with the Simcoe Muskoka District Health Unit (SMDHU) particularly in relation to the Pandemic
  - Regular engagement with Area CAOs, including the District
- **Legislative/Regulatory Changes Affecting Municipalities** – Ongoing monitoring of decisions/directions of the Province of Ontario, and potential impacts to operations.

# Office of the CAO – 2022 Operating Budget

- **Municipal Modernization Program** – Monitor progress and take advantage of opportunities to become a more modern and innovative organization.
- **Recruitment** - Guide/participate in recruitments for key strategic roles in the organization as opportunities become available.
- **Organizational Restructuring** - Assess and reorganize, as necessary, in accordance with administrative needs and Council priorities. This involves analyzing community growth trends to prepare accordingly.

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	1	2	+1	Convert contract position of Council/CAO EA to full-time position based on the ongoing need for the role. Special Projects have been removed to a degree, but experience indicates an ongoing need and value. Further, it is envisioned that this position will provide intermittent support to Human Resources & Legislative Services, which is an area of corporate need.
Contract	1	0	-1	

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Net Decrease of \$45,409

- Reduction of \$50,600 in Staff Costs following the transition in the CAO position.

## COVID-19 IMPACT ON 2022 BUDGET

### Operational

- Additional weekly meetings continue, as required, including Quick Response Team (QRT), Minister of Health (MOH) Teleconference, Area CAO Meetings, and Senior Leadership Meetings.
- Resumption of non-essential meetings, training, and conferences as COVID protocols allow for in-person gatherings.
- Continued evaluation of regulations/guidelines and emergency communications

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Office of the CAO**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Office of the CAO</b>								
<b>Expenditures</b>								
Staff Costs	335,204	347,148	383,107	306,033	359,000	308,400	(50,600)	
Professional Development	7,697	7,453	3,134	1,623	5,764	10,750	4,986	
Communications	871	1,801	926	1,803	1,245	1,450	205	
Materials & Supplies	60	85	13		100	100		
<b>Total Expenditures</b>	<b>343,832</b>	<b>356,487</b>	<b>387,180</b>	<b>309,459</b>	<b>366,109</b>	<b>320,700</b>	<b>(45,409)</b>	
<b>Total Office of the CAO</b>	<b>343,832</b>	<b>356,487</b>	<b>387,180</b>	<b>309,459</b>	<b>366,109</b>	<b>320,700</b>	<b>(45,409)</b>	<b>-12.4%</b>

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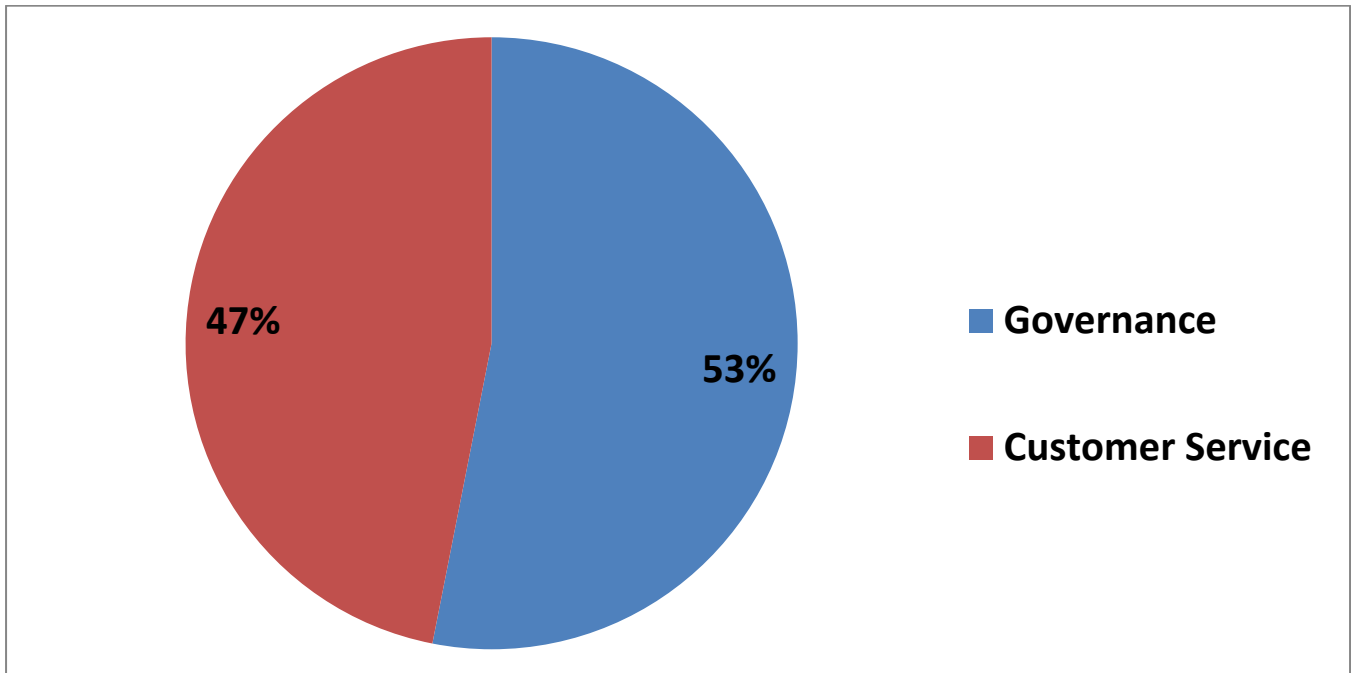
**2022 Operating Budget**

# **Legislative Services**

# Legislative Services – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$536,194 is an increase of \$27,944 or 5.5% from 2021



<b>Governance</b>
<ul style="list-style-type: none"> <li>• Preparation of Council and Committee agendas, resolutions and minutes including public notification</li> </ul>
<ul style="list-style-type: none"> <li>• Provide support to Council for procedural matters including development of motions, notice of motions and procedural interpretation and advice</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate, with the Integrity Commissioner, public and Council inquiries related to Council Code of Conduct, Municipal Conflict of Interest Act and associated processes</li> </ul>
<ul style="list-style-type: none"> <li>• Administer the Subcommittee program for all committees of Council</li> </ul>
<ul style="list-style-type: none"> <li>• Administer the municipal election in accordance with the <i>Municipal Elections Act</i> and other applicable legislation, by-laws, policies and procedures</li> </ul>
<ul style="list-style-type: none"> <li>• Information Requests including Freedom of Information process and general information (internal, external)</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain custody and control of all municipal records – physical and electronic</li> </ul>
<ul style="list-style-type: none"> <li>• Provide by-law and policy interpretation and guidance to all departments of the municipality ensuring compliance with provincial legislation</li> </ul>

# Legislative Services – 2022 Operating Budget

<b>Customer Service</b>
<ul style="list-style-type: none"> <li>• General reception including directing calls, responding to general inquiries via telephone and email</li> </ul>
<ul style="list-style-type: none"> <li>• Administer the vital statistics program in accordance with the <i>Vital Statistics Act</i> and the <i>Marriage Act</i></li> </ul>
<ul style="list-style-type: none"> <li>• Commissioner of Oath (internal, external)</li> </ul>
<ul style="list-style-type: none"> <li>• Booking and hosting of civil marriage ceremonies</li> </ul>
<ul style="list-style-type: none"> <li>• Oversee and administer the business licensing program for refreshment vehicles, transient traders and temporary vendors</li> </ul>
<b>Corporate Communications</b>
<ul style="list-style-type: none"> <li>• Implement and oversee the corporate communications program</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare and implement and communication plans on key corporate projects</li> </ul>
<ul style="list-style-type: none"> <li>• Manage the corporation’s web portal and intranet</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate media relations and prepare news releases and advisories</li> </ul>
<ul style="list-style-type: none"> <li>• Provide communication support to all corporate divisions including the Mayor</li> </ul>

## 2021 ACCOMPLISHMENTS

- Completed phase III of the comprehensive corporate records management program including finalizing the implementation of the SharePoint Electronic Document Records Management System project
- Using the SharePoint technology, developed a Contract and Agreements workflow process to assist in proper contract management corporate wide
- Developed a comprehensive Emergency Management Communications plan for internal and external planning, outreach and provincial compliance
- Hosted a Council Board Development Session focused on roles of Council, review of the Collingwood Inquiry and best practices for Council. The Session was hosted in coordination with Councils throughout the District of Muskoka
- Initiated the kick-off of the administrative preparation required for the 2022 municipal elections including procuring an election vendor and legislative required by-laws
- Re-initiated the Subcommittee program through electronic meeting protocols to allow these groups to continue their work within the COVID-19 environment

# Legislative Services – 2022 Operating Budget

## 2022 INITIATIVES

- Continuation of the implementation of the SharePoint system including the design of various work-flow processes. Issue tender and oversee digitization of permanent municipal records considered at risk, integrate into the SharePoint system
- Administer all elements of the 2022 Municipal Elections – ensuring compliance with legislation, supporting all candidates and third-party advertisers and encouraging the participation of all applicable electors in the election process
- Preparation activities for orientation and training for the new term of Council
- Assist the Office of the Information and Privacy Commissioner through their investigation and moderation of appeals from Town of Gravenhurst issued Freedom of Information requests
- Conduct a comprehensive review of the Town’s Subcommittee program and present to Council for recommendations for the 2022-2026 Term

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	5	5	0	No change
Contract	1	1	0	No change

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Increase of \$27,944

- Staff Cost increase of \$22,744 attributed to salary adjustments and movement through the salary grid

## COVID-19 IMPACT ON 2022 BUDGET

None

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Legislative Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Legislative Services</b>								
<b>Expenditures</b>								
Staff Costs	392,455	438,713	422,865	407,288	509,900	532,644	22,744	
Professional Development	6,318	8,219	5,687	1,694	10,750	12,500	1,750	
Contracted Services	9,668	8,680	6,120	6,254	12,800	13,900	1,100	
Communications	890	1,849	1,140	929	1,900	2,000	100	
Materials & Supplies	5,136	5,681	116	5,013	5,750	6,000	250	
<b>Total Expenditures</b>	<b>414,467</b>	<b>463,142</b>	<b>435,928</b>	<b>421,178</b>	<b>541,100</b>	<b>567,044</b>	<b>25,944</b>	
<b>Revenue</b>								
Other Fees	(1,116)	(1,555)	(876)	(411)	(1,500)	(1,500)		
Permits	(1,470)	(1,190)	(1,460)	(850)	(1,350)	(1,350)		
Licences	(41,695)	(35,740)	(13,743)	(16,479)	(30,000)	(28,000)	2,000	
<b>Total Revenue</b>	<b>(44,281)</b>	<b>(38,485)</b>	<b>(16,079)</b>	<b>(17,740)</b>	<b>(32,850)</b>	<b>(30,850)</b>	<b>2,000</b>	
<b>Total Legislative Services</b>	<b>370,186</b>	<b>424,657</b>	<b>419,849</b>	<b>403,438</b>	<b>508,250</b>	<b>536,194</b>	<b>27,944</b>	<b>5.5%</b>



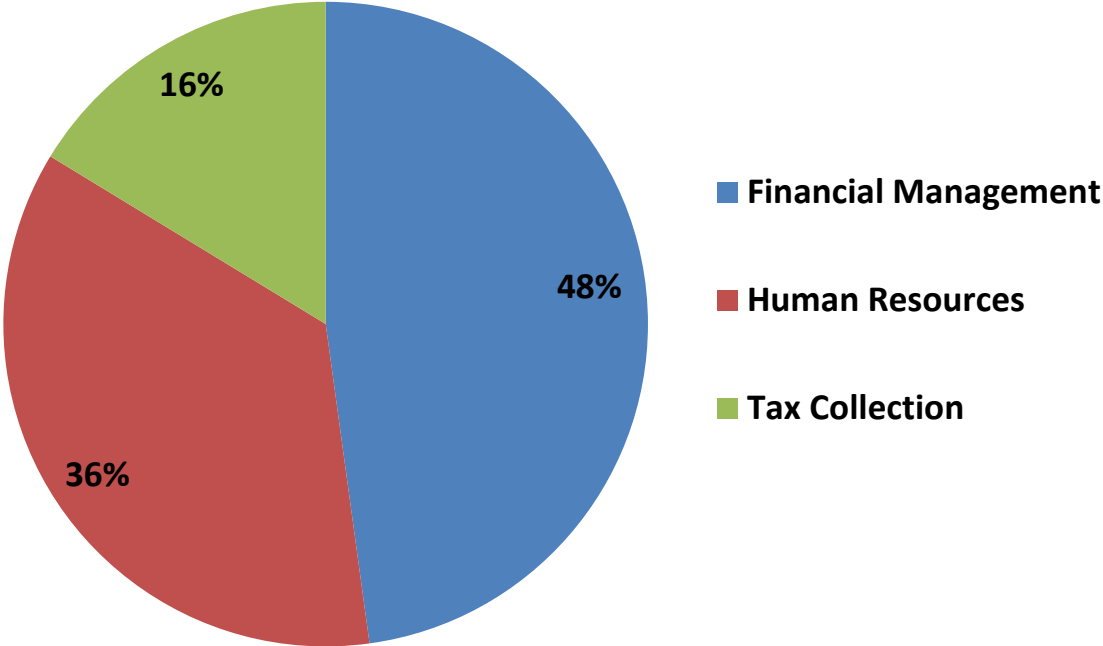
**2022 Operating Budget**

# **Corporate Services**

# Corporate Services – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$1,101,850 is an increase of \$104,150 or 10.4% from 2021



<b>Financial Management</b>
<ul style="list-style-type: none"> <li>• Lead the development and approval process for the operating and capital budgets</li> </ul>
<ul style="list-style-type: none"> <li>• Provide financial advice and guidance to Council, the CAO and senior management</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate IT resources for the corporation</li> </ul>
<ul style="list-style-type: none"> <li>• Manage corporate financial and budgeting controls and systems</li> </ul>
<ul style="list-style-type: none"> <li>• Responsible for strategic and financial reporting to Council, all departments and external agencies</li> </ul>
<ul style="list-style-type: none"> <li>• Champion risk management in the organization</li> </ul>
<ul style="list-style-type: none"> <li>• Lead engagement with external auditors</li> </ul>
<ul style="list-style-type: none"> <li>• Administer procurement by-law and procurement processes</li> </ul>

# Corporate Services – 2022 Operating Budget

<b>Tax/Revenue Collection</b>
<ul style="list-style-type: none"> <li>Proactively manage tax collections and preservation of the Town's assessment</li> </ul>
<ul style="list-style-type: none"> <li>Manage the tax system including the issuance of tax bills</li> </ul>
<ul style="list-style-type: none"> <li>Work with delinquent property owners to develop appropriate payment plans</li> </ul>
<ul style="list-style-type: none"> <li>Manage financial and insurance components of leases and agreements</li> </ul>
<ul style="list-style-type: none"> <li>Implementation and reporting of Development Charges by-law</li> </ul>
<ul style="list-style-type: none"> <li>Coordinate town user fee by-law</li> </ul>

<b>Human Resources</b>
<ul style="list-style-type: none"> <li>Administer recruitment and staffing</li> </ul>
<ul style="list-style-type: none"> <li>Lead labour and employee relations activities including negotiations</li> </ul>
<ul style="list-style-type: none"> <li>Manage total compensation including employee benefits, job evaluation, and reward/recognition programs</li> </ul>
<ul style="list-style-type: none"> <li>Champion health, safety &amp; wellness, and disability claims management</li> </ul>
<ul style="list-style-type: none"> <li>Conduct organizational development planning, develop personnel policies and facilitate corporate training</li> </ul>
<ul style="list-style-type: none"> <li>Advisor to CAO, senior management and line departments/managers on human resources matters</li> </ul>

## 2021 ACCOMPLISHMENTS

- Formal recognition of the first National Day of Truth and Reconciliation.
- Led a public process to review Council Remuneration and recommend changes effective the next term of Council, i.e. November 2022.
- Supported the organizational need to manage transition and change at the senior-most levels of the organization including a new Fire Chief, Director of Development Services, and CAO.
- Led successful bargaining with the unions for two new collective agreements
- Led a Town-wide Lean Six Sigma training program that included 79% of all full-time employees with tangible resulting savings and improvements.
- Coordinated Town policy and organizational support needs related to COVID-19
- Developed and implemented a policy for Development Charge freezes and deferrals
- Procured and set up a new Town Asset Management System to keep track of \$200 million worth of Town assets



# Corporate Services – 2022 Operating Budget

## 2022 INITIATIVES

- Review and update Human Resources/Health & Safety Policies in light of COVID-19
- Continue second phase of Lean training including continuous improvement projects
- Develop an updated Town Procurement Policy
- Conduct a compensation market review of staff positions
- In partnership with the CAO, restructure the department following the planned departure of the Director of Corporate Services and Chief Financial Officer

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	9.0	9.0	-	No change
Contract	0.0	0.6		Funding for a P/T Contract position 3 days a week in Human Resources to support the significant effort/work-load resulting from COVID-19 and the on-going administrative and policy support required
Other	0.33	0.33	-	HR summer student

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### **Finance: Net increase of \$42,200**

- Staff Cost increase of \$32,200 attributed to salary adjustments and movement through the salary grid
- \$10,000 reduction in Arrears Notice fees because the Town now sends 4 notices a year instead of 5.

### **Human Resources: Net increase of \$61,950**

- Staff cost increase of \$57,800 attributed to salary adjustments and 0.6 FTE budgeted to cover COVID-19 related costs

# Corporate Services – 2022 Operating Budget

## COVID-19 IMPACT ON 2022 BUDGET

### Financial

- \$58,100 in Human Resources for additional staffing and legal costs.

*Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020*

### Operational

- Access to in-person services at the tax counter by appointment only have resulted in a 100% increase in calls and a 25% increase in emails regarding properties and property taxes.
- Participants to our Preauthorized Monthly Payment Plan continue to rise.
- Request for proposal (RFP) for insurance services may be delayed again as the market may not provide competitive pricing in an unstable environment.
- Accounts payable and payroll functions have been digitized and are almost completely paperless. Physical cheques have been significantly reduced in favour of electronic funds transfers.
- Ongoing management of COVID-19 changing protocols and management of staff with symptoms and positive COVID-19 test results
- Recruitment of staff is more challenging given the current environment and COVID-19 related challenges.
- Development of new policies and review of existing to ensure relevant to our current environment

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Corporate Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Corporate Services</b>								
<b>Finance</b>								
<b>Expenditures</b>								
Staff Costs	681,527	670,941	691,718	605,282	720,000	752,200	32,200	
Professional Development	13,396	13,647	7,325	7,460	14,600	14,600		
Tax Registration Vesting			5,890					
Communications	2,351	2,169	2,186	2,654	3,350	3,350		
Materials & Supplies	1,763	1,660	1,948	224	1,700	1,700		
<b>Total Expenditures</b>	<b>699,037</b>	<b>688,417</b>	<b>709,067</b>	<b>615,620</b>	<b>739,650</b>	<b>771,850</b>	32,200	
<b>Revenue</b>								
Tax Certificates and Registration Fees	(31,705)	(32,837)	(38,883)	(33,797)	(36,000)	(36,000)		
Arrears Notice and Mortgage Fees	(65,734)	(73,177)	(31,696)	(46,201)	(75,900)	(65,900)	10,000	
<b>Total Revenue</b>	<b>(97,439)</b>	<b>(106,014)</b>	<b>(70,579)</b>	<b>(79,998)</b>	<b>(111,900)</b>	<b>(101,900)</b>	10,000	
<b>Total Finance</b>	<b>601,598</b>	<b>582,403</b>	<b>638,488</b>	<b>535,622</b>	<b>627,750</b>	<b>669,950</b>	42,200	
<b>Human Resources (HR)</b>								
<b>Expenditures</b>								
Staff Costs	305,243	281,126	283,976	289,981	296,400	354,200	57,800	
Community Support	4,027	3,681	3,290	3,967	4,600	4,600		
Professional Development	11,538	15,444	3,405	8,802	15,000	14,000	(1,000)	
Consultant Services	20,617	22,380	5,495	11,467	18,500	18,500		
Legal Services	9,545	24,200	72,996	17,069	25,000	30,000	5,000	
Communications	10,287	8,626	4,679	1,462	9,600	9,600		
Materials & Supplies	397		329	88	850	1,000	150	
<b>Total Expenditures</b>	<b>361,654</b>	<b>355,457</b>	<b>374,170</b>	<b>332,836</b>	<b>369,950</b>	<b>431,900</b>	61,950	
<b>Total Human Resources (HR)</b>	<b>361,654</b>	<b>355,457</b>	<b>374,170</b>	<b>332,836</b>	<b>369,950</b>	<b>431,900</b>	61,950	
<b>Total Corporate Services</b>	<b>963,252</b>	<b>937,860</b>	<b>1,012,658</b>	<b>868,458</b>	<b>997,700</b>	<b>1,101,850</b>	<b>104,150</b>	<b>10.4%</b>

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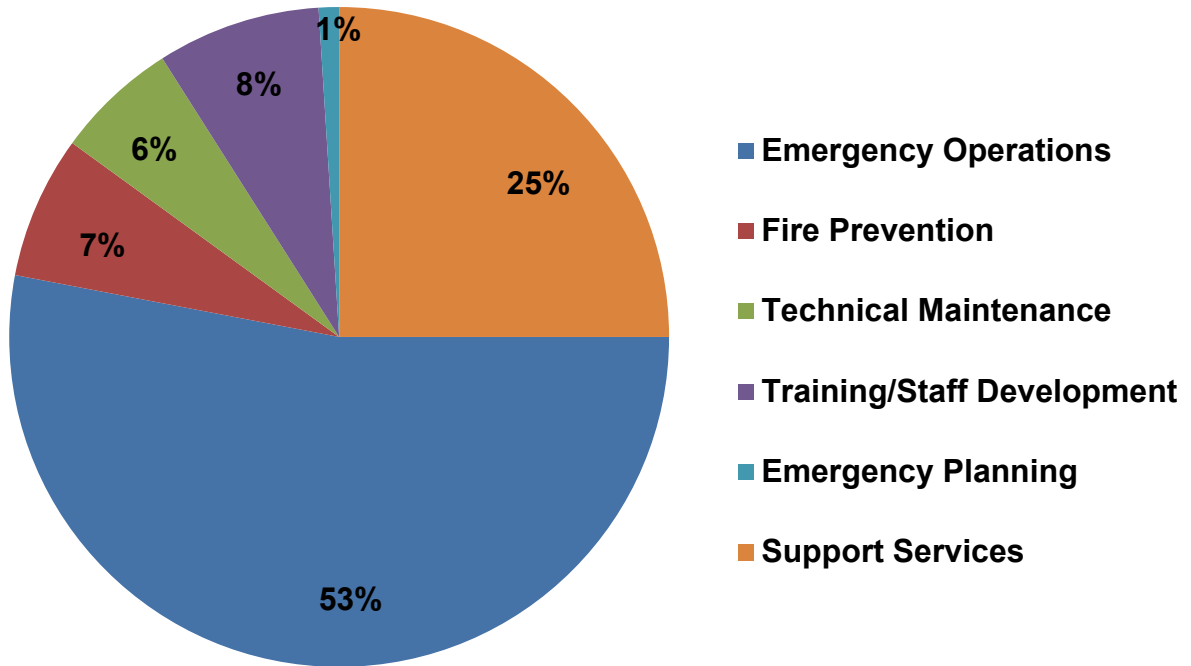
**2022 Operating Budget**

# **Fire & Emergency Services**

# Fire & Emergency Services – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$1,047,764 an increase of \$18,582 or 1.8% from 2021



<b>Emergency Operations Division</b>	
•	Responds to fire-related emergency incidents in the community – structure fires, vehicle fires, wildland fires, motor vehicle collisions, water & ice rescue, other dangerous conditions and provides initial response to hazardous materials incidents
•	Supports departmental public education activities and community events through active participation where appropriate and available
•	Supports community emergency management programming through the participation in emergency exercises
•	Conducts specific safety programming - the “Alarmed for Life” program at all residential properties checking for smoke and carbon monoxide alarm installations and providing smoke alarms at no cost to ratepayers where needed

# Fire & Emergency Services – 2022 Operating Budget

## Fire Prevention Division

- Inspects buildings on complaint or request to identify fire code infractions and initiates corrective actions including enforcement/prosecutions where necessary and recommends changes to fire safety practices
- Conducts continuing public education activities focused on fire safety, smoke/carbon monoxide alarm use, preventative measures based on local experience as identified in the simplified risk assessment and fire-cause determination efforts
- Conducts post-fire origin and cause investigations to identify causational factors to guide public messaging and safety campaigns
- Reviews site plans, zoning amendments and related planning applications to ensure potential fire-related issues are brought to the attention of the applicant during the early stages of community development

## Technical Maintenance Division

- Facilitates all inspection, preventative maintenance and repair requirements for the specialized heavy vehicles in the fire department fleet, as well as the entire inventory of firefighting and rescue equipment (breathing apparatus, ladders, hose, hydraulic rescue equipment, thermal imaging cameras, saws, portable lighting equipment etc.)
- Provides expertise and assistance with the development of technical specifications for the acquisition of specialized assets including fleet
- Develops and maintains all written and/or electronic documentation and records for all moveable operational assets and equipment

## Training and Staff Development Division

- Organizes and conducts all regular “in-service” and externally delivered training and development programs including all written and/or electronic documentation
- Facilitates and delivers the comprehensive “Recruit Training Program” in collaboration with the other Muskoka-based fire services
- Organizes and conducts training programs including officer development, driver training, new equipment orientation and health & safety and arranges for training and development activities through external sources and maintains required documentation
- Facilitates internal promotional processes for line officers

# Fire & Emergency Services – 2022 Operating Budget

## Emergency Planning Division

- Provides leadership and guidance to the Town’s “Emergency Management Program Committee” including required training elements for key staff members
- Ensures that the Municipality complies with all aspects of the *Emergency Management and Civil Protection Act* including the maintenance of the Town’s Emergency Plan and for the submission of all related documents to the Province attesting to compliance with the *Act*
- Organizes, plans and facilitates the annual emergency exercise of the Municipality and coordinates the participation of FES in the annual emergency exercise conducted at the Muskoka Airport
- Maintains relationships with Emergency Management Ontario, the District of Muskoka including participation at the Muskoka Emergency Response Committee (MERC); and other local municipalities to further Emergency Planning best practices and interoperability
- Conducts public education initiatives aimed specifically at emergency preparedness spring freshet, 72-hour preparedness kits, power outages etc.

## Support Services Division

- Provides administrative support for all Divisions including the development and management of the departmental budget. Manages all full-time and part-time payroll and benefit issues, accounts payable/receivable and purchasing processes. Responsible for overall departmental records management functions and practices
- Ensures operational compliance with legislative requirements, policies and best practices including WSIA and ESRTW and conducts quality assurance activities
- Organizes and facilitates departmental HR practices including recruiting and hiring of departmental staff including all related records creation and management
- Provides strategic and operational leadership and oversight to all Divisions ensuring that the work undertaken by all Divisions supports the Town Strategic Plan and further the supported recommendations of the Fire Master Plan
- Ensures compliance with mandated requirements of the *Fire Protection and Prevention Act*



# Fire & Emergency Services – 2022 Operating Budget

## 2021 ACCOMPLISHMENTS

- Recruitment and integration of a new Director of Fire & Emergency Services/Fire Chief
- Tender and purchase of the first aerial apparatus in Gravenhurst history
- Training delivery model redesigned for the COVID-19 environment
- Adaptation of emergency response models in correlation with the COVID-19 pandemic
- Recruitment of 10 new volunteer firefighters

## 2022 INITIATIVES

- Implementation of a comprehensive retention program for firefighters
- Redevelopment of the recruitment process for firefighters
- Conducting in-house officer development training
- Introduction of a comprehensive inventory program to track all department assets
- Expand public education efforts as the pandemic lessens
- Review and update existing service agreements
- Revision of departmental Operating Guidelines
- Integration of the new aerial fire truck into the regular operations of the Department, including an extensive training program for all firefighters
- Redeployment of fleet vehicles to improve response capability
- Initiate the proposal stage for the provincially legislated “Comprehensive Community Risk Assessment” and a renewed Master Fire Plan
- Initiate preparatory work for transition to next-gen 911 dispatching that is legislated to be implemented across Canada by 2024

## STAFFING CHANGES IN 2021 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full Time	5	5	0	No change
Summer student (16 weeks)	0.3	0.3	0	No change
Other: - Volunteer Firefighters	50	50	0	# of volunteers <b>not</b> FTEs

# Fire & Emergency Services – 2022 Operating Budget

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Net Increase of \$18,582

#### **Staff Costs: Decrease of \$29,206**

- Staff costs for volunteer firefighters have decreased based on the five-year average of actual costs. Staffing costs for full-time staff have also decreased due to recent changes in positions.

#### **Contracted Services: Increase of \$11,759**

- The increase for contracted services can be attributed to Consumer Price Index (CPI) increases across the board for all services that are contracted to FES. As well, the introduction of a comprehensive equipment maintenance and inventory management system has added to the increase.

#### **Equipment: Increase of \$19,550**

- This increase is a result of required maintenance for several of the larger trucks in the FES fleet. These items include full sets of tires, and other large components to maintain a serviceable fleet.

## COVID-19 IMPACT ON 2022 BUDGET

### Operational

- \$1,500 for increased disposable PPC needs (masks, gowns, gloves, eye protection), and decontamination supplies for fleet, non-disposable PPE and fixed facilities.

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Fire & Emergency Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Fire &amp; Emergency Services</b>								
<b>Fire Department</b>								
<b>Expenditures</b>								
Staff Costs	670,582	774,680	705,691	644,269	806,106	776,900	(29,206)	
Community Support	5,744	3,821	3,927	1,303	3,000	11,500	8,500	
Professional Development	20,286	23,531	6,247	10,537	12,455	16,955	4,500	
Contribution to Reserve	6,148	10,901	8,850	10,504	7,700	7,000	(700)	
Contracted Services	48,918	51,226	52,749	38,730	54,500	66,259	11,759	
Consultant Services	2,702	3,270	2,655	3,151	4,300	3,000	(1,300)	
Communications	11,720	13,909	10,806	7,190	11,250	11,150	(100)	
Other Services	30,051	31,005	33,390	34,821	34,821	36,000	1,179	
Equipment	152,428	106,412	81,415	86,584	82,550	102,100	19,550	
Materials & Supplies	45,816	52,688	55,788	21,955	58,800	62,600	3,800	
<b>Total Expenditures</b>	<b>994,395</b>	<b>1,071,443</b>	<b>961,518</b>	<b>859,044</b>	<b>1,075,482</b>	<b>1,093,464</b>	<b>17,982</b>	
<b>Revenue</b>								
Grants				(7,600)				
Fire Fees	(50,676)	(62,996)	(77,817)	(39,042)	(54,000)	(53,000)	1,000	
Donations/Sponsorships	(11,100)			(500)				
<b>Total Revenue</b>	<b>(61,776)</b>	<b>(62,996)</b>	<b>(77,817)</b>	<b>(47,142)</b>	<b>(54,000)</b>	<b>(53,000)</b>	<b>1,000</b>	
<b>Total Fire Department</b>	<b>932,619</b>	<b>1,008,447</b>	<b>883,701</b>	<b>811,902</b>	<b>1,021,482</b>	<b>1,040,464</b>	<b>18,982</b>	
<b>Emergency Management</b>								
<b>Expenditures</b>								
Community Support		283	100		500	500		
Professional Development	395	3,186	261		2,800	3,400	600	
Contracted Services	509	484	1,177	733	1,800	800	(1,000)	
Consultant Services		3,053			1,000	1,000		
Communications	866	1,363	1,476	1,225	1,150	1,150		
Equipment	5,072	58	2,052		250	250		
Materials & Supplies	956				200	200		
<b>Total Expenditures</b>	<b>7,798</b>	<b>8,427</b>	<b>5,066</b>	<b>1,958</b>	<b>7,700</b>	<b>7,300</b>	<b>(400)</b>	
<b>Revenue</b>								
Grants	(75)							
<b>Total Revenue</b>	<b>(75)</b>							
<b>Total Emergency Management</b>	<b>7,723</b>	<b>8,427</b>	<b>5,066</b>	<b>1,958</b>	<b>7,700</b>	<b>7,300</b>	<b>(400)</b>	
<b>Total Fire &amp; Emergency Services</b>	<b>940,342</b>	<b>1,016,874</b>	<b>888,767</b>	<b>813,860</b>	<b>1,029,182</b>	<b>1,047,764</b>	<b>18,582</b>	<b>1.8%</b>



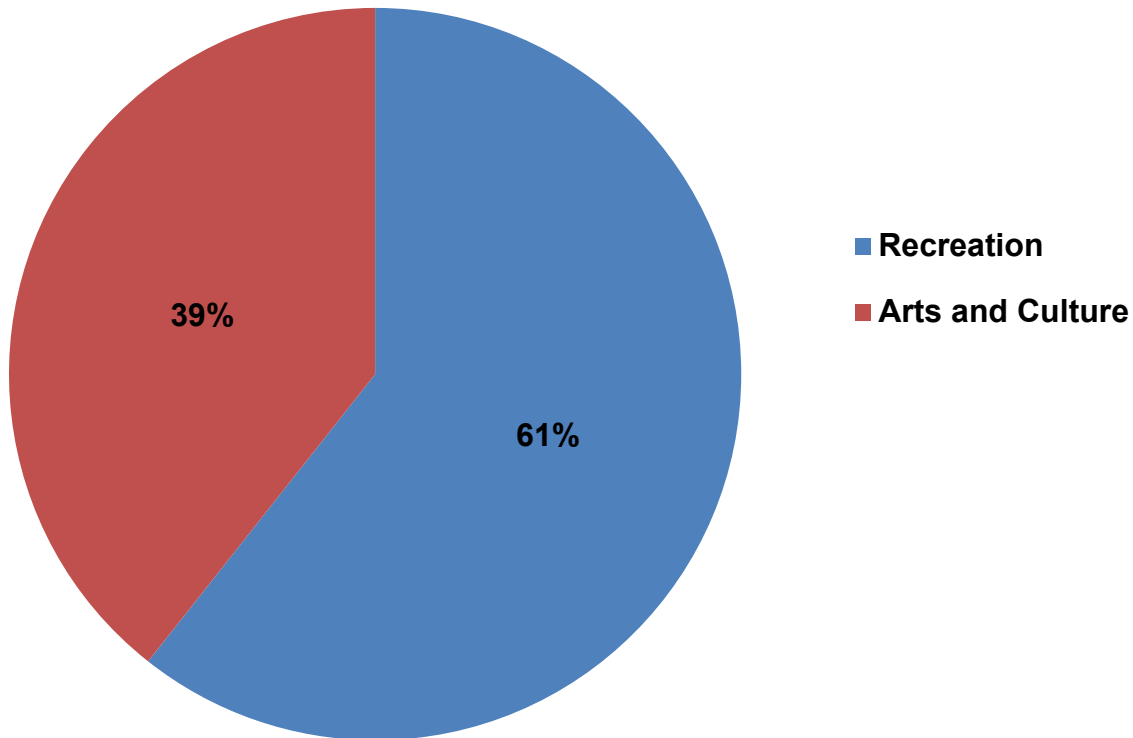
**2022 Operating Budget**

# **Recreation & Culture**

# Recreation and Culture – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$1,112,963 is an increase of \$30,694 or 2.8% from 2021



### Recreation Administration & Centennial Centre Operations

- Process and reconcile customer transactions to include ticket sales, program registrations, facility and sport field rentals
- Ensure our recreation facilities are safe, clean and welcoming for public use
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability
- Research, analyze and provide professional advice on service provision through various reports and associated policy frameworks
- Administer the service contract with the YMCA including coordination of recreational opportunities for the community as a whole
- Provide subject matter expertise to committees of Council including Winter Carnival, Youth Council and the Spirit Awards Committee

# Recreation and Culture – 2022 Operating Budget

<b>Recreation &amp; Community Events</b>
<ul style="list-style-type: none"> <li>• Deliver a variety of quality recreation programs for all ages that have minimal to no net impact on the municipal tax base</li> </ul>
<ul style="list-style-type: none"> <li>• Administer event application process, including sponsorship requests. Liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance</li> </ul>
<ul style="list-style-type: none"> <li>• Recruit, train and supervise part-time seasonal staff to ensure the competent delivery of programs and services</li> </ul>
<ul style="list-style-type: none"> <li>• Build collaborative partnerships to expand community programs and help sustain local not-for-profit recreation and sport organizations</li> </ul>
<ul style="list-style-type: none"> <li>• Coordinate opportunities for youth engagement, leadership development and skill enhancement</li> </ul>
<ul style="list-style-type: none"> <li>• Plan and implement community events &amp; activities (e.g. Cinema Under The Stars, Make a Splash, Mayor’s Tea, Canada Day)</li> </ul>
<b>Arts &amp; Culture/Opera House</b>
<ul style="list-style-type: none"> <li>• Work collaboratively with various community stakeholders to support and expand arts and cultural opportunities in Gravenhurst</li> </ul>
<ul style="list-style-type: none"> <li>• Provide leadership on the implementation of the municipal cultural initiatives</li> </ul>
<ul style="list-style-type: none"> <li>• Manage performing arts facility in alignment with the Gravenhurst Opera House Strategic Plan to attract a broad range of residents and visitors</li> </ul>
<ul style="list-style-type: none"> <li>• Preserve the Opera House as a cultural cornerstone and place of historic significance for community gatherings, celebrations, programs and meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Recruit, train and supervise part-time staff and volunteers to successfully administer Opera House programs</li> </ul>
<ul style="list-style-type: none"> <li>• Oversee the coordination of the Music on the Barge Program</li> </ul>

# Recreation and Culture – 2022 Operating Budget

## 2021 ACCOMPLISHMENTS

- Successful completion and implementation of Lean Green Belt Project, Return to Recreation
- Adaptive programming implemented for the community to comply with COVID-19 regulations
- Effective and safe re-opening of the Centennial Centre Facility
- Completion of Capital Projects at the Opera House including Stage, Flooring, Seat Refinishing in preparation of re-opening
- Strategizing for the Re-Opening of the Opera House

## 2022 INITIATIVES

- Begin work on the Opera House Strategic Plan
- Continue process improvements during COVID-19 for facility rentals, capacity and programs
- Return to offering swimming lessons at Gull Lake and Bass Lake
- Continue work with the YMCA through a 1-year interim agreement and analyze the impact of COVID-19
- New programming initiatives for the arena floor during the off-ice season
- Continue engaging with the District as part of the Community Collaboration and Supports Group as a means of advocating for and communicating social supports in the community
- Continue work with the Regional Vaccination Committee, in addition to being a host location for the upcoming vaccination clinics
- Begin work on the Parks, Recreation and Trails Master Plan
- Increase youth engagement with assistance from the Youth Council and through the provision of youth spaces and opportunities at the Centennial Centre and Opera House
- Implement the Opera House safe reopening strategy, with a vision to slowly returning guests to programming that is both safe and financially viable
- Work with packaging partners to create safe experiences that contribute to economic recovery
- Investigate and offer new and different shows and events at the Opera House
- Identify new or alternative programming ideas via recording or live streaming
- Seek out new revenue opportunities as a small, licensed gathering venue

# Recreation and Culture – 2022 Operating Budget

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	8	8	0	No change
Contract	1	1	0	Contracted Arena Operator has been approved and retained in light of operational pressures due to COVID-19 (e.g. cleaning, Proof of Vaccination checks)
Casual and Part-time positions in operational areas	6.00	6.00	0	No change
Summer students	8	8	0	Lifeguards

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### **Recreation Administration: Net Increase of \$15,216**

- Reflecting staff development opportunities and general operating increases

### **Centennial Centre: Net decrease of \$30,910**

- Staff cost increases of \$28,590 attributed to salary adjustments and movement through the salary grid.
- Result of a \$59,000 increase in revenue for the arena as the operation returns to a stable and normal state.

### **Recreation Programs: Net increase of \$5,915**

- Addition of equipment to offer new and exciting programs
- Decrease in revenue as we transition some of our existing programs

### **Waterfront Recreation Programs: Net increase of \$10,233**

- \$10,400 increase in staff costs as we move into return of lessons at two locations
- \$1,800 increase in Equipment and Supplies as we pilot a new light for the geese and installation of a gate inside the building to offer event use of the space



# Recreation and Culture – 2022 Operating Budget

- Change in projection of lesson registration revenue as we return to offering full class lessons

## **Winter Carnival: No change**

- Planning for the 2022 Winter Carnival is underway with a reduced schedule. Committee is planning to hold events on Saturday at Gull Lake Park, keeping the carnival centralized and outside. The committee is hoping to hold the Demo Derby on the Sunday.

## **Opera House: Net increase of \$38,550**

- As operations prepare to return to the Opera House, the increase is reflective of adjustments required to provide programming in the facility. The significant changes to this budget are:
  - \$44,400 increase in staff costs as the part-time staff will be re-introduced
  - \$65,000 increase in performance fees
  - \$10,000 increase in advertising to promote the re-opening
  - \$112,850 increase in revenues from Capital Seat Levy, tickets sales, rentals

## **Music on the Barge: Net decrease of \$12,500**

- Reflective of the increase in collections for the Barge Concerts

## **COVID-19 IMPACT ON 2022 BUDGET**

### **Financial**

\$67,700 to cover an arena operator position to fulfill cleaning requirements and Proof of Vaccination checks/Health Screening upon entry.

*Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020.*

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Recreation & Culture**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Recreation &amp; Culture</b>								
<b>Recreation Administration</b>								
<b>Expenditures</b>								
Staff Costs	316,829	256,037	270,173	215,558	344,442	353,108	8,666	
Professional Development	9,469	12,037	2,693	2,305	2,725	10,275	7,550	
Transfers To/From Other Department	(2,000)	500						
Contracted Services	2,200	951	775		1,000			(1,000)
Debit Machine Fees	14,005	14,123	5,816	4,720	14,000	14,000		
Communications	12,833	17,245	6,790	698	7,500	5,500	(2,000)	
Other Services	1,452	2,170		46	1,500	1,500		
Equipment	158	105			1,000	1,000		
Materials & Supplies	5,789	2,935	578	704	4,000	3,000	(1,000)	
<b>Total Expenditures</b>	<b>360,735</b>	<b>306,103</b>	<b>286,825</b>	<b>224,031</b>	<b>376,167</b>	<b>388,383</b>	<b>12,216</b>	
<b>Revenue</b>								
Advertising Recovery	(6,980)	(6,340)	(1,030)	(60)	(3,000)		3,000	
<b>Total Revenue</b>	<b>(6,980)</b>	<b>(6,340)</b>	<b>(1,030)</b>	<b>(60)</b>	<b>(3,000)</b>		<b>3,000</b>	
<b>Total Recreation Administration</b>	<b>353,755</b>	<b>299,763</b>	<b>285,795</b>	<b>223,971</b>	<b>373,167</b>	<b>388,383</b>	<b>15,216</b>	<b>4.1%</b>
<b>Centennial Centre</b>								
<b>Expenditures</b>								
Staff Costs	255,657	257,670	241,295	226,037	316,810	345,400	28,590	
Professional Development	913	4,348	681	330	3,655	5,655	2,000	
Communications	3,617	4,088	3,715	3,234	3,700	3,700		
Other Services	1,880	3,180	723		3,500	3,500		
Equipment	26,590	33,530	22,310	12,073	27,150	27,150		
Materials & Supplies	9,362	10,825	3,752	5,372	23,500	18,500	(5,000)	
<b>Total Expenditures</b>	<b>298,019</b>	<b>313,641</b>	<b>272,476</b>	<b>247,046</b>	<b>378,315</b>	<b>403,905</b>	<b>25,590</b>	
<b>Revenue</b>								
Other Fees	(1,302)	(1,598)	(184)		(1,500)	(1,500)		
Facility Rental	(2,900)	(1,128)	(950)		(2,000)	(2,000)		
Arena Rental	(279,625)	(278,015)	(94,395)	(1,259)	(191,000)	(250,000)	(59,000)	
Other Rentals	(12,230)	(10,425)	(1,928)		(11,500)	(9,000)	2,500	
Public Skating	(3,903)	(3,518)	(2,504)		(3,000)	(3,000)		
<b>Total Revenue</b>	<b>(299,960)</b>	<b>(294,684)</b>	<b>(99,961)</b>	<b>(1,259)</b>	<b>(209,000)</b>	<b>(265,500)</b>	<b>(56,500)</b>	
<b>Total Centennial Centre</b>	<b>(1,941)</b>	<b>18,957</b>	<b>172,515</b>	<b>245,787</b>	<b>169,315</b>	<b>138,405</b>	<b>(30,910)</b>	<b>-18.3%</b>

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Recreation & Culture**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Recreation Programs</b>								
<b>Expenditures</b>								
Staff Costs	5,548	12,775	1,920	762	15,985	17,200	1,215	
Community Support			2,800					
Contracted Services	4,866	6,442	2,522	381	7,300	7,500	200	
Materials & Supplies	6,995	5,019	1,169	1,751	8,000	14,000	6,000	
<b>Total Expenditures</b>	<b>17,409</b>	<b>24,236</b>	<b>8,411</b>	<b>2,894</b>	<b>31,285</b>	<b>38,700</b>	<b>7,415</b>	
<b>Revenue</b>								
Grants			(3,266)					
Program Fees	(30,923)	(19,854)	(5,184)	(7,063)	(27,500)	(29,000)	(1,500)	
<b>Total Revenue</b>	<b>(30,923)</b>	<b>(19,854)</b>	<b>(8,450)</b>	<b>(7,063)</b>	<b>(27,500)</b>	<b>(29,000)</b>	<b>(1,500)</b>	
<b>Total Recreation Programs</b>	<b>(13,514)</b>	<b>4,382</b>	<b>(39)</b>	<b>(4,169)</b>	<b>3,785</b>	<b>9,700</b>	<b>5,915</b>	<b>156.3%</b>
<b>Waterfront</b>								
<b>Expenditures</b>								
Staff Costs	26,841	34,537		42,837	45,700	56,100	10,400	
Professional Development	98	292		251	502	525	23	
Contracted Services	890	669		874	1,150	1,150		
Communications	406	456	421	355	400	400		
Equipment	131	661				800	800	
Materials & Supplies	3,217	3,332		813	3,500	4,500	1,000	
<b>Total Expenditures</b>	<b>31,583</b>	<b>39,947</b>	<b>421</b>	<b>45,130</b>	<b>51,252</b>	<b>63,475</b>	<b>12,223</b>	
<b>Revenue</b>								
Program Fees	(11,902)	(13,187)		(1,474)	(12,000)	(14,000)	(2,000)	
<b>Total Revenue</b>	<b>(11,902)</b>	<b>(13,187)</b>		<b>(1,474)</b>	<b>(12,000)</b>	<b>(14,000)</b>	<b>(2,000)</b>	
<b>Total Waterfront</b>	<b>19,681</b>	<b>26,760</b>	<b>421</b>	<b>43,656</b>	<b>39,252</b>	<b>49,475</b>	<b>10,223</b>	<b>26.0%</b>
<b>Community Events</b>								
<b>Expenditures</b>								
Labour Charges	27,154	26,429	2,650	401	22,000	22,000		
Fleet/Equipment Charges	11,107	8,262	1,298	54	8,000	8,000		
Community Support			4,939		20,000	20,000		
Transfers To/From Other Department	2,800							
Contracted Services	17,422	21,157	1,099	1,660	21,000	25,000	4,000	
Communications	29,948	29,495	7,447	581	10,000	10,000		
Materials & Supplies	4,527	3,275	287		4,000	4,000		
<b>Total Expenditures</b>	<b>92,958</b>	<b>88,618</b>	<b>17,720</b>	<b>2,696</b>	<b>85,000</b>	<b>89,000</b>	<b>4,000</b>	
<b>Revenue</b>								
Donations/Sponsorships		(610)						
<b>Total Revenue</b>		<b>(610)</b>						
<b>Total Community Events</b>	<b>92,958</b>	<b>88,008</b>	<b>17,720</b>	<b>2,696</b>	<b>85,000</b>	<b>89,000</b>	<b>4,000</b>	<b>4.7%</b>

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Recreation & Culture**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Winter Carnival</b>								
<b>Expenditures</b>								
Community Support	3,000							
Contracted Services	25,300	21,122	18,653			20,000	20,000	
Communications	3,507	5,010	3,828			5,000	5,000	
Materials & Supplies	3,015	1,958	2,228			3,000	3,000	
<b>Total Expenditures</b>	<b>34,822</b>	<b>28,090</b>	<b>24,709</b>			<b>28,000</b>	<b>28,000</b>	
<b>Revenue</b>								
Donations/Sponsorships	(34,822)	(28,090)	(24,709)			(28,000)	(28,000)	
<b>Total Revenue</b>	<b>(34,822)</b>	<b>(28,090)</b>	<b>(24,709)</b>			<b>(28,000)</b>	<b>(28,000)</b>	
<b>Total Winter Carnival</b>								
<b>Opera House</b>								
<b>Expenditures</b>								
Staff Costs	348,337	343,724	247,886	58,673	282,000	326,400	44,400	
Professional Development	2,250	4,772	941	265	1,550	1,550		
Contribution to Reserve	14,000	16,233	1,003		6,000	8,000	2,000	
Contracted Services	9,698	12,959	1,621	14,365	11,000	15,000	4,000	
Debit Machine Fees	8,616	10,663	1,941	1,577	6,000	12,000	6,000	
Performance Fees	266,278	180,119	66,757	16,500	145,000	210,000	65,000	
Communications	51,618	48,531	34,957	5,951	39,100	49,100	10,000	
ENTANDEM Royalty Fees	4,795	4,509			1,000	4,000	3,000	
Equipment	16,501	13,867	1,298	384	7,000	15,000	8,000	
Materials & Supplies	1,820	4,125	581	167	1,500	4,500	3,000	
Purchases for resale	7,474	7,725	1,917		2,000	8,000	6,000	
<b>Total Expenditures</b>	<b>731,387</b>	<b>647,227</b>	<b>358,902</b>	<b>97,882</b>	<b>502,150</b>	<b>653,550</b>	<b>151,400</b>	
<b>Revenue</b>								
Grants			(6,623)					
Handling Fees & Service Charges	(12,771)	(15,496)	(4,102)		(6,000)	(14,000)	(8,000)	
Opera House Sales	(197,291)	(172,606)	(10,596)		(96,000)	(194,350)	(98,350)	
Other Rentals	(30,964)	(28,361)	(4,637)	1,180	(6,500)	(20,000)	(13,500)	
Donations/Sponsorships	(2,835)	(6,250)	(3,400)		(10,500)	(3,500)	7,000	
<b>Total Revenue</b>	<b>(243,861)</b>	<b>(222,713)</b>	<b>(29,358)</b>	<b>1,180</b>	<b>(119,000)</b>	<b>(231,850)</b>	<b>(112,850)</b>	
<b>Total Opera House</b>	<b>487,526</b>	<b>424,514</b>	<b>329,544</b>	<b>99,062</b>	<b>383,150</b>	<b>421,700</b>	<b>38,550</b>	<b>10.1%</b>

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Recreation & Culture**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Barge Concerts</b>								
<b>Expenditures</b>								
Staff Costs	8,022	6,898	2,632		7,000	7,000		
Building & Grounds Maintenance	290		1,650		2,000	2,500	500	
Performance Fees	22,866	23,779	675		24,000	24,000		
Communications	884	1,525	1,572		1,500	1,500		
Other Services	2,997	583			1,100	1,300	200	
Materials & Supplies					500		(500)	
<b>Total Expenditures</b>	<b>35,059</b>	<b>32,785</b>	<b>6,529</b>		<b>36,100</b>	<b>36,300</b>	<b>200</b>	
<b>Revenue</b>								
Donations/Sponsorships	(12,555)	(20,392)			(7,500)	(20,000)	(12,500)	
<b>Total Revenue</b>	<b>(12,555)</b>	<b>(20,392)</b>			<b>(7,500)</b>	<b>(20,000)</b>	<b>(12,500)</b>	
<b>Total Barge Concerts</b>	<b>22,504</b>	<b>12,393</b>	<b>6,529</b>		<b>28,600</b>	<b>16,300</b>	<b>(12,300)</b>	<b>-43.0%</b>
<b>Total Recreation &amp; Culture</b>	<b>960,969</b>	<b>874,777</b>	<b>812,485</b>	<b>611,003</b>	<b>1,082,269</b>	<b>1,112,963</b>	<b>30,694</b>	<b>2.8%</b>

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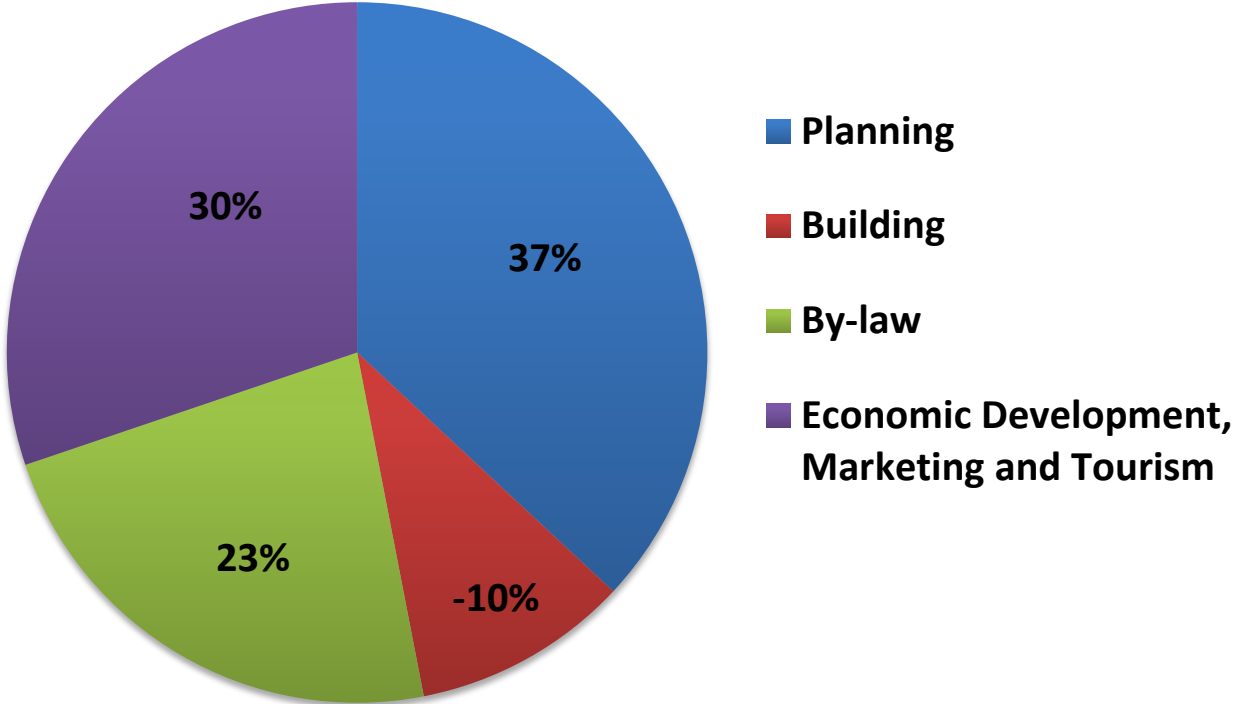
**2022 Operating Budget**

# **Development Services**

# Development Services – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$1,245,212 is an increase of \$24,295 or 2.0% from 2021



<b>Planning</b>
<ul style="list-style-type: none"> <li>• Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects</li> </ul>
<ul style="list-style-type: none"> <li>• Provide professional advice to several legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Environmental Advisory Committee)</li> </ul>
<ul style="list-style-type: none"> <li>• Review and process development applications including Official Plan and Zoning By-law amendments, plans of subdivisions and condominiums, consents, minor variances and site plan agreements</li> </ul>
<ul style="list-style-type: none"> <li>• Assist and provide customer service to property owners with understanding applicable land use regulations and associated development rights</li> </ul>
<ul style="list-style-type: none"> <li>• Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation,</li> </ul>



# Development Services – 2022 Operating Budget

<p>surplus lands applications, road construction agreements, subdivision or consent agreements)</p> <ul style="list-style-type: none"> <li>• Oversee consultant work where municipal resources are deemed unavailable and carry out special projects, as required</li> <li>• Processing appeals related to development applications, and represent the municipality at the Local Planning Appeal Tribunal and other Tribunals in most instances</li> <li>• Administer the Town’s Geographic Information System (e.g. mapping, 911 addressing)</li> </ul>
<p><b>Building</b></p>
<ul style="list-style-type: none"> <li>• Conduct inspection and enforcement services as it relates to the Ontario Building Code and other applicable law</li> <li>• Administer the septic re-inspection program as a means of educating on the importance of septic health to our environment including lake system health</li> <li>• Assist other departments in construction projects related to municipal facilities and reviewing existing buildings for safety/structural concerns</li> <li>• Report to Council and the Province on permit numbers, revenue and expenses as required</li> <li>• Follow-up on open building permit files to reduce administration (so we can focus on assisting the development community) and to reduce municipal liability</li> <li>• Represent the Town in building-related legal proceedings</li> <li>• Work with and educate the building community in understanding new building code requirements as they become available</li> <li>• Work with staff and the contractor to implement and evaluate the e-permitting program and improve customer experience during the building permit process</li> </ul>
<p><b>Economic Development, Marketing &amp; Tourism</b></p>
<ul style="list-style-type: none"> <li>• Town point of contact for entrepreneurs and business investors interested in investing in Gravenhurst</li> <li>• Coordinate programs to attract new businesses, residents and other investments</li> <li>• Conduct research and maintain current socio-economic data, various statistics and other useful information</li> <li>• Develop local economic development related partnerships to promote, support and sustain economic prosperity</li> <li>• Seek, initiate and assist departments with grant applications to leverage external funding opportunities</li> <li>• Administer the Community Improvement Plan (CIP) funding program</li> <li>• Implement the Gravenhurst Destination Plan and respond to filming inquiries</li> </ul>

# Development Services – 2022 Operating Budget

<ul style="list-style-type: none"> <li>• Develop and implement a corporate marketing plan to effectively promote Town operated programs and services</li> </ul>
<ul style="list-style-type: none"> <li>• Develop social media policy and monitor social media channels</li> </ul>
<ul style="list-style-type: none"> <li>• Design and implement community engagement projects for the corporation, including management of <a href="http://www.engagegravenhurst.ca">www.engagegravenhurst.ca</a></li> </ul>
<ul style="list-style-type: none"> <li>• Work collaboratively with community stakeholders to promote Gravenhurst as a year-round tourism destination</li> </ul>
<ul style="list-style-type: none"> <li>• Manage Town database of photography, images, graphics and online events content</li> </ul>
<p><b>By-law</b></p>
<ul style="list-style-type: none"> <li>• Enforce municipal By-laws</li> </ul>
<ul style="list-style-type: none"> <li>• Involved in the review, development, and education of municipal by-laws</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in prosecution for building, zoning and municipal by-law litigation</li> </ul>
<ul style="list-style-type: none"> <li>• Assist internal and external operations from a municipal enforcement standpoint (e.g. special events, Santa Clause parade)</li> </ul>
<ul style="list-style-type: none"> <li>• Implement and enforce the Animal Control By-law</li> </ul>
<ul style="list-style-type: none"> <li>• Supervise crossing guard services at the Beechgrove Public School location on Muskoka Beach Rd.</li> </ul>
<ul style="list-style-type: none"> <li>• Implement a bicycle patrol program for increased visibility and engagement in the community</li> </ul>

## 2021 ACCOMPLISHMENTS

- Approval of Wharf Revitalization Plan and Tourism Destination Plan
- Launch of E-Permitting Software in Building
- Several staff members earned their Lean Green Belts, and even more earned their White Belts
- Successfully recruited for the Manager of By-law Services
- Weathered one of the busiest development approval years on record in the Building/Planning divisions, with the highest construction value.
- Implementation of various pandemic-related business support programs
- Launched the start of the municipality’s approach to addressing the Climate Crisis declared by Council

# Development Services – 2022 Operating Budget

## 2022 INITIATIVES

- Continue to participate in the development of a Climate Change Risk and Vulnerability Assessment as well as a Climate Action Plan for the Town
- Continue to participate in the Housing Task Force and implement techniques to begin tackling the housing issue in the community
- Implement new e-permitting for building permits
- Develop and implement new bicycle patrol program for in-town parking and beach bylaw patrol
- Develop a community engagement framework to further utilize the investment in community consultation resources
- Continue to support cross-divisional projects and projects coordinated with other municipal partners (i.e. District Transportation, Short Term Rental Licensing, MERTF, Regional Broadband Strategy, Muskoka Employment Partnership)
- Design and implement a Municipal Accommodation Tax
- Develop a comprehensive real estate policy, in conjunction with the disposition of key town owned property
- Implement key actions from the Muskoka Wharf Revitalization Plan and the Gravenhurst Destination Plan
- Work with area partners to launch new workforce development programs
- Complete Rural Transportation needs assessment
- Analyze and implement further streamlining alternatives relating to development process
- Continue to provide appropriate training on extensive Ontario Building Code updates
- Continue to work with District of Muskoka and software providers to implement a new plan review, cloud-based program
- Provide the construction community with the updates to the Ontario Building Code
- Develop a “Balloon” By-law and review and update Site Alteration and Tree Preservation By-laws
- Update Comprehensive Zoning Bylaw to permit secondary suites in accessory structures to encourage more attainable housing

# Development Services – 2022 Operating Budget

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	22	23	1	One new By-law Officer (Senior), as per direction from Council
Summer students (April/May to August/Sept)	2 Planning Students 2 Bylaw Students 1 Septic Student	1 Planning Student 2 Bylaw Students 1 Septic Student	-1	

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### **Planning & Zoning Services: Net Increase of \$7,745**

- Staff Cost increase of \$22,900 attributed to salary adjustments and movement through the salary grid
- Planning Fees increase of \$18,975 as the number of Planning applications are anticipated to generate higher revenues in 2022

### **Building Inspection: Net Decrease of \$96,650**

- Staff Cost increase of \$64,200 attributed to salary adjustments and movement through the salary grid
- IT Costs increase of \$35,100 for the cost of annual subscription to e-permitting and e-plan review software (offset by transfer from reserves).
- Permit Fee increase of \$160,000 as the number and value of building and septic permits are anticipated to generate higher revenues in 2022
- Transfer from Building Reserve of \$35,100 to offset the cost of the e-permitting and e-plan review software.

### **By-law: Net Increase of \$99,950**

- Staff Cost of \$94,200 attributed to salary adjustments and movement through the salary grid as the inclusion of a new By-law Officer position, as per Council's direction

# Development Services – 2022 Operating Budget

## Economic Development, Marketing and Tourism: Net Increase of \$15,050

- Staff cost of \$13,900 attributed to salary adjustments and movement through the salary grid

## COVID-19 IMPACT ON 2022 BUDGET

### Operational

**Planning and Building** – Although Town Hall is still closed to the general public, meetings are still occurring over Zoom or phone. Site inspections remain in person with appropriate safety protocols in place. Application activity is also anticipated to be higher than normal, given current market trends and the increase in development activity experienced in 2021.

**By-law** – Increase in complaints primarily based on greater population throughout the winter/spring, and during the week in the summer months. Greater number of canine, tree preservation and site alteration-related complaints are anticipated to continue into 2022.

**Economic Development, Marketing and Tourism** – No change to service delivery standards, although the area of focus will be on economic recovery and related supports for the business community in light of the pandemic.

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Development Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Development Services</b>								
<b>Planning &amp; Zoning</b>								
<b>Expenditures</b>								
Staff Costs	663,326	642,538	681,352	565,339	710,000	732,900	22,900	
Professional Development	8,264	9,107	3,040	3,930	11,950	11,950		
Contribution to Reserve	10,000	10,000	10,000	10,000	10,000	10,000		
Consultant Services	1,593	8,374			3,000	7,000	4,000	
Legal Services	15,608	30,039	17,395	11,495	21,000	21,000		
Communications	1,396	1,289	1,604	1,878	2,067	2,067		
Other Services	7,464	6,038	2,012	2,500	5,800	5,800		
Materials & Supplies	1,400	3,349	220	642	1,350	950	(400)	
<b>Total Expenditures</b>	<b>709,051</b>	<b>710,734</b>	<b>715,623</b>	<b>595,784</b>	<b>765,167</b>	<b>791,667</b>	<b>26,500</b>	
<b>Revenue</b>								
Planning Fees	(197,317)	(211,850)	(179,818)	(227,522)	(191,895)	(210,870)	(18,975)	
Policy and Other Regulatory Fees	(4,550)	(16,690)	(6,279)	(2,331)	(5,000)	(5,000)		
Sales	(900)	(1,158)	(416)	(468)	(900)	(680)	220	
<b>Total Revenue</b>	<b>(202,767)</b>	<b>(229,698)</b>	<b>(186,513)</b>	<b>(230,321)</b>	<b>(197,795)</b>	<b>(216,550)</b>	<b>(18,755)</b>	
<b>Total Planning &amp; Zoning</b>	<b>506,284</b>	<b>481,036</b>	<b>529,110</b>	<b>365,463</b>	<b>567,372</b>	<b>575,117</b>	<b>7,745</b>	1.4%
<b>Building Inspection</b>								
<b>Expenditures</b>								
Staff Costs	579,202	662,100	655,771	570,908	665,000	729,200	64,200	
Labour Charges	71	422	404	103	500	500		
Professional Development	13,774	10,645	5,223	7,926	12,500	15,150	2,650	
Contribution to Reserve			36,225					
Legal Services		452	1,053					
Information Technology Services				24,391		35,100	35,100	
Communications	3,105	2,250	2,554	2,647	1,900	2,400	500	
Equipment	28,664	19,172	22,369	13,620	20,000	17,900	(2,100)	
Materials & Supplies	3,383	3,265	1,472	2,215	2,500	2,600	100	
<b>Total Expenditures</b>	<b>628,199</b>	<b>698,306</b>	<b>725,071</b>	<b>621,810</b>	<b>702,400</b>	<b>802,850</b>	<b>100,450</b>	
<b>Revenue</b>								
Planning Fees	(2,870)	(2,255)	(3,710)	(2,626)	(3,000)	(3,000)		
Open Permit Fees and Deposits Forfeited	(68,195)	(104,369)	(165,210)	(90,759)	(112,000)	(115,000)	(3,000)	
Permits	(650,247)	(595,518)	(704,219)	(1,142,363)	(645,000)	(805,000)	(160,000)	
Fines					(1,500)	(500)	1,000	
Transfers From Reserves						(35,100)	(35,100)	
<b>Total Revenue</b>	<b>(721,312)</b>	<b>(702,142)</b>	<b>(873,139)</b>	<b>(1,235,748)</b>	<b>(761,500)</b>	<b>(958,600)</b>	<b>(197,100)</b>	
<b>Total Building Inspection</b>	<b>(93,113)</b>	<b>(3,836)</b>	<b>(148,068)</b>	<b>(613,938)</b>	<b>(59,100)</b>	<b>(155,750)</b>	<b>(96,650)</b>	163.5%

**TOWN OF GRAVENHURST  
2022  
Recommended Operating Budget**

**Development Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>By-Law</b>								
<b>Expenditures</b>								
Staff Costs	204,924	209,575	214,310	232,598	225,700	319,900	94,200	
Labour Charges	493	325	98		1,000	1,000		
Professional Development	5,633	6,858	1,017	1,118	7,150	8,200	1,050	
Contracted Services	8,707	8,653	8,778	6,772	10,000	10,000		
Communications	836	1,504	1,266	877	1,500	1,500		
Equipment	9,972	10,326	7,963	6,367	8,670	12,170	3,500	
Materials & Supplies	3,828	3,217	1,866	1,587	2,500	4,600	2,100	
<b>Total Expenditures</b>	<b>234,393</b>	<b>240,458</b>	<b>235,298</b>	<b>249,319</b>	<b>256,520</b>	<b>357,370</b>	<b>100,850</b>	
<b>Revenue</b>								
Licences	(3,060)	(3,024)	(1,915)	(1,195)	(1,500)	(1,500)		
Fines	(11,597)	(11,793)	(9,267)	(14,889)	(10,600)	(11,500)	(900)	
<b>Total Revenue</b>	<b>(14,657)</b>	<b>(14,817)</b>	<b>(11,182)</b>	<b>(16,084)</b>	<b>(12,100)</b>	<b>(13,000)</b>	<b>(900)</b>	
<b>Total By-Law</b>	<b>219,736</b>	<b>225,641</b>	<b>224,116</b>	<b>233,235</b>	<b>244,420</b>	<b>344,370</b>	<b>99,950</b>	<b>40.9%</b>
<b>Crossing Guards</b>								
<b>Expenditures</b>								
Staff Costs	9,074	9,747	4,408	6,890	13,000	11,200	(1,800)	
Professional Development					50	50		
Materials & Supplies	244	274	87	279	100	100		
<b>Total Expenditures</b>	<b>9,318</b>	<b>10,021</b>	<b>4,495</b>	<b>7,169</b>	<b>13,150</b>	<b>11,350</b>	<b>(1,800)</b>	
<b>Total Crossing Guards</b>	<b>9,318</b>	<b>10,021</b>	<b>4,495</b>	<b>7,169</b>	<b>13,150</b>	<b>11,350</b>	<b>(1,800)</b>	<b>-13.7%</b>
<b>Economic Development</b>								
<b>Expenditures</b>								
Staff Costs	381,120	322,010	329,959	311,051	363,800	377,700	13,900	
Community Support	1,085	12,440	600	210	2,700	2,700		
Professional Development	16,023	10,691	7,434	2,777	13,475	13,175	(300)	
Contracted Services	8,591	7,433	17,539	4,005	14,350	11,850	(2,500)	
Information Technology Services						1,150	1,150	
Communications	17,932	14,096	7,120	7,197	25,250	31,250	6,000	
Special Projects	4,583	6,221	348	4,391	31,500	29,300	(2,200)	
Equipment	1,296	894	41	837	2,000	1,500	(500)	
Materials & Supplies	1,317	4,083	419	201	2,000	1,500	(500)	
<b>Total Expenditures</b>	<b>431,947</b>	<b>377,868</b>	<b>363,460</b>	<b>330,669</b>	<b>455,075</b>	<b>470,125</b>	<b>15,050</b>	
<b>Revenue</b>								
Grants	(750)	(12,786)	(22,777)					
<b>Total Revenue</b>	<b>(750)</b>	<b>(12,786)</b>	<b>(22,777)</b>					
<b>Total Economic Development</b>	<b>431,197</b>	<b>365,082</b>	<b>340,683</b>	<b>330,669</b>	<b>455,075</b>	<b>470,125</b>	<b>15,050</b>	<b>3.3%</b>
<b>Total Development Services</b>	<b>1,073,422</b>	<b>1,077,944</b>	<b>950,336</b>	<b>322,598</b>	<b>1,220,917</b>	<b>1,245,212</b>	<b>24,295</b>	<b>2.0%</b>



**2022 Operating Budget**

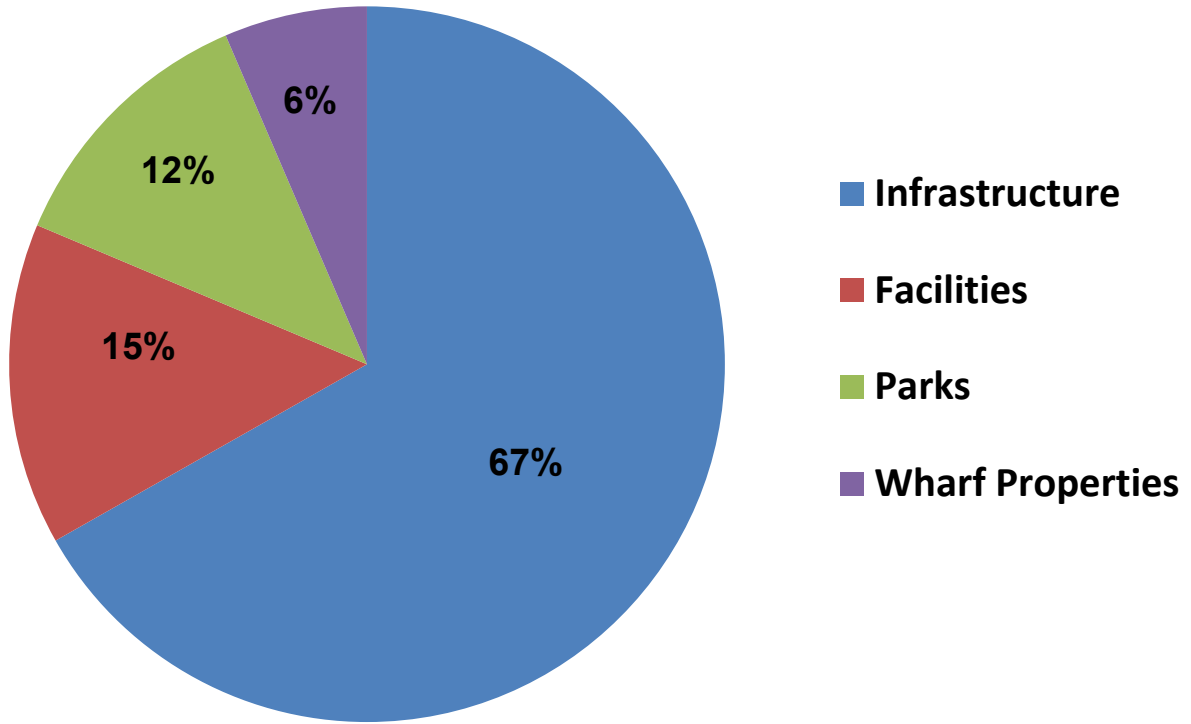
# **Infrastructure Services**



# Infrastructure Services – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$4,773,049 is an increase of \$58,599 or 1.2% from 2021



<b>Infrastructure</b>
<ul style="list-style-type: none"> <li>• Manage all Town infrastructure including roads, bridges, culverts, streetlights, cemeteries, facilities, water landings, parks and trails. Prepare and report on related annual operational and capital budgets</li> </ul>
<ul style="list-style-type: none"> <li>• Interact with stakeholders including taxpayers, the development community, internal departments, governments/agencies, elected officials, and special interest groups</li> </ul>
<ul style="list-style-type: none"> <li>• Direct the development of engineering initiatives relating to transportation, roads, parks, cemeteries, facilities and fleet</li> </ul>
<ul style="list-style-type: none"> <li>• Manage tenant and joint use facility agreements alongside other departments</li> </ul>
<ul style="list-style-type: none"> <li>• Process entrance and road occupancy permits to protect the municipality’s interests</li> </ul>

# Infrastructure Services – 2022 Operating Budget

- Provide engineering advice related to capital projects, commercial, residential and industrial development reviews, infrastructure needs and life-cycle costing
- Develop and maintain performance measures for the Provincial Municipal Performance Measurement Program (MPMP) and municipal benchmarking
- Research, identify and implement process improvements, strategic initiatives and best practices strategies
- Facilitate land use agreement as it pertains to use of municipal recreational trails and road allowance corridors

## Facilities

- Develop and administer service and construction contracts to ensure continuity of facility operations
- Initiate building, mechanical and structural audits
- Prepare long-term facility capital plans to sustain and extend building life-cycles
- Energy demand and conservation planning in accordance with the Green Energy Act
- Oversee maintenance activities at all municipal facilities

## Parks/Wharf

- Provide routine maintenance of the Town's sports fields, fine turf areas, water landings and the Wharf
- Collaborate with various internal departments and community stakeholders to support the effective delivery of community events
- Recruit, train and supervise part-time seasonal staff
- Develop and administer service and construction contracts as they relate to park operations

# Infrastructure Services – 2022 Operating Budget

<b>Public Works</b>
• Oversee infrastructure and capital construction programs, monitor processes and facilitate the resolution of any problematic issues
• Manage the maintenance of Town and District of Muskoka area road networks in accordance with mandated legislation and best municipal practices focusing on mitigating potential risk and liability exposure
• Implement and supervise the overall Fleet Management program including the acquisition and maintenance of vehicles for the Department
• Develop and administer service and construction contracts as they relate to public works operations
• Manage all municipal yards in a manner that optimizes operational efficiencies

<b>Cemeteries</b>
• Manage and provide routine maintenance to the Town’s cemeteries
• Ensure operational compliance in accordance with the guidelines prescribed through the Cemetery and Funeral Burial and Cremation Acts
• Process of Internment and Burial Right Certificates
• Maintain records as they relate to burial plots, cremations and mortuary

## 2021 ACCOMPLISHMENTS

- Partnership with the Ontario Provincial Police Marine Unit for the provision of municipal docking facilities at Dock E to permit the continuation of their spring training program within the boundaries of Gravenhurst following the recent closure of the Gravenhurst Fire College
- Collaboration with the Lions Club on the refurbishing of the Lions Pavilion including the reappointment of the Lions Club branding at the Wharf
- A successful implementation of two contracted pilot programs that provided the opportunity to redistribute staffing resources resulting in a heightened ditching and brushing program along with increased notable beautification efforts at Muskoka Bay, Gull Lake and Kinsmen Parks
- Prudent project management combined with strategic procurement saw the 2021 Roads Rehabilitation Program being extended by an additional 3.5 kilometers providing some relief to the Towns long-term Asset Management obligations

# Infrastructure Services – 2022 Operating Budget

- Finalization and close out of approximately 90 Council approved Capital projects
- Completion of a Master Storm Drainage report which details both the functionality and hydraulic capacity of the Town's storm sewer systems and receiving watercourses in response to Climate Change
- Collaboration with the academic community with the focus of undertaking a staged Urban Tree Assessment and establishing an Urban Forestry Program to improve the Town's ability to manage its green corridors
- Ongoing discussions with Elexicon Energy Group and WYSE Meter Solutions for funding under their partnership company EVSTART regarding the feasibility of future EV Stations within Gravenhurst
- Successfully managed an extensive refurbishing of the Gravenhurst Opera House Theatre, made possible through regular consultations with the Heritage Committee, Local Business Community and Culture Division, that has resulted in a theatre space that places emphasis on Council's commitment to the importance of visual arts

## 2022 INITIATIVES

- Continued mentoring of Divisional Corporate Management Team
- Develop engineered specifications, procurement documents and provide contract administration oversight of over 50 new planned Capital Projects approved by Council
- Initiation of a multiyear Electronic Vehicle Charging Station Program
- Marketing of the C.N Train Station Unit 1 Vacancy
- Rehabilitation of the HISSO Building
- Undertaking of a series of public engagement strategies with the purpose of completing three (3) Municipal Class Schedule B Environmental Assessments to address the underperformance of key drainage outlets within the community

# Infrastructure Services – 2022 Operating Budget

## STAFFING CHANGES IN 2022 BUDGET

Staff	2021 FTE	2022 FTE	Change	Comment
Full-time	28	28	0	No Change
Contract	1	2	1	Addition of a Contract Infrastructure Services Clerk position to address increased workload from customer pressures and expectations. The need has existed for several years and been addressed in an ad-hoc manner to date. COVID-19 has further exacerbated the challenges faced by the department.
Students	4.5	4.5	0	No Change

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### Roads & Parking Lots: Net Increase of \$46,210

#### Road Administration: Increase of \$81,710

- Staff Cost increase of \$200,800 attributed to salary adjustments and movement through the salary grid
- Contract Infrastructure Services Clerk position necessary to align with departmental staffing needs, improve distribution of workload and meet customer service priorities
- \$103,290 increase in Labour Recoveries stemming from an increased overall planned hourly wage and benefit expenditure
- \$14,000 increase in unallocated revenue (Asset Disposition) adjusted to reflect 3-year average

# Infrastructure Services – 2022 Operating Budget

## **Road Maintenance: Decrease of \$18,500**

- \$13,500 decrease in Labour Charges and a \$27,000 decrease in Fleet Charges to better align with Labour and Equipment charges observed on average for this activity
- \$23,000 increase in Contracted Services to reflect higher service delivery costs in the activities associated with Traffic Line Painting, Asphalt Patching and Winter Control

## **Road Allowance Maintenance: Decrease of \$10,000**

- \$14,000 decrease in Labour Charges and \$11,000 decrease in Fleet Charges to better reflect 3-year average for the maintenance of municipal sidewalks
- \$15,000 increase in Contracted Services to reflect service delivery costs for the activities of tree removal/clean up and winter walkway clearing

## **Cemeteries: Net decrease of \$14,585**

- \$10,585 decrease to reflect multi-year spending levels necessary to sustain the operation of the Town's cemeteries

## **District Roads Maintenance: No Net Increase**

- 2022 Budget is higher by \$13,665 reflecting the increased cost of Winter Control
- All costs related to this activity are fully budgeted and recovered from performing maintenance activities on behalf of the District of Muskoka as defined within the Area Maintenance Agreement.

## **Town Facilities: Net Increase of \$22,950**

### **3-5 Pineridge Gate: Net Increase of \$11,200**

- The current cleaning contract expires in June 2022, which will require the procurement and retention of a new service provider by the Facilities Division. Cleaning costs under a new contract have been projected to increase by upwards of \$10,000 necessary to sustain the current supply of corporate COVID-19 sanitization products and maintaining an enhanced cleaning environment

### **C.N. Station: Net Decrease of \$19,850**

- \$20,000 decrease with an intention to market the facility using internal resources within the Economic Development Division instead of hiring a consultant. The purpose of the marketing is to attract a viable business to the Town to occupy the available vacant unit at the Train Station.

# Infrastructure Services – 2022 Operating Budget

## **Wharf: Net Decrease of \$27,291**

### **Wharf Properties: Net Decrease of \$46,391**

- Efficiencies anticipated following the development of a formal Parks Operations Plan as part of the Lean Green Belt program; Administration is projecting a \$38,000 decrease in Labour Charges and \$17,000 decrease in internal Fleet Charges

### **Wharf Marina: Net Increase of \$19,100**

- \$10,000 increase in anticipated fuel purchase costs and a \$10,000 decrease in overall fuel sales based on experiences observed during the 2021 operation of the gas bar

## **Parks: Net Increase of \$31,115**

- \$18,000 increase in Contracted Services intended to continue with additional Goose Control and increased Garbage Collection within our municipal greenspaces in response to public concerns brought forward to Infrastructure Services during the COVID-19 Pandemic
- \$13,500 increase in Materials and Supplies necessary to sustain adequate levels of sand at municipal beaches

## **Downtown Maintenance: Net Increase of \$10,000**

- \$10,000 increase in Contracted Services for the deployment of Code of Conduct Signage, and retention and distribution of a temporary Portable Washroom Facility within the Downtown Core until such time as a more permanent facility can be procured and constructed

## **Licensed Fleet: Net Decrease of \$12,400**

- \$22,000 reduction in Labour Charges, \$15,000 reduction in Contracted Services and a \$35,000 reduction in Parts expenses to sustain the fleet, which is a reflection of the investment that Council has made in planned fleet replacements
- \$16,000 increase in 2022 Insurance premiums related to fleet
- \$13,600 increase in Information Technology costs necessary to support the Town's current Fuel Management System originally procured and implemented as a Capital project in 2020
- \$30,000 decrease in Fleet Recoveries reflective of a shortage of staffing levels within the Public Works Division

# Infrastructure Services – 2022 Operating Budget

## COVID-19 IMPACT ON 2022 BUDGET

### Financial

- \$48,500 increase as discussed above

*Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020.*

### Operational

- Operators will continue to observe COVID-19 operational plans throughout the Pandemic period, including daily cleaning of equipment, staggering of shifts where feasible, continued physical distancing protocols through the assignment of dedicated equipment and segregation of assignments.
- Parks - Increased frequency of garbage collection, deployment of COVID-19 “Code of Conduct” signage in response to Provincial Orders, distribution of a Portable Washroom Facility within the downtown core
- Service levels at the Muskoka Wharf Gas Bar will be continue for 2022, with the exception of “sanitary pump out services”.
- Full revenue recovery through Community Events has been assumed, with a change in service delivery, to that of a combination of in-house and external staff resourcing.
- Additional deep cleaning of corporate facilities as required.
- Management of sanitization and barrier products.



**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Infrastructure Services</b>								
<b>Roads and Parking Lots</b>								
<b>Roads Administration</b>								
<b>Expenditures</b>								
Staff Costs	2,565,881	2,590,206	2,289,517	1,943,790	2,614,900	2,815,700	200,800	
Labour Charges	(1,618,944)	(1,557,479)	(1,268,759)	(907,690)	(1,476,193)	(1,579,483)	(103,290)	
Professional Development	18,277	26,261	8,751	8,363	21,000	20,500	(500)	
Contracted Services	2,468	9,287	1,624	1,987				
Consultant Services	2,885	393		1,526				
Debit Machine Expenses	990	1,001	963	746	1,000	1,000		
Legal Services		986	901					
Communications	8,614	9,724	8,389	8,105	9,050	9,050		
Other Services	3,682	7,738	21,066	18,825	7,000	7,000		
Equipment	9,960	19,325	14,262	25,795	13,500	13,500		
Materials & Supplies	17,271	23,127	20,905	14,942	23,300	22,000	(1,300)	
<b>Total Expenditures</b>	<b>1,011,084</b>	<b>1,130,569</b>	<b>1,097,619</b>	<b>1,116,389</b>	<b>1,213,557</b>	<b>1,309,267</b>	<b>95,710</b>	
<b>Revenue</b>								
Permits	(6,286)	(14,206)	(8,954)	(5,952)	(6,000)	(6,000)		
Other Services	(21,745)	(35,093)	(31,822)	(35,266)	(21,000)	(35,000)	(14,000)	
<b>Total Revenue</b>	<b>(28,031)</b>	<b>(49,299)</b>	<b>(40,776)</b>	<b>(41,218)</b>	<b>(27,000)</b>	<b>(41,000)</b>	<b>(14,000)</b>	
<b>Total Roads Administration</b>	<b>983,053</b>	<b>1,081,270</b>	<b>1,056,843</b>	<b>1,075,171</b>	<b>1,186,557</b>	<b>1,268,267</b>	<b>81,710</b>	6.9%
<b>Road Maintenance</b>								
<b>Expenditures</b>								
Labour Charges	509,389	623,856	519,765	315,073	468,000	454,500	(13,500)	
Fleet/Equipment Charges	481,177	577,532	491,924	343,831	440,500	413,500	(27,000)	
Contracted Services	365,788	609,229	545,740	506,261	702,500	725,500	23,000	
Materials & Supplies	160,469	177,283	212,777	144,844	153,250	152,250	(1,000)	
<b>Total Expenditures</b>	<b>1,516,823</b>	<b>1,987,900</b>	<b>1,770,206</b>	<b>1,310,009</b>	<b>1,764,250</b>	<b>1,745,750</b>	<b>(18,500)</b>	
<b>Total Road Maintenance</b>	<b>1,516,823</b>	<b>1,987,900</b>	<b>1,770,206</b>	<b>1,310,009</b>	<b>1,764,250</b>	<b>1,745,750</b>	<b>(18,500)</b>	-1.0%
<b>Road Allowance Maintenance</b>								
<b>Expenditures</b>								
Labour Charges	82,300	96,044	105,299	98,776	79,000	65,000	(14,000)	
Fleet/Equipment Charges	59,167	70,829	78,010	69,308	61,000	50,000	(11,000)	
Contracted Services	24,955	9,588	22,971	26,992	30,000	45,000	15,000	
Materials & Supplies	2,727	4,433	3,781	3,792	3,000	3,000		
<b>Total Expenditures</b>	<b>169,149</b>	<b>180,894</b>	<b>210,061</b>	<b>198,868</b>	<b>173,000</b>	<b>163,000</b>	<b>(10,000)</b>	
<b>Total Road Allowance Maintenance</b>	<b>169,149</b>	<b>180,894</b>	<b>210,061</b>	<b>198,868</b>	<b>173,000</b>	<b>163,000</b>	<b>(10,000)</b>	-5.8%

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Parking Lots</b>								
<b>Expenditures</b>								
Labour Charges	14,682	6,536	7,754	6,785	12,000	8,000	(4,000)	
Fleet/Equipment Charges	23,574	5,291	8,267	9,122	15,000	12,000	(3,000)	
Contracted Services	100,696	136,148	102,284	45,838	110,000	110,000		
<b>Total Expenditures</b>	<b>138,952</b>	<b>147,975</b>	<b>118,305</b>	<b>61,745</b>	<b>137,000</b>	<b>130,000</b>	<b>(7,000)</b>	
<b>Total Parking Lots</b>	<b>138,952</b>	<b>147,975</b>	<b>118,305</b>	<b>61,745</b>	<b>137,000</b>	<b>130,000</b>	<b>(7,000)</b>	-5.1%
<b>Total Roads &amp; Parking Lots</b>	<b>2,807,977</b>	<b>3,398,039</b>	<b>3,155,415</b>	<b>2,645,793</b>	<b>3,260,807</b>	<b>3,307,017</b>	<b>46,210</b>	1.4%
<b>Cemeteries</b>								
<b>Expenditures</b>								
Labour Charges	117,163	112,617	120,491	89,364	100,000	100,000		
Fleet/Equipment Charges	34,450	35,072	40,104	20,574	41,000	35,000	(6,000)	
Professional Development	275	1,231	281		275	290	15	
Utilities	2,459	2,402	2,536	2,774	2,500	2,500		
Building & Grounds Maintenance	7,325	1,341	650	464	5,000	5,000		
Contracted Services	2,480	8,241	16,394	21,683	24,500	20,000	(4,500)	
Communications	1,151	1,066	1,147	1,201	1,400	1,400		
Equipment	851	1,543	1,476	122	400	400		
Materials & Supplies	668	310	982	392	600	500	(100)	
<b>Total Expenditures</b>	<b>166,822</b>	<b>163,823</b>	<b>184,061</b>	<b>136,574</b>	<b>175,675</b>	<b>165,090</b>	<b>(10,585)</b>	
<b>Revenue</b>								
Cemetery Fees	(23,254)	(21,945)	(25,440)	(22,866)	(22,700)	(22,700)		
Sales	(32,982)	(30,655)	(48,166)	(50,129)	(30,420)	(34,420)	(4,000)	
Investment Income	(14,202)	(12,855)	(7,574)	(3,540)	(8,000)	(8,000)		
<b>Total Revenue</b>	<b>(70,438)</b>	<b>(65,455)</b>	<b>(81,180)</b>	<b>(76,535)</b>	<b>(61,120)</b>	<b>(65,120)</b>	<b>(4,000)</b>	
<b>Total Cemeteries</b>	<b>96,384</b>	<b>98,368</b>	<b>102,881</b>	<b>60,039</b>	<b>114,555</b>	<b>99,970</b>	<b>(14,585)</b>	-12.7%
<b>District Road Maintenance</b>								
<b>Expenditures</b>								
Labour Charges	220,144	221,449	171,982	97,761	175,000	175,000		
Fleet/Equipment Charges	160,880	138,187	104,693	72,966	150,000	145,000	(5,000)	
Contracted Services	143,568	394,382	272,461	227,471	225,000	238,665	13,665	
Materials & Supplies	122,195	164,924	117,075	63,308	133,264	133,264		
<b>Total Expenditures</b>	<b>646,787</b>	<b>918,942</b>	<b>666,211</b>	<b>461,506</b>	<b>683,264</b>	<b>691,929</b>	<b>8,665</b>	
<b>Revenue</b>								
Upper Tier Recovery	(664,104)	(923,991)	(642,497)	(604,448)	(683,264)	(691,929)	(8,665)	
<b>Total Revenue</b>	<b>(664,104)</b>	<b>(923,991)</b>	<b>(642,497)</b>	<b>(604,448)</b>	<b>(683,264)</b>	<b>(691,929)</b>	<b>(8,665)</b>	
<b>Total District Roads Maintenance</b>	<b>(17,317)</b>	<b>(5,049)</b>	<b>23,714</b>	<b>(142,942)</b>				0%

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Town Facilities</b>								
<b>3-5 Pineridge Gate</b>								
<b>Expenditures</b>								
Utilities	66,243	64,601	53,299	35,317	68,600	69,800	1,200	
Building & Grounds Maintenance	100,197	104,353	82,842	73,089	125,000	135,000	10,000	
<b>Total Expenditures</b>	166,440	168,954	136,141	108,406	193,600	204,800	11,200	
<b>Revenue</b>								
Facility Rental	(156,946)	(165,153)	(172,180)	(137,256)	(155,000)	(155,000)		
<b>Total Revenue</b>	(156,946)	(165,153)	(172,180)	(137,256)	(155,000)	(155,000)		
<b>Total 3-5 Pineridge Gate</b>	9,494	3,801	(36,039)	(28,850)	38,600	49,800	11,200	29.0%
<b>Seniors Building</b>								
<b>Expenditures</b>								
Utilities	11,583	10,836	8,112	8,274	11,500	11,800	300	
Building & Grounds Maintenance	14,463	17,788	11,527	9,764	19,000	19,000		
<b>Total Expenditures</b>	26,046	28,624	19,639	18,038	30,500	30,800	300	
<b>Revenue</b>								
Facility Rental	(3)	(3)	(3)	(3)	(3)	(3)		
<b>Total Revenue</b>	(3)	(3)	(3)	(3)	(3)	(3)		
<b>Total Seniors Building</b>	26,043	28,621	19,636	18,035	30,497	30,797	300	1.0%
<b>C.N. Station</b>								
<b>Expenditures</b>								
Utilities	9,087	6,556	3,868	2,881	9,800	9,950	150	
Building & Grounds Maintenance	5,424	5,241	3,176	6,446	7,400	7,400		
Consultant Services					20,000		(20,000)	
<b>Total Expenditures</b>	14,511	11,797	7,044	9,327	37,200	17,350	(19,850)	
<b>Revenue</b>								
Facility Rental	(31,817)	(32,394)	(32,224)	(29,925)	(31,000)	(31,000)		
Transfer From Strategic Property Reserve					(20,000)		20,000	
<b>Total Revenue</b>	(31,817)	(32,394)	(32,224)	(29,925)	(51,000)	(31,000)	20,000	
<b>Total C.N. Station</b>	(17,306)	(20,597)	(25,180)	(20,598)	(13,800)	(13,650)	150	-1.1%
<b>Communication Towers</b>								
<b>Expenditures</b>								
Building & Grounds Maintenance	590	590	603		610	610		
<b>Total Expenditures</b>	590	590	603		610	610		
<b>Total Communication Towers</b>	590	590	603		610	610		
<b>190 Harvie Street</b>								
<b>Expenditures</b>								
Utilities	21,196	21,540	17,713	17,362	25,600	26,100	500	
Building & Grounds Maintenance	26,134	34,771	45,260	31,796	41,500	44,000	2,500	
<b>Total Expenditures</b>	47,330	56,311	62,973	49,158	67,100	70,100	3,000	
<b>Total 190 Harvie Street</b>	47,330	56,311	62,973	49,158	67,100	70,100	3,000	4.5%

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>1030 Kilworthy Road</b>								
<b>Expenditures</b>								
Utilities	13,971	9,965	9,716	7,880	12,800	13,050	250	
Building & Grounds Maintenance	5,976	11,976	7,765	6,180	14,000	14,000		
<b>Total Expenditures</b>	19,947	21,941	17,481	14,060	26,800	27,050	250	
<b>Revenue</b>								
Donations/Sponsorships	(1,000)	(1,000)						
<b>Total Revenue</b>	(1,000)	(1,000)						
<b>Total 1030 Kilworthy Road</b>	18,947	20,941	17,481	14,060	26,800	27,050	250	0.9%
<b>1622 Barkway Road</b>								
<b>Expenditures</b>								
Utilities	6,228	6,957	5,493	5,749	6,800	7,000	200	
Building & Grounds Maintenance	7,096	5,363	6,218	4,939	12,000	10,000	(2,000)	
<b>Total Expenditures</b>	13,324	12,320	11,711	10,688	18,800	17,000	(1,800)	
<b>Total 1622 Barkway Road</b>	13,324	12,320	11,711	10,688	18,800	17,000	(1,800)	-9.6%
<b>Roads Shop</b>								
<b>Expenditures</b>								
Utilities	35,785	31,721	28,129	20,643	34,200	34,850	650	
Building & Grounds Maintenance	18,855	28,923	35,792	31,898	37,500	43,500	6,000	
<b>Total Expenditures</b>	54,640	60,644	63,921	52,541	71,700	78,350	6,650	
<b>Total Roads Shop</b>	54,640	60,644	63,921	52,541	71,700	78,350	6,650	9.3%
<b>Cemetery Shop</b>								
<b>Expenditures</b>								
Utilities	2,430	2,480	2,086	1,844	2,900	2,900		
Building & Grounds Maintenance	5,178	3,377	873	3,364	5,000	4,000	(1,000)	
<b>Total Expenditures</b>	7,608	5,857	2,959	5,208	7,900	6,900	(1,000)	
<b>Total Cemetery Shop</b>	7,608	5,857	2,959	5,208	7,900	6,900	(1,000)	-12.7%
<b>101 Centennial Drive</b>								
<b>Expenditures</b>								
Utilities	195,938	203,750	111,348	83,609	202,500	206,400	3,900	
Building & Grounds Maintenance	76,839	71,355	85,123	46,073	90,000	90,000		
<b>Total Expenditures</b>	272,777	275,105	196,471	129,682	292,500	296,400	3,900	
<b>Revenue</b>								
Facility Rental	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
<b>Total Revenue</b>	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
<b>Total 101 Centennial Drive</b>	253,337	255,665	177,031	111,862	273,500	277,400	3,900	1.4%
<b>180 Sharpe St - Library</b>								
<b>Expenditures</b>								
Utilities	9,983	7,651	6,269	6,241	10,100	10,100		
Building & Grounds Maintenance	36,060	29,490	36,618	21,620	41,500	41,500		
<b>Total Expenditures</b>	46,043	37,141	42,887	27,861	51,600	51,600		
<b>Total 180 Sharpe St - Library</b>	46,043	37,141	42,887	27,861	51,600	51,600		

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>295 Muskoka Road S - Opera House</b>								
<b>Expenditures</b>								
Utilities	45,900	43,472	32,769	27,698	48,300	48,600	300	
Building & Grounds Maintenance	56,081	41,592	45,191	26,798	50,000	50,000		
<b>Total Expenditures</b>	101,981	85,064	77,960	54,496	98,300	98,600	300	
<b>Total 295 Muskoka Road S - Opera House</b>	101,981	85,064	77,960	54,496	98,300	98,600	300	0.3%
<b>Total Town Facilities</b>	<b>562,031</b>	<b>546,358</b>	<b>415,943</b>	<b>294,461</b>	<b>671,607</b>	<b>694,557</b>	<b>22,950</b>	<b>3.4%</b>
<b>Wharf</b>								
<b>Wharf Properties</b>								
<b>Expenditures</b>								
Labour Charges	137,225	110,551	70,684	66,699	138,000	100,000	(38,000)	
Fleet/Equipment Charges	69,809	57,444	35,768	32,822	62,000	45,000	(17,000)	
Utilities	37,810	29,877	32,514	25,927	34,596	34,605	9	
Building & Grounds Maintenance	19,095	37,937	42,895	77,474	45,500	45,300	(200)	
Contracted Services	22,738	31,253	28,749	30,716	26,500	26,500		
Insurance				3,046		8,000	8,000	
Communications	1,216	1,428	1,776	1,178	1,500	1,500		
Other Services	5,611	5,611	5,869	6,433	5,700	6,500	800	
Equipment	2,098	599	188		2,000	2,000		
Materials & Supplies	17,001	21,415	14,777	12,566	18,700	18,700		
<b>Total Expenditures</b>	312,603	296,115	233,220	256,861	334,496	288,105	(46,391)	
<b>Revenue</b>								
Facility Rental	(15,357)	(15,002)	(15,212)	(15,210)	(15,000)	(15,000)		
<b>Total Revenue</b>	(15,357)	(15,002)	(15,212)	(15,210)	(15,000)	(15,000)		
<b>Total Wharf Properties</b>	297,246	281,113	218,008	241,651	319,496	273,105	(46,391)	-14.5%
<b>Wharf Marina</b>								
<b>Expenditures</b>								
Labour Charges	21,446	21,500		35,509	35,100	35,600	500	
Contribution to Reserve	140,391	129,436	121,416	159,353	134,000	140,000	6,000	
Utilities	928	866	727	723	900	900		
Building & Grounds Maintenance	2,557	1,998	491	3,038	3,000	3,000		
Contracted Services	5,390	14	194		2,000	1,500	(500)	
Debit Machine Fees	2,553	2,327	228	3,046	3,000	3,000		
Communications	390	390	456	694	500	500		
Materials & Supplies	9,399	514	401	172	1,700	800	(900)	
Purchases for resale	71,801	40,568		57,538	70,000	80,000	10,000	
<b>Total Expenditures</b>	254,855	197,613	123,913	260,073	250,200	265,300	15,100	
<b>Revenue</b>								
Sales	(102,631)	(88,044)		(87,788)	(100,000)	(90,000)	10,000	
Other Rentals	(140,391)	(129,436)	(121,416)	(160,843)	(134,000)	(140,000)	(6,000)	
<b>Total Revenue</b>	(243,022)	(217,480)	(121,416)	(248,631)	(234,000)	(230,000)	4,000	
<b>Total Wharf Marina</b>	11,833	(19,867)	2,497	11,442	16,200	35,300	19,100	117.9%
<b>Total Wharf</b>	<b>309,079</b>	<b>261,246</b>	<b>220,505</b>	<b>253,093</b>	<b>335,696</b>	<b>308,405</b>	<b>(27,291)</b>	<b>-8.1%</b>

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Parks</b>								
<b>Parks</b>								
<b>Expenditures</b>								
Labour Charges	229,934	208,512	152,965	138,621	145,000	145,000		
Fleet/Equipment Charges	104,435	86,869	66,253	73,490	75,000	75,000		
Professional Development	845	343	170	636	2,300	2,300		
Utilities	12,816	10,209	6,529	4,953	12,385	12,400	15	
Building & Grounds Maintenance	28,033	23,093	14,843	57,413	23,000	23,000		
Contracted Services	53,861	52,548	177,588	185,015	242,500	260,500	18,000	
Communications	1,200	905	942	803	1,000	1,000		
Other Services	347	1,397	280	207	600	600		
Equipment	1,497	2,468	3,186	1,209	3,000	2,600	(400)	
Materials & Supplies	22,333	17,397	18,956	20,658	17,000	30,500	13,500	
<b>Total Expenditures</b>	<b>455,301</b>	<b>403,741</b>	<b>441,712</b>	<b>483,005</b>	<b>521,785</b>	<b>552,900</b>	<b>31,115</b>	
<b>Revenue</b>								
Sales	(9,919)	(7,923)		(1,147)	(8,000)	(8,000)		
Facility Rental	(40,967)	(38,406)	(530)	(1,098)	(34,000)	(34,000)		
Donations/Sponsorships	(9,061)	(2,315)	(5,846)	(4,325)	(4,000)	(4,000)		
<b>Total Revenue</b>	<b>(59,947)</b>	<b>(48,644)</b>	<b>(6,376)</b>	<b>(6,570)</b>	<b>(46,000)</b>	<b>(46,000)</b>		
<b>Total Parks</b>	<b>395,354</b>	<b>355,097</b>	<b>435,336</b>	<b>476,435</b>	<b>475,785</b>	<b>506,900</b>	<b>31,115</b>	<b>6.5%</b>
<b>Communities in Bloom</b>								
<b>Expenditures</b>								
Labour Charges		266						
Fleet/Equipment Charges		90			100		(100)	
Professional Development			250		500	500		
Materials & Supplies	530	97			500	500		
<b>Total Expenditures</b>	<b>530</b>	<b>453</b>	<b>250</b>		<b>1,100</b>	<b>1,000</b>	<b>(100)</b>	
<b>Total Communities in Bloom</b>	<b>530</b>	<b>453</b>	<b>250</b>		<b>1,100</b>	<b>1,000</b>	<b>(100)</b>	<b>-9.1%</b>
<b>Downtown Maintenance</b>								
<b>Expenditures</b>								
Labour Charges	38,093	47,670	34,545	30,179	40,000	40,000		
Fleet/Equipment Charges	17,293	19,422	12,349	12,199	17,000	17,000		
Contracted Services	1,809	1,641		5,718	3,000	13,000	10,000	
Materials & Supplies	4,484	9,770	5,567	4,676	4,000	4,000		
<b>Total Expenditures</b>	<b>61,679</b>	<b>78,503</b>	<b>52,461</b>	<b>52,772</b>	<b>64,000</b>	<b>74,000</b>	<b>10,000</b>	
<b>Total Downtown Maintenance</b>	<b>61,679</b>	<b>78,503</b>	<b>52,461</b>	<b>52,772</b>	<b>64,000</b>	<b>74,000</b>	<b>10,000</b>	<b>15.6%</b>

**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Infrastructure Services**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Fleet</b>								
<b>Fleet - Licensed Vehicles</b>								
<b>Expenditures</b>								
Labour Charges	89,331	66,486	59,138	20,229	86,400	64,400	(22,000)	
Contracted Services	125,355	250,220	98,552	59,538	110,000	95,000	(15,000)	
Insurance	31,559	32,123	39,284	54,911	50,000	66,000	16,000	
Information Technology Services						13,600	13,600	
Materials & Supplies	254,074	215,675	174,896	130,934	235,000	200,000	(35,000)	
<b>Total Expenditures</b>	<b>500,319</b>	<b>564,504</b>	<b>371,870</b>	<b>265,612</b>	<b>481,400</b>	<b>439,000</b>	<b>(42,400)</b>	
<b>Revenue</b>								
Fleet Recoveries	(642,929)	(649,482)	(558,238)	(412,671)	(620,000)	(590,000)	30,000	
<b>Total Revenue</b>	<b>(642,929)</b>	<b>(649,482)</b>	<b>(558,238)</b>	<b>(412,671)</b>	<b>(620,000)</b>	<b>(590,000)</b>	<b>30,000</b>	
<b>Total Fleet - Licensed Vehicles</b>	<b>(142,610)</b>	<b>(84,978)</b>	<b>(186,368)</b>	<b>(147,059)</b>	<b>(138,600)</b>	<b>(151,000)</b>	<b>(12,400)</b>	8.9%
<b>Fleet - Unlicensed Vehicles</b>								
<b>Expenditures</b>								
Labour Charges	15,397	18,339	20,331	8,102	22,000	22,000		
Contracted Services	28,751	76,553	32,799	33,973	29,000	29,000		
Insurance	2,789	2,847	3,215	4,489	3,500	6,200	2,700	
Materials & Supplies	56,444	60,994	50,189	53,823	60,000	60,000		
<b>Total Expenditures</b>	<b>103,381</b>	<b>158,733</b>	<b>106,534</b>	<b>100,387</b>	<b>114,500</b>	<b>117,200</b>	<b>2,700</b>	
<b>Revenue</b>								
Fleet Recoveries	(348,623)	(349,721)	(300,555)	(222,207)	(340,000)	(340,000)		
<b>Total Revenue</b>	<b>(348,623)</b>	<b>(349,721)</b>	<b>(300,555)</b>	<b>(222,207)</b>	<b>(340,000)</b>	<b>(340,000)</b>		
<b>Total Fleet - Unlicensed Vehicles</b>	<b>(245,242)</b>	<b>(190,988)</b>	<b>(194,021)</b>	<b>(121,820)</b>	<b>(225,500)</b>	<b>(222,800)</b>	<b>2,700</b>	-1.2%
<b>Total Fleet</b>	<b>(387,852)</b>	<b>(275,966)</b>	<b>(380,389)</b>	<b>(268,879)</b>	<b>(364,100)</b>	<b>(373,800)</b>	<b>(9,700)</b>	<b>2.7%</b>
<b>Street Lights</b>								
<b>Expenditures</b>								
Utilities	91,329	88,439	72,988	56,341	95,000	95,000		
Equipment	61,205	66,603	55,011	27,867	60,000	60,000		
<b>Total Expenditures</b>	<b>152,534</b>	<b>155,042</b>	<b>127,999</b>	<b>84,208</b>	<b>155,000</b>	<b>155,000</b>		
<b>Total Street Lights</b>	<b>152,534</b>	<b>155,042</b>	<b>127,999</b>	<b>84,208</b>	<b>155,000</b>	<b>155,000</b>		
<b>Total Infrastructure Services</b>	<b>3,980,399</b>	<b>4,612,091</b>	<b>4,154,115</b>	<b>3,454,980</b>	<b>4,714,450</b>	<b>4,773,049</b>	<b>58,599</b>	<b>1.2%</b>

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**GRAVENHURST**  
GATEWAY TO MUSKOKA

2022 Operating Budget

# CORPORATE ADMINISTRATION



**2022 Operating Budget**

# **Corporate Administration**

# Corporate Administration – 2022 Operating Budget

## RECOMMENDED 2022 BUDGET

\$5,824,219 which is a net increase of \$223,730 or 4.0% from 2021

The Corporate Administration budget includes several items budgeted corporately including internal and external financing costs. It is broken out into the following components:

### 1. Corporate Items

The Corporate Items budget is administered by the Corporate Services Department and contains items of a corporate nature (e.g. the Town insurance premiums, IT services and transfers to capital reserves).

### 2. Internal Financing

The principal and interest repayment costs to the Community Reinvestment Reserve Fund for borrowing from that reserve fund for capital projects

### 3. External Financing

The principal and interest repayment costs to the District of Muskoka for funds borrowed through the District from the financial markets for capital projects

## 1. CORPORATE ITEMS

### Expenditures

- **Professional Development:** Corporate Training and Leadership Development budget managed by the Manager of Human Resources.
- **Contribution to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrear notices and related items. Shredding of Town documents as per records retention policy.
- **Consultant Services:** Corporate consulting projects identified as a priority in the year. These projects are one-time in nature and vary from year to year.
- **Debit Machine Fees:** Fees for the acceptance of credit/debit payments and related banking fees.
- **Legal Services:** Corporate legal expenses related to a cross-section of issues including the Local Planning Appeals Tribunal (LPAT) and corporate governance. This budget also includes a provision for the activities of the Integrity Commissioner.
- **Audit:** Services related to providing an audit opinion attached to our annual year-end financial statements.

# Corporate Administration – 2022 Operating Budget

**Table 1**

<b>Contribution to Reserves in 2022 Budget</b>		
<u>Reserves</u>	<u>Contribution</u>	<u>Purpose</u>
Elections	\$ 58,000	Elections, Ward Boundary Review
Planning	\$ 60,000	Funding for corporate studies
Information Systems and Technology	\$ 270,000	Capital financing from tax levy
Furniture & Equipment	\$ 20,000	Capital financing from tax levy
Fleet and Heavy Equipment	\$ 500,000	Capital financing from tax levy
Fire and Emergency Services	\$ 22,000	Capital financing from tax levy
Facilities	\$ 300,000	Capital financing from tax levy
Infrastructure	\$ 1,800,000	Capital financing from tax levy
<b>Total Contributions to Reserves</b>	<b><u>\$ 3,030,000</u></b>	

- **Insurance:** Includes the insurance premiums payable by the Town for coverage related to Town facilities, infrastructure and services. Also includes an estimate for claims below the \$25,000 deductible based on last three-year trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration, Help-Desk support and software licences.
- **Communications:** Cost of Town Page that is published every Thursday in the Gravenhurst Banner; corporate media buys, Town postage requirements for mailing notices/tax bills and the cost of the Town Hall phone system.
- **Other Services:** Cost to enable compliance with the Accessibility for Ontarians with Disabilities (OADA) legislation, former lease costs for two large photocopiers/printers and the postage machine at Town Hall.
- **Materials & Supplies:** General offices supplies for Town Hall

# Corporate Administration – 2022 Operating Budget

## Revenues

- **Grants:** Annual operating grant from the province under the Ontario Municipal Partnership Fund (OMPF).
- **Tax Penalties & Fees:** Penalties and interest charged on outstanding taxes.
- **Accounts Receivable Fees:** Interest charged on outstanding accounts other than property tax.
- **Other Fees and Rebates:** Facility user insurance fees, rebate from the Local Authority Services Ltd (LAS) Natural Gas Program, and tax-related recoveries from court.
- **Transfers from Reserve:** Transfers from corporate reserves recommended by the Treasurer.
- **Investment Income:** Interest earned on funds held in Town bank accounts and allocated to operations as per existing policy.
- **Supplementary Taxes:** In-year tax revenues from supplementary assessment and properties that were not on the return of the tax roll at the end of the previous year.
- **Taxes Written Off:** Taxes written off in year for a number of reasons including assessment appeals and settlements with the Municipal Property Assessment Corporation (MPAC).

## 2. INTERNAL FINANCING

The Community Reinvestment Reserve Fund was set up as a source of financing for Town capital investments with the expectation that any funds borrowed will be reimbursed along with interest at market rates. This allows for the funds to be available on a rolling basis without the need for any external borrowing. It provides substantial flexibility to the Town while allowing for varying repayment periods depending on the purpose of the borrowing. This capability is very important in the Town's overall ability to finance a growing capital program to address its significant infrastructure deficit.

## 3. EXTERNAL FINANCING

The Town of Gravenhurst is able to borrow funds in the financial markets through the District of Muskoka. It has done so in the past to advance important Town initiatives such as the construction of the Muskoka Wharf, the Centennial Centre (including the YMCA), and 3-5 Pineridge Gate which houses the Cottage Country Family Health offices, the Simcoe-Muskoka District Health Unit and Town Hall.

As of December 31, 2021 the Town has \$12,952,080 in external debt (see Table 2).

# Corporate Administration – 2022 Operating Budget

## Table 2

Description	Debenture / Loan Amount	Balance at Start of 2022	2022 Payments	Balance at End of 2022	Year Due
<b>Debenture and Internal Financing</b>					
<b>External Financing</b>					
<b>Debentures</b>					
Wharf Financing	8,000,000	1,837,028	652,822	1,258,673	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	5,016,288	362,900	4,846,388	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	4,050,000	164,958	3,848,000	Dec 2024 (a)
Town Hall & Clinic Build/Renovate	2,900,000	2,048,764	179,949	1,944,880	Dec 2036
<b>Total External Financing</b>	<b>\$ 22,950,000</b>	<b>\$ 12,952,080</b>	<b>\$ 1,360,630</b>	<b>\$ 11,897,941</b>	(c)
<b>Internal Financing</b>					
<b>Borrowing from Community Re- investment Reserve</b>					
Wharf Self- Financing	6,266,238	2,941,619	407,757	2,667,729	Jun 2030
Infrastructure	9,413,262	6,278,079	1,288,400	5,155,806	5 -10 years
Infrastructure Fleet	1,304,554	911,987	191,020	737,580	4 - 10 years
Infrastructure Equipment	677,944	311,460	131,067	186,064	4 - 10 years
Fire Department Vehicles	2,066,264	586,814	203,028	416,113	5 - 15 years
Facilities	3,014,370	1,064,772	303,360	788,295	5 - 15 years
On-going 2019 and 2020 projects			49,856		TBD (b)
<b>Total Internal Financing</b>	<b>\$ 22,742,632</b>	<b>\$ 10,156,133</b>	<b>\$ 2,574,489</b>	<b>\$ 9,951,587</b>	
<b>Total Debenture and Internal Financing</b>	<b>45,692,632</b>	<b>23,108,212</b>	<b>3,935,118</b>	<b>21,849,528</b>	

### Notes

- (a) There will be \$3,640,000 owing at end of term.
- (b) On-going 2020 and 2021 capital projects will be financed over a 5-10 year period as appropriate at 2021 year-end.
- (c) The 2022 payments reflect a draw on the Development Charges reserve to reduce the debt principal and interest costs related to Municipal Parking, the Muskoka Wharf, and the Centennial Centre.

Since 2012 the Town has not borrowed funds externally and there is no plan to do so in the near future. The current long-term financial plan reduces the need for future external debt while putting aside sufficient funds to pay off any outstanding balances that come due. The next outstanding balance payable is \$3,640,000 in 2024.

# Corporate Administration – 2022 Operating Budget

## EXPLANATION FOR SIGNIFICANT CHANGES FROM 2021 BUDGET

### 1. Corporate Items

#### **Contribution to Reserve: Increase of \$102,250**

- \$35,500 in increased contribution to the Elections reserve to finance the Municipal Elections and the cost of the anticipated Ward Boundary Review in 2024 and 2025.
- \$60,000 in increased contributions to the Planning reserves to fund a Rural Transit Demand Study and an Opera House Strategic Plan Update.

#### **Contracted Services: Decrease of \$50,000**

- \$50,000 budgeted in 2021 at Council direction to reflect increased resources toward enhanced By-law enforcement and service. Appropriate resources to address the needs in By-law Services are budgeted in the Development Services budget in 2022.

#### **Consultant Services: Decrease of \$50,000**

- One-time increase in 2021 to fund a number of significant projects planned for 2021 including a Council remuneration review and the recruitment of a new CAO. 2022 Budget reflects adequate funds for in-year operational needs.

#### **Insurance: Increase of \$104,000**

- Insurance premiums for the Town have increased substantially again in August 2021 reflecting a very hard market in the sector specifically for property damage, cyber security, and marina operations liability coverages.

#### **Information Technology Services: Increase of \$43,000**

- Increase directly related to increased costs for Office 365 licenses, video conferencing licenses and full-year costs for the Town's Electronic Data and Records Management System (EDRMS).

#### **Grants: Increase of \$12,600**

- Nominal increase to the Ontario Municipal Partnership Fund (OMPF) grants for 2022.

#### **Tax Penalties & Fees: Reduction of \$28,000**

- Tax Penalties and Fees are projected to decline further in 2022, in part because of an active program to reduce outstanding taxes payable and encourage timely payment of taxes through either on-line transfers or the preauthorized payment program.

# Corporate Administration – 2022 Operating Budget

## **Transfers from Reserves: Decrease of \$158,162**

- In 2022 the following transfers are recommended from reserves:
  - \$175,800 from the Federal/Provincial Safe Restart Program funding received by the Town of Gravenhurst to offset COVID-19 related costs in departments
  - \$ 14,200 from the Municipal Modernization funding received by the Town of Gravenhurst to offset the costs of the Lean program

## **Investment Income: Decrease of \$16,000**

- Low interest rates are expected to continue despite inflationary pressure on the Bank of Canada to raise them. Administration has budgeted using the 2020 and 2021 performance rather than the three-year average.

## **Supplementary Taxes: Increase of \$30,000**

- Projections are based on an upward trend in planning fees and building permits resulting in increasing assessment due to physical changes. There is some time lag in those assessment changes performed by MPAC and so, given what we are seeing now, supplementary tax billings should continue to be high into 2023.

## **2. Internal Financing**

No change

## **3. External Financing**

### **External Financing: Reduction of \$101,170**

- The reduction in External Financing costs reflects a draw on the Development Charges reserve to reduce growth-related debt principal and interest costs for the Centennial Centre. These costs were identified and factored into the 2018 Development Charges Background Study and By-law.



**TOWN OF GRAVENHURST  
2022**

**Recommended Operating Budget**

**Corporate Administration**

Description	2018 Actuals	2019 Actuals	2020 Actuals	2021 YTD 5-Nov-21	2021 Budget	2022 Recommended Budget	\$ Change from from 2021 Budget	% Change from 2021 Budget
<b>Corporate Administration</b>								
<b>Corporate Administration</b>								
<b>Expenditures</b>								
Staff Costs			25,506					
Community Support	47,142	47,242	47,148					
Professional Development	44,360	38,617	192,395	113,843	64,000	64,000		
Contribution to Reserve	2,373,123	2,706,380	2,795,579	2,827,750	2,927,750	3,030,000	102,250	
Contracted Services	7,456	11,980	8,032	1,461	63,000	13,000	(50,000)	
Consultant Services	50,000	35,655	6,106	24,422	75,000	25,000	(50,000)	
Debit Machine Fees	19,909	21,750	29,339	34,386	22,000	30,000	8,000	
Legal Services	17,726	33,370	81,595	78,401	65,000	65,000		
Audit	18,571	18,606	18,611	13,483	19,000	21,500	2,500	
Insurance	475,168	503,507	557,264	598,805	626,300	730,300	104,000	
Information Technology Services	369,294	418,582	418,461	353,493	468,000	511,000	43,000	
Communications	76,469	76,016	84,231	63,428	78,500	85,000	6,500	
Other Services	1,550	2,177	691	726	3,500	2,000	(1,500)	
Materials & Supplies	21,039	24,549	16,792	14,966	19,500	20,000	500	
<b>Total Expenditures</b>	<b>3,521,807</b>	<b>3,938,431</b>	<b>4,281,750</b>	<b>4,125,164</b>	<b>4,431,550</b>	<b>4,596,800</b>	<b>165,250</b>	
<b>Revenue</b>								
Grants	(1,908,500)	(1,940,839)	(1,940,700)	(1,951,600)	(1,951,600)	(1,964,200)	(12,600)	
Tax Penalties & Fees	(374,626)	(323,723)	(265,017)	(281,043)	(348,000)	(320,000)	28,000	
Accounts Receivable Fees	(1,143)	(942)	(1,249)	(551)	(1,088)	(1,000)	88	
Other Fees and Rebates	(15,221)	(45,365)	1,112	(2,259)	(13,000)	(13,000)		
Transfers From Reserves		(2,600,000)	(47,725)		(348,162)	(190,000)	158,162	
Investment Income	(74,317)	(173,859)	(85,062)	(66,862)	(96,000)	(80,000)	16,000	
<b>Total Revenue</b>	<b>(2,373,807)</b>	<b>(5,084,728)</b>	<b>(2,338,641)</b>	<b>(2,302,315)</b>	<b>(2,757,850)</b>	<b>(2,568,200)</b>	<b>189,650</b>	
<b>Total Corporate Administration</b>	<b>1,148,000</b>	<b>(1,146,297)</b>	<b>1,943,109</b>	<b>1,822,849</b>	<b>1,673,700</b>	<b>2,028,600</b>	<b>354,900</b>	<b>21.2%</b>
<b>Town</b>								
<b>Revenue</b>								
Supplementary Taxes	(138,732)	(172,340)	(176,036)	(2,502)	(149,500)	(179,500)	(30,000)	
Taxes Written Off	97,040	55,489	66,293	156,010	40,000	40,000		
<b>Total Revenue</b>	<b>(41,692)</b>	<b>(116,851)</b>	<b>(109,743)</b>	<b>153,508</b>	<b>(109,500)</b>	<b>(139,500)</b>	<b>(30,000)</b>	
<b>Total Town</b>	<b>(41,692)</b>	<b>(116,851)</b>	<b>(109,743)</b>	<b>153,508</b>	<b>(109,500)</b>	<b>(139,500)</b>	<b>(30,000)</b>	<b>27.4%</b>
<b>Total Corporate Items</b>	<b>1,106,308</b>	<b>(1,263,148)</b>	<b>1,833,366</b>	<b>1,976,357</b>	<b>1,564,200</b>	<b>1,889,100</b>	<b>324,900</b>	
<b>Total Internal Financing</b>	<b>1,775,289</b>	<b>2,082,489</b>	<b>2,404,489</b>	<b>2,574,489</b>	<b>2,574,489</b>	<b>2,574,489</b>		
<b>Total External Financing</b>	<b>1,860,477</b>	<b>4,264,714</b>	<b>1,554,836</b>	<b>919,906</b>	<b>1,461,800</b>	<b>1,360,630</b>	<b>(101,170)</b>	<b>-6.9%</b>
<b>Total Corporate Administration</b>	<b>4,742,074</b>	<b>5,084,055</b>	<b>5,792,691</b>	<b>5,470,752</b>	<b>5,600,489</b>	<b>5,824,219</b>	<b>223,730</b>	<b>4.0%</b>

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**2022 Operating Budget**

**Reserve, Reserve Funds  
& Endowments**

# Town of Gravenhurst

## Reserves, Reserve Funds and Endowments

Balances as of Dec 31, 2021 & Projected Expenditures

Description	Audited Balance Dec 31 2020	Outstanding Commitments Against Balances	2021 Revenues/ Contributions	2021 Approved Capital	Balance Dec 31 2021	2022 Budgeted Capital and Operating	2022 Projected Revenue	Balance Dec 31 2022
<b>Reserves/Reserve Funds</b>								
Working Fund	(1,352,096)				(1,352,096)			(1,352,096)
Tax Stabilization	(1,866,786)	110,623	(439,317)	52,500	(2,142,980)	190,000		(1,952,980)
Employee Benefit	(319,596)				(319,596)			(319,596)
Strategic Property	(181,587)		(7,059)		(188,646)	20,000		(168,646)
Election	(82,832)		(22,750)	6,000	(99,582)	138,500	(58,000)	(19,082)
Accessibility	(14,371)				(14,371)			(14,371)
Hall of Fame	(22,194)				(22,194)			(22,194)
Community Improvement Plan	(132,708)		(65,000)	70,000	(127,708)	70,000	(65,000)	(122,708)
Planning	(108,138)		(10,000)		(118,138)	160,000	(60,000)	(18,138)
Fleet & Heavy Equipment	(218,491)		(309,722)	289,254	(238,960)	309,000	(500,000)	(429,960)
Furniture & Light Equipment	(172,273)	46,693	(602)	48,308	(77,874)	61,000	(20,000)	(36,874)
Information Systems	(297,258)	188,959	(150,139)	476,417	217,978	193,000	(270,000)	140,978
Facilities	(2,050,116)	718,060	(614,929)	887,856	(1,059,129)	900,100	(300,000)	(459,029)
Fire & Emergency Services	(314,100)		(67,284)	40,277	(341,106)	40,000	(22,000)	(323,106)
Infrastructure	(2,479,458)	525,183	(2,052,850)	2,876,702	(1,130,422)	1,225,000	(1,800,000)	(1,705,422)
Wharf Capital	(647,759)	211,460	(161,964)		(598,263)		(134,000)	(732,263)
Gravenhurst Public Library	(42,253)		(152)	6,000	(36,405)	6,000		(30,405)
Opera House Capital Improvements	(39,439)	38,400	(143)		(1,182)		(8,000)	(9,182)
Gravenhurst BIA	(52,354)		(121)	20,000	(32,475)	28,548		(3,927)
Community Reinvestment	(4,855,434)	983,982	(2,603,404)	2,815,196	(3,659,659)	3,233,649	(3,374,489)	(3,800,499)
<b>Total</b>	<b>(15,249,242)</b>	<b>2,823,360</b>	<b>(6,505,434)</b>	<b>7,588,510</b>	<b>(11,342,806)</b>	<b>6,574,797</b>	<b>(6,611,489)</b>	<b>(11,379,498)</b>

# Town of Gravenhurst

## Reserves, Reserve Funds and Endowments

Balances as of Dec 31, 2021 & Projected Expenditures

Description	Audited Balance Dec 31 2020	Outstanding Commitments Against Balances	2021 Revenues/ Contributions	2021 Approved Capital	Balance Dec 31 2021	2022 Budgeted Capital and Operating	2022 Projected Revenue	Balance Dec 31 2022
<b>Obligatory Reserve Funds</b>								
Federal Gas Tax	(662,084)	135,762	(770,389)	272,521	(1,024,190)	590,000	(390,527)	(824,717)
Parkland Dedication	(173,292)	19,151	(40,629)	2,253	(192,518)	22,000	(40,000)	(210,518)
Development Charges	(1,551,974)	63,000	(266,627)	1,247,121	(508,480)	200,351	(240,000)	(548,129)
Building Permit	(284,901)		(1,250)	75,225	(210,926)	85,100		(125,826)
<b>Total</b>	<b>(2,672,251)</b>	<b>217,913</b>	<b>(1,078,895)</b>	<b>1,597,120</b>	<b>(1,936,113)</b>	<b>897,451</b>	<b>(670,527)</b>	<b>(1,709,189)</b>

<b>Reserves &amp; Reserve Funds</b>	<b>(17,921,493)</b>	<b>3,041,273</b>	<b>(7,584,329)</b>	<b>9,185,630</b>	<b>(13,278,919)</b>	<b>7,472,248</b>	<b>(7,282,016)</b>	<b>(13,088,687)</b>
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### Endowments

Terence Haight (Town)	(1,029,115)		(5,285)	29,500	(1,004,900)	25,000	(20,000)	(999,900)
Henderson (GPLB)	(427,678)		(2,144)	20,000	(409,822)	10,000	(5,000)	(404,822)

Notes:

1. Reserve activity and balances are not final and are subject to year end adjustment and audit.
2. This schedule was prepared on November 5, 2021



Town of Gravenhurst

# 2022 CAPITAL BUDGET & MULTI-YEAR PLAN



## Town of Gravenhurst

2022 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Program	2022	2023	2024	2025	2026	5 - Year Avg
<b>Bridges</b>	80,000	240,000		15,000		67,000
<b>Cemeteries</b>			56,000	60,000	143,000	51,800
<b>Facilities</b>	1,411,000	830,000	565,000	1,422,000	1,835,000	1,212,600
<b>Furniture, Fixtures &amp; Equipment</b>	55,000	25,000	25,000	55,000	135,000	59,000
<b>Fire &amp; Emergency Services</b>	115,000	205,000	545,000	45,000	45,000	191,000
<b>Fleet</b>	644,000	838,000	500,000	250,000	550,000	556,400
<b>Information Technology</b>	248,000	35,000	35,000	65,000	35,000	83,600
<b>Parks</b>	218,000	935,500	550,000	478,500	380,500	512,500
<b>Roads</b>	4,634,000	3,963,000	5,491,000	6,074,000	5,143,000	5,061,000
<b>Special Projects</b>	698,500	135,000	157,500	212,000	335,000	307,600
<b>Total Capital Programs</b>	<b>\$8,103,500</b>	<b>\$7,206,500</b>	<b>\$7,924,500</b>	<b>\$8,676,500</b>	<b>\$8,601,500</b>	<b>\$8,102,500</b>

Reserve / Reserve Fund	2022	2023	2024	2025	2026	5 - Year Avg
<b>Community Reinvestment</b>	3,233,649	3,226,000	3,041,000	3,747,000	3,837,000	3,416,930
<b>Capital Reserves</b>	2,728,100	2,474,500	3,881,000	4,159,500	3,719,500	3,392,520
<b>Obligatory Reserve Funds</b>	776,351	766,000	735,000	528,000	600,000	681,070
<b>Wharf Reserve</b>		475,000	80,000			111,000
<b>Community Improvement Plan</b>	70,000	70,000	80,000	85,000	85,000	78,000
<b>Opera House Capital</b>				30,000	60,000	18,000
<b>Planning Reserve</b>	110,000	50,000		100,000	100,000	72,000
<b>Building Permit Reserve</b>	50,000					10,000
<b>Elections</b>	138,500	15,000	77,500	27,000	150,000	81,600
<b>External Financing</b>						
<b>Provincial Grants</b>	996,900	130,000	30,000		50,000	241,380
<b>Total</b>	<b>\$8,103,500</b>	<b>\$7,206,500</b>	<b>\$7,924,500</b>	<b>\$8,676,500</b>	<b>\$8,601,500</b>	<b>\$8,102,500</b>

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**GRAVENHURST**  
GATEWAY TO MUSKOKA



# Town of Gravenhurst

2022  
Capital Budget & Multi-Year Plan

Capital Program by BUDGET GROUP	Page	2022	2023	2024	2025	2026	Total Over 5 Years
<b>Bridges</b>							
330B165 Robinsons Bridge (Repair Soffit Spall)	107	40,000					
330B168 Beau Creek Bridge (Extend Deck Drains)	108	30,000					
330B169 South Kahshe Bridge (Repair Sidewall Spall)	109	10,000					
330B171 Pinetree Road Bridge Repairs			225,000				
330515a Bridge Study			15,000		15,000		
<b>Total Bridges</b>		<b>80,000</b>	<b>240,000</b>		<b>15,000</b>		<b>335,000</b>
<b>Cemeteries</b>							
550B004 Columbarium Garden # 2 - Phase 1				56,000			
550B005 Cemetery 'Front Facing" Ornamental Fencing					60,000		
550B007 Lutheran Cemetery - Radar Imagery						18,000	
550B006 Cemetery Signage - Upgrade/Replacement						60,000	
550B008 Columbarium Garden - Bethel Cemetery						65,000	
<b>Total Cemeteries</b>				<b>56,000</b>	<b>60,000</b>	<b>143,000</b>	<b>259,000</b>
<b>Facilities</b>							
7101B004 Downtown Washroom	112	480,000					
2101B002 Fire Station HQ Training Room Renovation	115	160,000					
160B017 Gull Lake and Opera House Exterior Cameras	116	100,000					
160B001 Unidentified Capital Expenditures Fund	111	100,000	100,000	100,000	100,000	100,000	
1603B005 CN Train Station Interior Structural Repair/Brick Repointing	117	75,000					
1602B004 Seniors Centre - Early Fire Detection System	119	50,000					
2102B003 Fire Hall 2 - Bay Renovation/Addition	120	50,000					
7101B001 Gull Lake Building Improvements (Accessible Washrooms/Remove Kitchen)	121	50,000					
7201B014 Centennial Centre - Terry Fox room floor replacement	122	50,000					
770B007 Discovery Centre Accessible Washroom Update	123	50,000					
160B006 Fire Station/Public Works Operational Needs Assessment	125	40,000					
780102 Library - Interior Enhancements	113	40,000	70,000	30,000	30,000	30,000	
160B010 Sports Building/Lions Pavilion Accessible Washroom Upgrade	126	35,000					
7101B003 Muskoka Beach Accessible Washroom Upgrades	127	30,000					
160004 Facility Furnace Replacements	114	25,000	40,000	40,000	40,000	40,000	
160B012 Facilities Roof Repairs - YMCA/Centennial Centre Etc	118	15,000	15,000	15,000	15,000	15,000	
821B003 Directional Signage	124	15,000	15,000	15,000			
1602B008 Seniors Centre Accessible Washrooms	128	12,000					
1607B001 Terence Haight Carnegie Arts Centre - Front Door Replacement	129	12,000					
2101B003 Fire Station HQ - Perimeter Fencing	130	12,000					
1603B003 CN Train Station Accessible Washrooms Upgrades	131	10,000					
770B006 Discovery Centre Floor Treatment			100,000				
7201B009 Centennial Centre Main Street Floor Refinish			75,000				
7201B010 Centennial Centre - Paint Steel Trusses Over Rink			75,000				
761B001 Facilities Interior/Exterior LED Lighting Retrofit			75,000				
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings			60,000				



# Town of Gravenhurst

2022  
Capital Budget & Multi-Year Plan

Capital Program by BUDGET GROUP	Page	2022	2023	2024	2025	2026	Total Over 5 Years
7201B008 YMCA Outside Exposed Beams (Clean, Prime, Paint)			60,000				
740B001 Gull Lake Barge Assessment			55,000				
7201B013 YMCA Gym Floor Reline/Recoat			40,000				
160B015 Muskoka Bay Park - Accessible Washrooms			30,000				
790B005 Opera House AODA Upgrades			20,000				
7101B002 Gull Lake - Barge Seating / Accessible Pathways				180,000			
770B004 Discovery Centre Interior Painting				50,000			
770B008 Discovery Centre Carpet Replacement				50,000			
1603B004 CN Train Station Interior/Exterior Lighting Retrofit				45,000			
1602B007 Seniors Centre Sidewalk/Railing Replacement/Repair - Ramp				40,000			
1601B002 Municipal Office/Council Chambers Redesign					1,000,000		
7901B010 Opera House Trillium Court Floor Resurfacing					90,000		
160B013 Municipal Office - Replacement of Fire Panels and Devices					60,000		
7901B011 Opera House Ceiling Tile					42,000		
3001B002 Public Works Window Replacement					25,000		
1602B012 Seniors Centre Roof Repair/Recoating					20,000		
1601B005 Municipal Office Front Lobby Improvement						1,000,000	
7201B003 Centennial Centre Metal Roof Replacement						650,000	
<b>Total Facilities</b>		<b>1,411,000</b>	<b>830,000</b>	<b>565,000</b>	<b>1,422,000</b>	<b>1,835,000</b>	<b>6,063,000</b>
<b>Furniture, Fixtures &amp; Equipment</b>							
160013 Furniture Replacement Program	133	25,000	25,000	25,000	25,000	25,000	
120030 Telephone System Replacment	134	15,000					
790016 Opera House Stage Lighting Equipment	135	15,000					
790017 Opera House Sound Equipment					30,000	30,000	
790B002 Opera House Grand Piano						80,000	
<b>Total Furniture, Fixtures &amp; Equipment</b>		<b>55,000</b>	<b>25,000</b>	<b>25,000</b>	<b>55,000</b>	<b>135,000</b>	<b>295,000</b>
<b>Fire</b>							
210B009 Car One	139	75,000					
210016 Fire - Equipment Replacement	137	20,000	25,000	25,000	25,000	25,000	
210017 Fire - Hose Replacement	138	20,000	20,000	20,000	20,000	20,000	
210B013 Master Fire Plan & Legislated Comprehensive Risk Assessment			85,000				
210B014 Unit 9 Pick Up Truck			75,000				
210B012 Unit # 2				400,000			
210B010 NG 911 Changeover				100,000			
<b>Total Fire</b>		<b>115,000</b>	<b>205,000</b>	<b>545,000</b>	<b>45,000</b>	<b>45,000</b>	<b>955,000</b>
<b>Fleet</b>							
335B013 Single Axle Plows - Multi Yr. - 43 (2022), 44(2023), 47 (2024)	141	325,000	325,000	325,000			
335B027 Sidewalk Winter Operations Machine (NEW)	143	170,000					
335B007 Building Dept.- 30 (2022)	145	50,000					
335B008 1/2 Ton Pick Ups - Multi Yr. - 29 (2022); 27 (2023); 07, 14 (2024)	142	44,000	48,000	98,000			
335B026 EV Charging Stations (NEW) - Multi Year	144	40,000	40,000	60,000			



# Town of Gravenhurst

2022

Capital Budget & Multi-Year Plan

Capital Program by BUDGET GROUP	Page	2022	2023	2024	2025	2026	Total Over 5 Years
335B028 Portable "Road Closed" Demarcation Trailers (2)	146	15,000					
335B010 Tandem Axle Plow - 45 (2023)			350,000				
335B015 1 Ton Pick Up - 28 (2023)			75,000				
335B023 Lawn Tractors - LTR6 (2024)				17,000			
335B014 Backhoe - TR13 (2025)					250,000		
335B022 Road Grader - NEW (2026)						550,000	
<b>Total Fleet</b>		<b>644,000</b>	<b>838,000</b>	<b>500,000</b>	<b>250,000</b>	<b>550,000</b>	<b>2,782,000</b>
<b>Information Technology</b>							
160B014 Citywide Maintenance Manager (Software)	147	188,000					
120016 Computer & Printer Annual Replacement	148	35,000	35,000	35,000	35,000	35,000	
120029 Asset Management Software	149	25,000					
7801B005 Library Security Camera System					30,000		
<b>Total Information Technology</b>		<b>248,000</b>	<b>35,000</b>	<b>35,000</b>	<b>65,000</b>	<b>35,000</b>	<b>418,000</b>
<b>Parks</b>							
710B066 Muskoka Bay Park - Baseball Diamond - Perimeter Impact Netting	151	60,000					
710B072 Gull Lake Dock - Immediate Repairs	152	40,000					
710B036 Indian Landing - Boat Launch Improvements	155	30,000					
710B032 Shade Structures - Skateboard Park and Splash Pad	156	25,000					
710B063 Gull Lake Rotary Park - Accessible Pathway	157	22,000					
710B035 Hewitt Landing - Boat Launch Improvements	158	20,000					
710B026 Urban Tree Assessment	154	15,000	15,000				
710B031 Picnic Table Multi Yr. Replacements	153	6,000	6,500	7,000	7,500	7,500	
710B034 Wharf Boardwalk - Phase 2			400,000				
710B067 Muskoka Bay Park - Pickleball Court			300,000				
710B060 Outdoor Rink - Replacement of Boards at Wharf			75,000				
710B038 Gull Lake Park - Ball Diamond - Fence & Backstops			35,000				
710B039 Muskoka Bay Park - Ball Diamond - Fence & Backstops			25,000				
710B065 Muskoka Bay Park - Accessible Pathway			22,000				
710B040 Wharf Ball Diamond - Fence & Backstops			20,000				
710B044 Franklin Park - Holding Tank Replacement			15,000				
710B045 Bass Lake Park - Holding Tank Replacement			15,000				
710B043 Wharf Ball Diamond - Infield Modifications			7,000				
710B021 Gull Lake Rotary Park - Playground Equip & Fibremat				140,000			
710B062 Muskoka Bay Park - Playground Structure				140,000			
330B219 Wharf - Accessible Lift				80,000			
710B041 Ungerman Park - Fence Replacement				50,000			
710B068 Parks (interior) Signage - Various Parks				50,000			
710B037 Heritage Square / Cenotaph Improvements - Design				20,000			
710B064 Kinsmen Park - Accessible Pathway				15,000			
710B028 Franklin Park - Mobi Mat				12,000			
710B029 Muskoka Beach Park - Mobi Mat				12,000			



# Town of Gravenhurst

2022  
Capital Budget & Multi-Year Plan

Capital Program by BUDGET GROUP	Page	2022	2023	2024	2025	2026	Total Over 5 Years
710B030 Muskoka Bay Park - Mobi Mat				12,000			
710B071 Parking Barriers in parks' parking lots - Replacement				12,000			
710B033 South Morrison Landing - Improvements					200,000		
710B046 Heritage Square / Cenotaph - Improvement Implementation					200,000		
710B070 Parks - Festive Lights in BIA - Relamping					46,000	18,000	
710B069 Parks (External) Stair Structures - Various Parks					25,000	50,000	
710B051 Gull Lake Rotary Park - Dock Repairs						250,000	
710B061 Replacement of Green Perimeter Fence in various parks' parking lots						55,000	
<b>Total Parks</b>		<b>218,000</b>	<b>935,500</b>	<b>550,000</b>	<b>478,500</b>	<b>380,500</b>	<b>2,562,500</b>
<b>Roads</b>							
330B192 First St. S. - Rehabilitation - Bethune Rd. S to Sharpe St.	159	1,020,000					
330B191 North Muldrew Lk Rd. - Rehabilitation - Various Segments	160	760,000					
330B188 Pinedale Rd. - Rehabilitation - Hwy 11 S to Bethune Dr. S	161	700,000					
330B187 James St.. - Rehabilitation - John St S to Fernwood Dr	162	500,000					
330B175 Elderberry Lane - Culvert Replacement	164	450,000					
330B190 North Morrison Lk Rd - Rehabilitation - Southwood Rd. to 519 m SE of Southwood Rd	165	420,000					
330B189 Beaver Ridge Rd. - Rehabilitation - Hwy 11 N to Sedore Rd	166	290,000					
330517 Gravel Improvements	163	150,000		150,000		150,000	
330B173 Oriole Cres - Minor Repair Drainage Outlet	168	75,000					
330B220 Asset Management - Ontario Reg 588 Compliance Update	170	60,000					
330B177 Musquash Rd - Schedule B Class EA	171	55,000					
330B172 Oriole Cres - Schedule B Class EA	172	50,000					
330B176 Redwing Dr. - Schedule B Class EA	173	35,000					
330B170 Solar Radar Speed Signs - Multi Year	167	30,000	30,000	30,000	30,000	30,000	
330B223 Sidewalk - Various Panels - Multi Yr	169	25,000	25,000	25,000			
330B221 Sidewalk (New) - Pineridge Gate (N side) - from Kelly Dr. to Bethune St. S	174	14,000					
330B197 Reay Rd. - Rehabilitation - Various Segments			1,010,000				
330B198 Silver Lake Rd - Rehabilitation - Various Segments			594,000				
330B178 Oriole Cres - Major Drainage System Improvements			580,000				
330B179 Redwing Dr. - Major Drainage System Improvements			500,000				
330B180 Musquash Rd. - Major Drainage System Improvements			500,000				
330B181 Abbey Lane - Major Drainage Outlet Improvements			350,000				
330B158 Jim Wood Lane - Southwood Rd to Green Halgh Rd			246,000				
330B063 Industrial Dr Reconstruction - Jones Rd to Progress Rd			68,000				
330B193 Laycox Rd - Rehabilitation - Doe Lake Rd to Silver Lake Rd.			60,000				
330B201 Riley Lake Rd. - Rehabilitation - Various Segments				1,166,000			
330B199 Kilworthy Rd - Rehabilitation - Various Segments				797,000			
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End				780,000			
330B196 North Kahshe Lake Rd. - Rehabilitation - Various Segments				550,000			
330B023 Narrows Rd Major Rehabilitation				549,000			
330B064 Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd				470,000			



# Town of Gravenhurst

2022

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## Capital Program by BUDGET GROUP

	Page	2022	2023	2024	2025	2026	Total Over 5 Years
330B195 First St. N - Rehabilitation -Brock St. to Harvie St.				220,000			
330B182 Clairmont Rd - Drainage System Improvements				150,000			
330B200 John St. N. - Rehabilitation - Various Segments				117,000			
330B183 First St - Minor/Major Drainage System Improvements				100,000			
330B042 Kilworthy Rd Major Rehabilitation - Road 7000 to Cyril Gill Dr				99,000			
330B103 Kilworthy Rd Major Rehabilitation - McCormick Rd to Road 7000				96,000			
330B021 Kilworthy Rd Minor Rehabilitation - Cardinal Cres to Hummingbird Ln				70,000			
330B020 Kilworthy Rd Minor Rehabilitation - Goldfinch Crt to Cardinal Cres				40,000			
330B186 Segwun Blvd - Schedule B Class EA				35,000			
330B058 Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St				25,000			
330B084 Kilworthy Rd Major Rehabilitation - Heron Land to Starling Blvd				22,000			
330B185 Ridge Rd - Drainage Outlet Improvements					1,200,000		
330B145 Phillip St E - Bethune Dr to Sixth St					750,000		
330B184 Philip St. E - Minor/Major Drainage System Improvements					600,000		
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End					512,000		
330B203 Baseline Rd. - Rehabilitation - Southwood Rd. to Sparrow Rte D					433,000		
330B090 Baseline Rd Minor Rehabilitation - Canning Rd to Sparrow Lk Rte D					381,000		
330B036 Baseline Rd Major Rehabilitation - Four Seasons Rd to Canning Rd					300,000		
330B080 Elzner Rd Reconstruction - Reay Rd to End					300,000		
330B204 Graham Rd. - Rehabilitation - Godfrey Rd. to Rockcastle Rd.					297,000		
330B038 Brydons Bay Rd Reconstruction - Mejemi Ln to Sunny Bay Ln					285,000		
330B202 South Kahshe Lake Rd - Rehabilitation - Hwy 11N to South Bay Rd.					240,000		
330B031 Simpson Rd Major Rehabilitation - Bethune Dr N to End					203,000		
330B105 Progress Rd Major Rehabilitation - Industrial Dr to Jones Rd					155,000		
330B206 Jones Rd - Rehabilitation - Forest Glen to Elwell Park Rd.					150,000		
330B205 Talbot Trail - Rehabilitation - Graham Rd to end					105,000		
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd					103,000		
330B043 Lorne St Major Rehabilitation - Austin St To Louise St					30,000		
330B208 Barkway Rd. - Rehabilitation - Merkley Rd. to Thomas Rd.						1,094,000	
330B214 Narrows Rd. - Rehabilitation - Various Sements						676,000	
330B209 South Morrison Lake Rd. - Rehabilitation - Various Segments						550,000	
330B207 Lorne St. - Rehabilitation - From end (at park) to Wagner St.						520,000	
330B212 Parkers Point Rd. - Rehabilitation - Various Segments						492,000	
330B211 Merkley Rd. - Rehabilitation - Barkway Rd. to Hopkins Rd.						397,000	
330B210 Wagner St. - Rehabilitation - Lorne St. to Louise St.						304,000	
330B216 Sparrow Rd. Rte D - Rehabilitation - Baseline Rd. to Hwy 11S						272,000	
330B215 Shamrock Rd. - Rehabilitation - Graham Rd. to Renee Dr.						171,000	
330B109 Barkway Rd Minor Rehabilitation - Thomas Rd (First Intersection) to 647m NE of Thomas Rd (First Intersection)						140,000	
330B047 Wellington St Major Rehabilitation - Evans Ave E to Catherine St E						85,000	
330B218 Ure Rd. - Rehabilitation -Ramp to Hwy 11 to Sedore Rd.						74,000	
330B046 Wagner St Major Rehabilitation - John St N to Mary St N						70,000	



# Town of Gravenhurst

2022

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## Capital Program by BUDGET GROUP

	Page	2022	2023	2024	2025	2026	Total Over 5 Years
330B217 Lofty Pines Dr. - Rehabilitation - Muskoka Rd. N. to Lofty Pines Cres						59,000	
330515b Road Needs Study						35,000	
330B213 Sarah St. - Rehabilitation - Hotchkiss St. to Bay St						24,000	
<b>Total Roads</b>		<b>4,634,000</b>	<b>3,963,000</b>	<b>5,491,000</b>	<b>6,074,000</b>	<b>5,143,000</b>	<b>25,305,000</b>
<b>Special Projects</b>							
821B004 Wharf Revitalization	176	215,000					
4130001 Municipal Elections	175	138,500	15,000	2,500	2,000	150,000	
700B002 Recreation, Parks and Trails Master Plan	178	100,000					
130B001 Digitization of Permanent Municipal Records	179	85,000					
4123031 Community Improvement Plan	177	70,000	70,000	80,000	85,000	85,000	
821B005 Rural Transit Demand Study	180	50,000					
790B007 Opera House Strategic Business Plan Update	181	40,000					
120B004 Strategic Plan Update			50,000				
130B002 Ward Boundary Review				75,000	25,000		
810B001 Official Plan Review					100,000		
810B002 Comprehensive Zoning By-law Update/Community Planning Permit						100,000	
<b>Total Special Projects</b>		<b>698,500</b>	<b>135,000</b>	<b>157,500</b>	<b>212,000</b>	<b>335,000</b>	<b>1,538,000</b>
<b>Total Capital Projects</b>		<b>8,103,500</b>	<b>7,206,500</b>	<b>7,924,500</b>	<b>8,676,500</b>	<b>8,601,500</b>	<b>40,512,500</b>



**GRAVENHURST**  
GATEWAY TO MUSKOKA





# Town of Gravenhurst

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Capital Budget & Multi-Year Plan

Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
<b>Centennial Centre</b>							
7201B014 Centennial Centre - Terry Fox room floor replacement	122	50,000					
710B032 Shade Structures - Skateboard Park and Splash Pad	156	25,000					
160B012 Facilities Roof Repairs - YMCA/Centennial Centre Etc	118	15,000	15,000	15,000	15,000	15,000	
7201B009 Centennial Centre Main Street Floor Refinish			75,000				
7201B010 Centennial Centre - Paint Steel Trusses Over Rink			75,000				
7201B008 YMCA Outside Exposed Beams (Clean, Prime, Paint)			60,000				
7201B013 YMCA Gym Floor Reline/Recoat			40,000				
7201B003 Centennial Centre Metal Roof Replacement						650,000	
<b>Total Centennial Centre</b>		<b>90,000</b>	<b>265,000</b>	<b>15,000</b>	<b>15,000</b>	<b>665,000</b>	<b>1,050,000</b>
<b>Opera House</b>							
790B007 Opera House Strategic Business Plan Update	181	40,000					
790016 Opera House Stage Lighting Equipment	135	15,000					
790B005 Opera House AODA Upgrades			20,000				
710B037 Heritage Square / Cenotaph Improvements - Design				20,000			
710B046 Heritage Square / Cenotaph - Improvement Implementation					200,000		
7901B010 Opera House Trillium Court Floor Resurfacing					90,000		
7901B011 Opera House Ceiling Tile					42,000		
790017 Opera House Sound Equipment					30,000	30,000	
790B002 Opera House Grand Piano						80,000	
<b>Total Opera House</b>		<b>55,000</b>	<b>20,000</b>	<b>20,000</b>	<b>362,000</b>	<b>110,000</b>	<b>567,000</b>
<b>Fire Hall - Headquarters</b>							
2101B002 Fire Station HQ Training Room Renovation	115	160,000					
210B009 Car One	139	75,000					
210016 Fire - Equipment Replacement	137	20,000	25,000	25,000	25,000	25,000	
210017 Fire - Hose Replacement	138	20,000	20,000	20,000	20,000	20,000	
2101B003 Fire Station HQ - Perimeter Fencing	130	12,000					
210B013 Master Fire Plan & Legislated Comprehensive Risk Assessment			85,000				
210B014 Unit 9 Pick Up Truck			75,000				
210B010 NG 911 Changeover				100,000			
<b>Total Fire Hall - Headquarters</b>		<b>287,000</b>	<b>205,000</b>	<b>145,000</b>	<b>45,000</b>	<b>45,000</b>	<b>727,000</b>
<b>Fire Hall 2 - Kilworthy</b>							
2102B003 Fire Hall 2 - Bay Renovation/Addition	120	50,000					
<b>Total Fire Hall 2 - Kilworthy</b>		<b>50,000</b>					<b>50,000</b>



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Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
<b>Fire Hall 3 - Ryde</b>							
210B012 Unit # 2				400,000			
<b>Total Fire Hall 3 - Ryde</b>				<b>400,000</b>			<b>400,000</b>
<b>Municipal Office</b>							
130B001 Digitization of Permanent Municipal Records	179	85,000					
130B002 Ward Boundary Review				75,000	25,000		
1601B002 Municipal Office/Council Chambers Redesign					1,000,000		
160B013 Municipal Office - Replacement of Fire Panels and Devices					60,000		
1601B005 Municipal Office Front Lobby Improvement						1,000,000	
<b>Total Municipal Office</b>		<b>85,000</b>		<b>75,000</b>	<b>1,085,000</b>	<b>1,000,000</b>	<b>2,245,000</b>
<b>Wharf Shop</b>							
761B001 Facilities Interior/Exterior LED Lighting Retrofit			75,000				
<b>Total Wharf Shop</b>			<b>75,000</b>				<b>75,000</b>
<b>Public Works Shop</b>							
3001B002 Public Works Window Replacement					25,000		
<b>Total Public Works Shop</b>					<b>25,000</b>		<b>25,000</b>
<b>Library</b>							
780102 Library - Interior Enhancements	113	40,000	70,000	30,000	30,000	30,000	
7801B005 Library Security Camera System					30,000		
<b>Total Library</b>		<b>40,000</b>	<b>70,000</b>	<b>30,000</b>	<b>60,000</b>	<b>30,000</b>	<b>230,000</b>
<b>Gull Lake Park</b>							
7101B001 Gull Lake Building Improvements (Accessible Washrooms/Remove Kitchen)	121	50,000					
7101B002 Gull Lake - Barge Seating / Accessible Pathways				180,000			
710B021 Gull Lake Rotary Park - Playground Equip & Fibremat				140,000			
710B038 Gull Lake Park - Ball Diamond - Fence & Backstops			35,000				
710B051 Gull Lake Rotary Park - Dock Repairs						250,000	
710B063 Gull Lake Rotary Park - Accessible Pathway	157	22,000					
710B072 Gull Lake Dock - Immediate Repairs	152	40,000					
740B001 Gull Lake Barge Assessment			55,000				
<b>Total Gull Lake Park</b>		<b>112,000</b>	<b>90,000</b>	<b>320,000</b>		<b>250,000</b>	<b>772,000</b>
<b>Muskoka Bay Park</b>							
710B066 Muskoka Bay Park - Baseball Diamond - Perimeter Impact Netting	151	60,000					
710B067 Muskoka Bay Park - Pickleball Court			300,000				
160B015 Muskoka Bay Park - Accessible Washrooms			30,000				
710B039 Muskoka Bay Park - Ball Diamond - Fence & Backstops			25,000				
710B065 Muskoka Bay Park - Accessible Pathway			22,000				
710B062 Muskoka Bay Park - Playground Structure				140,000			



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Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
710B030 Muskoka Bay Park - Mobi Mat				12,000			
<b>Total Muskoka Bay Park</b>		<b>60,000</b>	<b>377,000</b>	<b>152,000</b>			<b>589,000</b>
<b>Muskoka Beach Park</b>							
7101B003 Muskoka Beach Accessible Washroom Upgrades	127	30,000					
710B029 Muskoka Beach Park - Mobi Mat				12,000			
<b>Total Muskoka Beach Park</b>		<b>30,000</b>		<b>12,000</b>			<b>42,000</b>
<b>Bass Lake Park</b>							
710B045 Bass Lake Park - Holding Tank Replacement			15,000				
<b>Total Bass Lake Park</b>			<b>15,000</b>				<b>15,000</b>
<b>Franklin Park</b>							
710B044 Franklin Park - Holding Tank Replacement			15,000				
710B028 Franklin Park - Mobi Mat				12,000			
<b>Total Franklin Park</b>			<b>15,000</b>	<b>12,000</b>			<b>27,000</b>
<b>Kinsmen Park</b>							
710B064 Kinsmen Park - Accessible Pathway				15,000			
<b>Total Kinsmen Park</b>				<b>15,000</b>			<b>15,000</b>
<b>C.N. Train Station</b>							
1603B005 CN Train Station Interior Structural Repair/Brick Repointing	117	75,000					
1603B003 CN Train Station Accessible Washrooms Upgrades	131	10,000					
1603B004 CN Train Station Interior/Exterior Lighting Retrofit				45,000			
<b>Total C.N. Train Station</b>		<b>85,000</b>		<b>45,000</b>			<b>130,000</b>
<b>Wharf Sportsfield Building</b>							
160B010 Sports Building/Lions Pavilion Accessible Washroom Upgrade	126	35,000					
710B040 Wharf Ball Diamond - Fence & Backstops			20,000				
710B043 Wharf Ball Diamond - Infield Modifications			7,000				
<b>Total Wharf Sportsfield Building</b>		<b>35,000</b>	<b>27,000</b>				<b>62,000</b>
<b>Seniors Centre</b>							
1602B004 Seniors Centre - Early Fire Detection System	119	50,000					
1602B008 Seniors Centre Accessible Washrooms	128	12,000					
1602B007 Seniors Centre Sidewalk/Railing Replacement/Repair - Ramp				40,000			
1602B012 Seniors Centre Roof Repair/Recoating					20,000		
<b>Total Seniors Centre</b>		<b>62,000</b>		<b>40,000</b>	<b>20,000</b>		<b>122,000</b>
<b>Terence Haight Carnegie Arts Centre</b>							
1607B001 Terence Haight Carnegie Arts Centre - Front Door Replacement	129	12,000					
<b>Total Terence Haight Carnegie Arts Centre</b>		<b>12,000</b>					<b>12,000</b>
<b>Discovery Centre</b>							
770B007 Discovery Centre Accessible Washroom Update	123	50,000					



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Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
770B006 Discovery Centre Floor Treatment			100,000				
770B004 Discovery Centre Interior Painting				50,000			
770B008 Discovery Centre Carpet Replacement				50,000			
<b>Total Discovery Centre</b>		<b>50,000</b>	<b>100,000</b>	<b>100,000</b>			<b>250,000</b>
<b>Multiple Locations - Town Wide</b>							
7101B004 Downtown Washroom	112	480,000					
330517 Gravel Improvements	163	150,000		150,000		150,000	
160B001 Unidentified Capital Expenditures Fund	111	100,000	100,000	100,000	100,000	100,000	
160B017 Gull Lake and Opera House Exterior Cameras	116	100,000					
700B002 Recreation, Parks and Trails Master Plan	178	100,000					
821B005 Rural Transit Demand Study	180	50,000					
160004 Facility Furnace Replacements	114	25,000	40,000	40,000	40,000	40,000	
160013 Furniture Replacement Program	133	25,000	25,000	25,000	25,000	25,000	
330B223 Sidewalk - Various Panels - Multi Yr	169	25,000	25,000	25,000			
120030 Telephone System Replacment	134	15,000					
821B003 Directional Signage	124	15,000	15,000	15,000			
710B031 Picnic Table Multi Yr. Replacements	153	6,000	6,500	7,000	7,500	7,500	
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings			60,000				
710B068 Parks (interior) Signage - Various Parks				50,000			
710B071 Parking Barriers in parks' parking lots - Replacement				12,000			
710B069 Parks (External) Stair Structures - Various Parks					25,000	50,000	
<b>Total Multiple Locations - Town Wide</b>		<b>1,091,000</b>	<b>271,500</b>	<b>424,000</b>	<b>197,500</b>	<b>372,500</b>	<b>2,356,500</b>
<b>Cemeteries</b>							
550B004 Columbarium Garden # 2 - Phase 1				56,000			
550B005 Cemetery 'Front Facing' Ornamental Fencing					60,000		
550B008 Columbarium Garden - Bethel Cemetery						65,000	
550B006 Cemetery Signage - Upgrade/Replacement						60,000	
550B007 Lutheran Cemetery - Radar Imagery						18,000	
<b>Total Cemeteries</b>				<b>56,000</b>	<b>60,000</b>	<b>143,000</b>	<b>259,000</b>
<b>Ward 1</b>							
330B192 First St. S. - Rehabilitation - Bethune Rd. S to Sharpe St.	159	1,020,000					
330B188 Pinedale Rd. - Rehabilitation - Hwy 11 S to Bethune Dr. S	161	700,000					
330B187 James St.. - Rehabilitation - John St S to Fernwood Dr	162	500,000					
330B221 Sidewalk (New) - Pineridge Gate (N side) - from Kelly Dr. to Bethune St. S	174	14,000					
330B181 Abbey Lane - Major Drainage Outlet Improvements			350,000				
330B195 First St. N - Rehabilitation -Brock St. to Harvie St.				220,000			
330B182 Clairmont Rd - Drainage System Improvements				150,000			



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Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
330B200 John St. N. - Rehabilitation - Various Segments				117,000			
330B183 First St - Minor/Major Drainage System Improvements				100,000			
330B185 Ridge Rd - Drainage Outlet Improvements					1,200,000		
330B145 Phillip St E - Bethune Dr to Sixth St					750,000		
330B184 Philip St. E - Minor/Major Drainage System Improvements					600,000		
710B070 Parks - Festive Lights in BIA - Relamping					46,000	18,000	
710B061 Replacement of Green Perimeter Fence in various parks' parking lots						55,000	
330B213 Sarah St. - Rehabilitation - Hotchkiss St. to Bay St						24,000	
<b>Total Ward 1</b>		<b>2,234,000</b>	<b>350,000</b>	<b>587,000</b>	<b>2,596,000</b>	<b>97,000</b>	<b>5,864,000</b>
<b>Ward 2</b>							
330B191 North Muldrew Lk Rd. - Rehabilitation - Various Segments	160	760,000					
330B177 Musquash Rd - Schedule B Class EA	171	55,000					
330B176 Redwing Dr. - Schedule B Class EA	173	35,000					
330B179 Redwing Dr. - Major Drainage System Improvements			500,000				
330B180 Musquash Rd. - Major Drainage System Improvements			500,000				
330B171 Pinetree Road Bridge Repairs			225,000				
330B023 Narrows Rd Major Rehabilitation				549,000			
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End					512,000		
330B214 Narrows Rd. - Rehabilitation - Various Sements						676,000	
330B212 Parkers Point Rd. - Rehabilitation - Various Segments						492,000	
<b>Total Ward 2</b>		<b>850,000</b>	<b>1,225,000</b>	<b>549,000</b>	<b>512,000</b>	<b>1,168,000</b>	<b>4,304,000</b>
<b>Ward 3</b>							
330B175 Elderberry Lane - Culvert Replacement	164	450,000					
330B190 North Morrison Lk Rd - Rehab. - Southwood Rd. to 519 m SE of Southwood Rd	165	420,000					
330B165 Robinsons Bridge (Repair Soffit Spall)	107	40,000					
330B169 South Kahshe Bridge (Repair Sidewall Spall)	109	10,000					
330B158 Jim Wood Lane - Southwood Rd to Green Halgh Rd			246,000				
330B199 Kilworthy Rd - Rehabilitation - Various Segments				797,000			
330B196 North Kahshe Lake Rd. - Rehabilitation - Various Segments				550,000			
330B064 Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd				470,000			
330B042 Kilworthy Rd Major Rehabilitation - Road 7000 to Cyril Gill Dr				99,000			
330B103 Kilworthy Rd Major Rehabilitation - McCormick Rd to Road 7000				96,000			
330B021 Kilworthy Rd Minor Rehabilitation - Cardinal Cres to Hummingbird Ln				70,000			
330B020 Kilworthy Rd Minor Rehabilitation - Goldfinch Crt to Cardinal Cres				40,000			
330B058 Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St				25,000			
330B084 Kilworthy Rd Major Rehabilitation - Heron Land to Starling Blvd				22,000			
330B203 Baseline Rd. - Rehabilitation - Southwood Rd. to Sparrow Rte D					433,000		



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## Capital Program by LOCATION

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330B090 Baseline Rd Minor Rehabilitation - Canning Rd to Sparrow Lk Rte D					381,000		
330B036 Baseline Rd Major Rehabilitation - Four Seasons Rd to Canning Rd					300,000		
330B204 Graham Rd. - Rehabilitation - Godfrey Rd. to Rockcastle Rd.					297,000		
330B202 South Kabshe Lake Rd - Rehabilitation - Hwy 11N to South Bay Rd.					240,000		
330B205 Talbot Trail - Rehabilitation - Graham Rd to end					105,000		
330B216 Sparrow Rd. Rte D - Rehabilitation - Baseline Rd. to Hwy 11S						272,000	
330B215 Shamrock Rd. - Rehabilitation - Graham Rd. to Renee Dr.						171,000	
330B218 Ure Rd. - Rehabilitation -Ramp to Hwy 11 to Sedore Rd.						74,000	
<b>Total Ward 3</b>		<b>920,000</b>	<b>246,000</b>	<b>2,169,000</b>	<b>1,756,000</b>	<b>517,000</b>	<b>5,608,000</b>
<b>Ward 4</b>							
330B189 Beaver Ridge Rd. - Rehabilitation - Hwy 11 N to Sedore Rd	166	290,000					
330B197 Reay Rd. - Rehabilitation - Various Segments			1,010,000				
330B198 Silver Lake Rd - Rehabilitation - Various Segments			594,000				
330B201 Riley Lake Rd. - Rehabilitation - Various Segments				1,166,000			
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End				780,000			
330B080 Elzner Rd Reconstruction - Reay Rd to End					300,000		
330B208 Barkway Rd. - Rehabilitation - Merkley Rd. to Thomas Rd.						1,094,000	
330B209 South Morrison Lake Rd. - Rehabilitation - Various Segments						550,000	
330B211 Merkley Rd. - Rehabilitation - Barkway Rd. to Hopkins Rd.						397,000	
330B109 Barkway Rd Minor Rehabilitation - Thomas Rd (First Intersection) to 647m NE of Thomas Rd (First Intersection)						140,000	
<b>Total Ward 4</b>		<b>290,000</b>	<b>1,604,000</b>	<b>1,946,000</b>	<b>300,000</b>	<b>2,181,000</b>	<b>6,321,000</b>
<b>Ward 5</b>							
330B173 Oriole Cres - Minor Repair Drainage Outlet	168	75,000					
330B172 Oriole Cres - Schedule B Class EA	172	50,000					
330B168 Beau Creek Bridge (Extend Deck Drains)	108	30,000					
330B178 Oriole Cres - Major Drainage System Improvements			580,000				
330B063 Industrial Dr Reconstruction - Jones Rd to Progress Rd			68,000				
330B193 Laycox Rd - Rehabilitation - Doe Lake Rd to Silver Lake Rd.			60,000				
330B186 Segwun Blvd - Schedule B Class EA				35,000			
330B038 Brydons Bay Rd Reconstruction - Mejemi Ln to Sunny Bay Ln					285,000		
330B031 Simpson Rd Major Rehabilitation - Bethune Dr N to End					203,000		
330B105 Progress Rd Major Rehabilitation - Industrial Dr to Jones Rd					155,000		
330B206 Jones Rd - Rehabilitation - Forest Glen to Elwell Park Rd.					150,000		
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd					103,000		
330B043 Lorne St Major Rehabilitation - Austin St To Louise St					30,000		
330B207 Lorne St. - Rehabilitation - From end (at park) to Wagner St.						520,000	
330B210 Wagner St. - Rehabilitation - Lorne St. to Louise St.						304,000	



# Town of Gravenhurst

2022  
Capital Budget & Multi-Year Plan

Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
330B047 Wellington St Major Rehabilitation - Evans Ave E to Catherine St E						85,000	
330B046 Wagner St Major Rehabilitation - John St N to Mary St N						70,000	
330B217 Lofty Pines Dr. - Rehabilitation - Muskoka Rd. N. to Lofty Pines Cres						59,000	
<b>Total Ward 5</b>		<b>155,000</b>	<b>708,000</b>	<b>35,000</b>	<b>926,000</b>	<b>1,038,000</b>	<b>2,862,000</b>
<b>Information Technology</b>							
160B014 Citywide Maintenance Manager (Software)	147	188,000					
120016 Computer & Printer Annual Replacement	148	35,000	35,000	35,000	35,000	35,000	
120029 Asset Management Software	149	25,000					
<b>Total Information Technology</b>		<b>248,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>388,000</b>
<b>Studies &amp; Assessments</b>							
160B006 Fire Station/Public Works Operational Needs Assessment	125	40,000					
710B026 Urban Tree Assessment	154	15,000	15,000				
<b>Total Studies &amp; Assessments</b>		<b>55,000</b>	<b>15,000</b>				<b>70,000</b>
<b>Special Projects</b>							
4130001 Municipal Elections	175	138,500	15,000	2,500	2,000	150,000	
4123031 Community Improvement Plan	177	70,000	70,000	80,000	85,000	85,000	
330B220 Asset Management - Ontario Reg 588 Compliance Update	170	60,000					
120B004 Strategic Plan Update			50,000				
810B001 Official Plan Review					100,000		
810B002 Comprehensive Zoning By-law Update/Community Planning Permit						100,000	
<b>Total Special Projects</b>		<b>268,500</b>	<b>135,000</b>	<b>82,500</b>	<b>187,000</b>	<b>335,000</b>	<b>1,008,000</b>
<b>Fleet (excluding Fire)</b>							
335B013 Single Axle Plows - Multi Yr. - 43 (2022), 44(2023), 47 (2024)	141	325,000	325,000	325,000			
335B027 Sidewalk Winter Operations Machine (NEW)	143	170,000					
335B007 Building Dept.- 30 (2022)	145	50,000					
335B008 1/2 Ton Pick Ups - Multi Yr. - 29 (2022); 27 (2023); 07, 14 (2024)	142	44,000	48,000	98,000			
335B026 EV Charging Stations (NEW) - Multi Year	144	40,000	40,000	60,000			
335B028 Portable "Road Closed" Demarcation Trailers (2)	146	15,000					
335B010 Tandem Axle Plow - 45 (2023)			350,000				
335B015 1 Ton Pick Up - 28 (2023)			75,000				
335B023 Lawn Tractors - LTR6 (2024)				17,000			
335B014 Backhoe - TR13 (2025)					250,000		
335B022 Road Grader - NEW (2026)						550,000	
<b>Total Fleet (excluding Fire)</b>		<b>644,000</b>	<b>838,000</b>	<b>500,000</b>	<b>250,000</b>	<b>550,000</b>	<b>2,782,000</b>
<b>Ungerman Park</b>							
710B041 Ungerman Park - Fence Replacement				50,000			
<b>Total Ungerman Park</b>				<b>50,000</b>			<b>50,000</b>



# Town of Gravenhurst

2022  
Capital Budget & Multi-Year Plan

Capital Program by LOCATION	Page	2022	2023	2024	2025	2026	Total Over 5 Years
<b>Roads</b>							
330B170 Solar Radar Speed Signs - Multi Year	162	30,000	30,000	30,000	30,000	30,000	
330515b Road Needs Study						35,000	
<b>Total Roads</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>65,000</b>	<b>185,000</b>
<b>Bridges</b>							
330515a Bridge Study			15,000		15,000		
<b>Total Bridges</b>			<b>15,000</b>		<b>15,000</b>		<b>30,000</b>
<b>Docks &amp; Launches</b>							
710B036 Indian Landing - Boat Launch Improvements	155	30,000					
710B035 Hewitt Landing - Boat Launch Improvements	158	20,000					
710B033 South Morrison Landing - Improvements					200,000		
<b>Total Docks &amp; Launches</b>		<b>50,000</b>			<b>200,000</b>		<b>250,000</b>
<b>Wharf</b>							
821B004 Wharf Revitalization	176	215,000					
710B034 Wharf Boardwalk - Phase 2			400,000				
710B060 Outdoor Rink - Replacement of Boards at Wharf			75,000				
330B219 Wharf - Accessible Lift				80,000			
<b>Total Wharf</b>		<b>215,000</b>	<b>475,000</b>	<b>80,000</b>			<b>770,000</b>
<b>Total Capital Projects</b>		<b>8,103,500</b>	<b>7,206,500</b>	<b>7,924,500</b>	<b>8,676,500</b>	<b>8,601,500</b>	<b>40,512,500</b>





**2022 Capital Budget**

# **Bridges**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B165	Robinsons Bridge (Repair Soffit Spall)		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Rehabilitation of the concrete girders.

Project Justification
The Robinsons Bridge (Structure 001) was originally constructed in 1982 and is located 2.34 km west of Highway 11. Following the most recent 2021 biennial inspection, spalling concrete was noted along the girders which requires repair to prevent further corrosion of the exposed reinforcing steel.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000					40,000
	40,000					40,000
<b>Expenditures Total</b>	<b>40,000</b>					<b>40,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	40,000					40,000
	40,000					40,000
<b>Funding Total</b>	<b>40,000</b>					<b>40,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B168	Beau Creek Bridge (Extend Deck Drains)		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Replacement of Bridge Deck Drains

Project Justification
The Beau Creek Bridge (Structure 004) was originally constructed in 1976 and is located 1.5 km east of Muskoka Beach Rd. Following the 2021 biennial inspection it was noted that the existing deck drains do not meet current bridge deck standards and thus require replacement. Having appropriately sized deck drains ensures the removal of standing water from the bridge deck whereby decreasing the risk of hydro-planing, aides with maintaining structural integrity and minimizes erosion at the bridge end slopes.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	30,000					30,000
	30,000					30,000
<b>Expenditures Total</b>	<b>30,000</b>					<b>30,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	30,000					30,000
	30,000					30,000
<b>Funding Total</b>	<b>30,000</b>					<b>30,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B169	South Kabshe Bridge (Repair Sidewalk Spall)		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>				
<b>Project Manager</b>	Andrew Stacey			

Project Description
Repair of bridge sidewalk spall.

Project Justification
The South Kabshe Bridge (Structure 005) was originally constructed in 2004 and is located 1.22 km east of Highway 11. Following a biennial inspection of the structure in 2021, concrete spalling was noted along the face of the sidewalk which appears to have increased in size between inspections. In order to prevent the spall from becoming a more significant issue and becoming a public hazard the spall is now being recommended for repair.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	10,000					10,000
	10,000					10,000
<b>Expenditures Total</b>	<b>10,000</b>					<b>10,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	10,000					10,000
	10,000					10,000
<b>Funding Total</b>	<b>10,000</b>					<b>10,000</b>

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**2022 Capital Budget**

# **Facilities**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B001	Unidentified Capital Expenditures Fund		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Annual Contingency Fund for Unexpected Capital Expenditures.

<b>Project Justification</b>
<p>Even with the aid of a Corporate Asset Management Plan and supporting studies in place, particularly with facilities, Capital needs can be unpredictable. Prior to 2018, unplanned expenditures necessitated the need to defer planned capital, thereby delaying corporate asset replacement/rehabilitation strategies.</p> <p>As part of the 2018 Capital Budget, a proactive fund was established to help with addressing unplanned expenditures. The fund allowed the Town to continue with its Council-approved Capital Program while addressing emergency unplanned needs at various municipal buildings. This fund is consistently fully utilized.</p> <p>Recent examples of unexpected/unplanned capital expenditures include: repairs to the Train Station and repairs to an HVAC unit at Discovery Centre.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	100,000	100,000	100,000	100,000	100,000	500,000
	100,000	100,000	100,000	100,000	100,000	500,000
<b>Expenditures Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	100,000	100,000	100,000	100,000	100,000	500,000
	100,000	100,000	100,000	100,000	100,000	500,000
<b>Funding Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	7101B004	Downtown Washroom		
<b>Department</b>	Parks Facilities			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>				
<b>Project Manager</b>	Rob Funston			

Project Description
Construct a public stand-alone washroom to be situated in downtown (adjacent to the rear of the Terence Haight Building).

Project Justification
At the April 20, 2021 Committee of the Whole meeting, Council directed Administration to determine the feasibility of constructing a permanent stand-alone public washroom facility in the downtown core.
As part of this exercise, Administration also reached out to key stake-holders to assess the preferred location of such a facility. It was concluded, upon this consultation, that green space behind the Terence Haight Building would be the preferred location. This would be the same location that the (temporary) public washroom trailer was situated in summer of 2021.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	480,000					480,000
	480,000					480,000
<b>Expenditures Total</b>	<b>480,000</b>					<b>480,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	421,900					421,900
	421,900					421,900
<b>Reserve Funds</b>						
Tfr.from-Facilities	58,100					58,100
	58,100					58,100
<b>Funding Total</b>	<b>480,000</b>					<b>480,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	780102	Library - Interior Enhancements		
<b>Department</b>	Library Building			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

Project Description
Replace stationary bookshelves on the first floor of the library with mobile units while also simultaneously replacing the carpet and refreshing/upgrading the interior paint on the first and second floors. Over the following three years, replace the furniture in the public and staff areas and update the second floor shelving.

Project Justification
<p>The Gravenhurst Public Library was built in 2000. Most of the furnishings throughout the library are original to the building and show their age. The carpet is worn and presents a trip hazard and the walls require a fresh coat of paint.</p> <p>Replacement of stationary bookshelves with mobile shelving units on the first floor of the library will allow for more adaptable programming space and flexibility for special events. The current configuration is awkward and presents difficulty for groups larger than 35. With movable shelves, the space can be configured for better use.</p> <p>2021 - Most of the furnishings in the public areas of the library are original to the building and have received heavy use over the past 20 years. The tables have scratched surfaces and legs and the chair upholstery is looking worn. Public workstations and other equipment will also require replacement.</p> <p>2022 - Furnishings in the staff workroom, staff lunchroom, children's programming area and CEO's office are also original to the building. These furnishings can be used in a future expanded space.</p> <p>2023 - Replacement and the addition of bookshelves on the second floor with more up-to-date and flexible shelving units for better use of space.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000	70,000	30,000	30,000	30,000	200,000
	40,000	70,000	30,000	30,000	30,000	200,000
<b>Expenditures Total</b>	<b>40,000</b>	<b>70,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>200,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	40,000	70,000	30,000	30,000	30,000	200,000
	40,000	70,000	30,000	30,000	30,000	200,000
<b>Funding Total</b>	<b>40,000</b>	<b>70,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>200,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160004	Facility Furnace Replacements		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Replacement of aging furnaces/secondary heat sources at multiple facilities.

<b>Project Justification</b>
Based on a recent evaluation by the Town's HVAC Service Contractor, the following furnaces / heat sources are scheduled for replacement:  2022 - Public Works Building 2022 - AC Unit at Fire Station HQBunker Room  Furnaces/HVAC systems at these locations are due for replacement as a result of being at the end of their useful life cycle. Failures have occurred frequently at these locations. When necessary, minor repairs have been made.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	25,000	40,000	40,000	40,000	40,000	185,000
	25,000	40,000	40,000	40,000	40,000	185,000
<b>Expenditures Total</b>	<b>25,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>185,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	25,000	40,000	40,000	40,000	40,000	185,000
	25,000	40,000	40,000	40,000	40,000	185,000
<b>Funding Total</b>	<b>25,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>185,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	2101B002	Fire Station HQ Training Room Renovation		
<b>Department</b>	Fire Station One			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>				
<b>Project Manager</b>	Rob Funston			

Project Description
Renovate second floor of Fire Station One to create a multi-use training facility.

Project Justification
<p>With the recent closure of the Ontario Fire College, accessibility to quality training facilities has become very limited and cost prohibitive. The requirement to train fire-fighters, however, has not diminished.</p> <p>FES headquarters has a second floor with space that can be renovated to create a state-of-the-art training facility. This facility would be accessible to our fire-fighters year round for foundational and specialized training subjects. This facility would serve current and future FES training needs. The alternative would be to out-source training opportunities at off-site locations which would greatly increase our annual operating budget.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	160,000					160,000
	160,000					160,000
<b>Expenditures Total</b>	<b>160,000</b>					<b>160,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	160,000					160,000
	160,000					160,000
<b>Funding Total</b>	<b>160,000</b>					<b>160,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B017	Gull Lake and Opera House Exterior Cameras		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Rob Funston			

Project Description
Installation of an External Security Camera System to be situated at strategic locations at Gull Lake Rotary Park and the Opera House.

Project Justification
<p>Incidents of vandalism and illegal activity at Gull Lake Rotary Park and at the Opera House, despite being an ongoing issue, have increased in recent years. While graffiti is a nuisance, the more concerning issues are the physical damage to buildings (i.e. broken windows, damaged equipment, etc.) .</p> <p>In an effort to deter this negative behaviour, it has been recommended by the OPP that the Town instal a security camera system. This will not only help in discouraging individuals from this undesired behaviour, but would provide a means for the police to investigate incidents that occur on that property, and also identify and prosecute the perpetrators. The installation of this system will also help to improve the safety and security of staff and patrons / visitors to that facility.</p> <p>Recognizing there is a significant cost for this recommendation, it is to be implemented over multiple years. The potential costs of future damage or possible liability claims far outweigh this investment.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	100,000					100,000
	100,000					100,000
<b>Expenditures Total</b>	<b>100,000</b>					<b>100,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	50,000					50,000
	50,000					50,000
<b>Reserve Funds</b>						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>100,000</b>					<b>100,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	1603B005	CN Train Station Interior Structural Repair/Brick Repointing		
<b>Department</b>	CN Train Station			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
To repair structural (interior) deficiencies identified at the CN Train Station as well as minor brick re-pointing.

<b>Project Justification</b>
Structural deficiencies were identified in 2021 as a result of repairing the foundation wall. These deficiencies include (internal) structural components of the building such as a limited number of floor joists, beams and support columns. Although not deemed a public safety concern at present, failure to rectify these deficiencies would result in further degradation of the structural integrity of the building in future years.
In addition, the planned work shall include the re-pointing of (external) brick work that has has been compromised by the environmental elements (i.e. freeze/thaws etc.).

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	75,000					75,000
	75,000					75,000
<b>Expenditures Total</b>	<b>75,000</b>					<b>75,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	75,000					75,000
	75,000					75,000
<b>Funding Total</b>	<b>75,000</b>					<b>75,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B012	Roof Repairs - YMCA/Centennial Centre		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
This is a multi-year maintenance requirement for the TPO roof at Centennial Centre and YMCA.

<b>Project Justification</b>
Thermoplastic Olefin (more commonly known as TPO) roofing system is a single ply roofing membrane that is a fairly new product in relation to more conventional roof treatments. The seams of the roof are heat welded together and are very prone to weathering, especially from heat and solar loading. The material is not overly durable and is susceptible to punctures. Disadvantages of the product are evident and appear over the section of TPO roof that overlaps both the Centennial Centre and YMCA. Minuscule punctures that are not visible to the naked eye are allowing water to migrate into the building. This action is causing minor interior damage including water staining on walls, ceilings and fixtures. There are a few seams which have also separated from expansion and contraction.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000	15,000	15,000	15,000	15,000	75,000
	15,000	15,000	15,000	15,000	15,000	75,000
<b>Expenditures Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>75,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	15,000	15,000	15,000	15,000	15,000	75,000
	15,000	15,000	15,000	15,000	15,000	75,000
<b>Funding Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>75,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	1602B004	Seniors Centre - Early Fire Detection System		
<b>Department</b>	Seniors Building			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Rob Funston			

Project Description
Seniors Centre Fire Detection System installation/upgrade.

Project Justification
As identified in the Asset Management Plan, there is a need to upgrade the early fire detection system located at the Seniors Centre. Included in the system upgrade, it is recommended to replace fire safety devices throughout the building. An evaluation of the necessary requirements is currently underway. The projected cost used in the budget is an estimate from R J Burnside and Associates, the consultant who produced the Asset Management Plan.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	2102B003	Fire Hall 2 - Bay Renovation/Addition		
<b>Department</b>	Fire Station Two			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Rob Funston			

Project Description
Renovate Fire Station Two apparatus bays

Project Justification
Currently at Fire Station Two there are two heated bays utilized by FES. Administration has conducted a current fleet assessment and determined that the redeployment of an existing fire vehicle to Station Two will strengthen response capabilities, especially into areas that the larger vehicles cannot access. The third heated bay will allow FES to keep this vehicle serviceable year round.
This will also create much needed interior training space for firefighters at that station, that can also be utilized year round.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	7101B001	Gull Lake Building Improvements (Accessible Washrooms)		
<b>Department</b>	Parks Facilities			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Update the washrooms at the Gull Lake Rotary Park to meet current accessibility standards and specifications.

<b>Project Justification</b>
The current washrooms at Gull Lake Rotary Park require a number of upgrades, such as automatic door openers and grab handles, in order to become barrier-free. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	7201B014	Centennial Centre - Terry Fox room floor replacement		
<b>Department</b>	Centennial Centre / YMCA Building			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>				
<b>Project Manager</b>	Rob Funston			

Project Description
Replace existing carpeting in the Terry Fox room (situated within the Centennial Centre) with an alternate floor product (i.e. sheet flooring / finished concrete) that would be more durable.

Project Justification
The Terry Fox room situated at the Centennial Centre is a room that is frequently rented-out / used by a number of special interest / user groups.
The flooring system in the Terry Fox consists of commercial grade carpet (approx 4200 sq ft) that has degraded over time and lacks aesthetical appeal. Replacing the flooring with a more durable product will not only reduce maintenance costs but will improve the aesthetic appeal for individuals/groups using the room.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	770B007	Discovery Centre Accessible Washroom Update		
<b>Department</b>	Discovery Centre			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Rob Funston			

Project Description
Update the washrooms at the Discovery Centre to meet current accessibility standards and specifications.

Project Justification
The current washrooms at the Discovery Centre require a number of upgrades, such as automatic door openers and grab handles, in order to become barrier-free. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	821B003	Directional Signage		
<b>Department</b>	Economic Development			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build Economic & Employment Opportunities: A more Diverse economy with more year round employment opportunities			
<b>Project Manager</b>	Jeff Loney			

Project Description
Complete a number of outstanding sign projects focussed on way-finding, asset identification, and place-making.

Project Justification
In previous years a staff working group convened to list and prioritize signage projects from a number of outstanding documents, including but not limited to the Corporate Way-Finding Sign Plan, the Age-Friendly Active Transportation Plan, the Downtown Revitalization Plan, First Impression Community Exchanges and various facility plans. The program represents starting those higher priority signage programs with the intention of creating a better built environment, better representation of town assets and ensuring that locals and guests are able to appropriately navigate core areas.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000	15,000	15,000			45,000
	15,000	15,000	15,000			45,000
<b>Expenditures Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>			<b>45,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	15,000	15,000	15,000			45,000
	15,000	15,000	15,000			45,000
<b>Funding Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>			<b>45,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B006	Fire Station/Public Works Operational Needs Assessment		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Procure the services of a consultant to evaluate the Public Works and Fire Hall facilities' current and future operational needs. Formulate recommendations to address operational constraints, both from short-term and long-term planned perspectives.

<b>Project Justification</b>
<p>Pubic Works Operations Centre (PWC): The PWC does not have a potable water system in place because the yard is contaminated. Drinking water is purchased through local procurement. Water is currently provided to the facility by means of a rainwater collection system. This water is used for the washroom facilities. During periods of drought, water has been supplied to the facility from external sources. The mechanical bays are disjointed, appropriate locker room facilities for staff are not available, office space is inadequate, and the yard is no longer suitable in size for our growing operational needs.</p> <p>Fire Hall HQ: The Harvie St Fire Hall serves as the centre of operations for the dept, which includes all administrative, operational, and support operations including training, fire prevention and maintenance functions. All of the dept's full-time staff work from this facility, as well as the emergency operations team of Station 1. The original Fire Hall has seen two major renovations. One of those renovations served to house Town Hall admin staff, and this has since been re-renovated to include training space, Fire Dept admin, and community policing functions. More recently, the building was also designated as the alternate "Emergency Operations Centre" for disaster management and space was re-designated to accommodate these specific needs as the building envelope, infrastructure and servicing permitted. The other renovation was done to accommodate growing Fire Dept needs (two apparatus bays). With continued growth and expansion, the facility's deficits are becoming more pronounced. The apparatus floor is inadequate to house current equipment inventories; storage space and maintenance facilities are inadequate; kitchen, washroom, showers and locker spaces do not reflect contemporary design or functionality, and the administrative and support sections are at their limits. The basement currently houses corporate I.T. infrastructure and records storage in less than ideal environments. Finally, the building does not meet current code requirements in terms of disaster resilience for "essential public service" facilities. The facility has surpassed its useful life expectancy and a formalized plan should be initiated with a view to replacement.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000					40,000
	40,000					40,000
<b>Expenditures Total</b>	<b>40,000</b>					<b>40,000</b>
<b>Funding</b>						
<b>Development Charges</b>						
Tfr.from-Development Charges	40,000					40,000
	40,000					40,000
<b>Funding Total</b>	<b>40,000</b>					<b>40,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B010	Sports Building/Lions Pavilion Accessible Washroom Upgrade		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build our Partnerships, Connections & Connectivity: A more connected community			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Update the washrooms at the Sports Building/Lions Pavilion to meet current accessibility standards and specifications.

<b>Project Justification</b>
The current washrooms at the Sports Building/Lions Pavilion require a number of upgrades, such as automatic door openers and grab handles, in order to become barrier-free. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	35,000					35,000
	35,000					35,000
<b>Expenditures Total</b>	<b>35,000</b>					<b>35,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	35,000					35,000
	35,000					35,000
<b>Funding Total</b>	<b>35,000</b>					<b>35,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	7101B003	Muskoka Beach Accessible Washroom Upgrades		
<b>Department</b>	Parks Facilities			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

Project Description
Update the washrooms at the Muskoka Beach to meet current accessibility standards and specifications.

Project Justification
The current washrooms at Muskoka Beach require a number of upgrades, such as automatic door openers and grab handles, in order to become barrier-free. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	30,000					30,000
	30,000					30,000
<b>Expenditures Total</b>	<b>30,000</b>					<b>30,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
<b>Funding Total</b>	<b>30,000</b>					<b>30,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	1602B008	Seniors Centre Accessible Washrooms		
<b>Department</b>	Seniors Building			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
Update the washrooms at the Seniors Centre to meet current accessibility standards and specifications.

<b>Project Justification</b>
The current washrooms at the Seniors Centre require a number of upgrades, such as automatic door openers and grab handles, in order to become barrier-free. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	12,000					12,000
	12,000					12,000
<b>Expenditures Total</b>	<b>12,000</b>					<b>12,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	12,000					12,000
	12,000					12,000
<b>Funding Total</b>	<b>12,000</b>					<b>12,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	1607B001	Terence Haight Carnegie Arts Centre - Front Door Replacement		
<b>Department</b>	Terence Haight Carnegie Arts Centre			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

<b>Project Description</b>
To replace existing (heritage) solid wood door with a similar custom made door in recognition of our cultural heritage.

<b>Project Justification</b>
The Terence Haight Carnegie Arts Centre is identified as a heritage building. The existing solid wood door located at the main entrance was cracking and not closing properly. At that time, without budgetary allocations within the capital plan for replacement, minor repairs including some paint and hardware adjustments were necessary to temporarily maintain aesthetics and functionality. However, this was a short-term solution and the eventual replacement is deemed a necessary requirement in order to prevent failure and unnecessary safety constraints. The replacement door will be a custom solid wood door, with safety glass, new hardware, and weather stripping. During the design and manufacturing of the door the Heritage Committee will continue to be consulted and informed.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	12,000					12,000
	12,000					12,000
<b>Expenditures Total</b>	<b>12,000</b>					<b>12,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	12,000					12,000
	12,000					12,000
<b>Funding Total</b>	<b>12,000</b>					<b>12,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	2101B003	Fire Station HQ - Perimeter Fencing		
<b>Department</b>	Fire Station One			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Rob Funston			

Project Description
Replace the existing perimeter chain-link fence.

Project Justification
The existing 170 ft (4 ft.) chain-link fence is in disrepair and could be deemed a safety concern. Replacing this fence would address these concerns and also provide some aesthetic appeal to the property.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	12,000					12,000
	12,000					12,000
<b>Expenditures Total</b>	<b>12,000</b>					<b>12,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	12,000					12,000
	12,000					12,000
<b>Funding Total</b>	<b>12,000</b>					<b>12,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	1603B003	CN Train Station Accessible Washrooms Upgrades		
<b>Department</b>	CN Train Station			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

Project Description
Establish an accessible main entrance and barrier-free washroom access.

Project Justification
The CN Train Station was built in 1919 and was designated as a heritage building in 2012. With the Town of Gravenhurst's commitment to provide accessibility to all residents and visitors, it is necessary to install barrier free washrooms for this building. Currently this facility does not meet the AODA building code specifications.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	10,000					10,000
	10,000					10,000
<b>Expenditures Total</b>	<b>10,000</b>					<b>10,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	10,000					10,000
	10,000					10,000
<b>Funding Total</b>	<b>10,000</b>					<b>10,000</b>

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**2022 Capital Budget**

**Furniture, Fixtures  
& Equipment**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160013	Furniture Replacement Program		
<b>Department</b>	3-5 Pineridge Gate			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Rob Funston			

Project Description
Furniture replacement program is a multi-year endeavor for Town facilities to update aging office furniture. Over the next few years, the program will focus on the needs of the Municipal Office and health and safety needs in all Town facilities as they arise.

Project Justification
<p>The furniture presently in use in Town Facilities consists of different types of chairs and work stations from different points in time. The furniture is aging and in some cases, damaged. Also, staff furniture is often not ideal or ergonomically sound with the potential for future longer-term health issues. There has never been a program in place to replace old furniture (particularly chairs) in a proactive manner. Health and safety issues have been addressed on a one-off basis subject to individual department budget availability.</p> <p>This program allows the Facilities team to identify and address furniture-related gaps as well as work with Human Resources to address health and safety concerns as they arise. Over a period of time it will ensure a safe, professional environment for staff, Council, and visitors to Town facilities.</p> <p>For example, the average life expectancy of an office chair, is 10 years. A high percentage of the Town's office chairs and work stations are well over 15 years-old.</p> <p>Taking into account statutory holidays, vacation and sick days, the total number of work days in a year is between 220 and 230 days. This translates to 2200-2300 working days over a 10-year period. Using these numbers, the average cost to replace an office chair is approximately 27 cents per day.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	25,000	25,000	25,000	25,000	25,000	125,000
	25,000	25,000	25,000	25,000	25,000	125,000
<b>Expenditures Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Furniture & Light Equipment	25,000	25,000	25,000	25,000	25,000	125,000
	25,000	25,000	25,000	25,000	25,000	125,000
<b>Funding Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	120030	Telephone System Replacment		
<b>Department</b>	Corporate Administration			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Val Sequeira			

Project Description
To do a comprehensive assessment of the Town phone system needs and implement a customer-focused solution that addresses those needs.

Project Justification
The current Town phone system consists of multiple systems at different locations that were put in place at different points in time. Each location has a different network and some use different technology. The Town presently spends approximately \$26,000 a year on this mix of systems. Technology is dated, customer service capability is very limited and for a number of years this has been identified as a significant gap in Town infrastructure. Starting with a review of our needs with different stake-holders in 2019, the plan is to implement a customer-focused solution that brings the Town capability and technology up to present-day expectations.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000					15,000
	15,000					15,000
<b>Expenditures Total</b>	<b>15,000</b>					<b>15,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Furniture & Light Equipment	15,000					15,000
	15,000					15,000
<b>Funding Total</b>	<b>15,000</b>					<b>15,000</b>

**Town of Gravenhurst  
2022 Capital Budget & Multi Year Plan**

<b>Project</b>	790016	Opera House Stage Lighting Equipment		
<b>Department</b>	Opera House			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build our Cultural Capital: Valuing our cultural and heritage assets			
<b>Project Manager</b>	Shawna Patterson			

<b>Project Justification</b>
<p>Some of the stage lights no longer work and others are beyond their life cycle and are no longer supported under warranty. The desire is to replace those lights that are no longer working and other older lights with new LED technology that is more versatile, cost-efficient and longer-lasting. This work also involves the necessary updating of cabling, connectors and hardware. This is a three-year retrofit project. Phase One was completed in 2019 and presented another issue; that being the out of date cabling that cannot properly handle the new technology. Therefore, replacing the DMX and ethernet connection between the fixtures, dimmer rack and lighting console is also necessary.</p> <p>Phase 1: Approved and completed in 2019            Phase 2: Approved for 2020 but project deferred due to COVID-19            Phase 3: Will be deferred to a future year due to COVID-19</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000					15,000
	15,000					15,000
<b>Expenditures Total</b>	<b>15,000</b>					<b>15,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr. from-Furniture & Light Equipment	15,000					15,000
	15,000					15,000
<b>Funding Total</b>	<b>15,000</b>					<b>15,000</b>



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**2022 Capital Budget**

# **Fire & Emergency Services**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	210016	Fire - Equipment Replacement		
<b>Department</b>	Fire Department			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Jared Cayley			

Project Description
The replacement of aging departmental equipment (portable generators, rescue saws, gas detection, portable pumps, etc).

Project Justification
<p>The replacement of aging portable equipment used in emergency operations is necessary due to equipment life cycling. This type of equipment is essential to deliver the types of emergency services authorized by Town Council under the Department's scope of duties and services.</p> <p>Portable generators are necessary to power hand tools (saws, lighting, etc); portable pumps are necessary to draw water from static water sources (ponds, rivers, lakes, etc.) in rural locations where no fire hydrants exist. Specialized gasoline-powered or electric equipment such as rotary saws for cutting metal, concrete and roofing materials exceed "contractor grade" equipment and bear corresponding price premiums.</p> <p>Large fans used to exhaust smoke from a building (or Carbon Monoxide under the necessary circumstances); rescue stretchers; portable extrication equipment for freeing persons trapped as a result of motor vehicle collisions; lighting equipment for night-time emergencies (a firefighter safety imperative); ladders; and specialized water/ice rescue equipment are but some of the large equipment needs of the Department.</p> <p>The inventory of these larger but portable pieces of equipment can be expensive and the transition of some of this more expensive equipment from the operating budget to the capital budget is deemed prudent to align with asset management and public sector accounting principals (PSAB).</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	20,000	25,000	25,000	25,000	25,000	120,000
	20,000	25,000	25,000	25,000	25,000	120,000
<b>Expenditures Total</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>120,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fire & Emergency Services	20,000	25,000	25,000	25,000	25,000	120,000
	20,000	25,000	25,000	25,000	25,000	120,000
<b>Funding Total</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>120,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	210017	Fire - Hose Replacement		
<b>Department</b>	Fire Department			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Jared Cayley			

Project Description
The replacement of aging departmental fire hose (1.75", 2.5", 4", and forestry specific hose).

Project Justification
<p>Hose is a rudimentary tool in the firefighters cache of equipment. Moving water from a static water source such as a pond or lake, or from a pressurized source such as a fire hydrant, and then onto a fire requires reliable hose of good quality to ensure efficient and safe operations. Hose of poor quality, improperly maintained, or is simply beyond its life cycle can burst unexpectedly placing crews in danger if they are operating inside a building and can compromise efficient fireground operations. Hose is available in differing sizes (diameters) depending on the application. For residential fire attack purposes, 45mm (1 3/4") is the accepted "standard" throughout North America. For commercial, institutional and industrial applications, 65mm (2 1/2") hose is the standard, and for water supply operations 100mm (4") is utilized by most contemporary fire services. Fire hose is provided in lengths of either 15M (50') or 30M (100'). Note: the Department also utilizes smaller diameter (25mm/1") hose for forestry applications.</p> <p>The Department has a robust hose testing and maintenance program designed to prolong the life of the hose currently in service. This is comprised of the physical inspection and pressure testing of each length of hose every two years. The Department does not have a replacement program for hose currently and the establishment of this capital project will correct this deficiency. The current stock of hose is diminishing as a result of usage and testing, and the procurement of hose in the past has been done in a piecemeal and haphazard fashion. The hose replacement program will afford the Department the opportunity to properly inventory, label and track hose replacement needs in the future.</p> <p>Note: The department has in excess of 6000m/20,000 feet of hose as part of its inventory and this ongoing procurement practice will allow the Department to update small attack lines on our primary attack pumpers as an initial phase of this project (estimated to take 2+ years), and permit the replacement of 65mm and 100mm hose on an "as required" basis going forward - years 3-5 and beyond).</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	20,000	20,000	20,000	20,000	20,000	100,000
	20,000	20,000	20,000	20,000	20,000	100,000
<b>Expenditures Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>100,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fire & Emergency Services	20,000	20,000	20,000	20,000	20,000	100,000
	20,000	20,000	20,000	20,000	20,000	100,000
<b>Funding Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>100,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	210B009	Car One		
<b>Department</b>	Fire Department			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
<b>Project Manager</b>	Jared Cayley			

Project Description
Replacement of 2013 Ford Explorer XLT (SUV).

Project Justification
Life cycle change; the replacement of this vehicle is necessary as the vehicle is well past the end of its life cycle (2020) in accordance with Town policy. The vehicle will have an estimated 200,000 kms at this point and has a history of being "maintenance heavy" in terms of regular maintenance as it continues to age. Repair costs: 2018 = \$6275 2019 = \$5600 2020 = \$6000 2021 = \$6000 (estimated)

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	75,000					75,000
	75,000					75,000
<b>Expenditures Total</b>	<b>75,000</b>					<b>75,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fleet & Heavy Equipment	75,000					75,000
	75,000					75,000
<b>Funding Total</b>	<b>75,000</b>					<b>75,000</b>

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## **2022 Capital Budget**

# **Fleet**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B013	Single Axle Plows - Multi Yr. - 43 (2022), 44(2023), 47 (2024)		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Multi-year replacement of Single Axle Plow Trucks including plow, harness and wing, winter material spreading unit and float trailer towing capabilities.

Project Justification
<p>Although these units are used year-round, the primary use is for winter operations (plowing and spreading winter abrasives). They are also used in the summer to haul road construction materials including, but not limited to, aggregate, culverts and asphalt products. These trucks have experienced ongoing mechanical and electrical issues as well as corrosion. These vehicles are complex to diagnose and repair as lighting and electrical controls are all computerized and out-of-date. This requires the vehicle to be taken to a dealer for diagnosis, which not only adds to both cost and downtime, but also poses scheduling issues.</p> <p>Failure to replace these trucks would place the Town at risk as it will result in either the Level of Service not being met in accordance to regulatory requirements and/or place higher demands on the remaining vehicles, leading to the inability to perform preventative maintenance on those other vehicles – leading to higher costs down the road.</p> <p>1. 2022 - Truck 05-43 - Sterling L9500 with approx. 167,683 km (as of October 2021). This single axle plow will be 17 years old in 2022 and was scheduled for replacement in 2016 (AMP). Annual maintenance cost \$17,837</p> <p>2. 2023 - Truck 06-44 Freightliner Single Axle with approx. 158,028 km (as of Oct. 2021). This single axle vehicle will be 16 years old in 2022, and was scheduled for replacement 2017 (AMP). Annual maintenance cost \$13,000.</p> <p>3. 2024 -Truck 09-47 Sterling Single Axle with approx. 133,655 km (as of Oct. 2021) This single axle plow will be 13 years old in 2022 and was scheduled for replacement in 2020 (AMP).</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	325,000	325,000	325,000			975,000
	325,000	325,000	325,000			975,000
<b>Expenditures Total</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>			<b>975,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fleet & Heavy Equipment			325,000			325,000
Tfr.from-Community Reinvestment	325,000	325,000				650,000
	325,000	325,000	325,000			975,000
<b>Funding Total</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>			<b>975,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B008	1/2 Ton Pick Ups - Multi Yr. - 29 (2022); 27 (2023); 07, 14 (2024)		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Multi-year replacement program of light duty (half ton) pick-up trucks as identified in AMP.

Project Justification
<p>These vehicles are used for a variety of daily activities within Public Works and Parks Operations. Activities include but are not limited to: pothole patching, parks operations, garbage pick-up, brush cutting, beaver dam removal, sign maintenance, roads patrol, towing equipment to work sites (i.e. lawn equipment), and investigating work requests. These trucks are used year round.</p> <p>All of these vehicles have well exceeded their lifespan (of 7 years) as identified in the AMP. All of these vehicles show a multitude of issues, including electrical; structural (major corrosion); mechanical etc. To ensure MTO compliance, costs to maintain these vehicles increase annually. Some of the vehicles are at risk of meeting the 'out of service' as per MTO criteria. Breakdowns to these vehicles have become more frequent, which impacts the burden on other units used. Failure to replace these vehicles will negatively impact the Level of Service as it may simply result in work not getting done or not getting done in a timely manner.</p> <p>1.2022 - Truck 07-29 (137,964 kms as of Oct. 2021). This 2007 Chevrolet Silverado 1/2 ton pick-up was scheduled for replacement 2014(AMP).</p> <p>2.2023 -Truck 08- 27 (approx. 225,985 kms as of Oct. 2021). This 2008 Ford F150 1/2 ton pick-up was scheduled for replacement in 2015 (AMP).</p> <p>3.2024 -Truck 14-07 (approx.129,198 kms as of Oct. 2021). This 2014 Ford 1/2 ton was scheduled for replacement 2018 (AMP).</p> <p>4.2024 - Truck 11-14 (approx. 252,878 kms as of Oct. 2021). This 2011 Ford F150 1/2 ton pick-up was scheduled for replacement in 2019 (AMP). Annual replacement costs continue to rise.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	44,000	48,000	98,000			190,000
	44,000	48,000	98,000			190,000
<b>Expenditures Total</b>	<b>44,000</b>	<b>48,000</b>	<b>98,000</b>			<b>190,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fleet & Heavy Equipment	44,000	48,000	98,000			190,000
	44,000	48,000	98,000			190,000
<b>Funding Total</b>	<b>44,000</b>	<b>48,000</b>	<b>98,000</b>			<b>190,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B027	Sidewalk Winter Operations Machine (NEW)		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
The acquisition of one sidewalk winter operations machine to accommodate the assumption of new subdivision(s).

Project Justification
Currently the Town provides winter maintenance to approximately 24 km of sidewalk. These sidewalks are currently maintained using two routes: a 'north' route and a 'south' route. These routes take approximately 6 to 7 hours each to complete and hence do not have a capacity to 'winter maintain' additional sidewalk assets that are to be assumed by the Town. It is anticipated that Loon Call (Hutton) subdivision will be assumed in 2022, with up to three other active subdivisions following suit in future years.
The acquisition of the third sidewalk machine (a 'west' route), will ensure that the Town can maintain these additional sidewalk assets in a manner consistent with the MMS (/regulation 239/02).

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	170,000					170,000
	170,000					170,000
<b>Expenditures Total</b>	<b>170,000</b>					<b>170,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Fleet & Heavy Equipment	170,000					170,000
	170,000					170,000
<b>Funding Total</b>	<b>170,000</b>					<b>170,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B026	EV Charging Stations (NEW) - Multi Year		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Install multiple Electric Vehicle (EV) Charging Stations at various locations through-out the Town.

Project Justification
<p>In keeping with Council's April 20, 2021 resolution of declaring a climate emergency and stating their wish to protect the Town's economy, community and ecosystem, the Town has partnered with Elexicon for the installation of a number of EV charging units within the Town.</p> <p>Entering into this partnership does not commit the Town to any given quantity of EV charging stations, but does permit the Town to have access to incentive money (50% of project costs - for each unit), should the Town move forward with this initiative. Elexicon is the fourth largest utility company in Ontario and has successfully worked with 10 other Ontario municipalities with this initiative.</p> <p>The Town has tentatively identified several locations for EV charging stations, namely the Municipal Office; Library; PW shop; Centennial Centre; and the Muskoka Wharf (various municipal parking lots).</p> <p>The Level 2 Charger (48 amp) is the standard EV charger for domestic vehicles. The Town can choose which EV charging stations are deemed an amenity (i.e. no charge) and which locations will require the user to pay. The majority of municipalities charge \$2/\$3 an hour for use of these charging units. The cost to the Town would be \$18/month, which is cost for the 'smart charger' . This 'smart charger' will permit the Town to directly receive the monies (into a designated account) from users of the EV charging stations. There is no ongoing operating costs (aside from the aforementioned) for the installation / maintenance of these EV charging stations.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000	40,000	60,000			140,000
	40,000	40,000	60,000			140,000
<b>Expenditures Total</b>	<b>40,000</b>	<b>40,000</b>	<b>60,000</b>			<b>140,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	20,000	20,000	30,000			70,000
	20,000	20,000	30,000			70,000
<b>Reserve Funds</b>						
Tfr.from-Fleet & Heavy Equipment	20,000	20,000	30,000			70,000
	20,000	20,000	30,000			70,000
<b>Funding Total</b>	<b>40,000</b>	<b>40,000</b>	<b>60,000</b>			<b>140,000</b>

The Town has applied for grant funding under the Natural Resources Canada (NRCAN) program and, if approved, 50% of this project will be funded by that grant.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B007	Building Dept.- 30 (2022)		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Replacement of Building Department's inspection/enforcement pick-up truck (#30) per standard replacement schedules (AMP).

Project Justification
<p>The Building Department's pick up truck (#30), will be replaced with an SUV, which is more suitable to the needs of the department.</p> <p>The Town's Building Inspectors are in remote areas of the Town every day and require reliable vehicles to provide great customer service. Furthermore, newer vehicles also are more environmentally-friendly, fuel efficient, and project a more professional image of the Corporation.</p> <p>Planned and timely replacement of the Town's municipal fleet assets permit the Town to reduce maintenance and repair costs that increase annually. Pick-up trucks of this type typically have a useful lifespan of 7 years. When the vehicle ages beyond its useful life threshold it becomes increasingly more expensive to maintain.</p> <p>Should the EV Station(s) be approved for 2022, the Town will explore procuring an Electric SUV. This would be in keeping with Council's April 20, 2021 resolution of declaring a climate emergency and stating their wish to protect the Town's economy, community and ecosystem.</p> <p>1. 2022: Truck 08-30 - Bldg Department - 2008 Chev Silverado. Kilometrage of approximately 195,680 km (as of Oct 2021). Replacement year as per AMP was 2015.</p>

	Budget					Total
	2022	2023	2024	2025	2026	
<b>Expenditures</b>						
<b>Material/Equipment/Labour</b>						
Town Equipment	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Building Permit Reserve</b>						
Tfr.from-Building Permit	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	335B028	Portable "Road Closed" Demarcation Trailers (2)		
<b>Department</b>	Fleet			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Acquisition of two portable electronic "Road Closed" trailers.

Project Justification
Often, in any given year, an emergency event will arise (i.e. culvert collapse; road washout etc.), which requires Town staff to close (either in part or in full) a Town road. Currently, staff use the standard "A" frame non-reflective traffic barrier affixed with one beacon and a non-reflective "road closed" sign. Although adequate to inform vehicular traffic of a "road closed" during the day, the current "A" frame road closed sign is not highly visible during significant weather events and/or after dark. The electronic "road closed" trailers are reflective and are affixed with multiple beacons.
An additional challenge with the current signs is that they are, from time to time, moved by a driver wanting to access the portion of road designated "closed".

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000					15,000
	15,000					15,000
<b>Expenditures Total</b>	<b>15,000</b>					<b>15,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	15,000					15,000
	15,000					15,000
<b>Funding Total</b>	<b>15,000</b>					<b>15,000</b>



**2022 Capital Budget**

# **Information Technology**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	160B014	Citywide Maintenance Manager (Software)		
<b>Department</b>	Municipal Buildings			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Implementation of Citywide Maintenance Manager (CMM)

Project Justification
<p>CMM is a software system that will allow Infrastructure Services to centralize its business functions. The module is a web based, service request, work order, and preventative maintenance application designed to enable prioritization, scheduling and tracking of projects. Core functions include:</p> <p>Service Requests - Track front line requests from stake-holders related to and not related to municipal assets;</p> <p>Work Orders - Ability to turn service requests into actionable work orders;</p> <p>Preventative Maintenance - Scheduling routine or regular maintenance tasks and activities;</p> <p>Mobility - Ability to update work orders and service request via tablet or mobile phone, ability to link asset data in real time;</p> <p>Reporting - Ability to analyze trends, resource usage and assist with making informed decisions about maintenance and management practices.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	188,000					188,000
	188,000					188,000
<b>Expenditures Total</b>	<b>188,000</b>					<b>188,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	140,000					140,000
	140,000					140,000
<b>Reserve Funds</b>						
Tfr.from-Information System &	48,000					48,000
	48,000					48,000
<b>Funding Total</b>	<b>188,000</b>					<b>188,000</b>

The Town has applied for a grant under the Municipal Modernization Fund - Intake 3 and, if approved, 74% of this project will be funded by that grant. If unsuccessful, the project will be delayed to subsequent budget cycles.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	120016	Computer & Printer Annual Replacement		
<b>Department</b>	Corporate Administration			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Theresa Trott			

Project Description
Funds the replacement of computers, printers and other hardware/software related to day-to-day systems and technology infrastructure.

Project Justification
Computers are replaced currently on a five year replacement cycle and over the past number of years we have worked with District IT to ensure our UPS systems, printers and connectivity-related infrastructure are kept up-to-date in a timely manner. This program minimizes data loss, downtime and subsequent customer service-related challenges related to technology failure.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	35,000	35,000	35,000	35,000	35,000	175,000
	35,000	35,000	35,000	35,000	35,000	175,000
<b>Expenditures Total</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>175,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Information System &	35,000	35,000	35,000	35,000	35,000	175,000
	35,000	35,000	35,000	35,000	35,000	175,000
<b>Funding Total</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>175,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	120029	Asset Management Software		
<b>Department</b>	Corporate Administration			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Theresa Trott			

Project Description
Implementation of Asset Management software that will store information related to all Town assets in a manner that can be updated and maintained by Infrastructure Services and the Finance team. The data from this software will also inform capital asset accounting for the Town's financial statements in accordance with PSAB (Public Sector Accounting Board) regulations.

Project Justification
<p>This project is in the vendor selection stage of the RFP process that is being led by District IT for the selection of an appropriate software tool. The implementation will take place in 2021 and will be led by Finance.</p> <p>The Asset Management Plan presented to Council in 2017 identified \$175 million in Town-owned assets in a number of categories. The larger categories include Roads (\$106 million), Bridges (\$6.8 million), Facilities (\$35 million), Vehicles (\$6.1 million) and Machinery &amp; Equipment (\$4.5 million). The Asset Management software will be a data repository for all the valuable data we have on these assets. Future integration with the Operations Management System (OMS) will allow staff to make changes to these assets (repairs, replacements, renovations, etc.) and to maintain a proactive, multi-year Asset Management Plan. The Asset Management software will also be a source for reporting on additions, disposals, replacement costs, and for providing important financial information required for development of the Capital Budget and Multi-Year Plan.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	25,000					25,000
	25,000					25,000
<b>Expenditures Total</b>	<b>25,000</b>					<b>25,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Information System &	25,000					25,000
	25,000					25,000
<b>Funding Total</b>	<b>25,000</b>					<b>25,000</b>

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## **2022 Capital Budget**

# **Parks**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B066	Muskoka Bay Park - Baseball Diamond - Perimeter Impact Netting		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Installation of perimeter Impact Netting at Muskoka Bay Park Baseball Diamond. To be installed between first baseline and centre field.

Project Justification
<p>The Muskoka Bay Ball Diamond, situated at 700 Muskoka Rd. 169, is the Town's premier baseball diamond and is utilized primarily by a men's softball league.</p> <p>The dimensions of this ball diamond are consistent with any other municipal "hard-ball" ball diamond. The dimension from home base to the outfield perimeter fence is approximately 88 m (288 ft). However, regardless of the standard sizing of this ball diamond, the ball is often hit over the existing 1.22 m (4 ft) chain link outfield perimeter fence and onto adjacent private residences located on Waspaska Cr. Over the years, it has been reported that the balls have hit these houses and vehicles parked in private driveways.</p> <p>The barrier fencing would be 11.58 m (38 ft) in height and is intended to keep the ball within the footprint of the baseball diamond. This would in turn prevent the balls being hit onto the adjacent properties, thereby preventing any potential damage to private property(s) and/or person(s).</p> <p>The area of concern is from the first base line to approximately centre field, a length of approximately 76.2 m (250 ft). Installation would include seven 15.2 m (50 ft) telephone poles, all hardware, necessary machinery and labour. The budgeted amount is based on good soil conditions for placing the required hydro poles. Costs may increase if hydro poles are required to be drilled into rock or require rock supports.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	60,000					60,000
	60,000					60,000
<b>Expenditures Total</b>	<b>60,000</b>					<b>60,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	60,000					60,000
	60,000					60,000
<b>Funding Total</b>	<b>60,000</b>					<b>60,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B072	Gull Lake Dock - Immediate Repairs		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
The immediate repairs of Gull Lake Dock.

Project Justification
The 2021 Gull Lake Dock Assessment has identified this structure as requiring full replacement including dredging of the lake bottom by 2026. Until such time as full replacement is necessary, immediate repairs to the stringers and cribs are required prior by the 2022 swimming season to ensure the dock is in an adequate state of repair.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000					40,000
	40,000					40,000
<b>Expenditures Total</b>	<b>40,000</b>					<b>40,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	40,000					40,000
	40,000					40,000
<b>Funding Total</b>	<b>40,000</b>					<b>40,000</b>

**Town of Gravenhurst  
2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B031	Picnic Table Multi Yr. Replacements		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Multi-year replacment strategy for aging picnic tables.

Project Justification
As picnic tables become worn out replacements are necessary. This is an annual program to ensure an adequate supply of picnic tables are available for use within the Town's municipal parks and for the purpose of community events.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	6,000	6,500	7,000	7,500	7,500	34,500
	6,000	6,500	7,000	7,500	7,500	34,500
<b>Expenditures Total</b>	<b>6,000</b>	<b>6,500</b>	<b>7,000</b>	<b>7,500</b>	<b>7,500</b>	<b>34,500</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Furniture & Light Equipment	6,000	6,500	7,000	7,500	7,500	34,500
	6,000	6,500	7,000	7,500	7,500	34,500
<b>Funding Total</b>	<b>6,000</b>	<b>6,500</b>	<b>7,000</b>	<b>7,500</b>	<b>7,500</b>	<b>34,500</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B026	Urban Tree Assessment		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
Multi-year Tree Assessment Plan, utilizing Global Positioning Equipment (GPS). The Urban Tree Assessment is intended to inventory all 'significant' trees within the urban core that are situated on municipal property (i.e. parks / beaches) and municipal road allowance and to identify management of the tree assets in future years.

<b>Project Justification</b>
<p>Urban Forestry / Tree management is a common trend within municipalities and deemed a pro-active tool to manage a municipality's tree inventory. The urban forest provides environmental, economic, and health benefits to the town of Gravenhurst and its residents. Benefits include services such as: storm-water surge protection, water run-off reduction, wind breaks, snow drift reduction, and improved air quality. However, this green infrastructure needs to be properly managed to optimize benefits and not become a liability.</p> <p>The urgency of developing a UFMP was conveyed to our planning team by Gravenhurst's Infrastructure Services department. Most of the town's public trees are in a late stage of maturity between 70-100 years old. Currently, there is no proactive tree maintenance program and no tree replacement plan. Urban tree issues affect multiple stake-holders including municipal government; year-round, seasonal, and future residents; and tourists.</p> <p>Deliverables will include: a tree inventory; tree risk assessments and tree maintenance; funding options; and education.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	15,000	15,000				30,000
	15,000	15,000				30,000
<b>Expenditures Total</b>	<b>15,000</b>	<b>15,000</b>				<b>30,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	15,000	15,000				30,000
	15,000	15,000				30,000
<b>Funding Total</b>	<b>15,000</b>	<b>15,000</b>				<b>30,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B036	Indian Landing - Boat Launch Improvements		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
Rehabilitation of the existing boat launch, including installation of new gravel and grading services.

<b>Project Justification</b>
The current boat launch is in disrepair, and is not user-friendly. A smoother, more accessible boat launch will promote use and user safety.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	30,000					30,000
	30,000					30,000
<b>Expenditures Total</b>	<b>30,000</b>					<b>30,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
<b>Funding Total</b>	<b>30,000</b>					<b>30,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B032	Shade Structures - Skateboard Park and Splash Pad		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Installation of a seasonal shade structure adjacent to the Skateboard Park (Centennial Centre) and Splash Pad.

Project Justification
Currently, user groups of the municipal skateboard park and the splash pad do not have any options available for the provision of shade and cover from the natural elements should the need arise. With the advent of global warming and climate change, cases associated with sun stroke and heat exhaustion are likely to increase, especially within outdoor recreational areas where high physical exertion frequently occurs.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	25,000					25,000
	25,000					25,000
<b>Expenditures Total</b>	<b>25,000</b>					<b>25,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	16,000					16,000
	16,000					16,000
<b>Development Charges</b>						
Tfr.from-Development Charges	9,000					9,000
	9,000					9,000
<b>Funding Total</b>	<b>25,000</b>					<b>25,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B063	Gull Lake Rotary Park - Accessible Pathway		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Customer Service			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Expansion of the accessible pathway at Gull Lake Rotary Park.

Project Justification
Although there is currently an accessible pathway at Gull Lake Rotary Park, the expansion of the existing pathway will permit users to access several areas from the main parking lot. The additional amenities of the park include but are not limited to the 'music on the barge' area and the washroom building. Paths must have firm, stable and slip-resistant surfaces that canes, crutches or the wheels of mobility devices will not sink into. Estimated area is 180m x 1.5m = 270m2 .

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	22,000					22,000
	22,000					22,000
<b>Expenditures Total</b>	<b>22,000</b>					<b>22,000</b>
<b>Funding</b>						
<b>Parkland Dedication</b>						
Tfr.from-Parkland	22,000					22,000
	22,000					22,000
<b>Funding Total</b>	<b>22,000</b>					<b>22,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	710B035	Hewitt Landing - Boat Launch Improvements		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Rehabilitation of the existing boat launch, including installation of new gravel and grading services.

Project Justification
The current boat launch is in disrepair and is not user-friendly. A smoother, more accessible boat launch will promote use and user safety.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	20,000					20,000
	20,000					20,000
<b>Expenditures Total</b>	<b>20,000</b>					<b>20,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Facilities	20,000					20,000
	20,000					20,000
<b>Funding Total</b>	<b>20,000</b>					<b>20,000</b>



## **2022 Capital Budget**

# **Roads**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B192	First St. S. - Rehabilitation - Bethune Rd. S to Sharpe St.		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
First Street Rehabilitation - Bethune Street South to Sharpe Street

<b>Project Justification</b>
<p>This section of First Street Road (1.0 km) has been identified within the 2021 Road Needs Study as requiring rehabilitation. Currently this asset supports an Average Annual Daily Traffic Count of between 400 to 600 vehicles.</p> <p>As part of the Town's rehabilitation strategy, First Street South will see both base and surface improvements consisting of base stabilization and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads while also having the ability to convey increased traffic volumes. Drainage improvements in accordance with the Town's Master Storm Sewer Report and sidewalk extensions are also being recommended along the sections of First Street between David Street to Main Street, and Violet Street to Bethune Drive South.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	1,020,000					1,020,000
	1,020,000					1,020,000
<b>Expenditures Total</b>	<b>1,020,000</b>					<b>1,020,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	1,020,000					1,020,000
	1,020,000					1,020,000
<b>Funding Total</b>	<b>1,020,000</b>					<b>1,020,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B191	North Muldrew Lk Rd. - Rehabilitation - Various Segments		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
North Muldrew Lake Road - Peninsula Road and Pinetree Road.

Project Justification
<p>The 2021 Road Needs Study has identified sections of North Muldrew Lake Road (2.6 km) as requiring rehabilitation, which will be procured as a single project in order to best observe economies of scale. Currently the assets combined support an annual daily Traffic Count between 190 to 1500 vehicles.</p> <p>As part of the Town's rehabilitation strategy, sections of North Muldrew Lake Road will see both base and surface improvements consisting of base stabilization and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	760,000					760,000
	760,000					760,000
<b>Expenditures Total</b>	<b>760,000</b>					<b>760,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	760,000					760,000
	760,000					760,000
<b>Funding Total</b>	<b>760,000</b>					<b>760,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B188	Pinedale Rd. - Rehabilitation - Hwy 11 S to Bethune Dr. S		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Pinedale Road Improvements - Highway 11 South to Bethune Drive South

Project Justification
<p>This section of Pinedale Road (1.9 km) has been identified within the 2021 Road Needs Study as requiring rehabilitation. Currently this asset supports an Average Annual Daily Traffic Count of between 250 to 1100 vehicles.</p> <p>As part of the Town's rehabilitation strategy, Pinedale Road will see both base and surface improvements consisting of base stabilization and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads while also having the ability to convey increased traffic volumes. Drainage improvements in accordance with the Town's Master Storm sewer Report is also being recommended along the sections of Pinedale Road between Bethune Drive South and Pinegrove Street.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	700,000					700,000
	700,000					700,000
<b>Expenditures Total</b>	<b>700,000</b>					<b>700,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	688,649					688,649
	688,649					688,649
<b>Development Charges</b>						
Tfr.from-Development Charges	11,351					11,351
	11,351					11,351
<b>Funding Total</b>	<b>700,000</b>					<b>700,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B187	James St.. - Rehabilitation - John St S to Fernwood Dr		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
James Street Rehabilitation - John Street South to Fernwood Drive.

Project Justification
<p>This section of James Street (1.6 km) has been identified within the 2021 Road Needs Study as requiring rehabilitation. Currently this asset supports an Average Annual Daily Traffic Count of over 4300 vehicles and by function is considered a Collector Road within the Towns overall road network.</p> <p>As part of the Town's rehabilitation strategy, James Street will see both base and surface improvements consisting of base stabilization and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads while also having the ability to convey increased traffic volumes.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	500,000					500,000
	500,000					500,000
<b>Expenditures Total</b>	<b>500,000</b>					<b>500,000</b>
<b>Funding</b>						
<b>Federal Gas Tax</b>						
Tfr.from-Federal Gas Tax	500,000					500,000
	500,000					500,000
<b>Funding Total</b>	<b>500,000</b>					<b>500,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330517	Gravel Improvements		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
Tendering for the supply and placement of 3/4" Granite Crusher Run at a depth of 2" (50mm). This is an extension of an annual program to sustain the life of 54 kilometers of gravel road within the municipality, which is also reflected as an appropriate level of service within our Asset Management Plan.

<b>Project Justification</b>
<p>Since 2016, Council has improved the surface condition of all gravel roads under our jurisdiction. Now that all gravel roads have been upgraded in order to keep them in an adequate state of repair there will continue to be a need to annually top up the gravel surfaces only.</p> <p>Gravel roads are suitable for lower traveled roads with an Average Annual Daily Traffic limit below 300 vehicles.</p> <p>Generally, the supply and placement of gravel generally costs approximately \$25.00 per tonne and can last up to five years as long as other maintenance parameters (such as the application of dust suppressant and routine mechanical grading) are routinely performed.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	150,000		150,000		150,000	450,000
	150,000		150,000		150,000	450,000
<b>Expenditures Total</b>	<b>150,000</b>		<b>150,000</b>		<b>150,000</b>	<b>450,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	150,000		150,000		150,000	450,000
	150,000		150,000		150,000	450,000
<b>Funding Total</b>	<b>150,000</b>		<b>150,000</b>		<b>150,000</b>	<b>450,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B175	Elderberry Lane - Culvert Replacement		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Elderberry Lane - Culvert Replacement

Project Justification
Three existing drainage systems along Elderberry Lane have recently failed as a result of structural inadequacies due to their age. These systems which essentially serve as a series of balancing culverts stabilizing the elevation of the adjacent wetlands are no longer adequate and as such the traveled road is also starting to show signs of becoming undermined. Planned replacements include removal of the existing systems followed by the installation of three discrete sections of 1800 mm diameter polymer coated culvert. Once replaced the service life of this asset would be in the vicinity of 75 years.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	450,000					450,000
	450,000					450,000
<b>Expenditures Total</b>	<b>450,000</b>					<b>450,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	450,000					450,000
	450,000					450,000
<b>Funding Total</b>	<b>450,000</b>					<b>450,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B190	North Morrison Lk Rd - Rehabilitation - Southwood Rd. to 519 m SE of		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
North Morrison Lake Road Reconstruction - Southwood Road to 519 meters South East of Southwood Road

<b>Project Justification</b>
<p>This section of North Morrison Lake Road (0.5 Km) has been identified within the 2021 Road Needs Study as requiring reconstruction. This section of road currently supports an Average Annual Daily Traffic Count of 150 vehicles.</p> <p>As part of the Town's reconstruction strategy, North Morrison Lake Road will see both base and surface improvements consisting of full depth excavation, the addition of granular base aggregate and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads. Traditional methods used on this road include surface treatment which given our experiences with Climate Change has impacted the longevity of this product. HMA roads will respond more effectively to fluctuating temperatures, have an improved ride quality and generally have a longer life span before full reconstruction becomes necessary. Staging of this betterment strategy will occur following the completion of the North Morrison Launch Schedule B Environmental Assessment which is currently underway and is expected to be finalized prior to the spring construction season.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	420,000					420,000
	420,000					420,000
<b>Expenditures Total</b>	<b>420,000</b>					<b>420,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	420,000					420,000
	420,000					420,000
<b>Funding Total</b>	<b>420,000</b>					<b>420,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B189	Beaver Ridge Rd. - Rehabilitation - Hwy 11 N to Sedore Rd		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

<b>Project Description</b>
Beaver Ridge Road Rehabilitation - Highway 11 North to Sedore Road

<b>Project Justification</b>
<p>This section of Beaver Ridge Road (1.2 Km) has been identified within the 2021 Road Needs Study as requiring rehabilitation.</p> <p>As part of the Town's rehabilitation strategy, Beaver Ridge Road will see both base and surface improvements consisting of base stabilization and the application of a Hot Mix (HMA) surface which offers a simple cost effective way to maintain roads. Traditional methods used on this road include surface treatment which given our experiences with Climate Change has impacted the longevity of this product. HMA roads will respond more effectively to fluctuating temperatures, have an improved ride quality and generally have a longer life span before full reconstruction becomes necessary.</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	290,000					290,000
	290,000					290,000
<b>Expenditures Total</b>	<b>290,000</b>					<b>290,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Community Reinvestment	290,000					290,000
	290,000					290,000
<b>Funding Total</b>	<b>290,000</b>					<b>290,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B170	Solar Radar Speed Signs - Multi Year		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

<b>Project Description</b>
Installation of solar radar speed signs on various Town roads, with the objective of reducing the number of speeding vehicles on a designated section of a Town roadway deemed problematic.

<b>Project Justification</b>
Administration has received an increasing number of complaints about excessive speed of vehicles on both Town and District roads. The Town initiated a a solar radar speed sign pilot in 2020 on James St., which was deemed successful. This multi year initiative will see the installation of multiple solar radar speed signs on Town roads over a period of five years. The locations of these radar speed signs are yet to be confirmed. 4 per year x \$7,500 ea = \$30,000 per year (2022 to 2026)

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
<b>Expenditures Total</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>150,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
<b>Funding Total</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>150,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B173	Oriole Cres - Minor Repair Drainage Outlet		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Oriole Crescent Minor Drainage Outlet Repair

Project Justification
The storm sewer outlet located on designated non buildable lands between 259 and 267 Oriole Crescent has accumulated significant debris that requires removal to improve its functionality. The piped outlet has also become separated at the joint stemming from insufficient structural support. Planned improvements include the removal of the existing storm sewer and installation of a 54 meter 450 mm diameter sewer including reinstatement of landscaped areas.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	75,000					75,000
	75,000					75,000
<b>Expenditures Total</b>	<b>75,000</b>					<b>75,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	75,000					75,000
	75,000					75,000
<b>Funding Total</b>	<b>75,000</b>					<b>75,000</b>

The Town receives an annual grant under the Ontario Community Infrastructure Fund (OCIF) and, if approved 100% of this project will be funded by that grant.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B223	Sidewalk - Various Panels - Multi Yr		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

<b>Project Description</b>
Replacement of various sidewalk panels in the urban core to ensure compliance with Minimum Maintenance Standards.

<b>Project Justification</b>
Each year the Town conducts sidewalk inspections to determine locations where there are sidewalk surface discontinuities. If the municipality is aware of a surface discontinuity exceeds the threshold as identified in Regulation 239/02, it is incumbent of the municipality to take reasonable means to address the discontinuity by making repairs as deemed appropriate.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	25,000	25,000	25,000			75,000
	25,000	25,000	25,000			75,000
<b>Expenditures Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>			<b>75,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr. from-Infrastructure	25,000	25,000	25,000			75,000
	25,000	25,000	25,000			75,000
<b>Funding Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>			<b>75,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B220	Asset Management - Ontario Reg 588 Compliance Update		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Asset Management Plan - Ontario Regulation 588 Compliance

Project Justification
<p>Ontario Regulation 588/17 requires municipalities to develop an asset management plan (AMP) based on a series of predefined criteria. While it is acknowledged that the Town currently has an AMP, there remains outstanding work that is required by legislation to be fulfilled by July 1, 2022. This work includes a comprehensive review of levels of service as it relates to the management and delivery of Town assets and a further review of asset lifecycle activities over a 10 year horizon.</p> <p>The funds identified within this project are for the purpose of retaining an external consulting resource Public Sector Digest (PSD) to assist Administration with meeting the targeted deadline. PSD is very familiar with the Towns Asset base as they are currently working with Corporate and infrastructure Services on the implementation of AMP software.</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	60,000					60,000
	60,000					60,000
<b>Expenditures Total</b>	<b>60,000</b>					<b>60,000</b>
<b>Funding</b>						
<b>Reserves</b>						
Tfr.from-Planning	60,000					60,000
	60,000					60,000
<b>Funding Total</b>	<b>60,000</b>					<b>60,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B177	Musquash Rd - Schedule B Class EA		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Musquash Road Major Drainage System Schedule B Municipal Class Environmental Assessment

Project Justification
The Musquash area experiences significant ongoing flooding which depending on the severity of the storm event has impacted Musquash, Private, and McPherson Streets including adjacent residential properties. Opportunities to address the nuisance flooding include redirecting a portion of the flows through municipal road allowances through a dedicated stormsewer and general upsizing of area culverts to increase conveyance capacity. Due to a number of constraints including the general topography and geology of the drainage area a number of betterment strategies will need to be developed and evaluated. Recognizing the environmental sensitivities associated with moving forward with a betterment strategy a Municipal Class EA must first be completed to determine the preferred design solution. Under the Municipal Class EA framework the Town being the proponent is required to undertake a screening process involving mandatory contact with directly affected public and review agencies to ensure the project and public concerns are formally documented and addressed.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	55,000					55,000
	55,000					55,000
<b>Expenditures Total</b>	<b>55,000</b>					<b>55,000</b>
<b>Funding</b>						
<b>Federal Gas Tax</b>						
Tfr.from-Federal Gas Tax	55,000					55,000
	55,000					55,000
<b>Funding Total</b>	<b>55,000</b>					<b>55,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B172	Oriole Cres - Schedule B Class EA		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Oriole Crescent Major Drainage System Schedule B Municipal Class Environmental Assessment

Project Justification
Significant hydraulic issues have been documented by the Town along the watercourse situated between Oriole Crescent and Lorne Street that has contributed to ongoing nuisance flooding of adjacent residential properties within the area. Computer modeling has now confirmed that this watercourse which captures a total drainage area of 23.5 hectares requires upgrading to be able to meet both existing and future stormwater demands. Given the environmental sensitivities that would be associated with moving forward with a betterment strategy within the subject watercourse a Municipal Class EA must first be completed to determine a preferred design solution. Under the Municipal Class EA framework the Town being the proponent is required to undertake a screening process involving mandatory contact with directly affected public and review agencies to ensure the project and public concerns are formally documented and addressed.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	25,000					25,000
	25,000					25,000
<b>Reserve Funds</b>						
Tfr.from-Infrastructure	25,000					25,000
	25,000					25,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

The Town receives an annual grant under the Ontario Community Infrastructure Fund (OCIF) and, if approved 50% of this project will be funded by that grant.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B176	Redwing Dr. - Schedule B Class EA		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Andrew Stacey			

Project Description
Redwing Drive Major Drainage System Schedule B Municipal Class Environmental Assessment

Project Justification
Redwing Drive along with private properties south of Redwing, have a history of flooding due to a culmination of hydraulic issues and restrictions within the downstream watercourse which outlets through a narrow bedrock outcropping. To alleviate these concerns, and recognizing the environmental sensitivities associated with moving forward with a betterment strategy a Municipal Class EA must first be completed to determine the preferred design solution. Under the Municipal Class EA framework the Town being the proponent is required to undertake a screening process involving mandatory contact with directly affected public and review agencies to ensure the project and public concerns are formally documented and addressed.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	35,000					35,000
	35,000					35,000
<b>Expenditures Total</b>	<b>35,000</b>					<b>35,000</b>
<b>Funding</b>						
<b>Federal Gas Tax</b>						
Tfr.from-Federal Gas Tax	35,000					35,000
	35,000					35,000
<b>Funding Total</b>	<b>35,000</b>					<b>35,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	330B221	Sidewalk (New) - Pineridge Gate (N side) - from Kelly Dr. to Bethune St.		
<b>Department</b>	Roads			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Caroline Kirkpatrick			

Project Description
Construction of a new municipal sidewalk on north side of Pineridge Gate between Kelly Dr and Bethune Rd. S.

Project Justification
<p>Currently the pedestrian sidewalk on the north side of Pineridge Gate ends at Kelly Drive. Installing the segment of sidewalk to Bethune Dr. would complete the pedestrian linkage to Bethune Rd. S (from Pineridge Gate) and would be consistent with the objective(s) as identified in the Town's Active Transportation Plan.</p> <p>Further, the District of Muskoka has indicated that consideration of any signalization at the intersection of Bethune Rd. S and Pineridge Gate, would only be entertained if the Town provided a pedestrian linkage on the northside of Pineridge Gate at Bethune Rd. S.</p> <p>A length of approx. 30 m x 1.5 m (wider at corner) = approx. 50 sqm x \$1.80/sq m = Tactile transition pieces = \$14,000</p>

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	14,000					14,000
	14,000					14,000
<b>Expenditures Total</b>	<b>14,000</b>					<b>14,000</b>
<b>Funding</b>						
<b>Development Charges</b>						
Tfr.from-Development Charges	14,000					14,000
	14,000					14,000
<b>Funding Total</b>	<b>14,000</b>					<b>14,000</b>



**2022 Capital Budget**

# **Special Projects**

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	4130001	Municipal Elections		
<b>Department</b>	Legislative			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Kayla Thibeault			

Project Description
Administration of the Municipal Election which takes place every four years.

Project Justification
The Municipal Elections Act defines the roles and responsibilities of the Clerk to conduct an election, a by-election (when applicable), an appointment, as well as oversee a compliance audit investigation.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	138,000	14,500	2,000	2,000	150,000	306,500
	138,000	14,500	2,000	2,000	150,000	306,500
<b>Material/Equipment/Labour</b>						
Material & Supplies	500	500	500			1,500
	500	500	500			1,500
<b>Expenditures Total</b>	<b>138,500</b>	<b>15,000</b>	<b>2,500</b>	<b>2,000</b>	<b>150,000</b>	<b>308,000</b>
<b>Funding</b>						
<b>Reserves</b>						
Tfr.from-Election	138,500	15,000	2,500	2,000	150,000	308,000
	138,500	15,000	2,500	2,000	150,000	308,000
<b>Funding Total</b>	<b>138,500</b>	<b>15,000</b>	<b>2,500</b>	<b>2,000</b>	<b>150,000</b>	<b>308,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	821B004	Wharf Revitalization		
<b>Department</b>	Economic Development			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build Economic & Employment Opportunities: A more Diverse economy with more year round employment opportunities			
<b>Project Manager</b>	Jeff Loney			

<b>Project Description</b>
This project is the result of an application to the Canada Community Revitalization Fund. The project includes a number of actions defined in the Wharf Revitalization Plan.

<b>Project Justification</b>
<p>The Muskoka Wharf Revitalization Plan was approved by Council in 2021 and contained 65 actions for short, medium and long term implementation. At the end of 2021 the Federal Government created a fund referred to as the Canadian Community Revitalization Fund that allowed municipalities to access funding for infrastructure renewal projects related to open spaces. This application allowed the municipality to access funding for a number of actions including:</p> <p>Action 1.4 - Pilot pop-up style retail and restaurants at the Wharf, through development of a pop-up style village</p> <p>Action 10.2 - Develop pedestrian wayfinding signage to identify key businesses and attractions</p> <p>Action 10.3 - Develop effective wayfinding</p> <p>Action 6.1 - Contract landscape architect to develop new manageable landscape design.</p> <p>This project will not move forward without success with the Grant. It should be noted that the Grant, if successful, will provide \$142,500 towards previously approved capital projects (770B001, 710B020, 710B047)</p>

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	215,000					215,000
	215,000					215,000
<b>Expenditures Total</b>	<b>215,000</b>					<b>215,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	215,000					215,000
	215,000					215,000
<b>Funding Total</b>	<b>215,000</b>					<b>215,000</b>

The Town has applied for a grant under the Canadian Community Revitalization Fund and, if approved 100% of this project will be funded by that grant.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	4123031	Community Improvement Plan		
<b>Department</b>	Economic Development			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build our Partnerships, Connections & Connectivity: A more connected community			
<b>Project Manager</b>	Jeff Loney			

**Project Description**

The Community Improvement Plan (CIP) is a program that was initialized by Council in 2012 with the intention of addressing four goals in the downtown; beautification, safety, economic viability, and the creation of an investment-friendly environment. Twelve grant categories are available to private owners and businesses to help them beautify and structurally improve their buildings within the designated area. This program is the only way that the Town can currently provide incentives and enforce the Gravenhurst facade guidelines which have gone a long way to make the Town more attractive.

**Project Justification**

Downtowns are what determine people's opinions of a city or town. Downtowns are also the core of commercial services available to both visitors and local residents. In recent years, Gravenhurst's downtown has used the CIP to promote a more consistent, unique and attractive place. Goal 1 of the Gravenhurst Strategic Plan states that we will retain existing and attract new businesses to Gravenhurst by supporting the continued revitalization of our downtown. The CIP has seen requests doubling the amount of funds available for the previous three intakes. With initiatives such as the sign by-law, we anticipate a continued demand for the amount of funds requested.

**Budget**

	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Community Group Grants</b>						
Community Group Grants	70,000	70,000	80,000	85,000	85,000	390,000
	70,000	70,000	80,000	85,000	85,000	390,000
<b>Expenditures Total</b>	<b>70,000</b>	<b>70,000</b>	<b>80,000</b>	<b>85,000</b>	<b>85,000</b>	<b>390,000</b>
<b>Funding</b>						
<b>Reserves</b>						
Tfr.from-Community Improvement Plan	70,000	70,000				140,000
	70,000	70,000				140,000
<b>Funding Total</b>	<b>70,000</b>	<b>70,000</b>				<b>140,000</b>



**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	700B002	Recreation, Parks and Trails Master Plan		
<b>Department</b>	Parks			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Shawna Patterson			

<b>Project Description</b>
Complete a Parks and Trails Master Plan that will guide future decision making and municipal investment in recreation, parks and trail services, programs, and facilities over the course of the next decade.

<b>Project Justification</b>
The current Recreation Master Plan was completed in 1992. Since this time there have been significant changes in trends, community needs, development and infrastructure for recreation, and parks and trails in the community. The Recreation, Parks and Trails Master Plan is a comprehensive, mutli-year framework which provides both a vision and guiding principles for the future of recreation, parks and trails systems and services.
Project expenses will include consultation, community engagement, administrative support.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	100,000					100,000
	100,000					100,000
<b>Expenditures Total</b>	<b>100,000</b>					<b>100,000</b>
<b>Funding</b>						
<b>Development Charges</b>						
Tfr.from-Development Charges	90,000					90,000
	90,000					90,000
<b>Reserves</b>						
Tfr.from-Planning	10,000					10,000
	10,000					10,000
<b>Funding Total</b>	<b>100,000</b>					<b>100,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	130B001	Digitization of Permanent Municipal Records		
<b>Department</b>	Legislative			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Provide better Municipal Service: Exceptional Municipal Management			
<b>Project Manager</b>	Kayla Thibeault			

Project Description
Digitization of municipal records with a permanent retention classification. Specifically P01 (Building Permits).

Project Justification
Municipal building permit records maintain a permanent retention classification meaning the municipality must maintain custody and control of the records forever. The historical records are currently preserved in an undesirable location which is susceptible to damage. The loss of these records would be significantly impactful to the municipality.
The project will include issuing an RFT to a professional contractor familiar with the digitization of historical and multi-shaped records. These will then be integrated into the SharePoint system to be easily retrieved for municipal use including litigation.

Budget						
	2022	2023	2024	2025	2026	Total
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	85,000					85,000
	85,000					85,000
<b>Expenditures Total</b>	<b>85,000</b>					<b>85,000</b>
<b>Funding</b>						
<b>Reserve Funds</b>						
Tfr.from-Information System &	85,000					85,000
	85,000					85,000
<b>Funding Total</b>	<b>85,000</b>					<b>85,000</b>

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	821B005	Rural Transit Demand Study		
<b>Department</b>	Economic Development			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
<b>Project Manager</b>	Jeff Loney			

<b>Project Description</b>
Consulting work to determine the demand and feasibility for transit needs within Gravenhurst.

<b>Project Justification</b>
On completion of The Loop pilot project in 2017, direction was provided to evaluate other methods or alternatives for transit in Gravenhurst when the opportunity arose. The Rural Transit Solutions Fund offered by Infrastructure Canada provided the opportunity for the municipality to apply for funding to complete a needs analysis as it relates to transit in Gravenhurst. This project is dependant on successful receipt of the funding.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	50,000					50,000
	50,000					50,000
<b>Expenditures Total</b>	<b>50,000</b>					<b>50,000</b>
<b>Funding</b>						
<b>Provincial / Federal Funding</b>						
Provincial Government Funding	50,000					50,000
	50,000					50,000
<b>Funding Total</b>	<b>50,000</b>					<b>50,000</b>

The Town has applied for a grant under the Rural Transit Solutions Fund and, if approved 100% of this project will be funded by that grant.

**Town of Gravenhurst**  
**2022 Capital Budget & Multi Year Plan**

<b>Project</b>	790B007	Opera House Strategic Business Plan Update		
<b>Department</b>	Opera House			
<b>Version</b>	Initial Budget	<b>Project Year</b>	2022	
<b>Strategic Plan</b>	Build our Cultural Capital: Valuing our cultural and heritage assets			
<b>Project Manager</b>	Scott Lucas			

<b>Project Description</b>
The Opera House Strategic Business Plan establishes the planned activities/direction for the Opera House is more than 5 years old and requires review.

<b>Project Justification</b>
The Opera House Strategic Plan initiated in 2014, and finalized and approved in June of 2015, has expired. Staff continue to use this document as a guide to develop the direction of programming as it fits with the needs of the local community, as well as an important attraction and economic driver for the region. The proposed Opera House Strategic Plan for 2022 will encompass guidance and direction for programming at the Opera House as well explore governance. As such, an update of this guiding document would be prudent to ensure the direction remains relevant in light of the community's needs and Council's expectations.

<b>Budget</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
<b>Expenditures</b>						
<b>Contracted Services</b>						
Contracted Services	40,000					40,000
	40,000					40,000
<b>Expenditures Total</b>	<b>40,000</b>					<b>40,000</b>
<b>Funding</b>						
<b>Reserves</b>						
Tfr.from-Planning	40,000					40,000
	40,000					40,000
<b>Funding Total</b>	<b>40,000</b>					<b>40,000</b>

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