



Town Of Gravenhurst

**RECOMMENDED
2023 BUDGET**



Town of Gravenhurst

Recommended 2023 Budget

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RECOMMENDED BUDGET - 2023



Town Of Gravenhurst

**2023 OPERATING
BUDGET**

RECOMMENDED BUDGET - 2023



2023 Corporate Overview

RECOMMENDED BUDGET - 2023



TOWN OF GRAVENHURST

Recommended 2023 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>	<u>\$</u> <u>change</u>	<u>%</u> <u>change</u>
Council	291.3	305.4	14.1	4.8%
Community Partnerships	1,402.7	1,519.6	116.9	8.3%
Office of the CAO	752.6	781.1	28.5	3.8%
Legislative Services	536.2	456.5	(79.7)	-14.9%
Corporate Services	670.0	670.4	0.4	0.1%
Fire & Emergency Services	1,047.8	1,092.1	44.3	4.2%
Recreation & Culture	1,113.0	1,140.8	27.8	2.5%
Development Services	1,245.2	1,219.0	(26.2)	-2.1%
Infrastructure Services	4,773.0	5,015.0	242.0	5.1%
Corporate Administration	5,824.2	6,222.1	397.9	6.8%
Net Tax Levy	17,656.0	18,422.0	766.0	4.3%

Less: Increase in Assessment

1.5%

2023 Tax Rate Increase

2.8%



Special Council Meeting

Town of Gravenhurst

January 18, 2023

Recommended 2023 Budget



Agenda

- Overview
- 2023 Operating Budget
- 2023 Capital and Multi-Year Plan
- Impact on 2023 Tax Rate
- Next Step - Council Deliberations

Overview

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

Town 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

Town Assets Managed through the Capital Budget & Multi-Year Plan

- The Town has over \$275* 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 2023 Capital Budget and Multi-Year Plan reflects a mix of priority major maintenance/rehabilitation/replacement projects and new initiatives

* Current replacement cost from 2022 Asset Management Report

2022 – The Year In Summary

- Following two years of Covid constraints, all Town facilities and services resumed as before on March 1, 2022
- Unprecedented development activity continued to bring in much-needed residential growth
- Industry wide challenges filling vacant staff positions resulted in operational cost savings but impacted on our services and service delivery
- Arrival of the new Aerial to bolster fire safety, and opening of the new state of the art training facility for our volunteer firefighters
- Conducted a successful municipal election, inauguration and orientation of the New Council

2022 – The Year In Summary continued.....

- Comprehensive Review of the Town's Subcommittee Program
- Short Term Rental Licensing By-law
- Alternative Municipal Penalty System
- Municipal Accommodation Tax
- Partnership with Ontario Provincial Police Marine Unit in support of their annual Spring Marine Training Program
- Electrical Vehicle Charging Stations at the Muskoka Wharf
- Urban Tree Assessment Plan Phase 1

Looking Ahead to 2023

- Engage with new Council on all fronts starting with the 2023 Budget
- Council development of a multi-year strategic plan
- Develop and implement a recruiting and retention plan
- Conduct orientation for the new subcommittees
- Continue electronic digitation of records
- Develop a comprehensive corporate communications strategy
- Conduct a market review of user fees
- Complete the mandated risk assessment and fire master plan
- Complete the recreation, parks and trails master plan
- Complete the opera house strategic business plan

Looking Ahead to 2023 continued...

- Implement key actions in the Wharf Revitalization Plan and the Gravenhurst Destinations Plan
- Complete the rural transportation needs assessment
- Formalize monitoring, inspection, and maintenance programs for the Town's stormwater infrastructure in response to the Ministry of Environment Conservation and Parks consolidated linear infrastructure requirements
- Gull Lake Park new tiered seating adjacent to the Barge
- Continue to monitor and pivot in response to legislative changes e.g., Bill 23
- Consider "asks" in terms of health care funding

Public Input to Date

Engage Gravenhurst

- Engage Gravenhurst - Budget Public Input from June to December Summarized:
 - Many comments regarding services provided at the District level and not within the jurisdiction of the Town's authority e.g., waste collection, district roads improvements
 - General preference to the need for more doctors
 - Crossing guard request for James St.
 - Skate park and playground improvements
 - More Barge concerts
 - Dedicated pickleball courts
 - Non-resident parking fee structure (parks)
 - Tax rate too low and proposed surtax, based on sliding scale/ability to pay, to upgrade infrastructure to better attract commercial and industrial businesses

Public Input to Date

Engage Gravenhurst

Continued...

- Engage Gravenhurst - Budget Public Input from June to December
Summary Continued:
 - Electronic billing for property taxes
 - Suggestions for road reconstruction as opposed to “patching”
 - Invest in active transportation
 - Community beautification in the winter
 - Safer winter walking options
 - Earth Day/Hour suggestions

Public Input Plans for January 2023

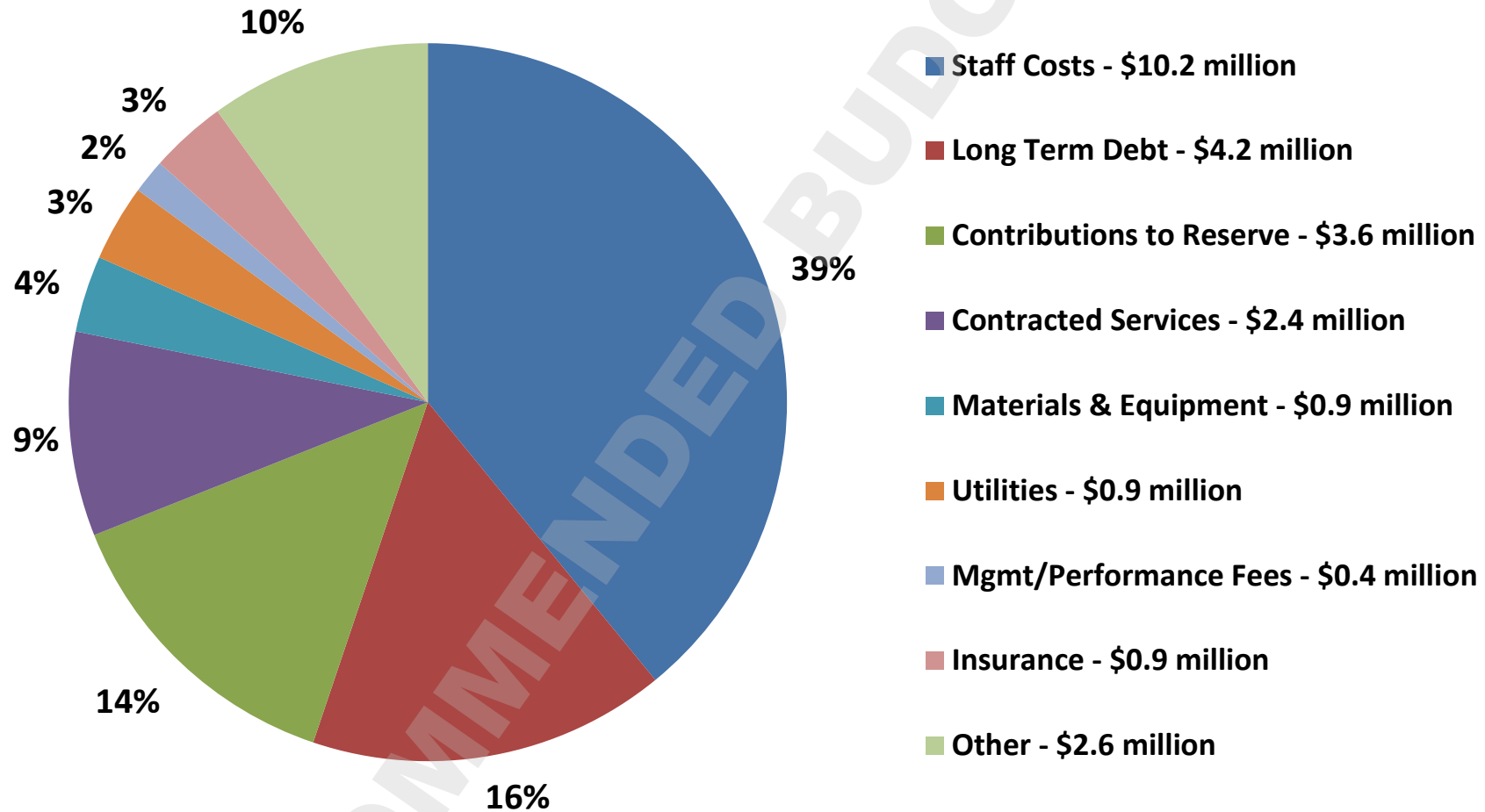
- Continued public input via Engage Gravenhurst driven by social media
- 2023 Budget Document posted on the website earlier than before, on January 6th, to allow more time for public input
- Multiple ways to give input are planned:
 - Engage Gravenhurst
 - Contact your elected representative
 - Contact the Director of Financial Services by phone, mail or email
 - In-person when the budget is tabled to Council on January 18th



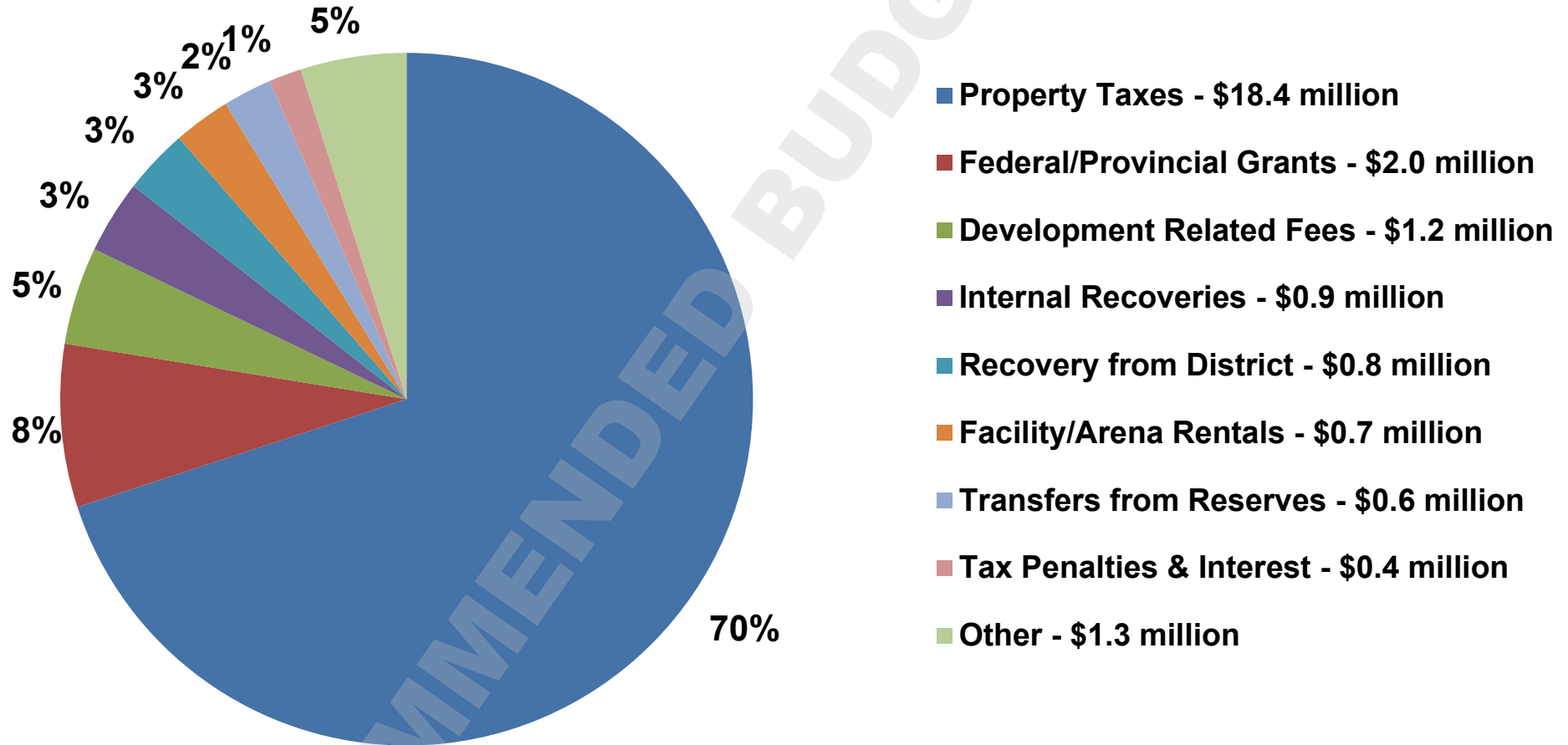
2023 Operating Budget



2023 Gross Expenditures \$26.3 million



2023 Gross Revenues \$26.3 million



TOWN OF GRAVENHURST
Recommended 2023 Operating Budget

All numbers in \$ 000's

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Less: Increase in Assessment				1.5%
2023 Tax Rate Increase				2.8%

Summarizing the Operating Budget - Update

- Departments worked hard to stay within the Council guideline given inflationary pressures
 - Consumer inflation rate of 6.8% (CPI in Nov)
 - Non-residential Building Construction inflation rate of 15.6% (NRBCI 3rd Qtr)
- Initial operating budget from the departments came in at a 7.6% increase and saw cuts of over \$575,000 to 4.3%
- Only “status quo” service levels were budgeted
- New full-time equivalents and staffing needs were put on hold unless they were required to maintain current service levels and until the new Council provided direction coming out of their strategic planning exercise
- New Initiatives included commitments made by the previous Council, new legislation, or were at least revenue neutral in the building department

2023 New Initiatives

<u>Department</u>	<u>Initiative</u>	<u>Impact on Budget</u>
Human Resources	FT Contract position	31,800
Legislative Services	Short Term Rental Licensing Program	(93,750)
Fire & Emergency	Volunteer Firefighter Health Benefits	20,000
Fire & Emergency	Manadatory Firefighter Certification	4,500
Development	Planning Co-op Intern Program	36,000
Development	Building Zoning Examiner*	-
Development	Alternative Municipal Penalty System*	(500)
Development	New Crossing Guard	14,000
Development	Municipal Accomodation Tax**	-
Infrastructure	Assumption of 1342 Hwy 11 Muskoka Tourism Building	20,000
Total Impact on Budget:		32,050

* Revenues from new initiatives are expected to offset or exceed expenditures

** Surplus revenues are expected to be transferred to reserves

Staffing by Department

Department	2022	2023
Office of the CAO	2.0	5.0
Legislative Services	6.0	6.0
Financial Services (formally Corporate Services)	9.6	7.0
Fire & Emergency Services	5.0	5.0
Development Services	23.0	25.0
Recreation & Culture	9.0	8.0
Infrastructure Services	30.0	30.0
Total	84.6	86.0

Notes:

1. Includes all permanent and contract positions (shown as FTE)

Staffing Changes in 2023

Department	2022 Change	Comments
Office of the CAO	3.0	HR moved to CAO, added HR contract 0.4
Legislative Services	0.0	No change
Financial Services (formally Corporate Services)	-2.6	HR moved to CAO
Fire & Emergency Services	0.0	No change
Development Services	2.0	Add Building Zoning Examiner, Planning Co-op
Recreation & Culture	-1.0	Arena Contract Operator to Seasonal
Infrastructure Services	0.0	No change

For Council Consideration – Items Not Included in the “Status Quo” Budget

- Muskoka Algonquin Health Care (MAHC) local share request to fund capital requirements of two new hospitals in Huntsville and Bracebridge
- Any costs associated to the disposition of the Muskoka Regional Centre (MRC) lands by the Province
- Any share in a District-wide Doctor Recruitment initiative
- Any share in a District-wide consultant for a Climate Mitigation Plan
- Additional subsidy requests for the YMCA
- Operational impacts of the pending Opera House Business Plan
- Operational and capital impacts of the pending Recreation, Parks & Trails Master Plan
- Operational impacts of Bill 23 in terms of planning user fees, development charges and staffing levels/structure
- Financial or other considerations re: Muskoka Community Land Trust
- Unforeseen costs associated with Short Term Rental Licensing

In Summary

- The 2023 Budget is well within the guideline provided by Council
- In the Operating Budget resources have been allocated to a number of new initiatives only in response to prior Council direction, legislative change, and the Post-Covid operational recruiting and retention challenges
- The Capital Budget and Multi-Year Plan based on infrastructure studies, the 2017 asset management plan, and the 2022 asset management plan compliance update, continue to require an increased commitment of resources
- With new Council leadership and increased engagement come opportunities to further develop important partnerships within the community

2023 Budget Process

2023 Budget Review Schedule	
2023 Budget Review Schedule and Guideline approved	Aug 9, 2022
2023 Fees and Charges Report approved	Aug 9, 2022
2023 Budget to post on Website	Jan 6, 2023
2023 Budget to table at Council, Public Meeting to follow	Jan 18, 2023
Special Council meeting to review 2023 Budget	Jan 31 to Feb 1
2023 Budget approval by Council	Feb 1, 2023





2023 Capital and Multi-Year Plan



Long Term Capital Goals

- Put in place a plan to address the outstanding infrastructure deficit
- Recommend a financially sustainable 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 and replace external borrowing with internal borrowing from the Community Reinvestment Reserve
- Leverage Federal/Provincial capital funding programs, enhanced finance investment opportunities and other alternative sources of revenue to reduce tax pressure

Overview of the 2023 Capital Budget - Update

- \$9.2 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

Highlights – 2023 Capital Budget - Update

- Over half of the Capital Program focuses on Town roads, bridges and storm-water drainage improvements
- Multi-year replacement program for single axle plows and a new tandem axle plow plus replacement of three pick-up trucks
- Continued investment in the Opera House, Centennial Centre, Library, Discovery Centre and other Town facilities to ensure they are safe and maintained to industry standards
- External security cameras at the Opera House, Fire Hall Headquarters and the Municipal Office.
- Technology to enhance a new Operations Management System
- Major overhaul to Gull Lake Rotary Park with tiered seating for events like Music on the Barge

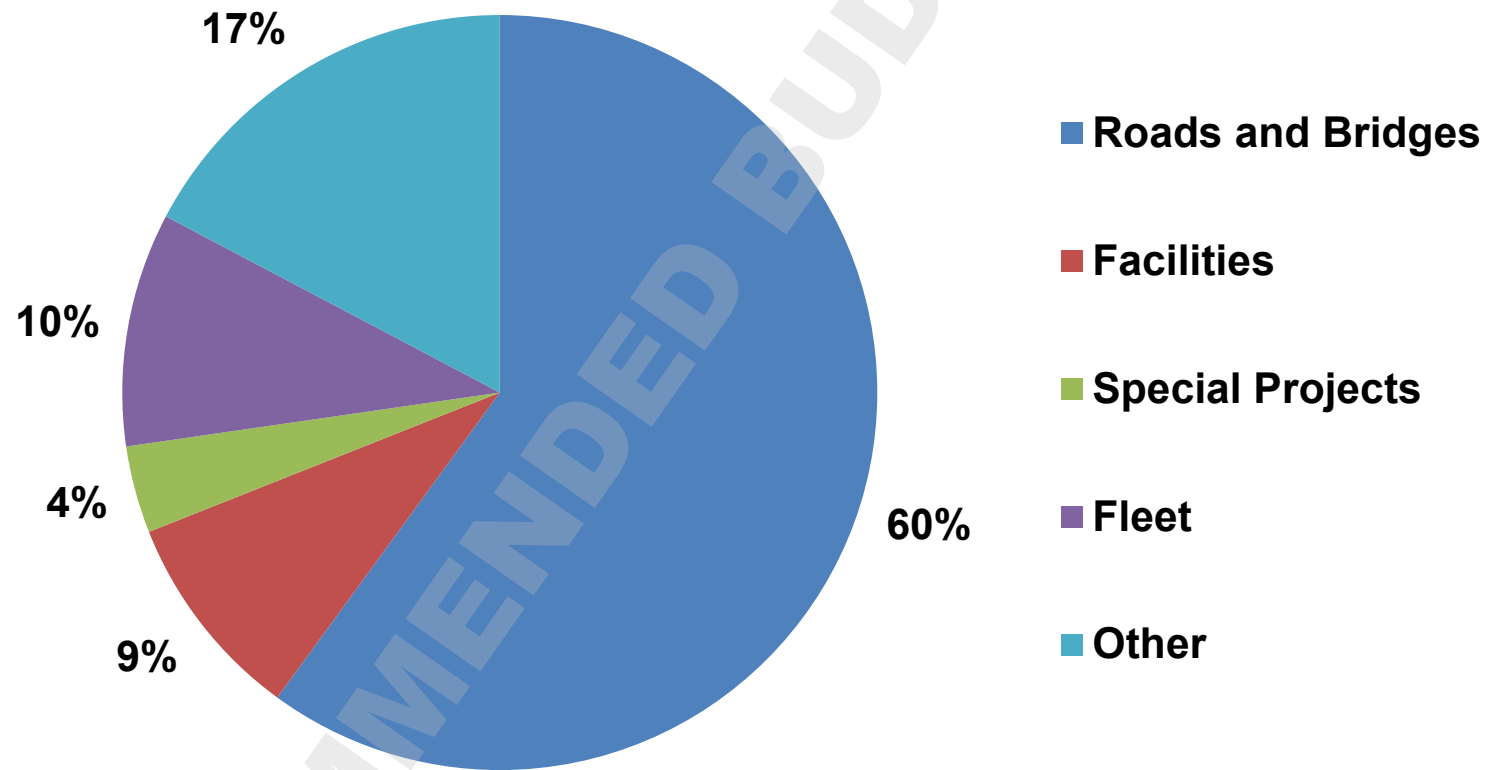
2023 Capital Budget & Multi-Year Plan

Expenditures

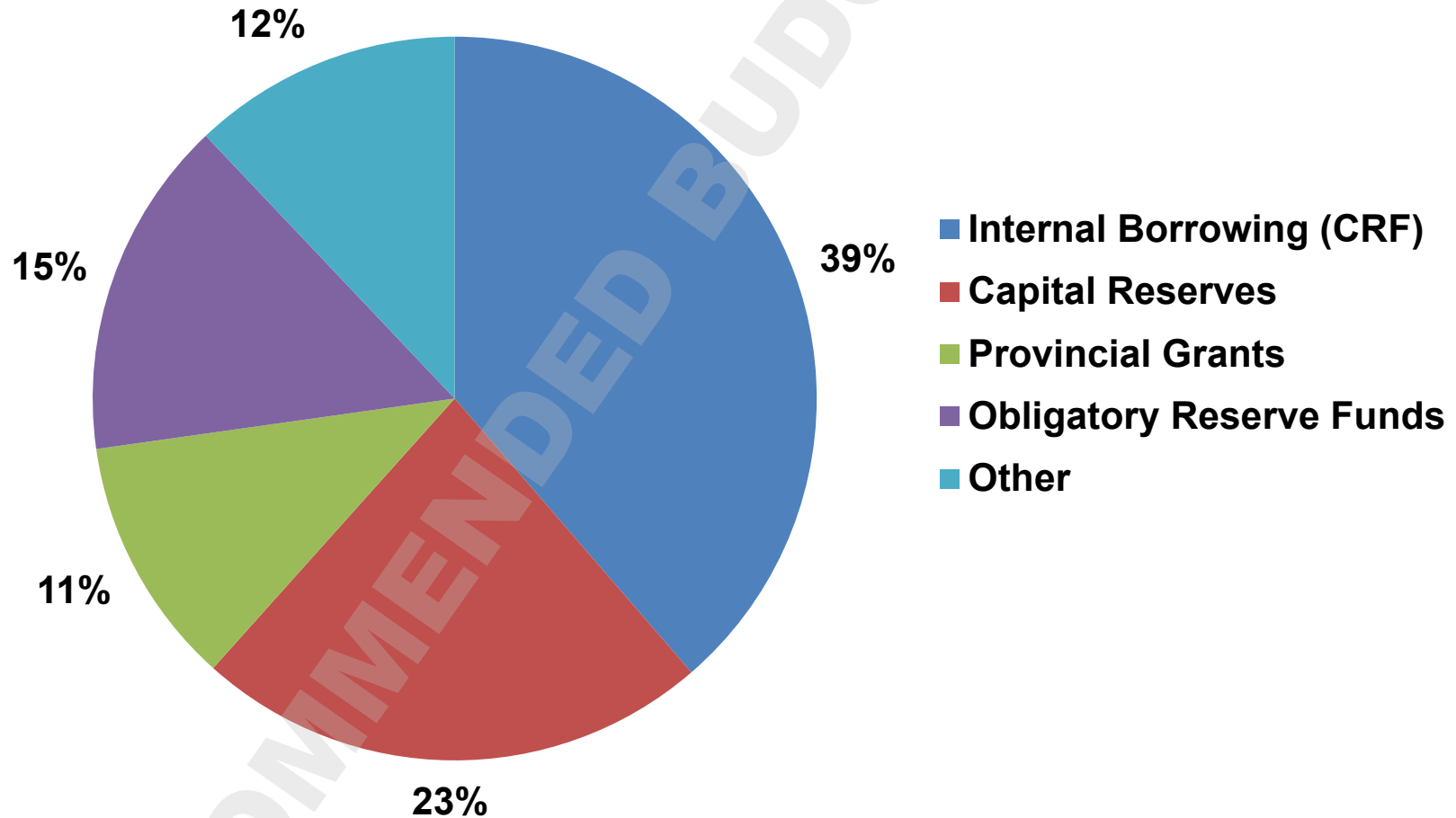
<u>Category</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>5 Year Average</u>
Bridges	\$ 515,000	\$ -	\$ 15,000	\$ -	\$ 315,000	\$ 169,000
Cemeteries	\$ -	\$ 56,000	\$ 60,000	\$ 163,000	\$ 20,000	\$ 59,800
Facilities	\$ 827,000	\$ 655,000	\$ 542,000	\$ 885,000	\$ 540,000	\$ 689,800
Furniture, Fixtures & Equipment	\$ 100,000	\$ 40,000	\$ 70,000	\$ 150,000	\$ 40,000	\$ 80,000
Fire	\$ 355,000	\$ 750,000	\$ 320,000	\$ 455,000	\$ 220,000	\$ 420,000
Fleet	\$ 925,000	\$ 615,000	\$ 625,000	\$ 375,000	\$ 550,000	\$ 618,000
Information Technology	\$ 83,000	\$ 147,000	\$ 125,000	\$ 65,000	\$ 115,000	\$ 107,000
Parks	\$ 1,058,000	\$ 601,000	\$ 532,000	\$ 117,000	\$ 757,000	\$ 613,000
Roads	\$ 5,032,000	\$ 6,356,000	\$ 6,744,000	\$ 6,954,000	\$ 7,314,000	\$ 6,480,000
Special Projects	\$ 345,000	\$ 237,500	\$ 212,000	\$ 335,000	\$ 100,000	\$ 245,900
Total	\$ 9,240,000	\$ 9,457,500	\$ 9,245,000	\$ 9,499,000	\$ 9,971,000	\$ 9,482,500

2023 Capital Budget & Multi-Year Plan						
Financing						
<u>Reserves/Reserve Funds</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>5 Year Average</u>
Community Reinvestment	\$ 3,572,000	\$ 4,545,000	\$ 4,489,000	\$ 4,602,000	\$ 3,742,000	\$ 4,190,000
Capital Reserves	\$ 2,122,000	\$ 3,046,910	\$ 3,771,000	\$ 4,367,000	\$ 4,801,000	\$ 3,621,582
Obligatory Reserve Funds	\$ 1,401,000	\$ 571,590	\$ 503,000	\$ -	\$ 1,218,000	\$ 738,718
Wharf Reserve	\$ 270,000	\$ 150,000	\$ 80,000	\$ -	\$ -	\$ 100,000
Community Improvement Plan	\$ 70,000	\$ 80,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 81,000
Opera House Improvements	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ -	\$ 18,000
Planning	\$ 135,000	\$ 114,500	\$ 185,000	\$ 100,000	\$ -	\$ 106,900
Building Permit Reserve	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Elections	\$ 15,000	\$ 2,500	\$ 2,000	\$ 150,000	\$ 15,000	\$ 36,900
External Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Partner Fundraising	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Provincial Grants	\$ 1,030,000	\$ 947,000	\$ 100,000	\$ 135,000	\$ 110,000	\$ 464,400
Total	\$ 9,240,000	\$ 9,457,500	\$ 9,245,000	\$ 9,499,000	\$ 9,971,000	\$ 9,482,500

2023 Capital Budget - \$9.2 million



2023 Capital Financing - \$9.2 million



A Progressive Community Invests in Itself

- Since 2019 the Town Capital Budget has increased by 65%
- The increase reflects:
 - a “leveling up” to minimal needs identified in the Asset Management Plan;
 - inflationary cost increases and;
 - new assets to address safety and quality of life needs in the community.
- This exponential growth in capital needs puts significant pressure on the capacity of the Town to pay for these investments
- Capital reserves and internal borrowing (from the Community Reinvestment Reserve) continue to finance 80% of the capital plan
- Looking ahead government grants, user fees and Development Charges should be better leveraged so the pressure doesn't fall to the tax base

A Proactive Multi-Year Capital Plan Requires Careful Planning

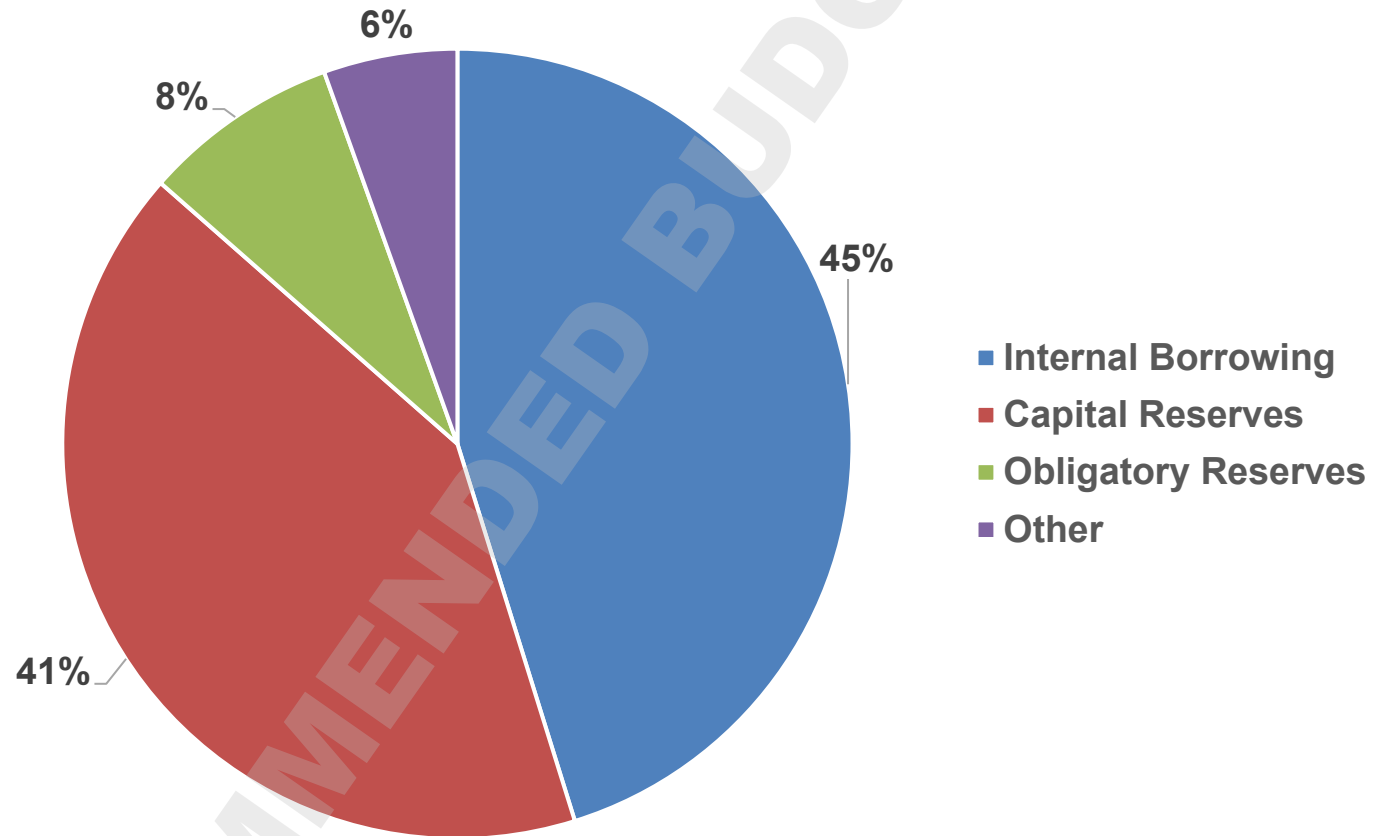
- The updated Asset Management Plan tabled at Council in September 2022 identified a minimum average annual spend of \$9.5 million to maintain current Town Assets and reduce the current infrastructure gap
- In addition to addressing these needs, there is increased pressure to address “quality of life” needs in the community by building/adding new Town assets
- 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 scheduled for 2025

Financing the Multi-Year Capital Plan Projections

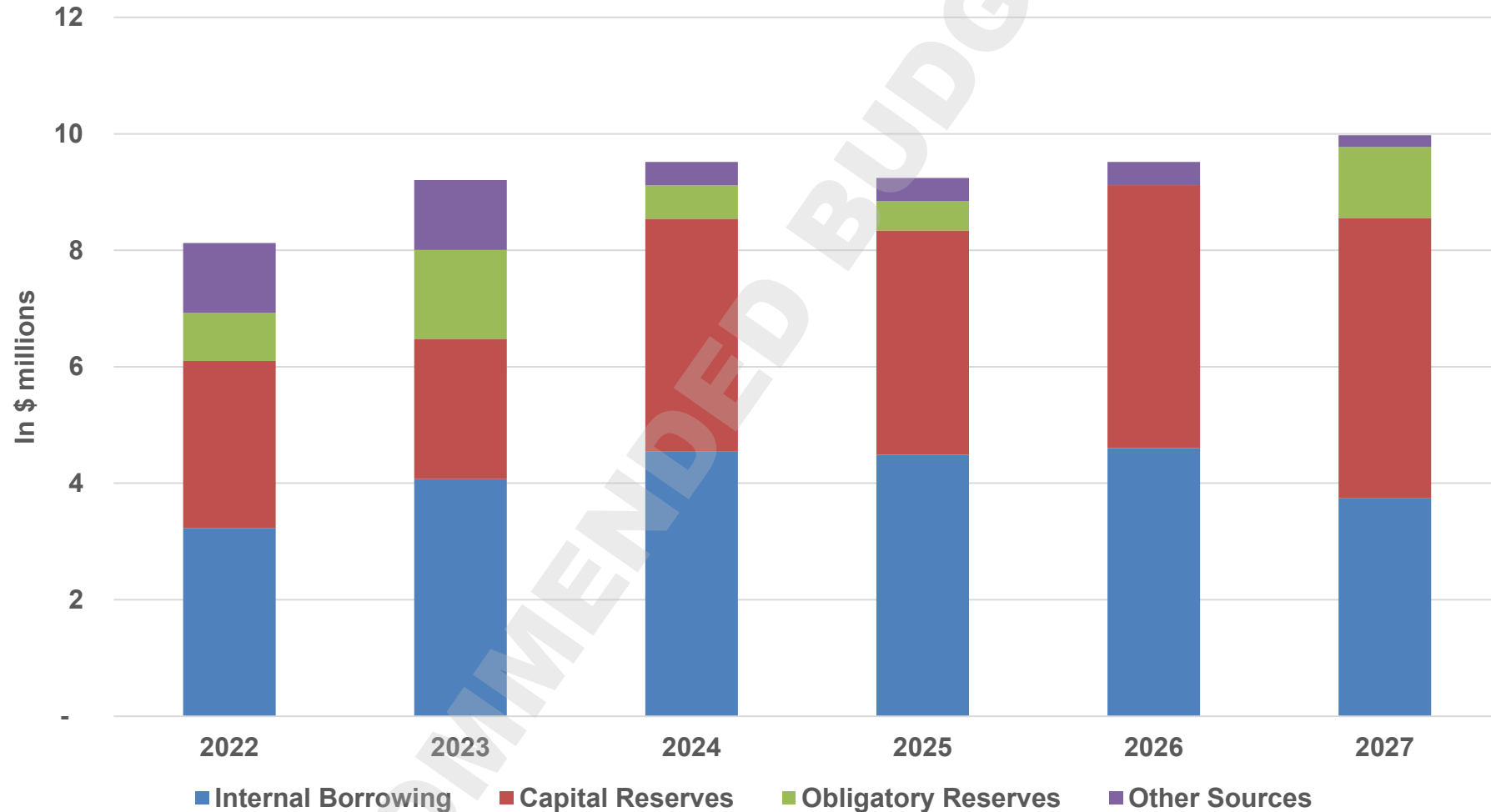
- The 2023-27 Capital Plan requires an investment of \$47.4 million:
 - \$22 million from borrowing from the Community Reinvestment Reserve
 - \$17 million from Discretionary Capital Reserves
 - \$ 9 million from Obligatory Reserves and Other Sources
- Reasonable assumptions used for revenue projections:
 - 1% tax levy increase annually from 2024-27 to the Community Reinvestment Reserve
 - 0.5% increase annually from 2024-27 to Discretionary Capital Reserves*
 - Reasonable projections for operating surpluses, investment returns, building permit revenues, Development Charges and other sources of capital financing
- Projections for Town Capital Reserve balances to fall significantly:
 - After 5 years Town Capital Reserve balances will be down by 36%
 - After 10 years they will be down by 64%

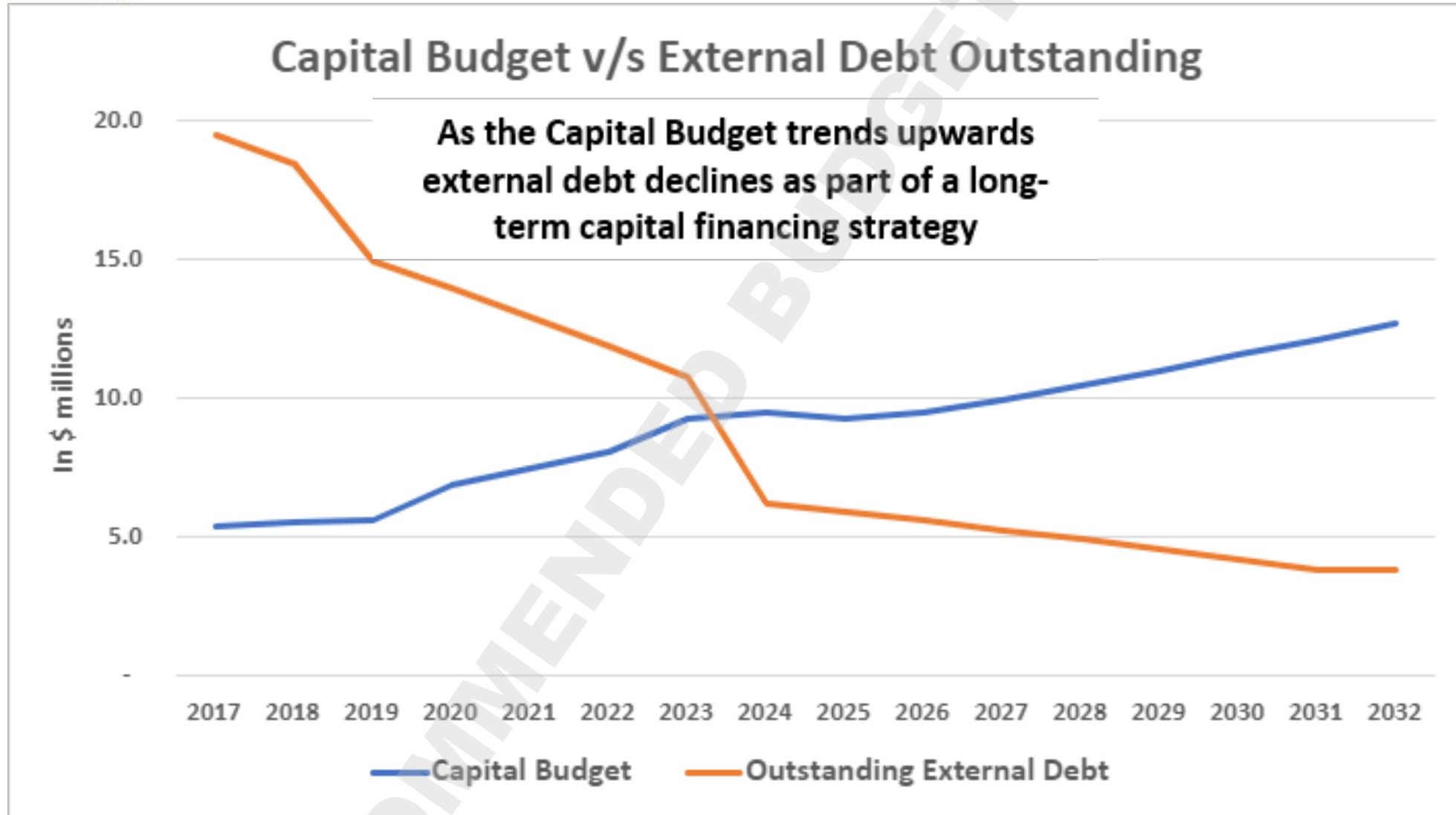
*Except for 2025 where external debt payments are redirected to these reserves

Financing the 2023-27 Capital Plan

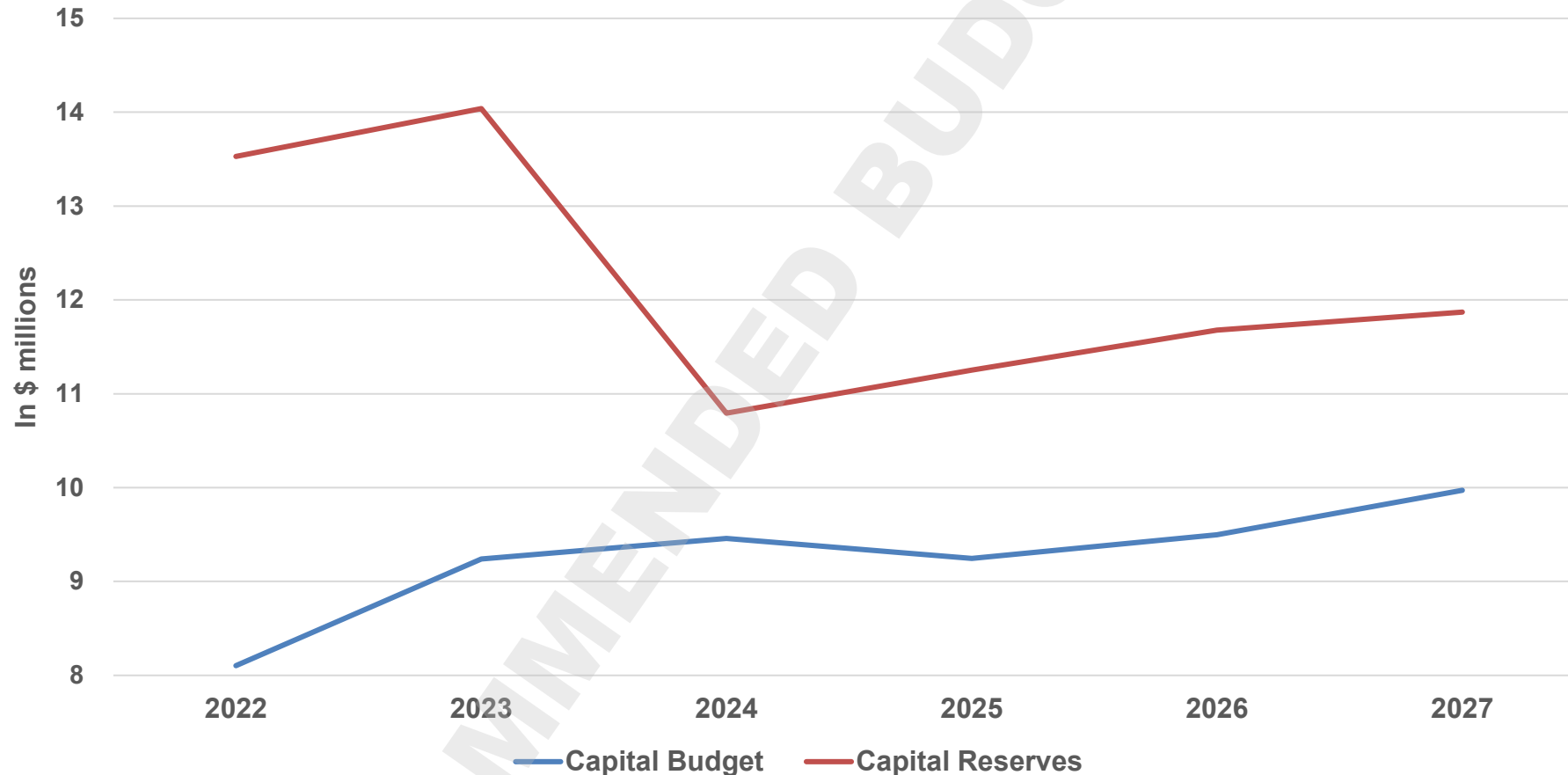


**Internal Borrowing and Discretionary Capital Reserves
fund over 85% of the Capital Program**

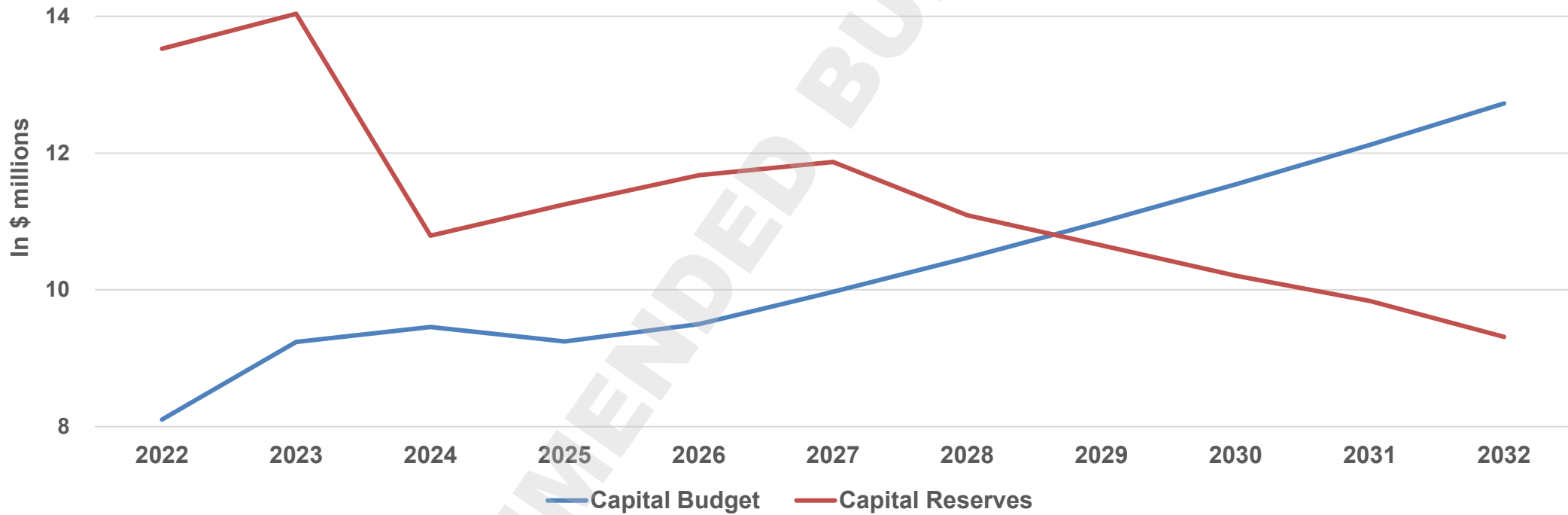




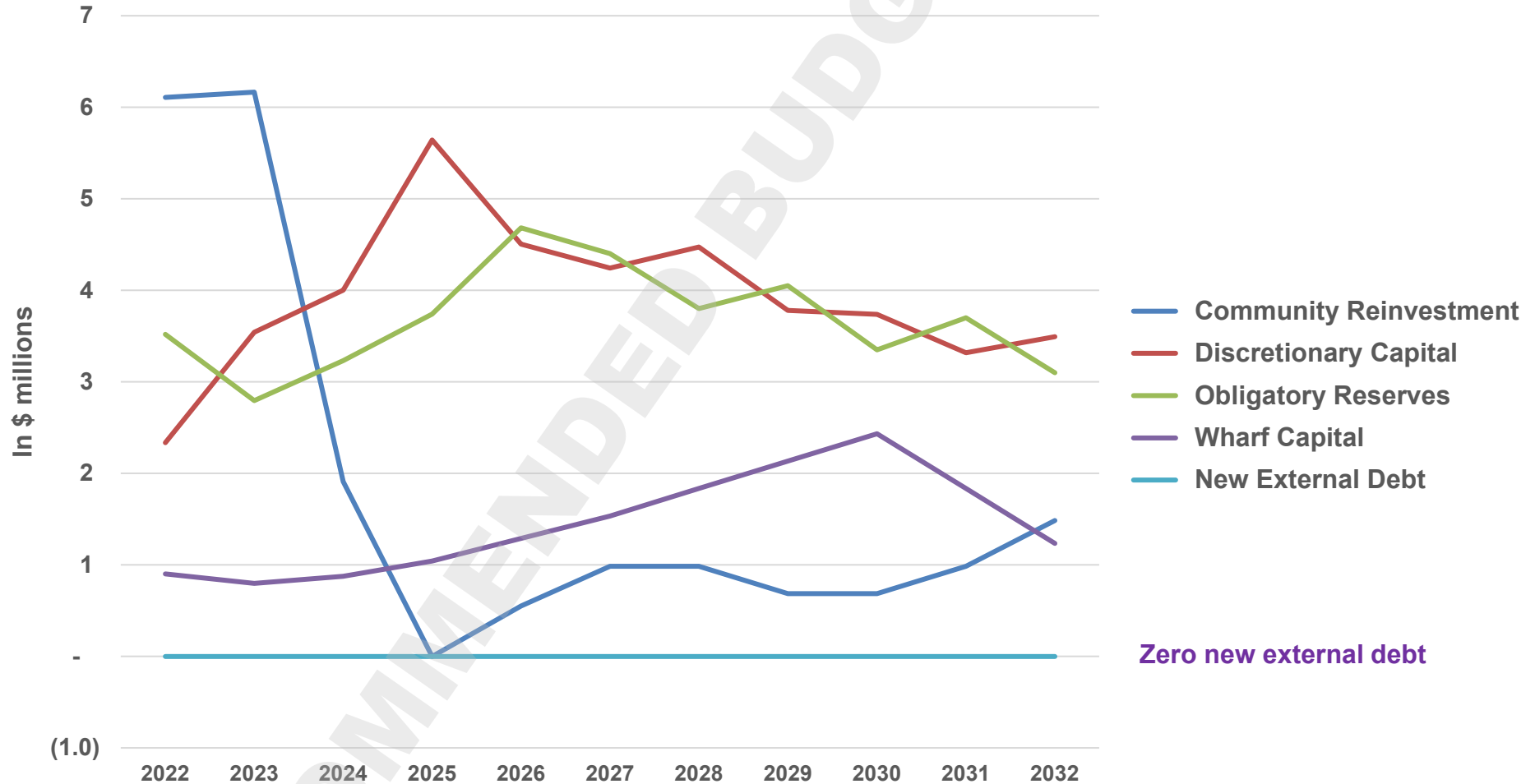
Capital Reserve Balances projected to decline by 12% while Capital Budget Trends Upwards over next 5 Years



**Capital Reserve Balances projected to decline by 31%
as Capital needs increase over 10 Years**

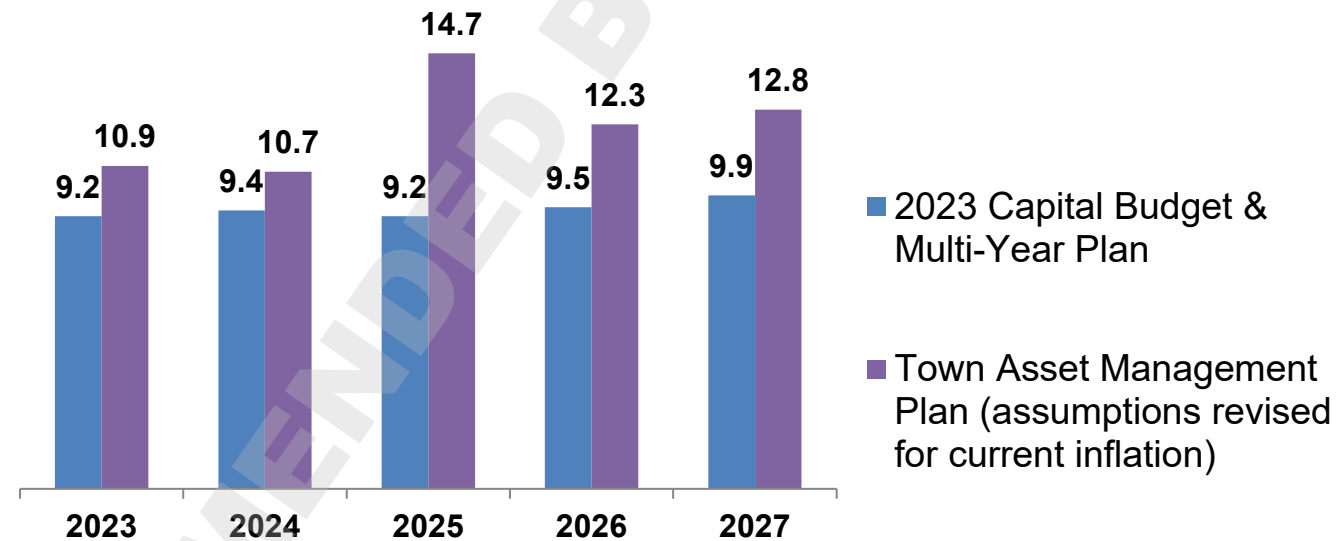


The 10 Year Reserve Balance Projection suggests the Capital Financing Strategy needs to be revisited



2023 Multi-Year Capital Program Continues to Lag Asset Management Plan

All numbers in \$ millions



The Future of our Capital Program

- Significant progress has been made, but there is more work to be done, especially if inflationary pressures continue to remain high
- The current Multi-Year Plan is fully funded as presented but capital reserves will decline significantly without more aggressive action
- Looking ahead we need to continue to bridge the infrastructure gap while also addressing emerging needs for expanded services
- Current financing models require updating and more rigour:
 - Nominal annual increase in contributions to Capital Reserves and the Community Reinvestment Reserve are inadequate
 - Aggressive pursuit of significant grant funding has been met with limited success
 - Need to engage with community partners to cost-share on projects
 - Consideration must be given to increased Development Charges in 2025
- Without increased tax levy support the capital program will need to be curtailed and re-focused on health and safety needs versus quality-of-life needs

Impact on Tax Rate

How Property Taxes Are Calculated

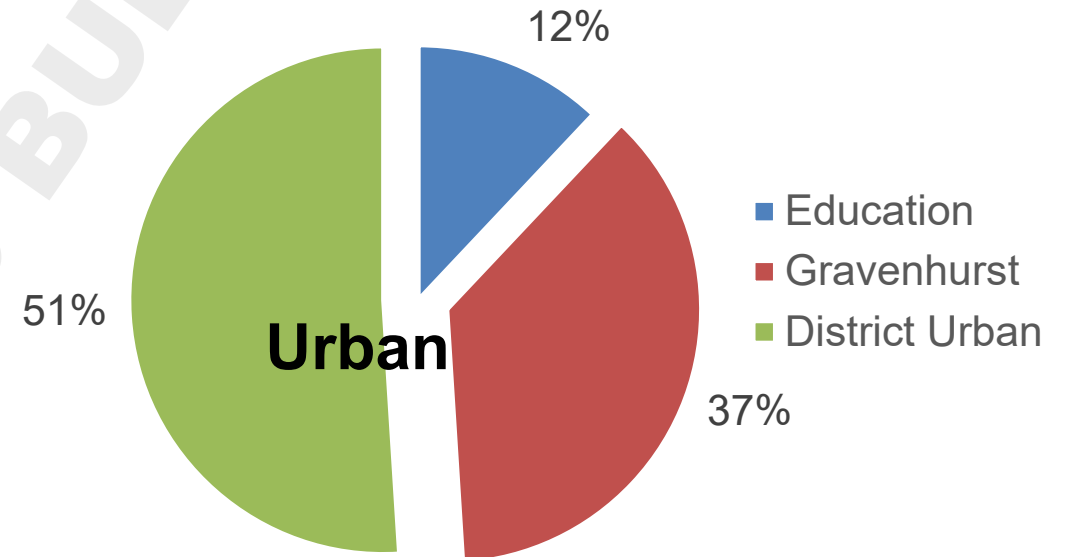
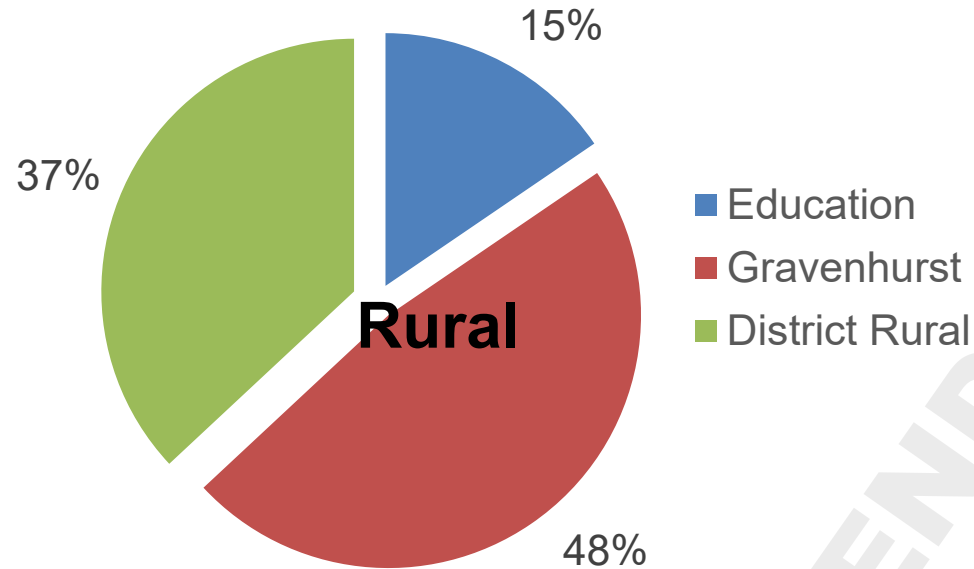
- Property Assessment x Tax Rate = Property Taxes
- Property assessment is determined by MPAC (Municipal Property Assessment Corporation) the independent provincial assessment authority
 - Normally every four years MPAC does a re-assessment based on market values and other factors.
 - The Province delayed the re-assessment scheduled for 2020 and will announce the timing of the next reassessment. At that time 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 the taxes payable on the property will increase. Assessment increases are spread over 4 years.
 - **less than** the average assessment increase for that property class the 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 \$14.82 per \$100,000 of assessment on the Town share of the Gravenhurst property tax bill
- 37% of an urban Town of Gravenhurst property tax bill and 48% of a rural Town of Gravenhurst property tax bill comes to the Town
- Estimated “all in” 2023 Gravenhurst Property Tax Bill* increases:
 - ✓ \$41 per \$100,000 of assessment on an urban property
 - ✓ \$30 per \$100,000 of assessment on a rural property
- What residents should expect to see on their 2023 Property Tax Bill*:
 - ✓ 3.3% increase for urban properties
 - ✓ 3.1% increase for rural properties

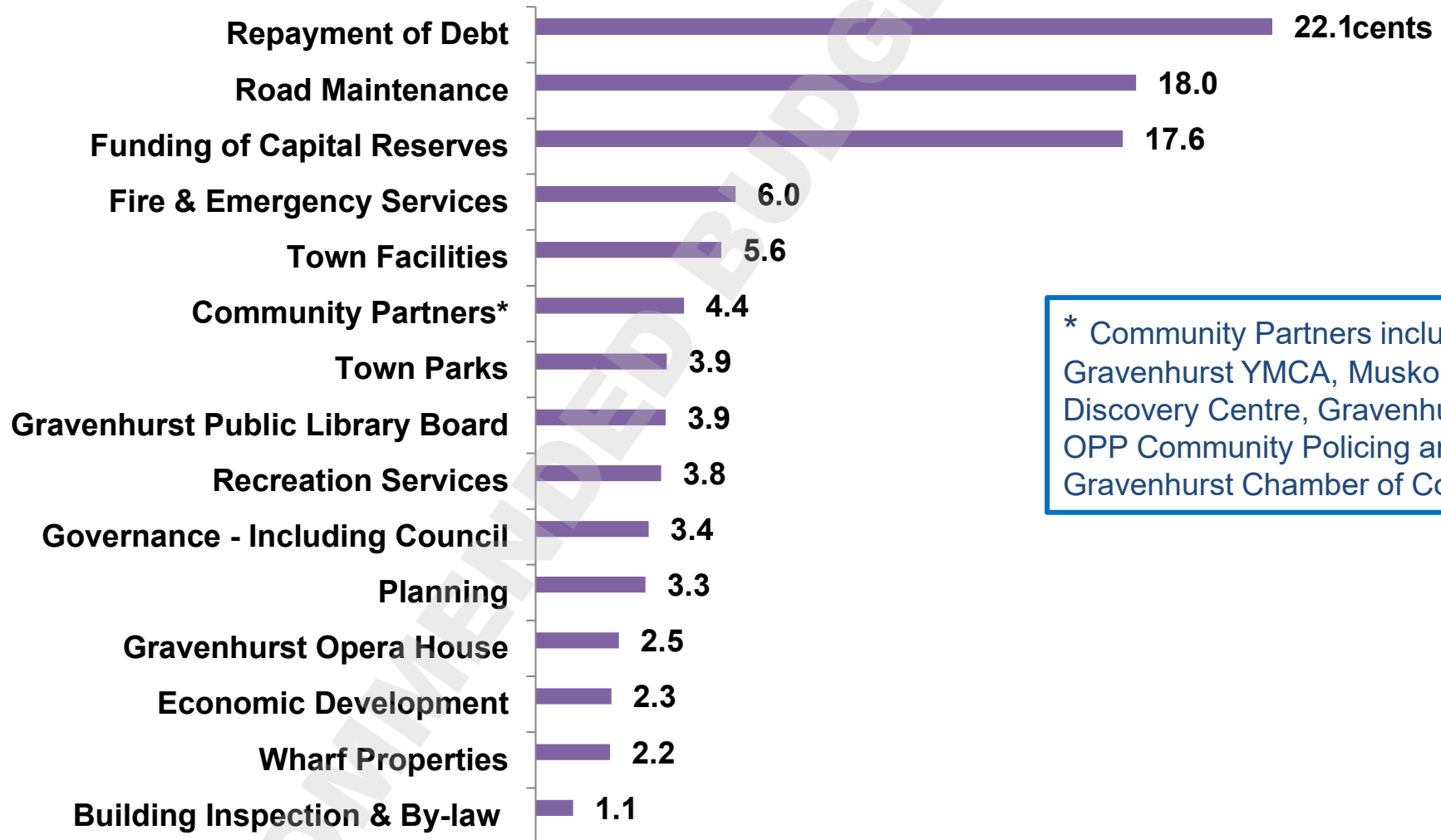
** For illustrative purposes only. Final tax rates may vary.*

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

Table the 2023 Budget and Public Input – Wednesday, January 18

- **Overview Start Time: 1 pm**
 - ✓ Table the 2023 Budget to Council
 - ✓ Overview provided by the CAO and the Director of Financial Services/Treasurer

- **Public Input Start Time: 3 pm :**
 - ✓ Council listens to in-person deputations from the public

Budget Deliberations – Tuesday, January 31

- **Start Time: 8:30am**
 - ✓ Review of the protocols for the budget process

- Department Operating Budget Reviews :
 - ✓ Council
 - ✓ Community Partners
 - ✓ Office of the CAO
 - ✓ Legislative Services
 - ✓ Financial Services
 - ✓ Fire and Emergency Services
 - ✓ Recreation and Culture
 - ✓ Development Services
 - ✓ Infrastructure Services
 - ✓ Corporate Administration and Reserve Funds

Budget Deliberations – Tuesday, January 31 continued.....

- 2023 Capital Budget and Multi-Year Plan Reviews:
 - ✓ Bridges
 - ✓ Facilities
 - ✓ Furniture, Fixtures & Equipment
 - ✓ Fire and Emergency Services
 - ✓ Fleet
 - ✓ Information Technology
 - ✓ Parks Roads
 - ✓ Special Projects

- **End Time: To be determined by Chair/Council**

Budget Deliberations – Wednesday, February 1

- **Start Time: 8:30am**
 - ✓ Review of the protocols for the budget process
- Gravenhurst Public Library Board
- 2023 Capital Budget and Multi-Year Plan to continue if required
- Tabling of Council Resolutions related to 2023 Budget
- Council debate and approval of the 2023 Budget
- **End Time: To be determined by Chair/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 Financial Services with any questions - preferably by January 27. 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





2023 Operating Budget

COUNCIL

RECOMMENDED BUDGET - 2023



2023 Operating Budget

Council

Council – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$305,400 which is an increase of \$14,100 or 4.8% from 2022

Council
<ul style="list-style-type: none">• Represent the public and consider the well-being and interests of the entire municipality
<ul style="list-style-type: none">• Establish policies and procedures that define the strategic priorities and municipal services and programs
<ul style="list-style-type: none">• Evaluate and determine the programs and services provided by the municipality
<ul style="list-style-type: none">• Conduct its activities in a professional manner while ensuring accountability and transparency
<ul style="list-style-type: none">• Maintain the financial integrity of the municipality
<ul style="list-style-type: none">• Attend and participate in Council, Committee, Planning Council and Subcommittee meetings

2023 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
- Engage in the development of a multi-year Strategic Plan and other guiding documents

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Council Staff Costs: Increase of \$19,700

- Includes salary based on the approved Council Remuneration Policy

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Council

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Council									
Expenditures									
Staff Costs	258,013	268,578	260,142	232,670	268,700		288,400	19,700	
Community Support	1,746	716	701	2,422	5,000		5,000		
Professional Development	10,200	8,310	6,420	13,818	17,000		11,000	(6,000)	
Communications	1,301	682	705	152	2,000		2,400	400	
Materials & Supplies	89			384	500		500		
Total Expenditures	271,349	278,286	267,968	249,446	293,200		307,300	14,100	
Revenue									
Upper Tier Recovery	(1,652)	(1,917)	(1,605)		(1,900)		(1,900)		
Total Revenue	(1,652)	(1,917)	(1,605)		(1,900)		(1,900)		
Total Council	269,697	276,369	266,363	249,446	291,300		305,400	14,100	4.8%

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2023 Operating Budget

**COMMUNITY
PARTNERSHIPS**

RECOMMENDED BUDGET - 2023



2023 Operating Budget

Community Contributions

Community Contributions – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$79,400 which is unchanged from 2022

Ryde Community Hub

The Town contributes \$7,200 a year to support the Ryde Community Hub that primarily 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 \$7,200 a year to support the Severn Bridge Hall which primarily serves the 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. The amount awarded each year, to successful applicants for a wide range of projects, totaled \$20,000 at the beginning, increased to \$25,000 in 2020 and increased to \$30,000 for 2023. 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, structural integrity of buildings, and encourages new construction in the urban core. Following the Streetscape Design and Façade Guidelines documents approved by Council when it first began, the program works towards making a cohesive urban core. Improvements and additions to this program were approved in 2021.

The 2022 program received a strong application pool despite COVID-19 and received 19 applications that totaled \$129,379.94. On average, for every \$1 provided through this program an additional \$17 will be invested by the business owners.

In 2023, it is recommended that the Town contribution remain constant with a payment of \$65,000 to address outstanding demand and encourage increased participation.

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Community Contributions

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Community Contributions									
Ryde Community Hub									
Expenditures									
Community Support	6,000	6,000	6,000	7,200	7,200		7,200		
Total Expenditures	6,000	6,000	6,000	7,200	7,200		7,200		
Total Ryde Community Hub	6,000	6,000	6,000	7,200	7,200		7,200		
Severn Bridge Hall									
Expenditures									
Community Support	6,000	6,000	6,000	7,200	7,200		7,200		
Total Expenditures	6,000	6,000	6,000	7,200	7,200		7,200		
Total Severn Bridge Hall	6,000	6,000	6,000	7,200	7,200		7,200		
Terence Haight Grants									
Expenditures									
Community Support	13,704	13,283	29,500	29,000	25,000		30,000	5,000	
Total Expenditures	13,704	13,283	29,500	29,000	25,000		30,000	5,000	
Revenue									
Transfers From Reserves	(13,704)	(13,283)	(29,500)	(28,979)	(25,000)		(30,000)	(5,000)	
Total Revenue	(13,704)	(13,283)	(29,500)	(28,979)	(25,000)		(30,000)	(5,000)	
Total Terence Haight Grants				21					
CIP Program									
Expenditures									
Contribution to Reserve	55,000	65,000	65,000	65,000	65,000		65,000		
Total Expenditures	55,000	65,000	65,000	65,000	65,000		65,000		
Total CIP Program	55,000	65,000	65,000	65,000	65,000		65,000		
Total Community Contributions	67,000	77,000	77,000	79,421	79,400		79,400		

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2023 Operating Budget

Gravenhurst Public Library Board

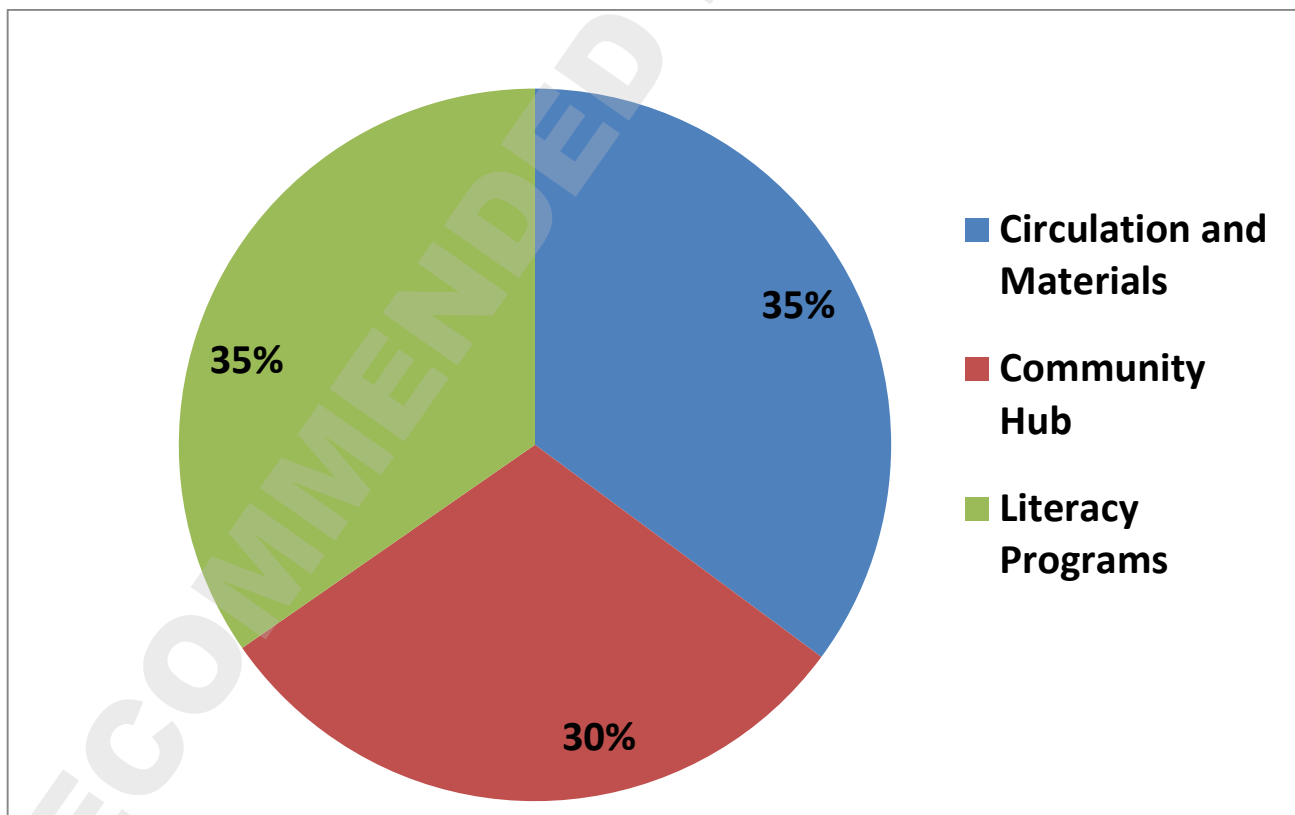
Gravenhurst Public Library Board – 2023 Budget

RECOMMENDED 2023 BUDGET

\$709,950 which is an increase of \$30,825 or a 4.5% increase from 2022.

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 a base of \$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 – 2023 Budget

Administration/Operational Activities

- Administer and report on operations monthly and in annual updates
- Promote library collections, services, programs, and events with year-round and seasonal residents as well as visitors to the area
- Manage and track library user transactions including the creation of library memberships, circulation of library materials, interlibrary loans, use of Wi-Fi and public workstations, collection of fees, program registrations, and exam proctoring
- Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and digital resources, library website and social media
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability
- Ensure the library is a welcoming, safe, and clean public space

Circulation and Materials

- Provide access to print and non-print collections geared to all age groups, varying reading levels and a diversity of interests in a variety of formats including: board and picture books, easy readers and decodables, graphic novels, large print, audiobooks, wonderbooks and playaways, magazines, newspapers, DVDs, CDs, bestsellers, current and appealing fiction and non-fiction titles, and special lends like puzzles, board games, and Wi-Fi hotspots
- Offer access to online digital resources including e-books, e-audiobooks, e-magazines, movies, music and lifelong learning and research tools
- Ensure collections are available and accessible to members of the public who have a print disability preventing them from reading conventional print
- Keep pace with public need for specific types of materials, including new releases, popular authors, newsworthy topics, school curriculum, award winners, and Canadian content
- Facilitate access to materials found in public libraries throughout Ontario with the provincial interlibrary loan service
- Make the unique collection of local Muskoka history materials available to the public and house the Gravenhurst Archives collection of historic photos and documents
- 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
- Deliver friendly, professional, and responsive customer service to all who walk through the Library's doors

Gravenhurst Public Library Board – 2023 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 the Library’s children’s programming staff
- Offer a place where young adults feel welcome and can find materials geared to their age group, spend time visiting with friends, play games, study and do research
- Give people the opportunity to access the Library’s online digital resources, check email, use websites, and download government documents by providing public workstations as well as Wi-Fi access inside and outside of the building
- 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 farmers’ 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 the Library’s doors a welcoming space to meet, visit, learn, study, relax, read, play, create, and experience a sense of inclusion

Literacy Programming

- Provide professional literacy education, guidance, and programming geared to specific age groups of children and give families an accessible means of helping children develop their reading skills through activity and exposure to a variety of reading materials
- Deliver information literary 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 and assist with the development of cognitive skills 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 – 2023 Budget

2022 ACCOMPLISHMENTS

- Eliminated fines on library materials and launched online program registration.
- Developed and approved strategic goals for 2022/2023 (Enhance. Engage. Expand).
- Expanded digital resources with the addition of Overdrive Magazines and Transparent Language Online. Became a Tackle Share partner.
- Resumed the provision of in-person digital literacy skills training for individuals and groups with one-on-one device training and technology training workshops.
- Partnered with the Gravenhurst Women's Centre to expand free Wi-Fi hotspot lending.
- Launched *1000 Books Before Kindergarten*, *Puppets in the Park*, *Mommy and Me Cricut Crafting*, and *Baby Bop* for preschoolers; *Dad Lab* (ages 3+); *Junior Engineers*, *Afterschool Art Attack* and *Kids' Club* (ages 6 to 12); *Little's & Lovelies Reading Buddies* (K to Grade 6), *Reading Roundup* (PreK to Grade 6); *Tween Book Club* (ages 8 to 12), *Teen Take Overs* (ages 12 to 18) and a *Working in Gaming Careers* session for teens.
- Offered STEAM focused virtual March Break activities and a full slate of in-person summer programming for kids of all ages which included *Ready to Read*, *Pathway to Kindergarten*, *Backyard Buddies*, *Little Movers*, *Mini Makers*, *Nature Explorers*, and *Take and Makes*. Numbers surpassed those for the past eight summers with a total of 1,988 participants.
- Developed new lifelong learning in-person programming opportunities for adults including *Outdoor App Adventures*, *Learn 3D Design with Tinkercad*, *Book Bingo*, *Cricut Creations*, *Adult Craft Time*, *Adult Board Game Night* and resumed monthly in-person *Books and Brews Book Club* events.
- Expanded and enhanced partnerships with local community organizations to deliver services and programming opportunities to Gravenhurst residents.

2023 INITIATIVES

- Continue with current programming levels and make adjustments based on participation and feedback from participants.
- Continue to enhance relationships with partners as well as look for opportunities for new partnerships with organizations that are helping to address social isolation and are geared to community building.
- Reach out to community partners about having Library staff attend meetings or events in order to share information regarding the Library's resources, services and programs.
- Develop and build a mobile maker space and determine a permanent location for the maker unit.
- Look at a hybrid solution for permanent public workstations, express stations and self-serve printing station that will address the needs of current and future users.
- Invest in a rebranding initiative and communications strategy for use by Library staff, the Board and a Friends of the Library group centered on fundraising for a potential future expansion.
- Proceed with the development of a new multi-year strategic plan.

Gravenhurst Public Library Board – 2023 Budget

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change FTE	Comment
Full-time	6	6	-	No Change
Part-time	2.0	2.0	-	No Change
Other	0.2	0.2	-	No Change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Staff Costs: Increase of \$38,000

- Step increases, cost-of-living and benefit adjustments, and a position reclassification.

Consultant Fees: Increase of \$30,000

- Rebranding initiative offset by the increase in transfers from reserves.

One-time Costs Funded from Endowment Reserve: Increase of \$25,000

- Special projects for technology and equipment offset by an increase in transfers from reserves.

Communications: Increase of \$8,900

- Largely reflects the Gravenhurst Women's Centre sponsorship of free Wi-Fi hotspot lending program, offset by increase in Grants.

Grants: Increase of \$8,400

- The increase includes grants received for the Gravenhurst Women's Centre Wi-Fi lending program.

Transfers From Reserves: Increase of \$70,500

- Increase on the draw on the Development Charges Reserve Funds from \$36,000 to \$48,000 or \$12,000 for the library collection.
- Increase on the draw on the Henderson Endowment from \$10,000 to \$35,000 or \$25,000 for special projects for technology and equipment.
- Increase on the draw on the Gravenhurst Public Library Reserve from \$6,000 to \$39,500 or \$33,500 for the rebranding initiative of \$30,000 and other costs of \$3,500.

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Gravenhurst Public Library Board

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Gravenhurst Public Library Board									
Expenditures									
Staff Costs	521,457	436,051	502,279	525,181	581,000		619,000	38,000	
Professional Development	7,844	4,317	2,607	2,558	3,800		3,800		
Contribution to Reserve			74,758						
Transfers To/From Other Department	(406)				500			(500)	
Contracted Services	1,353	582	2,167	2,625	3,300		3,300		
Consultant Services							30,000	30,000	
One-time Costs Funded from Endowment Reserve	10,267	3,102	2,531	83	10,000		35,000	25,000	
Legal Services					500		500		
Information Technology Services	79,007	88,842	73,114	67,587	82,000		84,000	2,000	
Communications	6,906	6,310	10,871	10,204	9,500		18,400	8,900	
Other Services	10	10			150		150		
Equipment	5,279	8,826	6,373	7,733	12,000		12,000		
Materials & Supplies	7,130	7,599	8,435	8,856	9,075		9,000	(75)	
Library Collection	69,793	73,494	69,653	66,238	71,800		77,800	6,000	
Total Expenditures	708,640	629,133	752,788	691,065	783,625		892,950	109,325	
Revenue									
Grants	(38,459)	(39,214)	(40,055)	(21,868)	(40,000)		(48,400)	(8,400)	
Fines	(6,568)	(1,631)	(1,384)	(1,163)	(4,500)		(1,600)	2,900	
Sales	(9,566)	(1,818)	(2,522)	(2,587)	(5,000)		(7,000)	(2,000)	
Facility Rental	(1,526)	(517)		(315)	(500)		(1,000)	(500)	
Transfers From Reserves	(37,741)	(39,102)	(38,531)		(52,000)		(122,500)	(70,500)	
Investment Income	(49)								
Donations/Sponsorships	(1,152)	(3,973)	(3,072)	(1,159)	(2,500)		(2,500)		
Total Revenue	(95,061)	(86,255)	(85,564)	(27,092)	(104,500)		(183,000)	(78,500)	
Total Gravenhurst Public Library Board	613,579	542,878	667,224	663,973	679,125		709,950	30,825	4.5%

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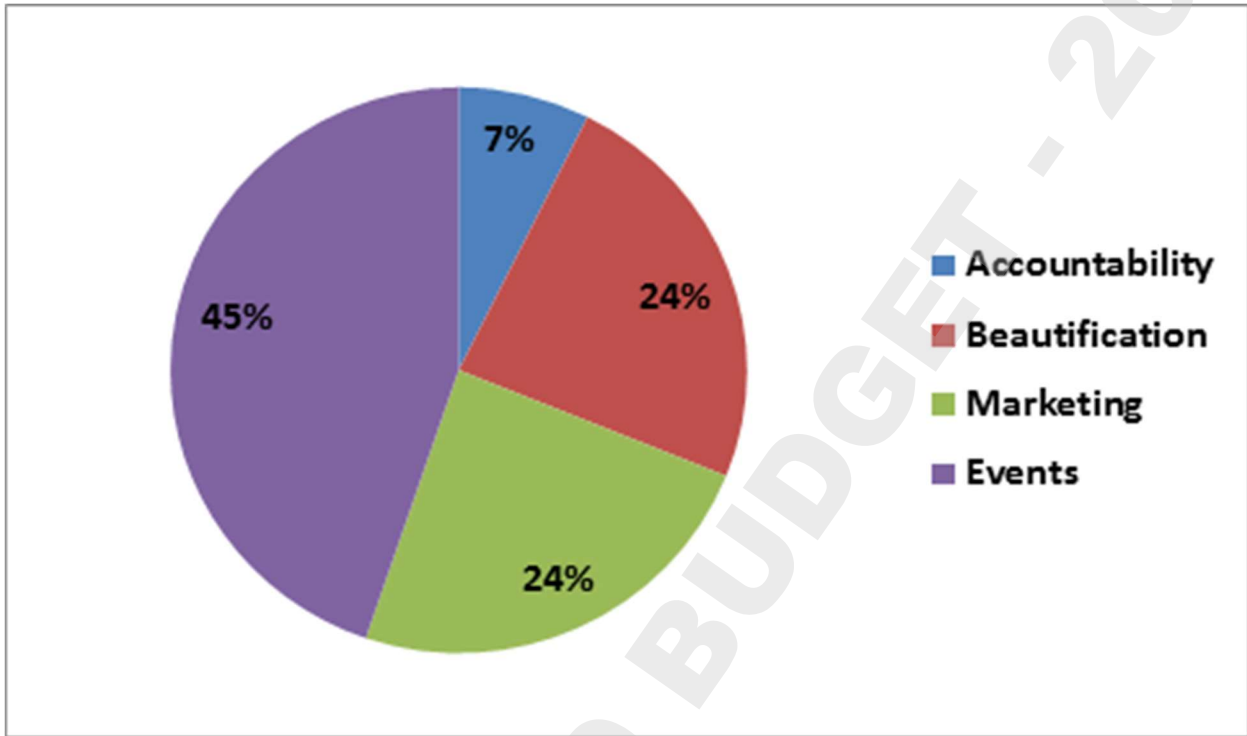
2023 Operating Budget

**Gravenhurst
Business
Improvement Area**

Gravenhurst B.I.A. – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$49,552 which is unchanged from 2022



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

Gravenhurst B.I.A. – 2023 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

2023 INITIATIVES

- Continue year-round beautification projects including Christmas lighting and 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 2023 Events	Date
Gravenhurst Winter Carnival	February 2023
TBD Spring Event	June 2023
Celebrate Gravenhurst Sidewalk Sale	August 2023
Let the Spirits Rise in Downtown Gravenhurst	October 2023
TBD Holiday Event	November/December 2023

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Part-time	0	0.5	0.5	Employee planned in 2023

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Staff Costs: Increase of \$30,500:

- A part time staff person will be recruited to get back to the pre-Covid level of activity. This will be offset by a reduction in contracted services.

**TOWN OF GRAVENHURST
2023**

Recommended Operating Budget

Gravenhurst Business Improvement Area

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Gravenhurst Business Improvement Area									
Expenditures									
Staff Costs	21,306						30,500	30,500	
Community Support	22,656	9,681	30,753	6,837	48,450		52,450	4,000	
Professional Development	566	569	374	1,000	500			(500)	
Contribution to Reserve	4,576	25,286	11,481						
Transfers To/From Other Department	-1,500				(1,500)		(1,500)		
Contracted Services	8,268	13,725	26,390	7,967	30,400			(30,400)	
Communications	354	189	305				350	350	
Materials & Supplies	578	102	71	244	250		100	(150)	
Total Expenditures	56,804	49,552	69,374	16,048	78,100		81,900	3,800	
Revenue									
Transfers From Reserves			(20,000)		(28,548)		(30,348)	(1,800)	
Donations/Sponsorships	(8,149)						(2,000)	(2,000)	
Total Revenue	(8,149)		(20,000)	0	(28,548)		(32,348)	(3,800)	
Total Gravenhurst Business Improvement Area	48,655	49,552	49,374	16,048	49,552		49,552		

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RECOMMENDED BUDGET - 2022



2023 Operating Budget

OPP Community Policing

OPP Community Policing – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$8,700 which is a \$6,100 or 234.6% increase from 2022

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. Insurance costs have increased, and contracted services is getting a budget this year, as it has in past years but last year was missed. Contracted services cover shared costs such as snow removal, building alarm system maintenance and other interior maintenance costs.

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. There has been no increases or indexing since that time.

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

OPP Community Policing

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
OPP Community Policing									
Expenditures									
Utilities	2,241	2,189	2,154	1,793	2,700		2,700		
Contracted Services	4,519	7,064	4,005	4,498			5,000	5,000	
Insurance	3,448	4,128	5,401	8,492	6,600		7,700	1,100	
Communications	2,414	2,384	1,983	1,015	2,500		2,500		
Total Expenditures	12,622	15,765	13,543	15,798	11,800		17,900	6,100	
Revenue									
Upper Tier Recovery	(9,200)	(9,200)	(9,200)	(9,200)	(9,200)		(9,200)		
Total Revenue	(9,200)	(9,200)	(9,200)	(9,200)	(9,200)		(9,200)		
Total Community Policing	3,422	6,565	4,343	6,598	2,600		8,700	6,100	234.6%

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2023 Operating Budget

Gravenhurst YMCA

Gravenhurst YMCA – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$435,000 which is an increase of \$77,000 or 21.5% from 2022

In 2012, the Town entered into an agreement with the YMCA of Simcoe-Muskoka for the operations of the Wellness Centre 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, 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. Current membership sits around 1,000.

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.

During 2021 the Town and the YMCA entered into a one-year interim agreement as the YMCA re-opened to the public following COVID-19 closures. This agreement was extended into 2022 as re-negotiations continue for a new agreement that will be in effect from January 1, 2023 to December 31, 2024. This timeframe will allow the YMCA to gauge the market, member return/retention, staffing availability and resulting financial implications following the pandemic.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Net increase of \$77,000

- Addition of 10% administration fee per the agreement of \$60,000.
- Increase of \$17,000 for utilities, particularly gas and oil

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Gravenhurst YMCA

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Gravenhurst YMCA									
Expenditures									
Utilities	301,712	181,229	173,711	136,371	293,000		310,000	17,000	
Building & Grounds Maintenance	61,260	66,803	27,936	40,631	65,000		65,000		
Community Support	300,000		62,000	(1,000)			60,000	60,000	
Total Expenditures	662,972	248,032	263,647	176,002	358,000		435,000	77,000	
Revenue									
Utility Cost Recovery	(301,712)								
Total Revenue	(301,712)								
Total Gravenhurst YMCA	361,260	248,032	263,647	176,002	358,000		435,000	77,000	21.5%

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2023 Operating Budget

Muskoka Discovery Centre

Muskoka Discovery Centre – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$177,250 which is an increase of \$2,250 or 1.3% from 2022

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 16 years of operation to date, there have been three years where a surplus was generated. For the year 2020 and 2021 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 premier attraction in Muskoka offering a unique, year-round museum experience to guests that values the natural sense of discovery and nurtures a community of learners. MDC is a not-for-profit and features exhibits, education and programming that is fun, creative, fosters curiosity, and inspires 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 and community groups 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 25,000.

MDC is currently constructing a 12,000 square foot expansion that will increase the size of the Muskoka Discovery Centre by 50% and house three state-of-the-art, world-class, permanent exhibits; *Misko-Aki: Confluence of Cultures*, *Evolving Muskoka: Life on the edge of the shield*, and *Wanda III: Steam to Green*. The building addition is nearly complete and exhibit construction will begin soon.

“Misko-Aki: Confluence of Cultures” - is a presentation about the Indigenous presence in Muskoka for more than 10,000 years. This unique exhibit is being created by a curatorial circle of 20 Indigenous elders, scholars, linguists, and graphic designers representing four cultural groups. This includes the Huron-Wendat, Anishinaabek, Métis, and Haudenosaunee that are part of that history.

“Evolving Muskoka: Life on the edge of the shield” - The last two hundred and fifty years have been explosive and transformative relative to the thousands of years before. The Muskoka area changed rapidly from a serene landscape to a collection of towns and thousands of permanent and vacation homes. This exhibit will provide insight into the various stages it went through and the impact that different technologies had at different times. The speed of change

Muskoka Discovery Centre – 2023 Operating Budget

at times threatened the essence of Muskoka, but she survived and has become one of the favourite destinations in the world. This presentation will provide insight into the character of the region and inspire current and future generations to preserve its beauty.

“Wanda III: Steam to Green” - Wanda III is a sterling example of the bygone steam era and one of the few surviving steam yachts. However, with the transition to electric power she will become a display and a touring symbol of sustainability and our need to make our world a more environmentally friendly place. Sustainability and climate change is a core theme of the Muskoka Discovery Centre and we are very proud of this ambitious initiative. Having Wanda III return to sailing all three Muskoka Lakes after a 20-year absence is very exciting. Available for charter she will provide passengers with a “nothing like it experience” for special occasions and gatherings.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

None

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Muskoka Discovery Centre

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Muskoka Discovery Centre									
Expenditures									
Building & Grounds Maintenance	29,783	36,855	35,895	25,115	45,000		47,250	2,250	
Community Support	130,000	130,000	130,000	130,000	130,000		130,000		
Total Expenditures	159,783	166,855	165,895	155,115	175,000		177,250	2,250	1.3%

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2023 Operating Budget

Gravenhurst Chamber of Commerce

RECOMMENDED BUDGET - 2023

Gravenhurst Chamber of Commerce - 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$59,800 which is an increase of \$751 or 1.3% from 2022

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.

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 early 2023.

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.

In addition, 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.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

None

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Gravenhurst Chamber of Commerce

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Gravenhurst Chamber of Commerce									
Expenditures									
Utilities	8,523	6,832	8,247	6,291	9,100		10,300	1,200	
Building & Grounds Maintenance	14,737	14,603	12,018	13,226	14,000		14,000		
Contracted Services	52,331	53,785	53,383	49,423	55,449		55,000	(449)	
Communications	1,171	1,263	856	213	1,200		1,200		
Total Expenditures	76,762	76,483	74,504	69,153	79,749		80,500	751	
Revenue									
Facility Rental	(20,629)	(20,629)	(20,629)	(18,910)	(20,700)		(20,700)		
Total Revenue	(20,629)	(20,629)	(20,629)	(18,910)	(20,700)		(20,700)		
Total Gravenhurst Chamber of Commerce	56.133	55.854	53.875	50.243	59.049		59.800	751	1.3%

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2023 Operating Budget

TOWN DEPARTMENTS

RECOMMENDED BUDGET - 2023



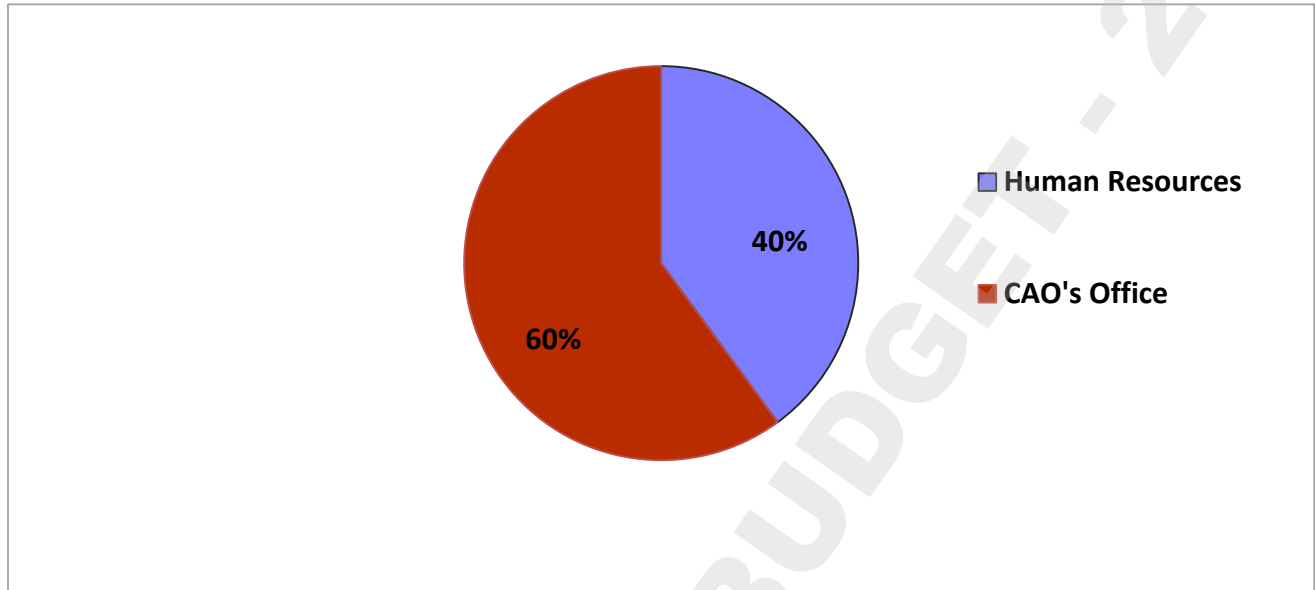
2023 Operating Budget

Office of the CAO & Human Resources

Office of the CAO & HR – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$781,100 is an increase of \$28,500 or 3.8% from 2022



CAO
<ul style="list-style-type: none"> • Exercises general control and management of the administrative affairs of the Town
<ul style="list-style-type: none"> • Provides direction to Town employees and administrative advice to Mayor and Council
<ul style="list-style-type: none"> • Directs the development and implementation of corporate policies and programs in response to Legislation or Council direction
<ul style="list-style-type: none"> • Ensures Council receives administrative support, reports and information required for decision making including advice and recommendations as appropriate
<ul style="list-style-type: none"> • Assists Council in the development of corporate initiatives for the Town
<ul style="list-style-type: none"> • Liaises with local boards, commissions, agencies, and other municipalities, as well as the provincial and federal governments

2022 ACCOMPLISHMENTS

- Election - Council Orientation - Preparation and implementation thereof
- Continued Administrative navigation through COVID-19
- Muskoka Regional Centre (MRC)/Ontario Fire College (OFC) – Participation in the ongoing dialogue with the Province with respect to disposition

Office of the CAO & HR – 2023 Operating Budget

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

2022 ACCOMPLISHMENTS

- Developed Alternate Work Arrangement Policy & Guidelines.
- Supported the organizational need to manage transition and change at the senior-most levels of the organization with the retirement of the Director of Corporate Services/CFO.
- Development of a Council Remuneration Policy.
- Conducted market review of compensation for staff and students and implemented changes where required.
- Continued to support the organizational needs related to COVID-19.
- Developed and implemented new legislated policies – the Right to Disconnect and Electronic Surveillance of Employees.
- Hosted a Lean Green Belt Fair to showcase and celebrate the completion of our first Lean Green Belt projects.
- Collaborated with the CAO on a SLT Leadership Day.
- Ongoing review and updating of Health & Safety policies.
- Organized and hosted Employee Recognition BBQ.
- Hosted employee engagement/information events – MROO, OMERS, Fall Walk & Social
- Assisted Infrastructure Services and Development Services in hosting leadership sessions for their respective teams.

2023 INITIATIVES

- Support the organizational need to manage transition and change at the senior-most level of the organization.
- Develop & implement a recruitment and retention plan.
- Continue to review and update Human Resources/Health & Safety Policies

Office of the CAO & HR – 2023 Operating Budget

- Assistance in political advocacy (e.g., AMO, ROMA)
- Organizational assessment and restructuring as opportunities arose
- Recruitment and retention effort support
- Supported the advancement of corporate guiding documents like the Recreation, Parks and Trails Master Plan and Opera House Strategic Plan
- Supported the establishment of an interim agreement with the YMCA while advancing the longer-term agreement (2-years)

2023 INITIATIVES

- Council Strategic Priority Setting and Strategic Plan – Preparation for full strategic plan renewal given the conclusion of the previous Plan.
- Climate Action Plan – Participate in the development of the Climate Change Risk and Vulnerability Assessment and Climate Action/Mitigation Plan for the Town
- MRC and OFC Lands – Continued monitoring and participation in disposition discussions on each of these sites in accordance with Council direction.
- 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 of Muskoka
 - Work with the Cottage Country Family Health Team to facilitate expansion of health services in the area/building
 - Work with the Health Human Resources Task Force as it relates to doctor recruitment efforts
- Legislative/Regulatory Changes Affecting Municipalities – Ongoing monitoring of decisions/directions of the Province of Ontario, and potential impacts to operations.
- Muskoka Tourism Building – Continued involvement in the status/future of the Building on Highway 11
- 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 so we can prepare accordingly.

Office of the CAO & HR – 2023 Operating Budget

- Continue Lean training momentum and the systematic governance of continuous improvement projects

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	4	4	-	
Contract	0.6	1.0	0.4	Funding for a F/T Contract position in Human Resources to support the significant workload/effort in recruitment & retention of staff.
Other	1	1	-	HR summer student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

CAO: Staff Costs Net increase of \$15,800

- Attributed to salary/market adjustments and movement through respective salary grids

Human Resources: Staff Costs Net increase of \$13,600

- Topping up from an existing part-time to full-time contract Human Resources/Health & Safety Coordinator to assist with recruitment and retention challenges

EXPLANATION FOR NEW INITIATIVES

Human Resources: Staff Costs Net increase of \$31,800

- Recruitment and retention challenges are projected to be permanent in the new labour market and will require significantly more effort. An additional FTE of 0.4 is the minimum starting point and will require monitoring going forward

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Office of the CAO

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Office of the CAO									
CAO									
Expenditures									
Staff Costs	347,148	383,107	347,062	264,925	308,400		324,200	15,800	
Professional Development	7,453	3,134	1,623	6,790	10,750		9,550	(1,200)	
Communications	1,801	926	2,438	121	1,450		1,350	(100)	
Materials & Supplies	85	13		40	100		100		
Total Expenditures	356,487	387,180	351,123	271,876	320,700		335,200	14,500	
Total CAO	356,487	387,180	351,123	271,876	320,700	0	335,200	14,500	4.5%
Human Resources (HR)									
Expenditures									
Staff Costs	281,126	283,976	330,288	282,369	354,200	31,800	367,800	13,600	
Community Support	3,681	3,290	3,361	616	4,600		5,000	400	
Professional Development	15,444	3,405	11,386	10,086	14,000		14,000		
Consultant Services	22,380	5,495	12,993	5,161	18,500		18,500		
Legal Services	24,200	72,996	30,647	26,536	30,000		30,000		
Communications	8,626	4,679	7,579	8,037	9,600		9,600		
Materials & Supplies		329	846	1,677	1,000		1,000		
Total Expenditures	355,457	374,170	397,100	334,482	431,900	31,800	445,900	14,000	
Total Human Resources (HR)	355,457	374,170	397,100	334,482	431,900	31,800	445,900	14,000	3.2%
Total Office of the CAO	711,944	761,350	748,223	606,358	752,600	31,800	781,100	28,500	3.8%

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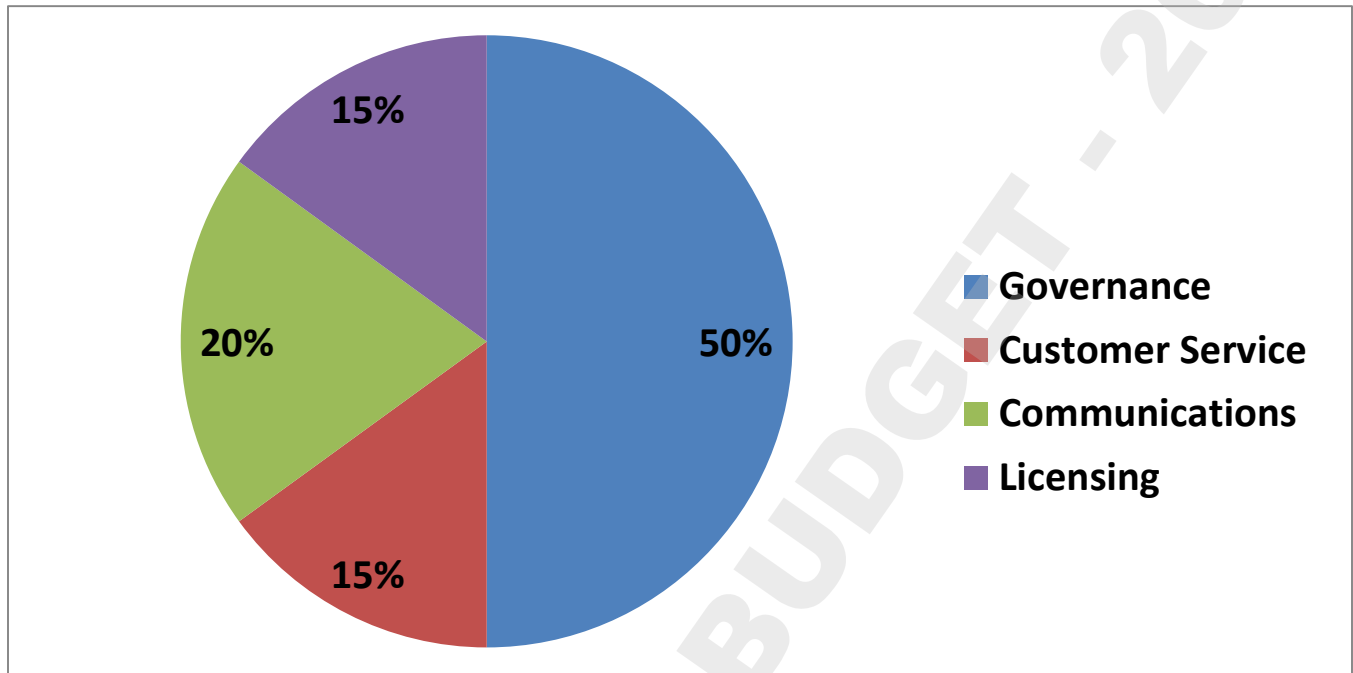
2023 Operating Budget

Legislative Services

Legislative Services – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$456,550 is a decrease of \$79,644 or -14.9% from 2022



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

Legislative Services – 2023 Operating Budget

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

2022 ACCOMPLISHMENTS

- Continued the development, flow and use of the SharePoint Electronic Document Records Management System project
- Completed the capital project of digitizing over 300 banker boxes of permanent building files to prepare them for integration into the SharePoint system
- Administered 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
- Prepared activities for the Inaugural and New Council orientation for the new term of Council
- Assisted in the development of the Short-Term Rental licensing program to prepare for the January 1, 2023 launch date
- Conducted a comprehensive review of the Town’s Subcommittee program and presented to Council for recommendations for the 2022-2026 Term

Legislative Services – 2023 Operating Budget

2023 INITIATIVES

- Continuation of the implementation of the SharePoint system including the design of various work-flow processes including integration of new digitized permanent building files
- Issue tender and assist in the digitization of municipal roll file records to enhance the searchability and efficiency of the Planning Division
- 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
- Lead the Request For Proposal development and oversee the implementation of a Corporate Communications Strategy
- Complete the final elements of the 2022 Municipal Election including the receipt and review of all candidates and third-party advertisers' financial statements. Coordinate activities with the Compliance Audit Committee, as required.
- Conduct orientation for new Subcommittees and provide necessary procedural support
- Conduct necessary preparations for the Ward Boundary Review in 2024

STAFFING CHANGES IN 2022 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	6	6	0	No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Staff Cost: Increase of \$17,756

- Staff Cost increase of \$17,756 attributed to salary adjustments and movement through the salary grid

Licenses Revenue: Increase of \$97,750

- Increase in estimated revenues is explained by the implementation of the Short-Term Rental program shown in the NEW Initiatives column of \$93,750
- Other licenses revenue increase is \$4,000

EXPLANATION FOR NEW INITIATIVES

Licenses Revenue: Increase of \$93,750

- Implementation of the Short-Term Rental program effective 2023, authorized in 2022

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Legislative Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Legislative Services									
Expenditures									
Staff Costs	438,713	422,865	473,939	406,520	532,644		550,400	17,756	
Professional Development	8,219	5,687	6,464	9,354	12,500		15,250	2,750	
Contracted Services	8,680	6,120	7,004	5,263	13,900		10,400	(3,500)	
Communications	1,849	1,140	1,712	283	2,000		2,250	250	
Materials & Supplies	5,681	116	5,013	2,894	6,000		7,000	1,000	
Total Expenditures	463,142	435,928	494,132	424,314	567,044		585,300	18,256	
Revenue									
Other Fees	(1,555)	(876)	(584)	(1,097)	(1,500)		(1,500)		
Permits	(1,190)	(1,460)	(920)	(1,880)	(1,350)		(1,500)	(150)	
Licences	(35,740)	(13,743)	(17,794)	(37,003)	(28,000)	(93,750)	(125,750)	(97,750)	
Total Revenue	(38,485)	(16,079)	(19,298)	(39,980)	(30,850)	(93,750)	(128,750)	(97,900)	
Total Legislative Services	424,657	419,849	474,834	384,334	536,194	(93,750)	456,550	(79,644)	-14.9%

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RECOMMENDED BUDGET - 2022



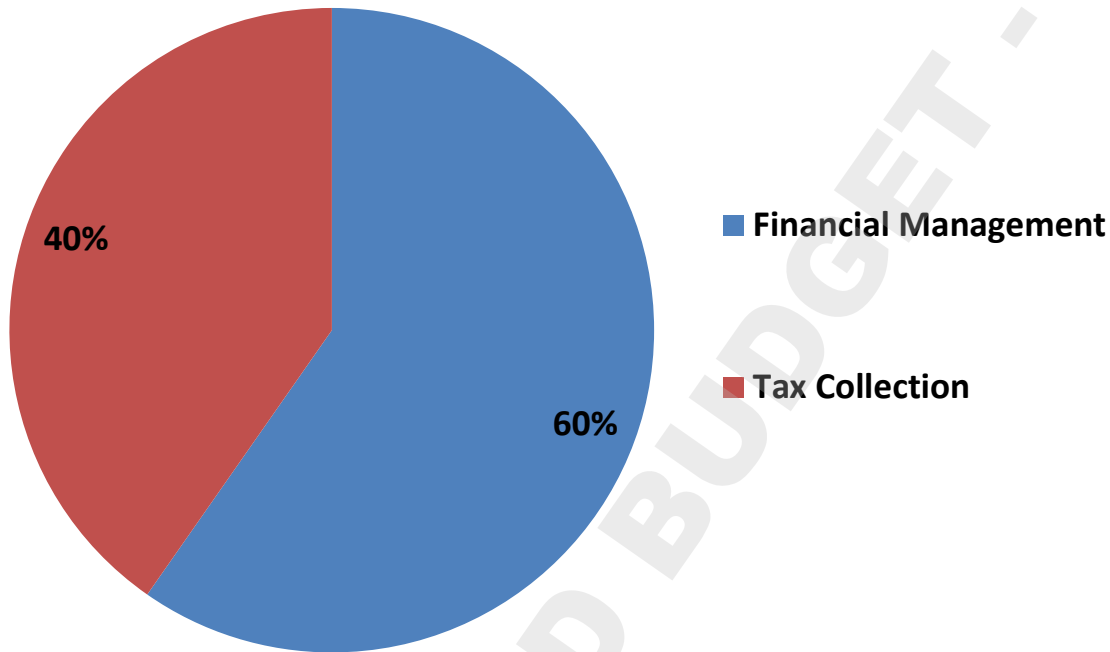
2023 Operating Budget

Financial Services

Financial Services – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$670,400 is an increase of \$450 or 0.1% from 2022



Financial Management
<ul style="list-style-type: none"> • Lead the development and approval process for the operating and capital budgets
<ul style="list-style-type: none"> • Provide financial advice and guidance to Council, the CAO and senior management
<ul style="list-style-type: none"> • Account and report on the Town’s Tangible Capital Assets and oversee the processes for disposal of assets
<ul style="list-style-type: none"> • Manage corporate internal financial controls and systems and lead the engagement with the external auditors
<ul style="list-style-type: none"> • Responsible for strategic and financial reporting to Council, all departments and external agencies
<ul style="list-style-type: none"> • Champion risk management in the organization
<ul style="list-style-type: none"> • Manage the Town Investment Policy and reporting of investments
<ul style="list-style-type: none"> • Administer procurement by-law and procurement processes

Financial Services – 2023 Operating Budget

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

2022 ACCOMPLISHMENTS

- Continued second phase of Lean training including continuous improvement projects
- In partnership with the CAO, restructured the department following the planned departure of the Director of Corporate Services and Chief Financial Officer
- Developed an updated Town Procurement Policy
- Transitioned payroll to a “two weeks in arrears” program
- Completed the implementation of the digital Accounts Payable work-flow process

2023 INITIATIVES

- Build a stable multi-year Capital Plan that furthers our progress towards the targets set out in our Asset Management Plan and Strategic Plan, including a sustainable Capital Financing Plan for the next ten years that incorporates alternative revenue sources
- Review existing municipal procedures and practices to identify additional opportunities for process improvements and operational efficiencies and effectiveness
- Plan and execute the transition of further banking services to those provided locally
- Review and update key corporate financial policies and procedures including those for reserves and reserve funds, and investments
- Research and execute the required Bill 23 changes to development charges and parkland dedications and their obligatory reserve fund policies. Co-lead the District working group on updating related policy and administrative procedures for a consistent approach across Muskoka
- Lead a comprehensive review of our user fees for the 2024 Town user fee by-law

Financial Services – 2023 Operating Budget

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	7.0	7.0	-	No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

No significant increase

RECOMMENDED BUDGET - 2023

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Financial Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Financial Services									
Finance									
Expenditures									
Staff Costs	670,941	691,718	718,602	611,526	752,200		755,700	3,500	
Professional Development	13,647	7,325	9,887	7,110	14,600		14,800	200	
Tax Registration Vesting		5,890							
Communications	2,169	2,186	2,951	1,701	3,350		2,500	(850)	
Materials & Supplies	1,660	1,948	224		1,700		1,300	(400)	
Total Expenditures	688,417	709,067	731,664	620,337	771,850		774,300	2,450	
Revenue									
Tax Certificates and Registration Fees	(32,837)	(38,883)	(37,011)	(29,583)	(36,000)		(34,000)	2,000	
Arrears Notice and Mortgage Fees	(73,177)	(31,696)	(57,352)	(69,334)	(65,900)		(69,900)	(4,000)	
Total Revenue	(106,014)	(70,579)	(94,363)	(98,917)	(101,900)		(103,900)	(2,000)	
Total Financial Services	582,403	638,488	637,301	521,420	669,950	0	670,400	450	0.1%

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RECOMMENDED BUDGET - 2022



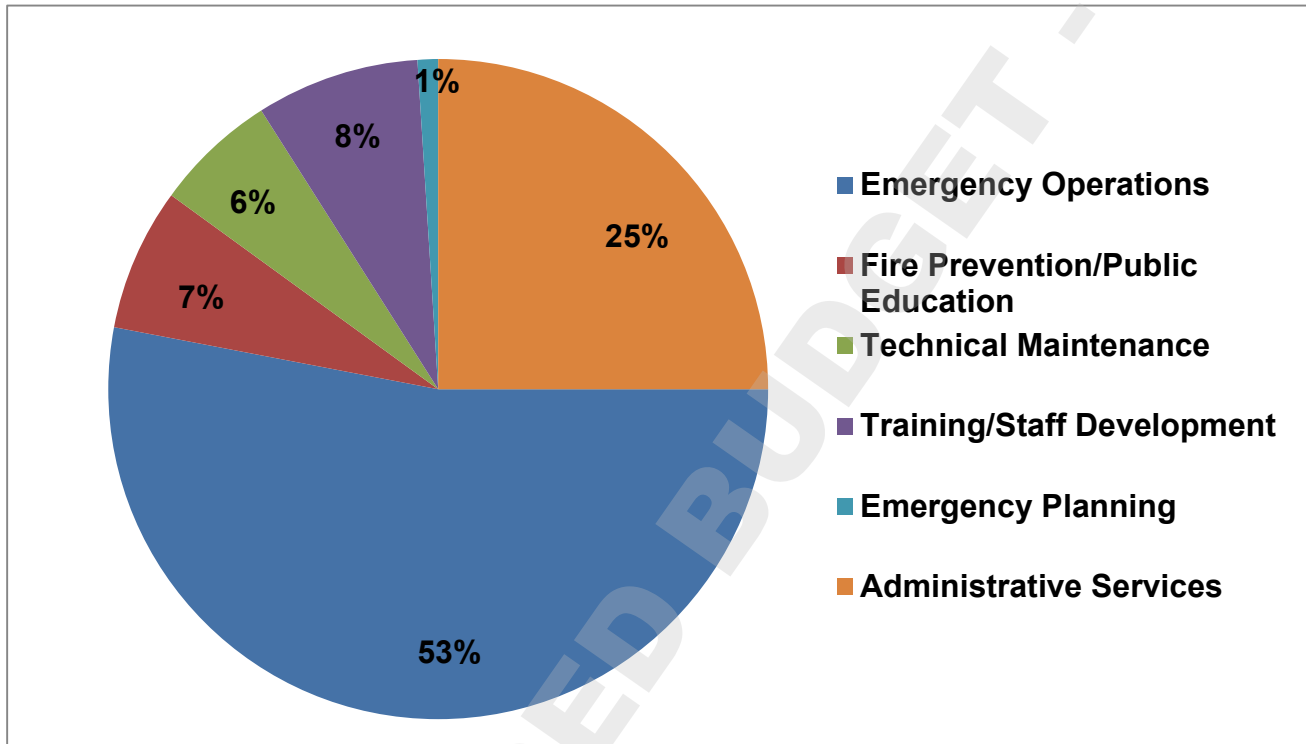
2023 Operating Budget

Fire & Emergency Services

Fire & Emergency Services – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$1,092,181 an increase of \$44,417 or 4.2% from 2022.



Emergency Operations Division
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Supports departmental public education activities and community events through active participation where appropriate and available
<ul style="list-style-type: none"> • Supports community emergency management programming through the participation in emergency exercises
<ul style="list-style-type: none"> • 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 – 2023 Operating Budget

Fire Prevention Division

- Inspects buildings on complaint or request to identify fire code infractions and initiates corrective actions including education and 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 to guide public messaging and safety campaigns
- Reviews 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 vehicles in the fire department fleet, as well as the entire inventory of firefighting and rescue equipment such as 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

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 technical rescue, 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 – 2023 Operating Budget

Emergency Planning Division
<ul style="list-style-type: none"> • Provides leadership and guidance to the Town’s Emergency Management Program Committee including required training elements for key staff members
<ul style="list-style-type: none"> • Ensures that the Municipality complies with all aspects of the <i>Emergency Management and Civil Protection Act</i> 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 <i>Act</i>
<ul style="list-style-type: none"> • Organizes, plans, and facilitates the annual emergency exercise for the Municipality and coordinates the participation of FES in an annual emergency exercise conducted by the Muskoka Airport
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Conducts public education initiatives aimed specifically at emergency preparedness, spring freshet, 72-hour preparedness kits, power outages etc.

Administrative Services Division
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Ensures operational compliance with legislative requirements, policies and best practices, including conducting quality assurance activities
<ul style="list-style-type: none"> • Organizes and facilitates departmental HR practices including recruiting and hiring of departmental staff including all related records creation and management
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Ensures compliance with mandated requirements of the <i>Fire Protection and Prevention Act</i>

Fire & Emergency Services – 2023 Operating Budget

2022 ACCOMPLISHMENTS

- Implemented the beginning of a comprehensive retention program
- Created and implemented a new recruitment policy
- Implemented an overhaul of Departmental guidelines into one user-friendly playbook
- Integrated new tower apparatus into the Department
- Opened a state-of-the-art training facility
- Implemented a comprehensive paperless inventory tracking system for the Department
- Rejuvenated the Muskoka Recruit Training program with local Muskoka Departments
- Responded to more calls for service than in the previous 8 years

2023 INITIATIVES

- Implementation of a comprehensive health spending account for firefighters
- Research and deliver new recruitment strategies
- Continue to build and strengthen retention strategies
- Development of the new training centre’s programming
- Conducting in-house officer development training
- Adapt training programs to ensure compliance to mandatory firefighter certification
- Complete the Town’s mandated comprehensive risk assessment and fire master plan
- Review and update existing service agreements
- Increase FES’s ability to respond to wildfire and other climate emergencies with the addition of a UTV and the deployment of a wildfire pickup to Station 3 Barkway
- Initiate preparatory work for transition to next-gen 911 dispatching that is legislated to be implemented across Canada by 2024
- Strengthen radio communication capabilities by increasing the number of FES owned mobile repeaters
- Increase public education efforts in the post COVID-19 environment

STAFFING CHANGES IN 2023 BUDGET

Staff	2022	2023	Change	Comment
Full Time	5	5	0	No change
Summer students	0.3	0	-0.3	No plans for summer students this year
Other: - Volunteer Firefighters	50	50	0	# of volunteers not FTEs

Fire & Emergency Services – 2023 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Fire Department Staff Costs: Net Increase of \$69,300

- Attributed to salary/market adjustments and movement through respective salary grids including new health benefits for the volunteer firefighters

Fire Department Equipment: Net Increase of \$18,575

- Emergency response vehicle repairs planned over base maintenance

Fire Department Materials and Supplies: Net decrease of \$45,150

- Firefighter personal protective equipment annual replacement program of \$50,000 moved to the Multi-Year Capital Plan
- Inflationary cost increases of \$4,850 offset the reduction

EXPLANATION FOR NEW INITIATIVES

Fire Department Staff Costs: Net Increase of \$20,000

- New health benefits for the volunteer firefighters to enhance recruitment and retention

Fire Department Professional Development: Net Increase of \$4,500

- Impact of new provincially legislated mandatory certification requirements for firefighters

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Fire & Emergency Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Fire & Emergency Services									
Fire Department									
Expenditures									
Staff Costs	774,680	705,691	751,500	683,824	776,900	20,000	846,200	69,300	
Community Support	3,821	3,927	1,581	12,543	11,500		12,000	500	
Professional Development	23,531	6,247	12,678	17,804	16,955	4,500	23,400	6,445	
Contribution to Reserve	10,901	8,850	10,504	13,253	7,000		7,700	700	
Contracted Services	51,226	52,749	45,987	62,343	66,259		71,006	4,747	
Consultant Services	3,270	2,655	3,151	3,976	3,000		3,300	300	
Communications	13,909	10,806	8,603	4,433	11,150		6,100	(5,050)	
Other Services	31,005	33,390	34,821	36,252	36,000		36,000		
Equipment	106,412	81,415	106,091	92,942	102,100		120,675	18,575	
Materials & Supplies	52,688	55,788	68,275	18,851	62,600		17,450	(45,150)	
Total Expenditures	1,071,443	961,518	1,043,191	946,221	1,093,464	24,500	1,143,831	50,367	
Revenue									
Grants			(7,600)	(10,000)					
Fire Fees	(62,996)	(77,817)	(44,898)	(47,592)	(53,000)		(60,000)	(7,000)	
Donations/Sponsorships			(500)	(155)					
Total Revenue	(62,996)	(77,817)	(52,998)	(57,747)	(53,000)		(60,000)	(7,000)	
Total Fire Department	1,008,447	883,701	990,193	888,474	1,040,464	24,500	1,083,831	43,367	4.2%
Emergency Management									
Expenditures									
Community Support	283	100		30	500		500		
Professional Development	3,186	261	675	525	3,400		1,500	(1,900)	
Contracted Services	484	1,177	953	659	800		800		
Consultant Services	3,053				1,000		3,000	2,000	
Communications	1,363	1,476	1,502	919	1,150		2,100	950	
Equipment	58	2,052	1,532		250		250		
Materials & Supplies					200		200		
Total Expenditures	8,427	5,066	4,662	2,133	7,300		8,350	1,050	
Total Emergency Management	8,427	5,066	4,662	2,133	7,300		8,350	1,050	14.4%
Total Fire & Emergency Services	1,016,874	888,767	994,855	890,607	1,047,764	24,500	1,092,181	44,417	4.2%

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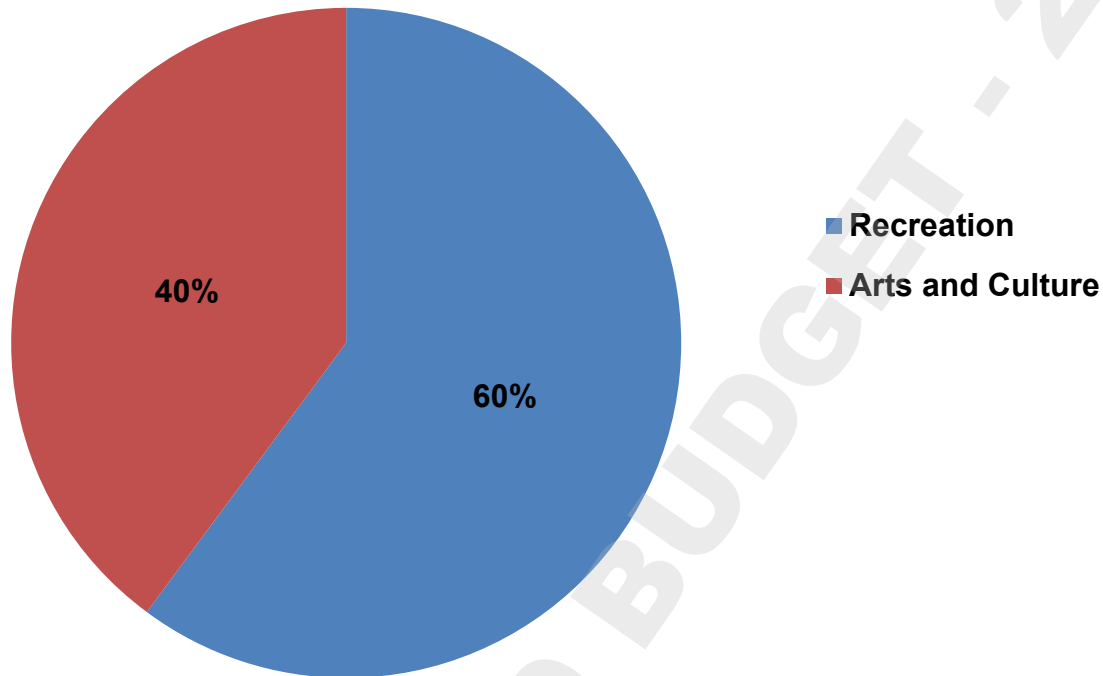
2023 Operating Budget

Recreation & Culture

Recreation and Culture – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$1,140,775 is an increase of \$27,792 or 2.5% from 2022



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, Youth Advisory Council, Public Art Committee and the Community Awards Committee
- Service delivery in alignment with the Parks, Recreation and Trails Master Plan

Recreation and Culture – 2023 Operating Budget

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

Recreation and Culture – 2023 Operating Budget

2022 ACCOMPLISHMENTS

- Effective and safe return of guests to the Opera House under the safe reopening strategy
- Completion of the Opera House Strategic Business Plan, awaiting endorsement of Council in 2023
- Effective re-building of packaging partnerships (Ship and Show) to encourage experiences that contribute to economic recovery
- Creating a customer package for the Opera House (TRIO)
- Attendance at Ontario Motor Coach Association conference to present and attract the return of bus tours to our community
- Broadened range of successful offerings at the Opera House
- Implementation of Archery Tag and Corn Hole programs on the arena floor for the off-ice season
- Building partnerships with Professional hockey players to increase summer ice usage in future years
- Negotiating with the YMCA on a 2-year agreement effective January 1, 2023.
- Worked with third party organizers on a safe return to a significant amount of in person events.

2023 INITIATIVES

- Completion of the Parks, Recreation and Trails Master Plan to be presented to Council in Q1 2023.
- Re-building of arena floor trade shows
- 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 GOVAXX Ontario as a host location
- Implementation of the Parks, Recreation and Trails Master Plan recommendations, re-building programs based on community need/demand
- Build on the community events revitalization of 2022 (Corporate/Third Party)
- Increase youth engagement with assistance from the Youth Advisory Council
- Continue work to license the Theatre in the Opera House. This will improve customer experience, reduce the need to rush through a beverage during intermission and meet an ongoing request of patrons.
- Expand on diverse programs/shows in the Opera House in alignment with the Strategic Business plan
- Begin work with the Public Art Advisory committee
- Hosting of the Community Awards Ceremony, first time since 2019
- Planning for the 2023 Winter Carnival is underway under the new working group.
Current thoughts see a return to more classic events over Friday-Sunday.

Recreation and Culture – 2023 Operating Budget

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	8	8	0	No change
Contract	1	0	-1	Arena Operator to Seasonal
Casual and Part-time positions in operational areas	6	7	+1	Arena Operator to Seasonal
Summer students	8	8	0	Lifeguards

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Recreation Administration Staff Costs: Net Increase of \$38,992

- Attributed to salary/market adjustments and movement through respective salary grids and benefit increases

Centennial Centre Staff Costs: Net Decrease of \$19,200

- Reduction in arena operator wages (moving contract operator from full time to seasonal Sept-March)

Recreation Program Fee Revenue: Decrease of \$10,000

- \$10,000 decrease in revenue as the return to programming has been difficult and we anticipate it will continue (program cancellations due to instructor illness and registrations too low to break even). This is offset by related reductions in program expenditures.

Opera House Staff Costs: Net Increase of \$29,800

- Attributed to salary/market adjustments and movement through respective salary grids and benefit increases particularly for eligible part-time staff

Recreation and Culture – 2023 Operating Budget

Opera House Performance Fees: Decrease of \$10,000

- Reduction to 2019 level of summer theatre productions

Opera House Communications: Decrease of \$10,000

- Related decrease in advertising costs for the reduction to 2019 level of summer theatre productions

Opera House Sales: Net Decrease of \$23,000

- Reduction to 2019 level of summer theatre productions

RECOMMENDED BUDGET - 2023

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Recreation & Culture

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Recreation & Culture									
Recreation Administration									
Expenditures									
Staff Costs	256,037	270,173	264,787	250,813	353,108		392,100	38,992	
Professional Development	12,037	2,693	2,317	5,335	10,275		8,100	(2,175)	
Transfers To/From Other Department	500								
Contracted Services	951	775							
Financial Expenses	14,123	5,816	6,929	14,419	14,000		14,000		
Communications	17,245	6,790	853	262	5,500		3,000	(2,500)	
Other Services	2,170		46	158	1,500		1,000	(500)	
Equipment	105				1,000		1,000		
Materials & Supplies	2,935	578	784	543	3,000		2,500	(500)	
Total Expenditures	306,103	286,825	275,716	271,530	388,383		421,700	33,317	
Revenue									
Advertising Recovery	(6,340)	(1,030)	(60)	(90)					
Total Revenue	(6,340)	(1,030)	(60)	(90)					
Total Recreation Administration	299,763	285,795	275,656	271,440	388,383		421,700	33,317	8.6%
Centennial Centre									
Expenditures									
Staff Costs	257,670	241,295	279,089	266,082	345,400		326,200	(19,200)	
Professional Development	4,348	681	399	1,824	5,655		5,430	(225)	
Communications	4,088	3,715	3,153	681	3,700		3,700		
Other Services	3,180	723		2,538	3,500		3,500		
Equipment	33,530	22,310	14,644	18,504	27,150		25,150	(2,000)	
Materials & Supplies	10,825	3,752	8,114	14,816	18,500		16,500	(2,000)	
Total Expenditures	313,641	272,476	305,399	304,445	403,905		380,480	(23,425)	
Revenue									
Other Fees	(1,598)	(184)	(118)	(651)	(1,500)		(1,500)		
Facility Rental	(1,128)	(950)			(2,000)			2,000	
Arena Rental	(278,015)	(94,395)	(96,391)	(150,473)	(250,000)		(250,000)		
Other Rentals	(10,425)	(1,928)	(656)	(3,648)	(9,000)		(9,000)		
Public Skating	(3,518)	(2,504)	(1,061)	(2,626)	(3,000)		(3,000)		
Total Revenue	(294,684)	(99,961)	(98,226)	(157,398)	(265,500)		(263,500)	2,000	
Total Centennial Centre	18,957	172,515	207,173	147,047	138,405		116,980	(21,425)	-15.5%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Recreation & Culture

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Recreation & Culture									
Recreation Programs									
Expenditures									
Staff Costs	12,775	1,920	762	15,084	17,200		20,900	3,700	
Community Support		2,800							
Contracted Services	6,442	2,522	1,676	2,554	7,500		3,000	(4,500)	
Materials & Supplies	5,019	1,169	1,951	5,984	14,000		8,500	(5,500)	
Total Expenditures	24,236	8,411	4,389	23,622	38,700		32,400	(6,300)	
Revenue									
Grants		(3,266)							
Program Fees	(19,854)	(5,184)	(8,010)	(11,310)	(29,000)		(19,000)	10,000	
Total Revenue	(19,854)	(8,450)	(8,010)	(11,310)	(29,000)		(19,000)	10,000	
Total Recreation Programs	4,382	(39)	(3,621)	12,312	9,700		13,400	3,700	38.1%
Waterfront									
Expenditures									
Staff Costs	34,537		42,837	45,999	56,100		58,900	2,800	
Professional Development	292		251	260	525		525		
Contracted Services	669		874		1,150		1,150		
Communications	456	421	427	213	400		400		
Equipment	661				800		600	(200)	
Materials & Supplies	3,332		1,213	2,486	4,500		4,500		
Total Expenditures	39,947	421	45,602	48,958	63,475		66,075	2,600	
Revenue									
Program Fees	(13,187)		(1,474)	(7,678)	(14,000)		(11,000)	3,000	
Total Revenue	(13,187)		(1,474)	(7,678)	(14,000)		(11,000)	3,000	
Total Waterfront	26,760	421	44,128	41,280	49,475		55,075	5,600	11.3%
Community Events									
Expenditures									
Labour Charges	26,429	2,650	401	12,711	22,000		20,000	(2,000)	
Fleet/Equipment Charges	8,262	1,298	54	7,963	8,000		8,000		
Community Support		4,939	2,000	13,597	20,000		20,000		
Contracted Services	21,157	1,099	1,660	15,253	25,000		20,000	(5,000)	
Communications	29,495	7,447	581	3,996	10,000		7,000	(3,000)	
Equipment	773								
Materials & Supplies	2,502	287		1,111	4,000		4,000		
Total Expenditures	88,618	17,720	4,696	54,631	89,000		79,000	(10,000)	
Revenue									
Donations/Sponsorships	(610)								
Total Revenue	(610)								
Total Community Events	88,008	17,720	4,696	54,631	89,000		79,000	(10,000)	-11.2%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Recreation & Culture

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Recreation & Culture									
Winter Carnival									
Expenditures									
Contracted Services	21,122	18,653			20,000		20,000		
Communications	5,010	3,828		1,252	5,000		4,000	(1,000)	
Materials & Supplies	1,958	2,228	241		3,000		3,000		
Total Expenditures	28,090	24,709	241	1,252	28,000		27,000	(1,000)	
Revenue									
Donations/Sponsorships	(28,090)	(24,709)	(241)	(89)	(28,000)		(27,000)	1,000	
Total Revenue	(28,090)	(24,709)	(241)	(89)	(28,000)		(27,000)	1,000	
Total Winter Carnival				1,163					
Total Recreation Services	437,870	476,412	528,032	527,873	674,963		686,155	11,192	1.7%
Opera House									
Expenditures									
Staff Costs	343,724	247,886	94,512	233,842	326,400		356,200	29,800	
Professional Development	4,772	941	265	940	1,550		1,850	300	
Contribution to Reserve	16,233	1,003		2,175	8,000		10,000	2,000	
Contracted Services	12,959	1,621	18,912	5,995	15,000		8,000	(7,000)	
Debit Machine Fees	10,663	1,941	2,131	7,099	12,000		12,000		
Performance Fees	180,119	66,757	17,300	55,695	210,000		200,000	(10,000)	
Communications	48,531	34,957	4,390	18,254	49,100		39,100	(10,000)	
ENTANDEM Royalty Fees	4,509			188	4,000		4,000		
Equipment	13,867	1,298	18,930	7,238	15,000		11,000	(4,000)	
Materials & Supplies	4,125	581	210	2,779	4,500		4,500		
Purchases for resale	7,725	1,917		5,363	8,000		8,000		
Total Expenditures	647,227	358,902	156,650	339,568	653,550		654,650	1,100	
Revenue									
Grants		(6,623)	(2,839)						
Handling Fees & Service Charges	(15,496)	(4,102)		(5,659)	(14,000)		(14,000)		
Opera House Sales	(172,606)	(10,596)		(82,829)	(194,350)		(171,350)	23,000	
Other Rentals	(28,361)	(4,637)	1,180	(17,281)	(20,000)		(21,000)	(1,000)	
Donations/Sponsorships	(6,250)	(3,400)		(1,263)	(3,500)		(3,500)		
Total Revenue	(222,713)	(29,358)	(1,659)	(107,032)	(231,850)		(209,850)	22,000	
Total Opera House	424,514	329,544	154,991	232,536	421,700		444,800	23,100	5.5%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Recreation & Culture

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Recreation & Culture									
Barge Concerts									
Expenditures									
Staff Costs	6,898	2,632		8,187	7,000			(7,000)	
Building & Grounds Maintenance		1,650		3,587	2,500		2,500		
Performance Fees	23,779	675		20,071	24,000		24,000		
Communications	1,525	1,572		1,566	1,500		2,000	500	
Other Services	583			371	1,300		1,300		
Total Expenditures	32,785	6,529		33,782	36,300		29,800	(6,500)	
Revenue									
Donations/Sponsorships	(20,392)			(16,062)	(20,000)		(20,000)		
Total Revenue	(20,392)			(16,062)	(20,000)		(20,000)		
Total Barge Concerts	12,393	6,529		17,720	16,300		9,800	(6,500)	-39.9%
Total Recreation & Culture	874,777	812,485	683,023	778,129	1,112,963		1,140,755	27,792	2.5%



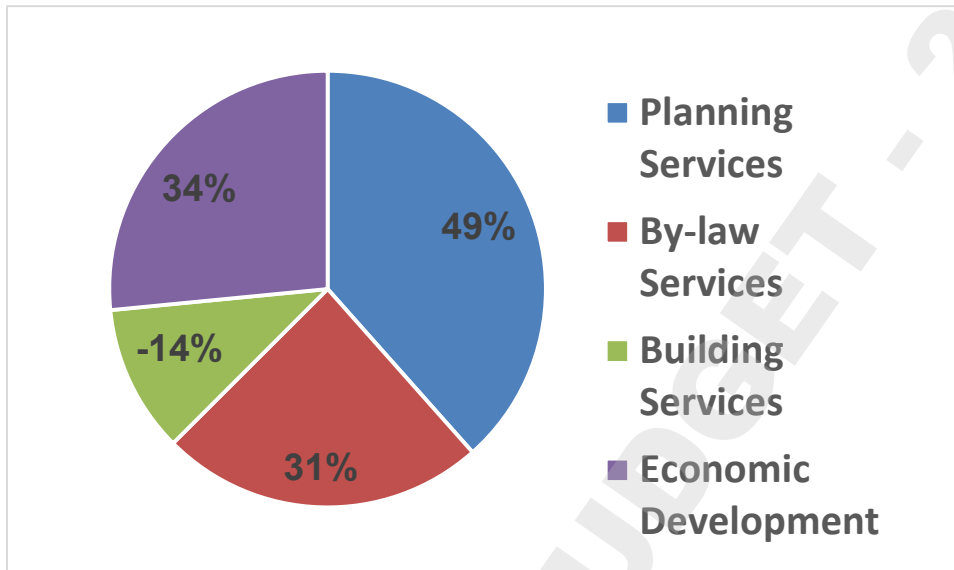
2023 Operating Budget

Development Services

Development Services – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$1,219,015 is a decrease of \$26,197 or 2.1% from 2022



Planning
<ul style="list-style-type: none"> • Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
<ul style="list-style-type: none"> • Provide professional advice to several legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Sustainability Committee)
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Assist and provide customer service to property owners with understanding applicable land use regulations and associated development rights
<ul style="list-style-type: none"> • Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation, surplus lands applications, road construction agreements, subdivision or consent agreements)
<ul style="list-style-type: none"> • Oversee consultant work where municipal resources are deemed unavailable and carry out special projects, as required
<ul style="list-style-type: none"> • Processing appeals related to development applications, and represent the municipality at the Local Planning Appeal Tribunal and other Tribunals in most instances
<ul style="list-style-type: none"> • Administer the Town’s Geographic Information System (e.g. mapping, 911 addressing)

Development Services – 2023 Operating Budget

Building
<ul style="list-style-type: none"> • Conduct inspection and enforcement services as it relates to the Ontario Building Code and other applicable law
<ul style="list-style-type: none"> • Administer the septic re-inspection program as a means of educating on the importance of septic health to our environment including lake system health
<ul style="list-style-type: none"> • Assist other departments in construction projects related to municipal facilities and reviewing existing buildings for safety/structural concerns
<ul style="list-style-type: none"> • Report to Council and the Province on permit numbers, revenue and expenses as required
<ul style="list-style-type: none"> • Follow-up on open building permit files to reduce administration (so we can focus on assisting the development community) and to reduce municipal liability
<ul style="list-style-type: none"> • Represent the Town in building-related legal proceedings
<ul style="list-style-type: none"> • Work with and educate the building community in understanding new building code requirements as they become available
<ul style="list-style-type: none"> • Work with staff and the contractor to implement and evaluate the e-permitting program and improve customer experience during the building permit process
Economic Development
<ul style="list-style-type: none"> • Town point of contact for entrepreneurs and business investors interested in investing in Gravenhurst
<ul style="list-style-type: none"> • Coordinate programs to attract new businesses, residents and other investments
<ul style="list-style-type: none"> • Conduct research and maintain current socio-economic data, various statistics and other useful information
<ul style="list-style-type: none"> • Develop local economic development related partnerships to promote, support and sustain economic prosperity
<ul style="list-style-type: none"> • Seek, initiate and assist departments with grant applications to leverage external funding opportunities
<ul style="list-style-type: none"> • Administer the Community Improvement Plan (CIP) funding program
<ul style="list-style-type: none"> • Implement the Gravenhurst Destination Plan and respond to filming inquiries
<ul style="list-style-type: none"> • Develop and implement a corporate marketing plan to effectively promote Town operated programs and services
<ul style="list-style-type: none"> • Develop social media policy and monitor social media channels
<ul style="list-style-type: none"> • Design and implement community engagement projects for the corporation, including management of www.engagegravenhurst.ca

Development Services – 2023 Operating Budget

By-law
• Enforce municipal By-laws
• Involved in the review, development, and education of municipal by-laws
• Assist in prosecution for building, zoning and municipal by-law litigation
• Assist internal and external operations from a municipal enforcement standpoint (e.g. special events, Santa Claus parade)
• Implement and enforce the Animal Control By-law
• Supervise crossing guard services
• Implement a bicycle patrol program for increased visibility and engagement in the community

2022 ACCOMPLISHMENTS

- Developed both a Short-term Rental Accommodations By-law and Program as well as a Municipal Accommodation Tax By-law and Program, both of which will be implemented and generating revenue in 2023
- Amended Comprehensive Zoning Bylaw to permit Additional Dwelling Units (ADUs) in a wider range of residential zones
- Launched the Bicycle Patrol Program and amended several municipal by-laws (ie. burning, littering, sign etc.)
- Commenced the Rural Transit Needs Assessment project
- Weathered one of the busiest development approval years on record in the Building/Planning divisions, resulting in the highest construction value on record
- Nearing completion of the municipality’s first formal step to addressing the Climate Crisis declared by Council

2023 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
- 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)
- Implement key actions from the Muskoka Wharf Revitalization Plan and the Gravenhurst Destination Plan
- Complete Rural Transportation needs assessment
- Analyze and implement further streamlining alternatives relating to development process

Development Services – 2023 Operating Budget

- Continue to provide appropriate training on extensive Ontario Building Code updates
- Continue to support the expansion of broadband internet services and other technological advancement opportunities through the municipality

STAFFING CHANGES IN 2023 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	22	23	+1	One new Zoning Examiner position (Building Division)
Contract (4 month, re-occurring)	-	1	+1	One new Planning Co-op position (Planning Division)
Contract (1 year)	1	1		FedNor Intern in Economic Development to assist with planning of Ontario Heritage Conference (subject to successful grant application). Replaces previous Economic Development contract position.
Part-time	1	2	+1	One new Crossing Guard to provide service at Gravenhurst Public School
Summer students (April/May to August/Sept)	1 Planning Student 2 Bylaw Students 1 Septic Student	0 Planning Students 2 Bylaw Students 1 Septic Student	-1	Converting summer Planning Student into re-occurring 4-month contract as a succession strategy

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Planning & Zoning Staff Costs: Net Increase of \$43,800

- \$36,000 increase attributed to the creation of a new Planning Co-op Intern position, which will be partially offset by the elimination of the Planning Student position
- \$7,800 increase attributed to salary/market adjustments and movement through respective salary grids

Planning & Zoning Fee Revenue: Increase of \$18,448

- Reflects a three-year average in revenue trending upwards

Development Services – 2023 Operating Budget

Building Inspection Staff Costs: Net Increase of \$104,800

- Staff Cost increase of \$93,000 attribute to the creation of a new Zoning Examiner position which is anticipated to be at least offset by increased building permit revenue
- Remaining Staff Cost increase of \$11,800 attributed to salary/market adjustments and movement through the salary grid.

Building Inspection Contribution to Reserves: Increase of \$79,400

- Obligatory transfer of surplus calculated after allowable indirect overhead costs to Obligatory Building Reserve

Building Inspection Permits Revenue: Increase of \$203,000

- \$238,000 increase reflects a three-year average in Permits revenue trending upwards together with the additional revenue generated by the new Zoning Examiner position
- \$35,000 decrease in Open Permits Fees/ Deposits Forfeited reflects additional efforts to reduce open permits

Crossing Guards Staff Costs: Net Increase of \$15,800

- Increase of \$15,800 attributed primarily to salary adjustments and movement through the salary grid and the inclusion of a new Crossing Guard position, as per Council's direction

Economic Development Staff Costs: Net Increase of \$43,900

- Increase is due to the \$45,000 additional contract staff position to assist with preparing for the 2024 Ontario Heritage Conference to be held in Gravenhurst (contingent on being funded by a FedNor grant of \$40,000.) This is offset by \$1,100 in net staff cost grid savings of \$1,100

Economic Development Grants: Increase of \$40,000

- FedNor grant to fund additional staff position to assist with preparing for the 2024 Ontario Heritage Conference to be held in Gravenhurst

Development Services – 2023 Operating Budget

Economic Development Municipal Accommodation Tax: Increase of \$120,000

- New Municipal Accommodation Tax (MAT) is anticipated to generate \$120,000 in revenue in the first year. \$63,200 of this revenue is to be used towards tourism-related projects and the remainder of \$56,800 is to be transferred to a new MAT reserve for future projects.

EXPLANATION FOR NEW INITIATIVES

Planning & Zoning Staff Costs: Net Increase of \$36,000

- \$36,000 increase attributed to the creation of a new Planning Co-op Intern position program, which will be partially offset by the elimination of the summer student position

Building Inspection Staff Costs: Increase of \$93,000

Building Inspection Permit Revenue: Increase of \$93,000, Net \$0

- Staff Cost increase of \$93,000 attributed to the creation of a new Zoning Examiner position is anticipated to be at least offset by increased building permit revenue

By-Law Contracted Services: Increase of \$2,000

By-Law Fines Revenue: Increase of \$2,500, Net revenue of \$500

- The Alternative Municipal Penalty System (AMPS) is the system put in place to allow appeals to the fines imposed by the Short Rental Licensing program and potentially other by-laws fines going forward. The estimate of the AMPS hearing officer contract for services in the first year should be more than offset by related fine revenue estimated to be \$2500, for a net revenue of \$500

Crossing Guards Staff Costs: Net Increase of \$14,000

- Increase of \$13,500 in staff costs are attributed to the inclusion of a new Crossing Guard position, as per Council's direction
- Increase of \$500 are attributed to the related materials and supplies

Development Services – 2023 Operating Budget

Economic Development Costs: Increase of \$160,000

Economic Development Revenue: Increase of \$160,000, net \$0

- New Municipal Accommodation Tax (MAT) is anticipated to generate \$120,000 in revenue in the first year and together with the FedNor grant funding of \$40,000 for the preparation of the 2024 Ontario Heritage Conference totals \$160,000 in new initiatives funding. \$103,200 of this revenue is to be used towards tourism-related projects including the additional staff position to assist with preparing for the 2024 Ontario Heritage Conference. The remainder of \$56,800 is to be transferred to a new MAT reserve for future projects.

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RECOMMENDED BUDGET - 2023

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Development Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Development Services									
Planning & Zoning									
Expenditures									
Staff Costs	642,538	681,352	639,580	563,000	732,900	36,000	776,700	43,800	
Professional Development	9,107	3,040	4,801	6,379	11,950		13,300	1,350	
Contribution to Reserve	10,000	10,000	10,000	10,000	10,000		10,000		
Consultant Services	8,374		34,075	4,092	7,000		6,000	(1,000)	
Legal Services	30,039	17,395	22,943	19,306	21,000		19,000	(2,000)	
Communications	1,289	1,604	2,097	1,006	2,067		1,536	(531)	
Other Services	6,038	2,012	3,709	4,944	5,800		5,800		
Materials & Supplies	3,349	220	702	498	950		1,350	400	
Total Expenditures	710,734	715,623	717,907	609,225	791,667	36,000	833,686	42,019	
Revenue									
Planning Fees	(211,850)	(179,818)	(266,891)	(245,644)	(210,870)		(229,318)	(18,448)	
Policy and Other Regulatory Fees	(16,690)	(6,279)	(4,329)	(1,394)	(5,000)		(4,000)	1,000	
Sales	(1,158)	(416)	(572)	(1,144)	(680)		(693)	(13)	
Total Revenue	(229,698)	(186,513)	(271,792)	(248,182)	(216,550)		(234,011)	(17,461)	
Total Planning & Zoning	481,036	529,110	446,115	361,043	575,117	36,000	599,675	24,558	4.3%
Building Inspection									
Expenditures									
Staff Costs	662,100	655,771	670,131	578,299	729,200	93,000	834,000	104,800	
Labour Charges	422	404	142	263	500		500		
Professional Development	10,645	5,223	10,663	14,806	15,150		22,600	7,450	
Contribution to Reserve		36,225	499,578				79,400	79,400	
Consultant Services				4,995					
Legal Services	452	1,053	267						
Information Technology Services			37,606	36,063	35,100		37,150	2,050	
Communications	2,250	2,554	3,242	1,304	2,400		2,100	(300)	
Equipment	19,172	22,369	18,970	14,995	17,900		17,900		
Materials & Supplies	3,265	1,472	2,518	1,710	2,600		2,000	(600)	
Total Expenditures	698,306	725,071	1,243,117	652,435	802,850	93,000	995,650	192,800	
Revenue									
Planning Fees	(2,255)	(3,710)	(3,026)	(5,756)	(3,000)		(6,000)	(3,000)	
Open Permit Fees/ Deposits Forfeited	(104,369)	(165,210)	(118,882)	(29,200)	(115,000)		(80,000)	35,000	
Permits	(595,518)	(704,219)	(1,260,828)	(1,300,287)	(805,000)	(93,000)	(1,043,000)	(238,000)	
Fines					(500)		500		
Transfers From Reserves			(12,675)		(35,100)		(37,150)	(2,050)	
Total Revenue	(702,142)	(873,139)	(1,395,411)	(1,335,243)	(958,600)	(93,000)	(1,166,150)	(207,550)	
Total Building Inspection	(3,836)	(148,068)	(152,294)	(682,808)	(155,750)		(170,500)	(14,750)	9.5%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Development Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Development Services									
By-Law									
Expenditures									
Staff Costs	209,575	214,310	276,659	246,571	319,900		321,200	1,300	
Labour Charges	325	98			1,000		1,000		
Professional Development	6,858	1,017	2,032	5,386	8,200		8,550	350	
Contracted Services	8,653	8,778	10,149	10,156	10,000	2,000	12,500	2,500	
Communications	1,504	1,266	1,269	620	1,500		1,500		
Equipment	10,326	7,963	10,292	9,631	12,170		14,700	2,530	
Materials & Supplies	3,217	1,866	2,030	3,831	4,600		5,000	400	
Total Expenditures	240,458	235,298	302,431	276,195	357,370	2,000	364,450	7,080	
Revenue									
Licences	(3,024)	(1,915)	(1,410)	(1,966)	(1,500)		(1,500)		
Fines	(11,793)	(9,267)	(14,933)	(16,015)	(11,500)	(2,500)	(15,000)	(3,500)	
Total Revenue	(14,817)	(11,182)	(16,343)	(17,981)	(13,000)	(2,500)	(16,500)	(3,500)	
Total By-Law	225,641	224,116	286,088	258,214	344,370	(500)	347,950	3,580	1.0%
Crossing Guards									
Expenditures									
Staff Costs	9,747	4,408	7,852	8,213	11,200	13,500	27,000	15,800	
Materials & Supplies	274	87	279		150	500	800	650	
Total Expenditures	10,021	4,495	8,131	8,213	11,350	14,000	27,800	16,450	
Total Crossing Guards	10,021	4,495	8,131	8,213	11,350	14,000	27,800	16,450	144.9%
Economic Development									
Expenditures									
Staff Costs	322,010	329,959	333,672	287,588	377,700	45,000	421,600	43,900	
Community Support	12,440	600	960	1,267	2,700		2,600	(100)	
Professional Development	10,691	7,434	2,777	7,931	13,175		13,105	(70)	
Contribution to Reserve						56,800	56,800	56,800	
Contracted Services	7,433	17,539	9,569	7,847	11,850		10,250	(1,600)	
Information Technology Services					1,150		1,535	385	
Communications	14,096	7,120	10,802	11,756	31,250	25,200	30,700	(550)	
Special Projects	6,221	348	11,777	10,837	29,300	33,000	34,500	5,200	
Equipment	894	41	837	233	1,500		1,500		
Materials & Supplies	4,083	419	811	2,417	1,500		1,500		
Total Expenditures	377,868	363,460	371,205	329,876	470,125	160,000	574,090	103,965	
Revenue									
Grants	(12,786)	(22,777)		(7,500)		(40,000)	(40,000)	(40,000)	
Municipal Accommodation Tax (MAT)						(120,000)	(120,000)	(120,000)	
Total Revenue	(12,786)	(22,777)		(7,500)		(160,000)	(160,000)	(160,000)	
Total Economic Development	365,082	340,683	371,205	322,376	470,125		414,090	(56,035)	-11.9%
Total Development Services	1,077,944	950,336	959,245	267,038	1,245,212	49,500	1,219,015	(26,197)	-2.1%



2023 Operating Budget

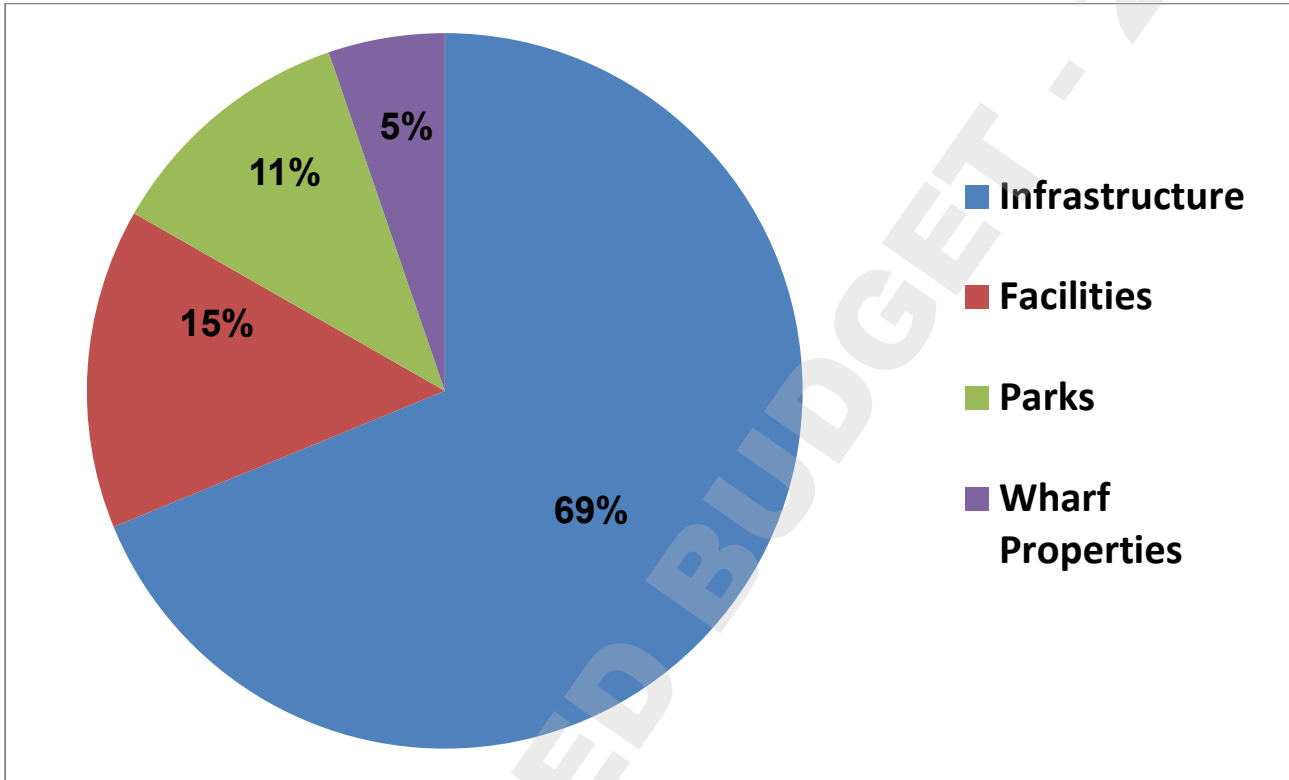
Infrastructure Services

RECOMMENDED BUDGET - 2023

Infrastructure Services – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$5,015,092 is an increase of \$242,043 or 5.1% from 2022



Infrastructure
<ul style="list-style-type: none"> • Manage all Town core and non-core assets comprising of roads, bridges, stormwater controls, streetlights, facilities, fleet, cemeteries, water landings, parks and trails
<ul style="list-style-type: none"> • Interact with regional and local stakeholders, ratepayers, development community, governments/agencies, elected officials, and special interest focus groups
<ul style="list-style-type: none"> • Oversee and direct engineering initiatives in the areas of transportation, stormwater management, and community facilities
<ul style="list-style-type: none"> • Manage corporate facility and land use tenant agreements
<ul style="list-style-type: none"> • Process entrance, road occupancy, overload and utility locate permits

Infrastructure Services (INF) – 2023 Operating Budget

- Provide engineering advice in support of capital projects, commercial, residential, and industrial development, municipal infrastructure needs and life-cycle costing
- Master Planning/Asset Management Compliance Reporting
- Research, identify and implement process improvements, strategic initiatives, and best practices
- Operate a 101-slip gated marine docking facility

- | Facilities |
|--|
| • Develop and administer service and construction contracts ensuring 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 |
| • Oversee maintenance activities at all municipal facilities |

- | Parks/Wharf |
|--|
| • Provide routine maintenance of the Town’s sports fields, fine turf areas, water landings, trail network and all public spaces at the Muskoka 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 |
| • Administer Tree and Bench Dedication Programs |

Infrastructure Services (INF) – 2023 Operating Budget

Public Works
<ul style="list-style-type: none"> • Monitor legislative processes for compliance and report annually
<ul style="list-style-type: none"> • Facilitate resolutions to problematic issues reported through the departments Operations Management System
<ul style="list-style-type: none"> • Manage maintenance activities on Town and District of Muskoka area road networks in accordance with legislation and Council approved framework with a focus on mitigating risk
<ul style="list-style-type: none"> • Fleet Management consisting of the acquisition, disposition, and maintenance of the municipal fleet apart from Fire Services
<ul style="list-style-type: none"> • Develop and administer service and construction contracts as they relate to public works operations
<ul style="list-style-type: none"> • Manage all municipal yards in a manner that optimizes operational efficiencies

Cemetery
<ul style="list-style-type: none"> • Manage and provide routine maintenance of the Town’s cemeteries
<ul style="list-style-type: none"> • Ensure operational compliance in accordance with the guidelines prescribed through the Cemetery and Funeral Burial and Cremation Acts
<ul style="list-style-type: none"> • Process of Internment and Burial Right Certificates
<ul style="list-style-type: none"> • Maintain records as they relate to burial plots, cremations, and mortuary

2022 ACCOMPLISHMENTS

- Successfully rolled out a recently formed partnership with the Ontario Provincial Police Marine Unit in support of their annual Spring Marine Training Program, which also afforded the opportunity for a second fall program
- Installed three (3) Electrical Vehicle Charging Stations at the Muskoka Wharf
- Phase 1 in the development of an Urban Tree Assessment Plan in partnership with the University of Toronto
- Achieved Asset Management Plan compliance under O.Reg. 588/17
- Finalized and closed out approximately 54 Council approved Capital projects
- Established Preferred Infrastructure Alternatives following four (4) Municipal Class Schedule B Environmental Assessments
- Successfully received the first Consolidated Linear Infrastructure Environmental Compliance Approval issued by the Ministry of Environment Conservation and Parks (MECP)
- Completed Phase 1 repairs to the HISSO Building, while effectively mitigating any disruption to the operation of the Steamships

Infrastructure Services (INF) – 2023 Operating Budget

2023 INITIATIVES

- Continued mentoring of Divisional Corporate Management Team
- Develop engineered specifications, procurement documents and provided contract administration oversight for 35 new planned Capital Projects approved by Council
- Monitor effectiveness of the new Electronic Vehicle Charging Station Program
- Marketing of the C.N Train Station Unit 1 Vacancy
- Phase 2 of the HISSO Building Rehabilitation
- Formalize monitoring, inspection, and maintenance programs for the Towns Stormwater Infrastructure in response to recent MECP consolidated linear infrastructure requirements
- Develop a formal internal administration program for reporting under the new Excess Soils Act Regulation
- Internal review of staffing structure with a focus on addressing pressures resulting from recent and forecast changes to existing legislation

STAFFING CHANGES IN 2021 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	28	28	0	No Change
Contract	2	2	0	No Change
Students	4.5	3.5	-1	Reduction of a Wharf Gas Bar Student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Administration Staff Costs: Increase of \$135,850

- Salary/market adjustments and movement through respective salary grids
- Extension of the contract Infrastructure Services Clerk position necessary to align with departmental staffing needs, and to meet customer service objectives
- Salary adjustments to reflect the re-evaluation of key vacant positions

Infrastructure Services (INF) – 2023 Operating Budget

Road Administration Equipment: Increase of \$27,500

- \$27,500 increase in equipment licensing costs

Road Maintenance: Increase of \$103,550

- \$32,800 increase in Labour Charges and a \$28,000 increase in Fleet Charges reflect wage adjustments and a desire to maintain current levels of service associated with Traffic Line Painting, Asphalt Patching, Winter Control and Culvert Management
- \$34,000 decrease in projected Winter Control costs based on revised year over year averaging
- \$76,790 increase in Material & Supplies costs based on recent tendering costs associated with the supply and delivery of Cold and Hot Mix Asphalt, Blended Winter Sand, Culvert Sections, Treated Salt, and Quarried Aggregate

Road Allowance Maintenance Labour Charges: Increase of \$40,000

- \$40,000 increase in Labour Charges necessary to continue to address the needs of the Public Works Division annual Road Corridor Brushing Program and to better reflect 3-year average expenditures

Town Facilities 1342 Highway 11 North: Increase of \$20,000

- \$20,000 increase in facility operating costs due to the termination of a legacy lease, which transferred care and control of the overall site to the Town

Town Facilities Centennial Centre: Increase of \$12,600

- Increase based on higher projected utility expenditures for the provision of Natural Gas (20% increase) and Water and Sewer (7% increase) to sustain current facility operating levels

Wharf Properties Building & Grounds Maintenance: Net Decrease of \$10,000

- \$10,000 decrease is specific to the maintenance of pavers

Wharf Marina: Net Decrease of \$33,700

- \$13,400 decrease in Labour Charges due to staffing level adjustments to reflect experienced service demands

Infrastructure Services (INF) – 2023 Operating Budget

- \$10,000 decrease in Contribution to Reserves resulting from a \$10,000 decrease in docking revenues based on known 2022 levels
- \$20,000 increase in projected fuel sales based on experiences observed during the 2022 operation of the gas bar and adjustments made to the hours of operation

Licensed Fleet Contracted Services: Decrease of \$20,000

- The reduction reflects an improved Fleet complement

Licensed Fleet Insurance: Increase of \$13,000

- Increase in 2023 Insurance premiums primarily due to the additions of the fire aerial truck and a new single axle plow

Licensed Fleet Materials & Supplies: Increase of \$15,000

- Increase is based on the shortage of fleet parts within the industry

Unlicensed Fleet Materials & Supplies: Decrease of \$24,000

- Reflects unplanned parts needs outside of routine preventive maintenance requirements

Street Lights Equipment: Net Decrease of \$10,000

- Decrease is based on experienced maintenance demands since switching over several lights to LED technology within the Urban Centre

EXPLANATION FOR NEW INITIATIVES

Town Facilities 1342 Highway 11 North: Increase of \$20,000

- \$20,000 increase in facility operating costs due to the termination of a legacy lease, which transferred care and control of the overall site to the Town

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Roads and Parking Lots									
Roads Administration									
Expenditures									
Staff Costs	2,590,206	2,289,517	2,298,821	2,088,367	2,815,700		2,951,550	135,850	
Labour Charges	(1,557,479)	(1,268,759)	(1,216,170)	(1,053,926)	(1,579,483)		(1,567,863)	11,620	
Professional Development	26,261	8,751	10,130	8,057	20,500		21,000	500	
Contracted Services	9,680	1,624	19,206	59,979			1,400	1,400	
Financial Expenses	1,001	963	921	815	1,000		1,000		
Legal Services	986	901	614						
Communications	9,724	8,389	9,113	5,897	9,050		9,050		
Other Services	7,738	21,066	18,825	8,136	7,000		12,000	5,000	
Equipment	19,325	14,262	30,485	62,857	13,500		41,000	27,500	
Materials & Supplies	23,127	20,905	23,659	18,765	22,000		22,000		
Total Expenditures	1,130,569	1,097,619	1,195,604	1,198,947	1,309,267		1,491,137	181,870	
Revenue									
Permits	(14,206)	(8,954)	(12,000)	(7,912)	(6,000)		(11,000)	(5,000)	
Sales							(1,400)	(1,400)	
Other Services	(35,093)	(31,822)	(36,751)	(40,490)	(35,000)		(40,000)	(5,000)	
Total Revenue	(49,299)	(40,776)	(48,751)	(48,402)	(41,000)		(52,400)	(11,400)	
Total Roads Administration	1,081,270	1,056,843	1,146,853	1,150,545	1,268,267		1,438,737	170,470	13.4%
Road Maintenance									
Expenditures									
Labour Charges	623,856	519,765	423,383	395,749	454,500		487,300	32,800	
Fleet/Equipment Charges	577,532	491,924	464,878	377,378	413,500		441,500	28,000	
Contracted Services	609,229	545,740	622,229	517,829	725,500		691,500	(34,000)	
Materials & Supplies	177,283	212,777	186,422	186,601	152,250		229,000	76,750	
Total Expenditures	1,987,900	1,770,206	1,696,912	1,447,557	1,745,750		1,849,300	103,550	
Total Road Maintenance	1,987,900	1,770,206	1,696,912	1,447,557	1,745,750		1,849,300	103,550	5.9%
Road Allowance Maintenance									
Expenditures									
Labour Charges	96,044	105,299	155,424	148,307	65,000		105,000	40,000	
Fleet/Equipment Charges	70,829	78,010	113,153	104,674	50,000		53,000	3,000	
Contracted Services	9,588	22,971	37,478	35,039	45,000		45,000		
Materials & Supplies	4,433	3,781	6,229	6,987	3,000		3,000		
Total Expenditures	180,894	210,061	312,284	295,007	163,000		206,000	43,000	
Total Road Allowance Maintenance	180,894	210,061	312,284	295,007	163,000		206,000	43,000	26.4%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Parking Lots									
Expenditures									
Labour Charges	6,536	7,754	6,785		8,000		7,000	(1,000)	
Fleet/Equipment Charges	5,291	8,267	9,122		12,000		6,000	(6,000)	
Contracted Services	136,148	102,284	86,897	78,760	110,000		110,000		
Total Expenditures	147,975	118,305	102,804	78,760	130,000		123,000	(7,000)	
Total Parking Lots	147,975	118,305	102,804	78,760	130,000		123,000	(7,000)	-5.4%
Cemeteries									
Expenditures									
Labour Charges	112,617	120,491	115,890	92,837	100,000		100,000		
Fleet/Equipment Charges	35,072	40,104	27,208	27,298	35,000		35,000		
Professional Development	1,231	281		1,767	290		290		
Utilities	2,402	2,536	2,871	2,141	2,500		2,500		
Building & Grounds Maintenance	1,341	650	504	510	5,000		5,000		
Contracted Services	8,241	16,394	24,447	17,778	20,000		20,000		
Communications	1,066	1,147	1,586	599	1,400		1,400		
Equipment	1,543	1,476	156	65	400		400		
Materials & Supplies	310	982	392	766	500		500		
Total Expenditures	163,823	184,061	173,054	143,761	165,090		165,090		
Revenue									
Cemetery Fees	(21,945)	(25,440)	(24,172)	(43,106)	(22,700)		(24,800)	(2,100)	
Sales	(30,655)	(48,166)	(53,073)	(47,414)	(34,420)		(37,420)	(3,000)	
Investment Income	(12,855)	(7,574)	(5,314)	(6,559)	(8,000)		(12,000)	(4,000)	
Total Revenue	(65,455)	(81,180)	(82,559)	(97,079)	(65,120)		(74,220)	(9,100)	
Total Cemetery	98,368	102,881	90,495	46,682	99,970		90,870	(9,100)	-9.1%
District Road Maintenance									
Expenditures									
Labour Charges	221,449	171,982	130,836	122,776	175,000		175,000		
Fleet/Equipment Charges	138,187	104,693	99,745	80,647	145,000		145,000		
Contracted Services	394,382	272,461	347,090	357,341	238,665		238,685	20	
Materials & Supplies	164,924	117,075	110,508	123,915	133,264		133,264		
Total Expenditures	918,942	666,211	688,179	684,679	691,929		691,949	20	
Revenue									
Upper Tier Recovery	(923,991)	(642,497)	(681,528)	(720,927)	(691,929)		(691,949)	(20)	
Total Revenue	(923,991)	(642,497)	(681,528)	(720,927)	(691,929)		(691,949)	(20)	
Total District Roads Maintenance	(5,049)	23,714	6,651	(36,248)					

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Town Facilities									
3-5 Pineridge Gate									
Expenditures									
Labour Charges			58						
Utilities	64,601	53,299	54,624	33,054	69,800		62,500	(7,300)	
Building & Grounds Maintenance	104,353	82,842	107,783	115,510	135,000		135,000		
Total Expenditures	168,954	136,141	162,465	148,564	204,800		197,500	(7,300)	
Revenue									
Facility Rental	(165,153)	(172,180)	(149,734)	(142,398)	(155,000)		(155,000)		
Total Revenue	(165,153)	(172,180)	(149,734)	(142,398)	(155,000)		(155,000)		
Total 3-5 Pineridge Gate	3,801	(36,039)	12,731	6,166	49,800		42,500	(7,300)	-14.7%
Seniors Building									
Expenditures									
Utilities	10,836	8,112	10,837	8,281	11,800		11,840	40	
Building & Grounds Maintenance	17,788	11,527	13,731	11,281	19,000		19,000		
Total Expenditures	28,624	19,639	24,568	19,562	30,800		30,840	40	
Revenue									
Facility Rental	(3)	(3)	(3)	(3)	(3)		(3)		
Total Revenue	(3)	(3)	(3)	(3)	(3)		(3)		
Total Seniors Building	28,621	19,636	24,565	19,559	30,797		30,837	40	0.1%
C.N. Station									
Expenditures									
Utilities	6,556	3,868	4,218	2,587	9,950		4,280	(5,670)	
Building & Grounds Maintenance	5,241	3,176	70,865	3,030	7,400		7,400		
Total Expenditures	11,797	7,044	75,083	5,617	17,350		11,680	(5,670)	
Revenue									
Facility Rental	(32,394)	(32,224)	(31,245)	(32,469)	(31,000)		(40,000)	(9,000)	
Total Revenue	(32,394)	(32,224)	(31,245)	(32,469)	(31,000)		(40,000)	(9,000)	
Total C.N. Station	(20,597)	(25,180)	43,838	(26,852)	(13,650)		(28,320)	(14,670)	107.5%
1342 HWY 11 N									
Expenditures									
Contracted Services						20,000	20,000	20,000	
Total Expenditures						20,000	20,000	20,000	
Total 1342 HWY 11 N						20,000	20,000	20,000	
Communication Towers									
Expenditures									
Building & Grounds Maintenance	590	603			610			(610)	
Total Expenditures	590	603			610			(610)	
Total Communication Towers	590	603			610			(610)	-100.0%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
190 Harvie Street									
Expenditures									
Utilities	21,540	17,713	21,138	15,530	26,100		27,380	1,280	
Building & Grounds Maintenance	34,771	45,260	38,481	47,177	44,000		50,000	6,000	
Total Expenditures	56,311	62,973	59,619	62,707	70,100		77,380	7,280	
Total 190 Harvie Street	56,311	62,973	59,619	62,707	70,100		77,380	7,280	10.4%
1030 Kilworthy Road									
Expenditures									
Utilities	9,965	9,716	8,822	13,679	13,050		16,350	3,300	
Building & Grounds Maintenance	11,976	7,765	8,946	11,559	14,000		14,000		
Total Expenditures	21,941	17,481	17,768	25,238	27,050		30,350	3,300	
Revenue									
Donations/Sponsorships	(1,000)								
Total Revenue	(1,000)								
Total 1030 Kilworthy Road	20,941	17,481	17,768	25,238	27,050		30,350	3,300	12.2%
1622 Barkway Road									
Expenditures									
Utilities	6,957	5,493	6,182	6,986	7,000		8,090	1,090	
Building & Grounds Maintenance	5,363	6,218	6,837	5,705	10,000		10,000		
Total Expenditures	12,320	11,711	13,019	12,691	17,000		18,090	1,090	
Total 1622 Barkway Road	12,320	11,711	13,019	12,691	17,000		18,090	1,090	6.4%
Roads Shop									
Expenditures									
Utilities	31,721	28,129	32,733	41,781	34,850		40,635	5,785	
Building & Grounds Maintenance	28,923	35,792	36,512	36,866	43,500		45,675	2,175	
Total Expenditures	60,644	63,921	69,245	78,647	78,350		86,310	7,960	
Total Roads Shop	60,644	63,921	69,245	78,647	78,350		86,310	7,960	10.2%
Cemetery Shop									
Expenditures									
Utilities	2,480	2,086	2,353	1,815	2,900		3,300	400	
Building & Grounds Maintenance	3,377	873	3,996	825	4,000		4,000		
Total Expenditures	5,857	2,959	6,349	2,640	6,900		7,300	400	
Total Cemetery Shop	5,857	2,959	6,349	2,640	6,900		7,300	400	5.8%
101 Centennial Drive									
Expenditures									
Utilities	203,750	111,348	114,464	90,418	206,400		219,000	12,600	
Building & Grounds Maintenance	71,355	85,123	65,545	82,951	90,000		90,000		
Total Expenditures	275,105	196,471	180,009	173,369	296,400		309,000	12,600	
Revenue									
Facility Rental	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)		(19,000)		
Total Revenue	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)		(19,000)		
Total 101 Centennial Drive	255,665	177,031	160,569	155,549	277,400		290,000	12,600	4.5%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
180 Sharpe St-Library									
Expenditures									
Utilities	7,651	6,269	8,974	6,537	10,100		11,000	900	
Building & Grounds Maintenance	29,490	36,618	32,752	35,983	41,500		41,500		
Total Expenditures	37,141	42,887	41,726	42,520	51,600		52,500	900	
Total 180 Sharpe St-Library	37,141	42,887	41,726	42,520	51,600		52,500	900	1.7%
295 Muskoka Road S-Opera House									
Expenditures									
Utilities	43,472	32,769	38,224	24,518	48,600		49,400	800	
Building & Grounds Maintenance	41,592	45,191	57,214	67,957	50,000		50,000		
Total Expenditures	85,064	77,960	95,438	92,475	98,600		99,400	800	
Total 295 Muskoka Road S-Opera House	85,064	77,960	95,438	92,475	98,600		99,400	800	0.8%
Total Town Facilities	546,358	415,943	544,867	471,340	694,557	20,000	726,347	31,790	4.6%
Wharf									
Wharf Properties									
Expenditures									
Labour Charges	110,551	70,684	84,787	72,142	100,000		95,000	(5,000)	
Fleet/Equipment Charges	57,444	35,768	40,916	33,699	45,000		45,000		
Utilities	29,877	32,514	37,729	24,999	34,605		35,545	940	
Building & Grounds Maintenance	37,937	42,895	84,137	33,140	45,300		35,300	(10,000)	
Contracted Services	31,253	28,749	35,182	23,025	26,500		26,500		
Insurance			3,046	9,062	8,000		12,000	4,000	
Communications	1,428	1,776	1,355	402	1,500		1,500		
Other Services	5,611	5,869	6,433	1,734	6,500		6,500		
Equipment	599	188	269	1,931	2,000		2,000		
Materials & Supplies	21,415	14,777	15,841	17,581	18,700		17,700	(1,000)	
Total Expenditures	296,115	233,220	309,695	217,715	288,105		277,045	(11,060)	
Revenue									
Facility Rental	(15,002)	(15,212)	(15,210)	(15,920)	(15,000)		(15,000)		
Total Revenue	(15,002)	(15,212)	(15,210)	(15,920)	(15,000)		(15,000)		
Total Wharf Properties	281,113	218,008	294,485	201,795	273,105		262,045	(11,060)	-4.0%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Wharf Marina									
Expenditures									
Labour Charges	21,500		35,509	21,414	35,600		22,200	(13,400)	
Contribution to Reserve	129,436	121,416	191,108	129,597	140,000		130,000	(10,000)	
Utilities	866	727	915	935	900		900		
Building & Grounds Maintenance	1,998	491	3,211	4,125	3,000		3,000		
Contracted Services	14	194		1,621	1,500		1,700	200	
Debit Machine Fees	2,327	228	3,049	3,264	3,000		2,500	(500)	
Communications	390	456	898	261	500		500		
Materials & Supplies	514	401	172	1,116	800		800		
Purchases for resale	40,568		57,538	87,884	80,000		80,000		
Total Expenditures	197,613	123,913	292,400	250,217	265,300		241,600	(23,700)	
Revenue									
Sales	(88,044)		(87,787)	(113,648)	(90,000)		(110,000)	(20,000)	
Other Rentals	(129,436)	(121,416)	(191,108)	(203,627)	(140,000)		(130,000)	10,000	
Total Revenue	(217,480)	(121,416)	(278,895)	(317,275)	(230,000)		(240,000)	(10,000)	
Total Wharf Marina	(19,867)	2,497	13,505	(67,058)	35,300		1,600	(33,700)	-95.5%
Total Wharf	261,246	220,505	307,990	134,737	308,405		263,645	(44,760)	-14.5%
Parks									
Expenditures									
Labour Charges	208,512	152,965	180,208	129,343	145,000		145,000		
Fleet/Equipment Charges	86,869	66,253	87,815	62,688	75,000		75,000		
Professional Development	343	170	1,094	1,101	2,300		2,300		
Utilities	10,209	6,529	7,738	9,400	12,400		12,455	55	
Building & Grounds Maintenance	23,093	14,843	62,205	15,251	23,000		22,500	(500)	
Contracted Services	52,548	177,588	221,459	249,879	260,500		260,000	(500)	
Communications	905	942	1,028	1,105	1,000		1,200	200	
Other Services	1,397	280	207	575	600		600		
Equipment	2,468	3,186	2,622	11,065	2,600		2,600		
Materials & Supplies	17,397	18,956	24,650	18,973	30,500		30,500		
Total Expenditures	403,741	441,712	589,026	499,380	552,900		552,155	(745)	
Revenue									
Sales	(7,923)		(1,147)	(5,097)	(8,000)		(8,000)		
Facility Rental	(38,406)	(530)	(11,650)	(38,186)	(34,000)		(40,000)	(6,000)	
Donations/Sponsorships	(2,315)	(5,846)	(4,350)	(3,516)	(4,000)		(4,000)		
Total Revenue	(48,644)	(6,376)	(17,147)	(46,799)	(46,000)		(52,000)	(6,000)	
Total Parks	355,097	435,336	571,879	452,581	506,900		500,155	(6,745)	-1.3%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Communities in Bloom									
Expenditures									
Labour Charges	266								
Fleet/Equipment Charges	90								
Professional Development		250			500		500		
Materials & Supplies	97				500		500		
Total Expenditures	453	250			1,000		1,000		
Total Communities in Bloom	453	250			1,000		1,000		
Downtown Maintenance									
Expenditures									
Labour Charges	47,670	34,545	39,541	35,218	40,000		40,000		
Fleet/Equipment Charges	19,422	12,349	15,287	14,582	17,000		17,000		
Contracted Services	1,641		10,114	4,057	13,000		10,000	(3,000)	
Materials & Supplies	9,770	5,567	6,075	5,502	4,000		4,000		
Total Expenditures	78,503	52,461	71,017	59,359	74,000		71,000	(3,000)	
Total Downtown Maintenance	78,503	52,461	71,017	59,359	74,000		71,000	(3,000)	-4.1%
Fleet									
Fleet - Licensed Vehicles									
Expenditures									
Labour Charges	66,486	59,138	31,091	15,159	64,400		64,000	(400)	
Contracted Services	282,343	98,552	79,505	107,540	95,000		75,000	(20,000)	
Insurance		39,284	54,911	68,450	66,000		79,000	13,000	
Information Technology Services				13,364	13,600		7,438	(6,162)	
Materials & Supplies	215,675	174,896	178,161	131,012	200,000		215,000	15,000	
Total Expenditures	564,504	371,870	343,668	335,525	439,000		440,438	1,438	
Revenue									
Fleet Recoveries	(649,482)	(558,238)	(558,219)	(525,816)	(590,000)		(590,000)		
Total Revenue	(649,482)	(558,238)	(558,219)	(525,816)	(590,000)		(590,000)		
Total Fleet - Licensed Vehicles	(84,978)	(186,368)	(214,551)	(190,291)	(151,000)		(149,562)	1,438	-1.0%
Fleet - Unlicensed Vehicles									
Expenditures									
Labour Charges	18,339	20,331	11,790	8,007	22,000		20,000	(2,000)	
Contracted Services	79,400	32,799	42,251	41,893	29,000		29,000		
Insurance		3,215	4,489	5,341	6,200		4,600	(1,600)	
Materials & Supplies	60,994	50,189	80,796	53,654	60,000		36,000	(24,000)	
Total Expenditures	158,733	106,534	139,326	108,895	117,200		89,600	(27,600)	
Revenue									
Fleet Recoveries	(349,721)	(300,555)	(300,580)	(183,803)	(340,000)		(340,000)		
Total Revenue	(349,721)	(300,555)	(300,580)	(183,803)	(340,000)		(340,000)		
Total Fleet - Unlicensed Vehicles	(190,988)	(194,021)	(161,254)	(74,908)	(222,800)		(250,400)	(27,600)	12.4%
Total Fleet	(275,966)	(380,389)	(375,805)	(265,199)	(373,800)		(399,962)	(26,162)	7.0%

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Infrastructure Services

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Infrastructure Services									
Street Lights									
Expenditures									
Utilities	88,439	72,988	81,057	48,044	95,000		95,000		
Equipment	66,603	55,011	37,278	32,553	60,000		50,000	(10,000)	
Total Expenditures	155,042	127,999	118,335	80,597	155,000		145,000	(10,000)	
Total Street Lights	155,042	127,999	118,335	80,597	155,000		145,000	(10,000)	-6.5%
Total Infrastructure Services	4,612,091	4,154,115	4,594,282	3,915,718	4,773,049	20,000	5,015,092	242,043	5.1%



2023 Operating Budget

**CORPORATE
ADMINISTRATION**

RECOMMENDED BUDGET - 2023



2023 Operating Budget

Corporate Administration

RECOMMENDED BUDGET - 2023

Corporate Administration – 2023 Operating Budget

RECOMMENDED 2023 BUDGET

\$6,222,120 which is a net increase of \$397,901 or 6.8% from 2022

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 Financial 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 – 2023 Operating Budget

Table 1

Contribution to Reserves in 2023 Budget		
<u>Reserves</u>	<u>Contribution</u>	<u>Purpose</u>
Elections	\$ 60,000	Elections, Ward Boundary Review
Planning	\$ 50,000	Funding for corporate studies
Information Systems and Technology	\$ 50,000	Capital financing from tax levy
Furniture & Equipment	\$ 125,000	Capital financing from tax levy
Facilities	\$ 950,000	Capital financing from tax levy
Infrastructure	\$ 1,970,000	Capital financing from tax levy
Total Contributions to Reserves	<u>\$ 3,205,000</u>	

- **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 licenses.
- **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.
- **Materials & Supplies:** General offices supplies for Town Hall

Corporate Administration – 2023 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 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.

Corporate Administration – 2023 Operating Budget

As of December 31, 2022 the Town has \$11,897,941 in external debt (see Table 2).

Table 2

Description	Debenture / Loan Amount	Balance at End of 2022	2023 Payments	Balance at End of 2023	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	1,258,673	651,562	646,971	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	4,846,388	362,900	4,669,831	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	3,848,000	164,292	3,640,000	Dec 2024 (a)
Town Hall & Clinic Build/Renovate	2,900,000	1,944,880	179,949	1,837,054	Dec 2036
Total External Financing	\$ 22,950,000	\$ 11,897,941	\$ 1,358,704	\$ 10,793,857	(c)
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	2,667,729	407,757	2,353,268	Jun 2030
Infrastructure	9,413,262	5,155,806	1,424,903	3,966,245	5 -10 years
Infrastructure Fleet	1,304,554	737,580	222,125	542,255	4 - 10 years
Infrastructure Equipment	677,944	186,064	90,423	98,655	4 - 10 years
Fire Department Vehicles	2,066,264	416,113	179,281	264,771	5 - 15 years
Facilities	3,014,370	788,295	303,360	505,765	5 - 15 years
On-going 2020 - 2022 projects			34,141		TBD (b)
Total Internal Financing	\$ 22,742,632	\$ 9,951,587	\$ 2,661,989	\$ 7,730,958	
Total Debenture and Internal Financing	45,692,632	21,849,528	4,020,693	18,524,815	

Notes

- (a) There will be \$3,640,000 owing at end of term.
- (b) On-going prior years capital projects will be financed over a 5-10 year period as appropriate at 2022 year-end.
- (c) The 2023 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 – 2023 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

1. Corporate Items

Contribution to Reserve: Increase of \$175,000

- \$175,000 in increased contribution and redistribution to various reserves to partially fund the \$1,136,500 increase in the 2023 capital budget and multi-year program.

Insurance: Increase of \$18,000

- Insurance premium increases for the Town slowed reflecting a flattening of a hard market in the sector for property damage, cyber security, and marina operations liability coverages. The largest increase reflects the expected additional automotive coverage of the aerial fire truck and a new single axle plow.

Information Technology Services: Increase of \$82,027

- The shared District, Gravenhurst, and Bracebridge IT budget called for a number of increases including the addition of a shared project manager whose duties include security initiatives, the implementation and support of mobile devices, and the implementation of projects to support continuous improvement programs. Other increases were in software licensing and around the clock security monitoring.

Grants: Decrease of \$71,600

- Reduction in the Ontario Municipal Partnership Fund (OMPF) grant for 2023.

Tax Penalties & Fees: Decrease of \$20,000

- Tax Penalties and Fees are projected to decline further in 2023, 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.

Acreage PIL: Increase of \$13,000

- The increase in our acreage payment-in-lieu of tax revenue better reflects our recent actual experience.

Corporate Administration – 2023 Operating Budget

Transfers from Reserves: Decrease of \$31,500

- In 2023 the following transfers are recommended from reserves:
 - \$123,500 from the Federal/Provincial Safe Restart Program funding received by the Town of Gravenhurst to offset COVID-19 related costs in departments
 - \$ 35,000 from the Tax Stabilization fund to offset the costs of various items related to inflationary pressures including those for collective bargaining

Investment Income: Increase of \$60,000

- High interest rates are expected throughout most of 2023 before they begin a downward trend with the easing of inflation.

Supplementary Taxes Net of Taxes Written Off: Increase of \$20,000

- Projections are based on an upward trend in planning fees and building permits resulting in increasing assessment due to physical improvements to property. There is a 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 2024.

2. Internal Financing

Internal Financing: Increase of \$87,500

- The increase in Internal Financing reflects an increase in borrowing rates for 2022 projects. The internal financing program uses 5 and 10 year rates from Infrastructure Ontario.

3. External Financing

- No significant change in External Financing

**TOWN OF GRAVENHURST
2023
Recommended Operating Budget**

Corporate Administration

Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD 16-Nov-22	2022 Budget	NEW Initiatives Included in Recommended	2023 Recommended Budget	\$ Change from 2022 Budget	% Change from 2022 Budget
Corporate Administration									
Corporate Administration									
Expenditures									
Staff Costs		25,506		52,821					
Community Support	47,242	47,148		49					
Professional Development	38,617	192,395	153,226	95,934	64,000		65,500	1,500	
Contribution to Reserve	2,706,380	2,795,579	2,696,156	3,030,000	3,030,000		3,205,000	175,000	
Contracted Services	11,980	8,032	1,756	2,864	13,000		13,000		
Consultant Services	35,655	6,106	35,412		25,000		25,000		
Debit Machine Fees	21,750	29,339	42,755	38,765	30,000		37,000	7,000	
Legal Services	33,370	81,595	93,331	33,732	65,000		70,000	5,000	
Audit	18,606	18,611	18,571	15,987	21,500		21,500		
Insurance	503,507	557,264	606,363	677,772	730,300		748,300	18,000	
Information Technology Services	418,582	418,461	420,003	400,371	511,000		593,027	82,027	
Communications	76,016	84,231	71,572	59,779	85,000		78,000	(7,000)	
Other Services	2,177	691	2,639	2,180	2,000		2,000		
Materials & Supplies	24,549	16,792	27,018	20,107	20,000		20,000		
Total Expenditures	3,938,431	4,281,750	4,168,802	4,430,361	4,596,800		4,878,327	281,527	
Revenue									
Grants	(1,940,839)	(1,940,700)	(1,951,600)	(1,964,200)	(1,964,200)		(1,892,600)	71,600	
Tax Penalties & Fees	(323,723)	(265,017)	(302,538)	(298,395)	(320,000)		(300,000)	20,000	
Account Receivable Fees	(942)	(1,249)	(891)	165	(1,000)		(1,000)		
Acreage Railroad/Utility PIL			(19,582)	(19,500)	(6,500)		(19,500)	(13,000)	
Other Fees and Rebates	(45,365)	1,112	(33,796)	(2,444)	(13,000)		(12,300)	700	
Transfers From Reserves	(2,600,000)	(47,725)	(323,162)	(122,986)	(190,000)		(158,500)	31,500	
Investment Income	(173,859)	(85,062)	(87,734)	(125,255)	(80,000)		(140,000)	(60,000)	
Total Revenue	(5,084,728)	(2,338,641)	(2,719,303)	(2,532,615)	(2,574,700)		(2,523,900)	50,800	
Total Corporate Administration	(1,146,297)	1,943,109	1,449,499	1,897,746	2,022,100		2,354,427	332,327	16.4%
Town									
Revenue									
Supplementary Taxes	(172,340)	(176,036)	(331,062)	(303,277)	(173,000)		(243,000)	(70,000)	
Taxes Written Off	55,489	66,293	173,443	43,574	40,000		90,000	50,000	
Total Revenue	(116,851)	(109,743)	(157,619)	(259,703)	(133,000)		(153,000)	(20,000)	
Total Town	(116,851)	(109,743)	(157,619)	(259,703)	(133,000)		(153,000)	(20,000)	15.0%
Total Corporate Items	(1,263,148)	1,833,366	1,291,880	1,638,043	1,889,100		2,201,427	312,327	16.5%
Total Internal Financing	2,082,489	2,404,489	2,574,489	2,574,489	2,574,489		2,661,989	87,500	3.4%
Total External Financing	4,264,714	1,554,836	1,454,746	1,291,069	1,360,630		1,358,704	(1,926)	-0.1%
Total Corporate Administration	5,084,055	5,792,691	5,321,115	5,503,601	5,824,219		6,222,120	397,901	6.8%

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2023 Operating Budget

Reserves, Reserve Funds & Endowments

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Projected Balances for funding of 2023 Capital Budget and Multi-Year Plan

Description	Audited Balance Dec 31 2021	Outstanding Commitments Against Balances	2022 Revenues/ Contributions	2022 Approved Capital and Operating	Balance Dec 31 2022	2023 Budgeted Capital and Operating	2023 Projected Revenue	Projected Balance Dec 31 2023
Reserves/Reserve Funds								
Working Fund	(1,352,096)				(1,352,096)			(1,352,096)
Tax Stabilization	(1,720,854)	83,428		190,000	(1,447,426)	158,000		(1,289,426)
Employee Benefit	(319,596)				(319,596)			(319,596)
Strategic Property	(188,646)			20,000	(168,646)			(168,646)
Municipal Accomodation Tax Election	(101,954)	2,372	(58,000)	138,500	(19,082)	15,000	(56,800)	(56,800)
Accessibility	(14,371)				(14,371)		(63,160)	(67,242)
Hall of Fame	(22,193)				(22,193)			(22,193)
Community Improvement Plan Planning	(166,652)	38,944	(65,000)	70,000	(122,708)	70,000	(69,920)	(122,628)
	(118,138)		(70,000)	110,000	(78,138)	135,000	(65,120)	(8,258)
Fleet & Heavy Equipment	(379,746)	112,449	(535,190)	309,000	(493,487)	3,000	(19,720)	(510,207)
Furniture & Light Equipment	(159,396)	132,389	(27,176)	61,000	6,818	112,000	(129,720)	(10,902)
Information Systems	(111,917)	146,649	(285,277)	193,000	(57,545)	82,000	(54,320)	(29,865)
Facilities	(1,981,769)	1,241,381	(391,271)	900,100	(231,558)	900,000	(997,280)	(328,838)
Fire & Emergency Services	(347,364)		(42,895)	40,000	(350,259)	110,000	(22,320)	(262,579)
Infrastructure	(1,655,766)	1,165,893	(1,938,231)	1,225,000	(1,203,104)	915,000	(2,096,920)	(2,385,024)
Wharf Capital	(821,610)	148,056	(228,864)		(902,418)	270,000	(166,080)	(798,498)
Gravenhurst Public Library	(118,013)		(6,000)	6,000	(118,013)	39,000		(79,013)
Opera House Capital Improvements	(40,357)	25,000	(3,000)		(18,357)		(10,720)	(29,077)
Gravenhurst BIA	(44,508)		(25,000)		(69,508)	30,000		(39,508)
Community Reinvestment	(7,271,362)	1,899,151	(3,967,814)	3,233,649	(6,106,376)	4,072,000	(3,630,970)	(5,665,346)
Total	(16,936,307)	4,995,713	(7,643,717)	6,496,249	(13,088,062)	6,911,000	(7,383,050)	(13,560,112)

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Projected Balances for funding of 2023 Capital Budget and Multi-Year Plan

Description	Audited Balance Dec 31 2021	Outstanding Commitments Against Balances	2022 Revenues/ Contributions	2022 Approved Capital and Operating	Balance Dec 31 2022	2023 Budgeted Capital and Operating	2023 Projected Revenue	Projected Balance Dec 31 2023
Obligatory Reserve Funds								
Federal Gas Tax	(1,161,400)	132,990	(436,456)	590,000	(874,866)	1,185,000	(425,000)	(114,866)
Parkland Dedication	(208,765)		(10,000)	22,000	(196,765)	66,000	(17,880)	(148,645)
Development Charges	(1,871,660)	966,482	(627,300)	380,351	(1,152,127)	150,000	(346,080)	(1,348,207)
Building Permit	(750,410)		(630,016)	85,100	(1,295,327)	162,000	(131,200)	(1,264,527)
Total	(3,992,235)	1,099,472	(1,703,772)	1,077,451	(3,519,085)	1,563,000	(920,160)	(2,876,245)
Reserves & Reserve Funds	(20,928,542)	6,095,185	(9,347,489)	7,573,700	(16,607,147)	8,474,000	(8,303,210)	(16,436,357)
Endowments								
Terence Haight (Town)	(1,024,417)		(25,000)	25,000	(1,024,417)	30,000	(40,000)	(1,034,417)
Henderson (GPLB)	(436,330)		(10,000)	10,000	(436,330)	35,000	(17,000)	(418,330)

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 16, 2022



2023 CAPITAL BUDGET & MULTI-YEAR PLAN

RECOMMENDED BUDGET - 2023



Town of Gravenhurst

2023 Capital Budget & Multi-Year Plan
Recommended to Council

Capital Budget and Multi-Year Plan	2023	2024	2025	2026	2027	5 - Year Avg
Bridges	515,000		15,000		315,000	169,000
Cemeteries		56,000	60,000	163,000	20,000	59,800
Facilities	827,000	655,000	542,000	885,000	540,000	689,800
Furniture, Fixtures & Equipment	100,000	40,000	70,000	150,000	40,000	80,000
Fire & Emergency Services	355,000	750,000	320,000	455,000	220,000	420,000
Fleet	925,000	615,000	625,000	375,000	550,000	618,000
Information Technology	83,000	147,000	125,000	65,000	115,000	107,000
Parks	1,058,000	601,000	532,000	117,000	757,000	613,000
Roads	5,032,000	6,356,000	6,744,000	6,954,000	7,314,000	6,480,000
Special Projects	345,000	237,500	212,000	335,000	100,000	245,900
Total Capital Budget and Multi-Year Plan	\$9,240,000	\$9,457,500	\$9,245,000	\$9,499,000	\$9,971,000	\$9,482,500

Funding from Reserves and Other	2023	2024	2025	2026	2027	5 - Year Avg
Community Reinvestment (Loan)	3,572,000	4,545,000	4,489,000	4,602,000	3,742,000	4,190,000
Capital Reserves	2,122,000	3,046,910	3,771,000	4,367,000	4,801,000	3,621,582
Obligatory Reserve Funds	1,401,000	571,590	503,000		1,218,000	738,718
Wharf Reserve	270,000	150,000	80,000			100,000
Community Improvement Plan (CIP)	70,000	80,000	85,000	85,000	85,000	81,000
Opera House Capital Improvements			30,000	60,000		18,000
Planning Reserve	135,000	114,500	185,000	100,000		106,900
Building Permit Reserve	125,000					25,000
Elections	15,000	2,500	2,000	150,000	15,000	36,900
External Financing						
Partner Fundraising	500,000					100,000
Provincial Grants	1,030,000	947,000	100,000	135,000	110,000	464,400
Total	\$9,240,000	\$9,457,500	\$9,245,000	\$9,499,000	\$9,971,000	\$9,482,500

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RECOMMENDED BUDGET - 2023



RECOMMENDED BUDGET - 2023



**Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan**

Capital Project	Page	2023	2024	2025	2026	2027
Bridges						
330B171 Pinetree Road Bridge Repairs	117	250,000				
330B226 South Kahshe Lake Rd Culvert (New Add)	118	250,000				
330515a Bridge Study	119	15,000		15,000		15,000
330B225 Barkway Culvert Rehabilitation Structure C201						300,000
Total Bridges		515,000		15,000		315,000
Cemeteries						
550B004 Columbarium Garden # 2 - Phase 1 - Mickle Cemetery			56,000			
550B005 Cemetery 'Front Facing' Ornamental Fencing - Various Cemeteries				60,000		
550B006 Cemetery Signage - Upgrade/Replacement					80,000	
550B008 Columbarium Garden - Bethel Cemetery					65,000	
550B007 Lutheran Cemetery - Radar Imagery					18,000	
550B011 Mickle Cemetery - Survey for Cremation Only Section						20,000
Total Cemeteries			56,000	60,000	163,000	20,000
Facilities						
160B001 Unidentified Capital Expenditures Fund	121	100,000	100,000	100,000	100,000	100,000
160B013 Municipal Office - Replacement of Fire Panels and Devices	122	80,000				
160B018 Surveillance Cameras - 2023 (OH/LIB); 2024 (FH1); 2025(MO) (New Add)	123	75,000	75,000	75,000		
7201B009 Centennial Centre Main Street Floor Refinish	124	75,000				
7201B008 YMCA Outside Exposed Beams (Clean, Prime, Paint)	125	60,000				
740B001 Gull Lake Barge Assessment	126	55,000				
780102 Library - Interior Enhancements	127	50,000	30,000	30,000	30,000	30,000
160004 Facility Furnace Replacements	128	45,000	40,000	40,000	40,000	40,000
7201B013 YMCA Gym Floor Reline/Recoat	129	45,000				
7901B012 Opera House - Digital Marquee Sign (New Add)	130	45,000				
160B015 Muskoka Bay Park - Accessible Washrooms	131	35,000				
2101B004 Fire Hall 1 (HQ) - Roof Replacement (New Add)	132	30,000				
770B012 Discovery Centre - Elevator Door Operator Upgrade (New Add)	133	30,000				
790B011 Opera House - Elevator Cab Upgrade (New Add)	134	30,000				
160B020 Municipal Office - Interior Painting (New Add)	135	20,000				
790B005 Opera House AODA Upgrades	136	20,000				
160B012 Roof Repairs - YMCA/Centennial Centre	137	15,000	15,000	15,000	15,000	15,000
821B003 Directional Signage	138	15,000	15,000			
335B031 Communication Tower Upgrades - PW Bldg (New Add)	139	2,000				
7201B010 Centennial Centre - Paint Steel Trusses Over Rink			100,000			
770B006 Discovery Centre Floor Treatment			100,000			
770B004 Discovery Centre Interior Painting			50,000			
770B008 Discovery Centre Carpet Replacement			50,000			
160B019 Fire Device Upgrade - Annunciator Panels, Detectors - Various Buildings (New Add)			40,000	45,000	50,000	55,000
1602B007 Seniors Centre Sidewalk/Railing Replacement/Repair-Ramp			40,000			
7901B010 Opera House Trillium Court Floor Resurfacing				90,000		



**Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan**

Capital Project	Page	2023	2024	2025	2026	2027
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings				60,000		
7901B011 Opera House Ceiling Tile				42,000		
3001B002 Public Works Window Replacement				25,000		
1602B012 Seniors Centre Roof Repair/Recoating				20,000		
7201B003 Centennial Centre Metal Roof Replacement					650,000	
770B013 Discovery Centre - Roof Replacement						300,000
Total Facilities		827,000	655,000	542,000	885,000	540,000
Furniture, Fixtures & Equipment						
1601B006 Municipal Office/Council Chambers Table (New Add)	141	60,000				
160013 Furniture Replacement Program	142	40,000	40,000	40,000	40,000	40,000
790017 Opera House Sound Equipment				30,000	30,000	
790B002 Opera House Grand Piano					80,000	
Total Furniture, Fixtures & Equipment		100,000	40,000	70,000	150,000	40,000
Fire						
210B014 Utility Pickup Truck Replacement	143	100,000				
210B013 Master Fire Plan & Legislated Comprehensive Risk Assessment	144	85,000				
210B015 UTV (Off Road Vehicle) Project (New Add)	145	70,000				
210B020 Firefighter Personal Protective Equipment Replacement Program (New Add)	146	50,000	50,000	50,000	50,000	50,000
210016 Fire - Equipment Replacement	147	25,000	25,000	25,000	25,000	30,000
210017 Fire - Hose Replacement	148	25,000	25,000	25,000	30,000	30,000
210B012 Pumper 3 Replacement			550,000			
210B010 NG 911 Changeover			100,000			
210B017 Deputy Fire Chief Vehicle - Car 2 (New Add)				110,000		
210B018 Utility Pickup Truck Replacement (New Add)				110,000		
210B016 SCBA Replacement (New Add)					350,000	
210B019 Utility Pickup Truck Replacement						110,000
Total Fire		355,000	750,000	320,000	455,000	220,000



**Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan**

Capital Project	Page	2023	2024	2025	2026	2027
Fleet						
335B010 Tandem Axle Plow - 45 (2023)	149	400,000				
335B013 Single Axle Plows - Multi Yr. - 44(2023), 47 (2024)	150	375,000	375,000			
335B015 1 Ton Pick Up - 28 (2023)	151	90,000				
335B008 1/2 Ton Pick Ups - Multi Yr. - 27 (2023); 07, 14 (2024)	152	60,000	120,000			
335B026 EV Charging Stations - Multi Year			60,000			
335B034 Small Multi Use Tractor for Cemetery Operations (New Add)			60,000			
335B030 Tandem Axle Plow - Multi Year - 50(2025); 51(2026) (New Add)				375,000	375,000	
335B014 Backhoe - TR13 (2025)				250,000		
335B022 Road Grader (2026)						550,000
Total Fleet		925,000	615,000	625,000	375,000	550,000
Information Technology						
120016 Computer & Printer Annual Replacement	153	65,000	65,000	65,000	65,000	65,000
330B252 Citywide Maintenance Manager (PSD) - Tablets (New Add)	154	15,000				
335B032 Additional Handheld Radios for Operations Crew (New Add)	155	3,000				
135B001 Human Resources Information System (New Add)			82,000			
550B010 Stone Orchard Software Program for Mapping (New Add)				30,000		
7801B005 Library Security Camera System				30,000		
335B029 Motorola Motorbow Base Radio						50,000
Total Information Technology		83,000	147,000	125,000	65,000	115,000
Parks						
7101B002 Gull Lake - Tiered Seating (New Add)	157	500,000				
710B034 Wharf Boardwalk - Phase 1 and Phase 2	158	150,000	150,000			
710B060 Outdoor Rink - Replacement of Boards at Wharf	159	120,000				
710B075 Gull Lake Rotary Seating Hydro Relocation (New Add)	160	70,000				
710B079 Muskoka Bay Park - Baseball Diamond Perimeter Impact Fence - Top Up (New Add)	161	50,000				
710B069 Parks (External) Stair Structures - Various Parks	162	45,000		40,000	50,000	
710B038 Gull Lake Park - Ball Diamond - Fence & Backstops	163	35,000				
710B040 Wharf Ball Diamond - Fence & Backstops	164	30,000				
710B039 Muskoka Bay Park - Ball Diamond - Fence & Backstops	165	25,000				
710B026 Urban Tree Assessment	166	15,000	15,000			
710B031 Picnic Table Multi Yr. Replacements	167	12,000	12,000	12,000	12,000	12,000
710B064 Kinsmen Park - Accessible Pathway	168	6,000				
710B021 Gull Lake Rotary Park - Playground Equip & Fibremat			200,000			
710B041 Ungerman Park - Fence Replacement			50,000			
710B068 Parks (interior) Signage - Various Parks			50,000			
710B037 Heritage Square / Cenotaph Improvements - Design			40,000			
710B065 Muskoka Bay Park - Accessible Pathway			36,000			
710B071 Concrete Parking Barriers in parks' parking lots - Replacement			20,000			
710B073 Water Tank for (2022) Long Box Truck (New Add)			10,000			
710B028 Franklin Park - Mobi Mat			6,000			



Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan

Capital Project	Page	2023	2024	2025	2026	2027
710B029 Muskoka Beach Park - Mobi Mat			6,000			
710B030 Muskoka Bay Park - Mobi Mat			6,000			
710B046 Heritage Square / Cenotaph - Improvement Implementation				200,000		
710B062 Muskoka Bay Park - Playground Structure				200,000		
330B219 Wharf - Accessible Lift				80,000		
710B061 Replacement of Green Perimeter Fence in various parks' parking lots					55,000	
710B067 Pickleball Court(s)						400,000
710B074 New Splash Pad						285,000
710B076 Control Gates - Various Trail Heads						30,000
710B044 Franklin Park - Holding Tank Replacement						15,000
710B045 Bass Lake Park - Holding Tank Replacement						15,000
Total Parks		1,058,000	601,000	532,000	117,000	757,000
Roads						
330B197 Reay Rd. - Rehabilitation - Various Segments	169	1,010,000				
330B229 Fairview Rd. - Pinegrove to Pineridge (New Add)	170	720,000				
330B178 Oriole Cres - Major Drainage System Improvements	171	700,000				
330B198 Silver Lake Rd - Rehabilitation - Various Segments	172	594,000				
330B180 Musquash Rd. - Major Drainage System Improvements	173	500,000				
330B179 Redwing Dr. - Major Drainage System Improvements	174	400,000				
330B181 Abbey Lane - Major Drainage Outlet Improvements	175	350,000				
330B158 Jim Wood Lane - Southwood Rd to Green Halgh Rd	176	275,000				
330B227 Progress Drive Rehabilitation - Progress Dr. to Jones Rd. (New Add)	177	175,000				
330B063 Industrial Dr Reconstruction - Jones Rd to Progress Rd	178	77,000				
330B193 Laycox Rd - Rehabilitation - Doe Lake Rd to Silver Lake Rd.	179	60,000				
710B078 Gull Lake Rotary Park - Accessible Pathway - Top Up (New Add)	180	60,000				
335B033 Hot Box - Cold Mix (Pothole Patching) (New Add)	181	50,000				
330B170 Solar Radar Speed Signs - Multi Year	182	30,000	30,000	30,000	30,000	30,000
550B009 St. James Cemetery - Chain Link Perimeter Fence (S side) (New Add)	183	16,000				
330B228 LAS Sidewalk Assessment (New Add)	184	15,000				



Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan

Capital Project	Page	2023	2024	2025	2026	2027
330B201 Riley Lake Rd. - Rehabilitation - Various Segments			1,166,000			
330B196 North Kahshe Lake Rd. - Rehabilitation - Various Segments			800,000			
330B199 Kilworthy Rd - Rehabilitation - Various Segments			797,000			
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End			780,000			
330B232 Peninsula Rd. - Rehabilitation - 4826 m West of N. Muldrew to Juniper Dr. (New Add)			610,000			
330B023 Narrows Rd Major Rehabilitation			549,000			
330B064 Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd			470,000			
330B195 First St. N - Rehabilitation -Brock St. to Harvie St.			220,000			
330517 Gravel Improvements			150,000		150,000	
330B182 Clairmont Rd - Drainage System Improvements			150,000			
330B223 Sidewalk - Various Panels - Multi Yr			125,000			
330B200 John St. N. - Rehabilitation - Various Segments			117,000			
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 Lane to Starling Blvd			22,000			
710B077 Kilworthy Park - Sign Replacement (New Add)			5,000			
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		
330B080 Elzner Rd Reconstruction - Reay Rd to End				600,000		
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End				512,000		
330B230 Muskoka Rd. 169 Sidewalk Replacement/Selective Streetlights (New Add)				450,000	450,000	
330B203 Baseline Rd. - Rehabilitation - Southwood Rd to Sparrow Lk 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		
330B204 Graham Rd. - Rehabilitation - Godfrey Rd. to Rockcastle Rd.				297,000		
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		
330B205 Talbot Tr - Rehabilitation - Graham Rd to end				105,000		
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd				103,000		
330B183 First St - Minor/Major Drainage System Improvements				100,000		
330B220 Asset Management - Ontario Reg 588 Compliance Update (New Add)				60,000		



Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan

Capital Project	Page	2023	2024	2025	2026	2027
330B043 Lorne St Major Rehabilitation - Austin St to Louise St				30,000		
330B208 Barkway Rd. - Rehabilitation - Merkley Rd. to Thomas Rd.					1,094,000	
330B251 Bethune Dr Recreational Sidewalk - Philip St. To Brock St. (New Add)					900,000	
330B214 Narrows Rd. - Rehabilitation - Various Sements					676,000	
330B209 S 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 Lake Rd Rte D - Rehabilitation - Baseline Rd. to Hwy 11S					272,000	
330B213 Sarah St. - Rehabilitation - Hotchkiss St. to Bay St					245,000	
330B202 S Kahshe Lake Rd - Rehabilitation - Hwy 11N to South Bay Rd.					240,000	
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	
330B217 Lofty Pines Dr. - Rehabilitation - Muskoka Rd. N. to Lofty Pines Cres					59,000	
330515b Road Needs Study					35,000	
330B231 Musquash Rds. Drainage Improvements						3,000,000
330B240 Loon Lake Rd. - Rehabilitation - Various Segments						1,335,000
330B187 James St.. - Rehabilitation - John St S to Fernwood Dr						500,000
330B233 Hotchkiss St. - Rehabilitation - Mary St to End.						400,000
330B247 McPherson St. - Rehabilitation - Various Segments						300,000
330B234 Arthur Schulz - Rehabilitation - Beiers to Kilworthy						225,000
330B241 S. Sunset Bay Rd. - Rehabilitation - to end						225,000
330B242 McCormick Rd. - Rehabilitation - Kilworthy Rd. to end						212,000
330B238 Pinetree Rd. - Rehabilitation - N. Muldrew to Drury Ln.						205,000



**Town of Gravenhurst
2023
Capital Budget & Multi-Year Plan**

Capital Project	Page	2023	2024	2025	2026	2027
330B243 Austin St. - Rehabilitation - Various Segments						170,000
330B235 Musquash Rd - Rehabilitation - 467 m West of Revell St. to Loon Lk Rd.						110,000
330B236 Sophers Landing Rd. - Rehabilitation - To end						110,000
330B244 Sophers Landing - Rehabilitation - Mutton Meadow Ln to McDonald Rd.						90,000
330B239 Hill St. - Rehabilitation - Muskoka Rd. 169 to end						75,000
330B245 Royal St. - Rehabilitation - Muskoka Rd. S to Second St. S						70,000
330B250 Rockcastle Rd.- Rehabilitation - Graham Rd. to 1031 Rockcastle Rd.						65,000
330B248 Henry Island Rd. - Rehabilitation - Muskoka Rd. N. to end						62,000
330B237 Main St. - Rehabilitation - Muskoka Rd. S to First St. S.						50,000
330B246 Wapaska Cres - Rehabilitation - Muskoka Rd. 169 to end						40,000
330B249 Hastings Dr. - Rehabilitation - Hastings Dr. to Fleming Dr.						40,000
Total Roads		5,032,000	6,356,000	6,744,000	6,954,000	7,314,000
Special Projects						
120B006 Electronic Property Files (New Add)	185	125,000				
130B003 Corporate Communications Strategy (New Add)	186	75,000				
4123031 Community Improvement Plan	187	70,000	80,000	85,000	85,000	85,000
120B004 Strategic Plan Update	188	60,000				
4130001 Municipal Elections	189	15,000	2,500	2,000	150,000	15,000
120022 Development Charges Study (New Add)			80,000			
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	
Total Special Projects		345,000	237,500	212,000	335,000	100,000
Total Capital Projects		9,240,000	\$9,457,500	\$9,245,000	\$9,499,000	\$9,971,000

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RECOMMENDED BUDGET - 2023



2023 Capital Budget

Bridges

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B171	Pinetree Road Bridge Repairs		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Installation of approach barriers and rehabilitation of the existing timber cribs.

Project Justification
Pine Tree Bridge was originally constructed in 2010 and at the time was intended to be a temporary bridge structure. While a replacement structure was never advanced, the most recent biennial inspection of the structure which occurred in 2021, brought to the forefront repairs and rehabilitation efforts necessary to ensure the bridge maintains an adequate Bridge Condition Rating.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	250,000					250,000
	250,000					250,000
Expenditures Total	250,000					250,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	250,000					250,000
	250,000					250,000
Funding Total	250,000					250,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B226	South Kahshe Lake Rd Culvert		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Replacement of a 1.2 metre diameter drainage culvert on South Kahshe Lake Rd.

Project Justification
Late in 2022 this culvert situated on South Kahshe Lake Rd., just east of Tryon Dr. was exhibiting signs of failure whereby following a closer inspection it was determined that the structural integrity of the pipe is compromised and should be replaced. In an effort to extend the unplanned replacement of this structure a series of temporary fixes have been performed by the Public Works Division, however at this stage temporary fixes are no longer deemed appropriate and a full replacement of the asset is required.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	250,000					250,000
	250,000					250,000
Expenditures Total	250,000					250,000
Funding						
Provincial / Federal Funding						
Provincial Government Funding	250,000					250,000
	250,000					250,000
Funding Total	250,000					250,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330515a	Bridge Study		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Biennial Enhanced Ontario Structure Inspection Manual (OSIM) Bridge Inspection.

Project Justification
<p>The Ontario Structure Inspection Manual provides a uniform inspection approach for all structures within the Province of Ontario having a span of 3 metres or greater.</p> <p>The Town currently has fifteen (15) structures in total meeting this criteria and for each structure a detailed element by element inspection is required for the purpose of identifying material defects, performance deficiencies and short and long term maintenance and capital needs for each structure. The frequency of these inspections is mandated by legislation to be every second calendar year.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	15,000		15,000		15,000	45,000
	15,000		15,000		15,000	45,000
Expenditures Total	15,000		15,000		15,000	45,000
Funding						
Reserve Funds						
Tfr. from-Infrastructure	15,000		15,000		15,000	45,000
	15,000		15,000		15,000	45,000
Funding Total	15,000		15,000		15,000	45,000

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RECOMMENDED BUDGET - 2023



2023 Capital Budget

Facilities

**Town of Gravenhurst
2023 Capital Budget & Multi Year Plan**

Project	160B001	Unidentified Capital Expenditures Fund		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Annual Contingency Fund for Unexpected Capital Expenditures.

Project Justification
Even with the aid of a Corporate Asset Management Plan and supporting studies in place, particularly with facilities, Capital needs can be unpredictable.
The contingency fund (established in 2018) allows 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.
This fund is an important part of maintaining Town assets without disruption to service levels and is highly recommended by Corporate Asset Management Professionals.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
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
Expenditures Total	100,000	100,000	100,000	100,000	100,000	500,000
Funding						
Reserve Funds						
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
Funding Total	100,000	100,000	100,000	100,000	100,000	500,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	160B013	Municipal Office - Replacement of Fire Panels and Devices		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan				
Project Manager	Rob Funston			

Project Description
Replacement of Fire Alarm Annunciator Panels and Fire Safety Devices.

Project Justification
Annunciator Panels are critical infrastructure that control and monitor various components of the fire alarm system. Each of the fire system's elements relays information directly to the annunciator's control panel. Some of these elements include smoke detectors, heat detectors, and manual pull stations. The critical information that a fire alarm annunciator panel along with the devices conveys to a building helps inform occupants of a building when it's necessary to safely evacuate the premises.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	80,000					80,000
	80,000					80,000
Expenditures Total	80,000					80,000
Funding						
Reserve Funds						
Tfr.from-Facilities	80,000					80,000
	80,000					80,000
Funding Total	80,000					80,000

Town of Gravenhurst 2023 Capital Budget & Multi Year Plan

Project	160B018	Surveillance Cameras - 2023 (OH/LIB); 2024 (FH1); 2025(MO)		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
The Town has implemented a multi-year initiative pertaining to the installation of CCTV cameras at its designated municipal parks and facilities. In 2023, cameras are scheduled to be installed at the Library and the Opera House.

Project Justification
<p>Incidents of vandalism and illegal activity at various municipal properties / buildings is an ongoing issue with the rate of occurrences increasing year-over-year. 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 install a security camera system at designated municipal facilities and parks. This will not only help in discouraging individuals from this undesirable 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. The potential costs of future damage or possible liability claims far outweigh this investment.</p> <p>In 2021 the Town installed cameras at the Centennial Centre and 2022 at Gull Lake Rotary Park.</p> <p>The installation of the cameras and use therein, will adhere to the Town's Video Surveillance Policy as passed by Council July 20, 2021.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	75,000	75,000	75,000			225,000
	75,000	75,000	75,000			225,000
Expenditures Total	75,000	75,000	75,000			225,000
Funding						
Reserve Funds						
Tfr.from-Facilities	75,000	75,000	75,000			225,000
	75,000	75,000	75,000			225,000
Funding Total	75,000	75,000	75,000			225,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	7201B009	Centennial Centre Main Street Floor Refinish		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Repair and refinish polished concrete in the main corridor between the Centennial Centre and the YMCA.

Project Justification
Over the years, and as a result of salt being tracked in and a lack of maintenance performed, the concrete floor has become pitted and the finish is all but non-existent. Without the appropriate repairs and the reapplication of the recommended floor finish, it will continue to deteriorate, resulting in more extensive damage which will significantly increase the cost of repairs.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	75,000					75,000
	75,000					75,000
Expenditures Total	75,000					75,000
Funding						
Reserve Funds						
Tfr.from-Facilities	75,000					75,000
	75,000					75,000
Funding Total	75,000					75,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	7201B008	YMCA Outside Exposed Beams (Clean, Prime, Paint)		
Department	Centennial Centre			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
The outside exposed steel beams on the east side of the YMCA need to be cleaned, primed and painted as an occasional maintenance to the facility along with regular structural inspections to ensure integrity.

Project Justification
According to CCI Group 2015 Building Assessment, the exposed beams at pool facade are showing signs of surface corrosion. This work would be considered regular maintenance and would prevent further degradation of the beam and future more costly repairs. The intended work would include cleaning, priming and painting the beams with an epoxy paint to maintain the integrity of the structure.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserve Funds						
Tfr.from-Facilities	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	740B001	Gull Lake Barge Assessment		
Department	Barge			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build our Cultural Capital: Valuing our cultural and heritage assets			
Project Manager	Rob Funston			

Project Description
Retain a design consultant to determine the structural integrity and the best overall design for improved functionality for the Barge performances. This includes tiered seating, accessible pathways, repair of the stonework retaining wall and stairs constructed by the prisoners of war.

Project Justification
The 'Barge', a floating stage that accommodates 'Music on the Barge' performances, is situated at Gull Lake Rotary Park and is a very popular attraction for both local residents and visitors.
The 'Barge' itself was constructed in 1959. Improvements to the Barge over the years have generally been limited to minor maintenance and emergency repairs.
Currently, spectators view "Music on the Barge" performances from a section of the park that overlooks the floating stage. The landscape's topography makes seating limited and uncomfortable; especially for those with mobility constraints. On busier nights, sightlines often become a challenge and the current incline closer to the shoreline poses a challenge for accessibility. The stonework on the stairs and retaining wall are failing and hold historical value.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	55,000					55,000
	55,000					55,000
Expenditures Total	55,000					55,000
Funding						
Reserve Funds						
Tfr. from-Facilities	55,000					55,000
	55,000					55,000
Funding Total	55,000					55,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	780102	Library - Interior Enhancements		
Department	Library Building			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description

To date this multi-year project has included the replacement of stationary bookshelves on the first floor with mobile units, the replacement of carpet and refreshing/upgrading of the interior paint on both floors completed in 2020 and the replacement of the furniture in the public and staff areas in 2022. Replacement window blinds on both floors as well as shelving on the second floor to take place over the next three to four years.

Project Justification

The blinds are original to the building built in 2000. They have seen many years of use and with the age have worn to the point where safety is a concern. As a result, we have scheduled to replace these blinds in 2023.

Costs for shelving are anticipated to increase over the coming year, shelving on the second floor will be replaced in a phased in manner over multiple years. As a demonstration of fiscal responsibility the amount of \$70,000 proposed for 2023 in the previous interior enhancement project justification has been reduced to \$50,000 with costs for the replacement of additional shelving to be spread over the following two to three years (2024 - 2026). Existing metal shelves will be refreshed to match the colour of the new shelves.

Replacing existing shelves will also increase the availability of space in specific areas such as the fiction section.

2023 - Replacement of section one (fiction) of bookshelves on the second floor with more up to date and flexible shelving units for better use of space.
 - Replacement of window blinds in public areas on first and second floor.

2024 - Replacement of section two (fiction) of bookshelves on the second floor with more up to date and flexible shelving units for better use of space.

2025 - Replacement of section three (non-fiction) bookshelves on the second floor with more up to date and flexible shelving units for better use of space.

2026 - Depending on cost increases, this year may be used to replace shelves not replaced in previous years.

Budget

	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	50,000	30,000	30,000	30,000	30,000	170,000
	50,000	30,000	30,000	30,000	30,000	170,000
Expenditures Total	50,000	30,000	30,000	30,000	30,000	170,000
Funding						
Reserve Funds						
Tfr.from-Facilities	50,000	30,000	30,000	30,000	30,000	170,000
	50,000	30,000	30,000	30,000	30,000	170,000
Funding Total	50,000	30,000	30,000	30,000	30,000	170,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	160004	Facility Furnace Replacements		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

Project Description
Replacement of aging Carrier Rooftop Units at Fire Hall #1.

Project Justification
Based on a recent evaluation by the Town's HVAC Service Contractor, two rooftop units at Station #1 are scheduled for replacement. HVAC systems are due for replacement as a result of being at the end of their useful life cycle. Failures are occurring frequently at this location and replacement is necessary.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	45,000	40,000	40,000	40,000	40,000	205,000
	45,000	40,000	40,000	40,000	40,000	205,000
Expenditures Total	45,000	40,000	40,000	40,000	40,000	205,000
Funding						
Reserve Funds						
Tfr.from-Facilities	45,000	40,000	40,000	40,000	40,000	205,000
	45,000	40,000	40,000	40,000	40,000	205,000
Funding Total	45,000	40,000	40,000	40,000	40,000	205,000

**Town of Gravenhurst
2023 Capital Budget & Multi Year Plan**

Project	7201B013	YMCA Gym Floor Reline/Recoat		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2023	
Strategic Plan				
Project Manager	Rob Funston			

Project Description
YMCA Gym Floor Reline / Recoat.

Project Justification
<p>The gym floor at the YMCA is in need of reconditioning, particularly having the floor relined and recoated.</p> <p>The current gym floor has not been recoated or relined in approximately 13 years. The continued use of this floor has resulted in significant wear of the coating surface contributing to the degradation of the lines used for the various court sports.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	45,000					45,000
	45,000					45,000
Expenditures Total	45,000					45,000
Funding						
Reserve Funds						
Tfr.from-Facilities	45,000					45,000
	45,000					45,000
Funding Total	45,000					45,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	7901B012	Opera House - Digital Marquee Sign		
Department	Opera House Building			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Replace the existing outdoor Opera House message board (marquee) with an appropriately styled electronic marquee sign.

Project Justification
The current outdoor message board located at the Opera House is approximately 20 years old. The existing marquee sign has had some health and safety risks associated with it when staff are changing the message. Currently when new information is changed, it requires staff to do so in many adverse weather conditions, which could result in scenarios where staff could slip and fall or be subjected to potential injury. A new electronic marquee sign will also provide greater flexibility on the message being conveyed to the members of the public. It will also eliminate the possibility of vandals altering the message being conveyed on sign, which happens on a regular basis. Another issue associated with the existing sign is the age and the ability to make repairs when needed. Lastly, the marquee has been identified by many patrons as a prime method of communication that drives show ticket sales and awareness. It is recognized that it will be necessary to ask for an exemption to the current signage by-law to permit a new sign.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	45,000					45,000
	45,000					45,000
Expenditures Total	45,000					45,000
Funding						
Reserve Funds						
Tfr.from-Facilities	45,000					45,000
	45,000					45,000
Funding Total	45,000					45,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	160B015	Muskoka Bay Park - Accessible Washrooms		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
To update the washrooms at the Muskoka Bay Park to meet current accessibility standards and specifications (Accessibility for all Ontario with Disabilities Act - AODA)

Project Justification
The current washrooms at the Muskoka Bay 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.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	35,000					35,000
	35,000					35,000
Expenditures Total	35,000					35,000
Funding						
Reserve Funds						
Tfr.from-Facilities	35,000					35,000
	35,000					35,000
Funding Total	35,000					35,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	2101B004	Fire Hall 1 (HQ) - Roof Replacement		
Department	Fire Station One			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
The replacement of the existing shingled roof at Fire Hall 1.

Project Justification
Over the years weathering has caused the roof's surface materials (asphalt shingles) to be in disrepair. Failure to replace the asphalt shingled roof would result in further degradation of the roofing underlay/sheathing, increasing the likelihood of leaking and associated structural damage.
The roof (asphalt shingles) was last replaced approximately 15 years ago.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	770B012	Discovery Centre - Elevator Door Operator Upgrade		
Department	Discovery Centre			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Required elevator upgrades at the Discovery Centre.

Project Justification
<p>Over the years the passenger elevator situated at the Discovery Centre is in the need of increasing repairs. The elevator is approximately 20 years old, and a recent inspection has identified numerous concerns and/or deficiencies - namely the door drive.</p> <p>A service life of an elevator is ranges from 20 to 25 years, after which the elevator car operating panel, elevator cab, cables, traveling cables should be replaced for optimum efficiency and safety.</p> <p>Passenger Elevators are inspected quarterly by a licensed technician and are to adhere to the requirements of the Technical Safety and Standards Act (2000) - Regulation 209/01 Elevating Devices. A failed inspection may result in the elevator becoming non-operational.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	790B011	Opera House - Elevator Cab Upgrade		
Department	Opera House Building			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Required elevator upgrades at the Opera House

Project Justification
<p>The passenger elevator situated at the Opera House is in need of a cab upgrade. The elevator is approximately 25 years old and a recent inspection has identified numerous deficiencies that need to be addressed.</p> <p>The cab upgrade would include:</p> <ul style="list-style-type: none"> New horizontal plastic laminate panels on all non-entrance walls Panel to come with metal trims around the perimeter of each panel Brushed stainless steel reveals and kick plates Drop ceiling consisting of extruded aluminum frame, brushed stainless steel panels, light fixtures, and warm LED light bulbs Brushed #4 stainless steel cladding to the car door, transom and return wall One ¼" x 2" stainless steel handrail on all non-access walls New flooring to match current (porcelain tile or rubber flooring) Pad hooks for moving pads <p>A service life of an elevator ranges from 20 to 25 years, after which the elevator car operating panel, elevator cab, cables, traveling cables should be replaced for optimum efficiency and safety.</p> <p>Passenger Elevators are inspected quarterly by a licensed technician and are to adhere to the requirements of the Technical Safety and Standards Act (2000) - Regulation 209/01 Elevating Devices. A failed inspection may result in the elevator becoming non-operational.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

**Town of Gravenhurst
2023 Capital Budget & Multi Year Plan**

Project	160B020	Municipal Office - Interior Painting		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
A multi-year initiative aimed at updating interior painting.

Project Justification
The Municipal Office has not been painted in more than 12 years. Many of the offices / walls are marked/scuffed or simply require an update.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	20,000					20,000
	20,000					20,000
Expenditures Total	20,000					20,000
Funding						
Reserve Funds						
Tfr.from-Facilities	20,000					20,000
	20,000					20,000
Funding Total	20,000					20,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	790B005	Opera House AODA Upgrades		
Department	Opera House			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Shawna Patterson			

Project Description
Box Office modifications and adjustable lectern in accordance with the Accessibility for Ontarians Disability Act (AODA) requirements.

Project Justification
In compliance with the AODA, by 2020 all service counters must be accessible by those in wheelchairs. Therefore, the Opera House Box Office will require modifications. An adjustable lectern/podium for the theatre will also be required.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	20,000					20,000
	20,000					20,000
Expenditures Total	20,000					20,000
Funding						
Reserve Funds						
Tfr.from-Facilities	20,000					20,000
	20,000					20,000
Funding Total	20,000					20,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	160B012	Roof Repairs - YMCA/Centennial Centre		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

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

Project Justification
<p>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.</p> <p>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.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
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
Expenditures Total	15,000	15,000	15,000	15,000	15,000	75,000
Funding						
Reserve Funds						
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
Funding Total	15,000	15,000	15,000	15,000	15,000	75,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	821B003	Directional Signage		
Department	Economic Development			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build Economic & Employment Opportunities: A more Diverse economy with more year round employment opportunities			
Project Manager	Amy Taylor			

Project Description
Complete a number of outstanding sign projects focused 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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	15,000	15,000				30,000
	15,000	15,000				30,000
Expenditures Total	15,000	15,000				30,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	15,000	15,000				30,000
	15,000	15,000				30,000
Funding Total	15,000	15,000				30,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B031	Communication Tower Upgrades - PW Bldg		
Department	Fleet			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
To improve communication 2-way radio capabilities at the PW shop (1054 Crawford Rd.).

Project Justification
Currently the communication (radio) connectivity is inconsistent between that shop base and the operators. The communication tower upgrade (25 ft antenna affixed to the existing tower) is intended to mitigate/eliminate these communication deficiencies. The project would include the antenna, mounting hardware, cabling, connector, polyphaser and installation.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	2,000					2,000
	2,000					2,000
Expenditures Total	2,000					2,000
Funding						
Reserve Funds						
Tfr.from-Information System &	2,000					2,000
	2,000					2,000
Funding Total	2,000					2,000

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RECOMMENDED BUDGET - 2023



2023 Capital Budget

**Furniture, Fixtures
& Equipment**

**Town of Gravenhurst
2023 Capital Budget & Multi Year Plan**

Project	1601B006	Municipal Office/Council Chambers Table		
Department	3-5 Pineridge Gate			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Replacement of existing Council Chamber and Senior Leadership tables.

Project Justification
<p>The existing Council Chambers table is over 20 years old, and has minor damage from years of use. In addition, existing configuration of the council chamber table ('v' - shaped), significantly impairs the sightlines for some members of Council or others sitting at the table (i.e. CAO, Director of Corporate Services).</p> <p>The new Council Chambers table will be 'u' shaped, but still exist within the same general footprint of the current table. The new configuration is intended to have improved sightlines and will better allow Council Members to interact with each other/members of the public. The new Council Chambers table will also better facilitate the necessary cabling for power cords, laptops and microphones.</p> <p>Replacement of the tables will provide a professional environment to conduct business for the current and future Council and staff.</p>

	Budget					Total
	2023	2024	2025	2026	2027	
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	160013	Furniture Replacement Program		
Department	3-5 Pineridge Gate			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
The 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. 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>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>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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	40,000	40,000	40,000	40,000	40,000	200,000
	40,000	40,000	40,000	40,000	40,000	200,000
Expenditures Total	40,000	40,000	40,000	40,000	40,000	200,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	40,000	40,000	40,000	40,000	40,000	200,000
	40,000	40,000	40,000	40,000	40,000	200,000
Funding Total	40,000	40,000	40,000	40,000	40,000	200,000



2023 Capital Budget

Fire & Emergency Services

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210B014	Utility Pickup Truck Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
Purchase of a new pickup truck to accommodate the relocation of a 2009 pickup truck for fleet redeployment.

Project Justification
<p>This vehicle is used by the Fire Prevention, Training and Technical Maintenance Divisions to carry out their day to day duties. It also serves as a wildland response vehicle and personnel transport to emergency incidents.</p> <p>The addition of a new vehicle to replace the 2009 vehicle will allow FES to transfer the 2009 vehicle to Fire Station 3 in Barkway, to eliminate the need for personal vehicle usage for training and emergency response by personnel at that station. The ability to transfer all staff in FES vehicles is a great investment in the health and safety of all staff as well as a recruitment tool.</p> <p>This will now ensure that there is a wildland fire response vehicle at every fire station in the municipality, which is highly recommended by our partners at the Ministry of Natural Resources and Forestry, to be ready for the threat of increased wildfire activity due to climate change.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	100,000					100,000
	100,000					100,000
Expenditures Total	100,000					100,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	25,000					25,000
	25,000					25,000
Development Charges						
Tfr.from-Development Charges	75,000					75,000
	75,000					75,000
Funding Total	100,000					100,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210B013	Master Fire Plan & Legislated Comprehensive Risk Assessment		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
This project will involve hiring a third party to produce two important documents, the Community Risk Assessment and Master Fire Plan.

Project Justification
<p>Ontario Regulation 378/18 enacted in 2019 requires every municipality to prepare a comprehensive community risk assessment in order to inform Council about fire protection issues in their respective municipality by July 1, 2024.</p> <p>Master Fire planning is recommended at intervals between five (5) and ten (10) years and should be completed at shorter intervals as community growth dictates. Our current Master Fire Plan has seen the majority of its recommendations accomplished and a new document can provide guidance to FES for the years to come.</p> <p>The current Master Fire Plan was completed in 2015. Given the legislated timing of the CRA which identifies community risk and that the Master Fire Plan is the blueprint that outlines how the Fire Department can address those risks, it makes fiscal and operational sense for these projects to be completed simultaneously.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	85,000					85,000
	85,000					85,000
Expenditures Total	85,000					85,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	10,000					10,000
	10,000					10,000
Development Charges						
Tfr.from-Development Charges	75,000					75,000
	75,000					75,000
Funding Total	85,000					85,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210B015	UTV (Off Road Vehicle) Project		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
Purchase of a UTV (Utility Terrain Vehicle) to strengthen the Department's response capabilities and lessen impact on staff, when services are required in areas with minimal access and difficult terrain.

Project Justification
<p>There has been an steady increase in calls for service made to the Fire Department, to those parts of the municipality that are difficult to access with conventional vehicles and by foot. Wildfires are perhaps the greatest challenge posed to the Department, as they are occurring with more frequency due to climate change. The more expedient these fires can be attacked, the effects on the natural environment as well as threats to high value man-made structures, are greatly lessened. As well, we are seeing a rise in calls to assist with the extrication of persons injured in hard to access areas, such as recreational trail systems. A UTV will give the Department a greater capability to access these remote areas to mitigate these issues. It will carry personnel to and from a scene in a more efficient manner, be capable of delivering a fast attack on remote wildfires, transport injured persons and transport heavy equipment that would otherwise need to be carried by fire personnel on foot. The use of a UTV will lessen the fatigue on personnel while ensuring their health and safety is accounted for by reducing the risk for falls, strains or other exertion injuries. Our partners at the Ministry of Natural Resources and Forestry, strongly recommend that all fire departments with large areas of urban/wildland interface, obtain and utilize this type of vehicle. The UTV project includes the UTV itself, trailer, necessary equipment, such as a fire pump and portable water tank, helmets and training.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	70,000					70,000
	70,000					70,000
Expenditures Total	70,000					70,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	70,000					70,000
	70,000					70,000
Funding Total	70,000					70,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210B020	Firefighter Personal Protective Equipment Replacement Program		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
Firefighter Personal Protective Equipment (PPE) maintenance program. This capital program is designed to ensure that firefighters PPE is maintained and replaced as required by industry standards and best practices.

Project Justification
<p>The PPE that firefighters utilize during training and at every call for assistance is getting more and more expensive with each passing year. However, the need for up-to-date, standard approved, high quality gear has never and will never change.</p> <p>In order to ensure that our personnel are protected to respond to the challenges they face, a robust PPE maintenance program is required, year to year.</p> <p>Each piece of a firefighter's PPE comes with a replacement date, that date generally spans 10 years. All components contain materials that wear down over time and the fire service can be rough on gear, physical damage occurs as well, requiring immediate replacement. PPE that includes, but is not limited to, fire helmets, gloves, flash hoods, boots and the bunker gear comprised of a coat and pants, are all required to be compliant with the industry standards and best practices.</p> <p>A firefighter's PPE is not only a barrier against immediate physical harm, it is also key in preventing long-term ailments like the many cancers that plague the fire service.</p> <p>The transfer of the firefighter PPE maintenance program from the operational budget to a capital program is appropriate as the projected life-spans of these items and their ever rising costs make them an appropriate capital expenditure.</p>

	Budget					
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	50,000	50,000	50,000	50,000	50,000	250,000
	50,000	50,000	50,000	50,000	50,000	250,000
Expenditures Total	50,000	50,000	50,000	50,000	50,000	250,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	50,000	50,000	50,000	50,000	50,000	250,000
	50,000	50,000	50,000	50,000	50,000	250,000
Funding Total	50,000	50,000	50,000	50,000	50,000	250,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210016	Fire - Equipment Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
The replacement of aging departmental equipment that is necessary for firefighters to deliver core services to our community.

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 pumps are necessary to draw water from static water sources such as ponds, rivers and lakes 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, heat or gases from a building; rescue stretchers; portable extrication equipment for freeing persons trapped as a result of motor vehicle collisions; lighting equipment for night-time emergencies; 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 is expensive and the continuation of this capital program ensures that when these tools are needed by our firefighters, they are readily available.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	25,000	25,000	25,000	25,000	30,000	130,000
	25,000	25,000	25,000	25,000	30,000	130,000
Expenditures Total	25,000	25,000	25,000	25,000	30,000	130,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	25,000	25,000	25,000	25,000	30,000	130,000
	25,000	25,000	25,000	25,000	30,000	130,000
Funding Total	25,000	25,000	25,000	25,000	30,000	130,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	210017	Fire - Hose Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
The replacement of aging departmental fire hose (65mm, 100mm, and 25mm 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 that is of poor quality, improperly maintained, or is simply beyond its life cycle can burst unexpectedly placing crews and the public in danger if they are operating inside a building and can compromise efficient fireground operations. Hose is available in differing sizes or diameters depending on the application. For residential fire attack purposes, 45mm is the accepted standard throughout North America. For commercial, institutional and industrial applications, 65mm hose is the standard, and for water supply operations 100mm is utilized by most contemporary fire services. Fire hose is provided in lengths of either 15M or 30M . The Department also utilizes smaller diameter 25mm 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 age, 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 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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	25,000	25,000	25,000	30,000	30,000	135,000
	25,000	25,000	25,000	30,000	30,000	135,000
Expenditures Total	25,000	25,000	25,000	30,000	30,000	135,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	25,000	25,000	25,000	30,000	30,000	135,000
	25,000	25,000	25,000	30,000	30,000	135,000
Funding Total	25,000	25,000	25,000	30,000	30,000	135,000



2023 Capital Budget

Fleet

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B010	Tandem Axle Plow - 45 (2023)		
Department	Fleet			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Replacement of one tandem axle plow truck with a plow, harness and wing, winter material spreading unit and float trailer towing capabilities.

Project Justification
<p>Aside from being a key piece of equipment during winter operations, in the summer this unit carries and distributes road construction materials including but not limited to gravel, culverts and asphalt products. This truck is used year round.</p> <p>Truck 07-45 is a 2007 Freightliner Tandem Axle Plow Truck with approximately 263,000 kms. (October 2022). Pursuant to the Town's AMP, this unit was scheduled for replacement 2014. Due to the significant cost of repair Truck 45 was removed from service in the summer of 2022. This vehicle is well beyond its designed useful life (of 10 to 12 years).</p> <p>Failure to replace this vehicle will not only place a higher demand on the remaining (like) vehicles, but it will impair the Town's ability to perform preventative maintenance on those other vehicles. Lacking a reliable Tandem Axle impacts not only scheduling as to what can be done when, but will expose the Town to higher risk by not meeting regulatory requirements (i.e. 239/02) .</p> <p>Further, the benefit of a new unit would have updated digital material spreading capabilities and new two way plows increasing the efficiency of abrasive application and versatility of the unit. This data would also be relied upon for claims against the Town.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	400,000					400,000
	400,000					400,000
Expenditures Total	400,000					400,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	400,000					400,000
	400,000					400,000
Funding Total	400,000					400,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B013	Single Axle Plows - Multi Yr. - 44(2023), 47 (2024)		
Department	Fleet			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	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. 2023 - Truck 06-44 A 2006 Freightliner Single Axle with approx. 161,000 km (as of Oct. 2022). This single axle vehicle will be 17 years old in 2023 and was scheduled for replacement 2017 (AMP). Annual maintenance cost \$13,000.</p> <p>2. 2024 - Truck 09-47 A 2009 Sterling Single Axle with approx. 141,000 km (as of Oct. 2022) This single axle plow will be 14 years old in 2023 and was scheduled for replacement in 2020 (AMP).</p>

	Budget					Total
	2023	2024	2025	2026	2027	
Expenditures						
Contracted Services						
Contracted Services	375,000	375,000				750,000
	375,000	375,000				750,000
Expenditures Total	375,000	375,000				750,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	375,000	375,000				750,000
	375,000	375,000				750,000
Funding Total	375,000	375,000				750,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B015	1 Ton Pick Up - 28 (2023)		
Department	Fleet			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Replacement of one 1-ton dump pick-up truck.

Project Justification
<p>This vehicle is used in both Parks and Roads Operations for a number of activities including garbage pick-up, pothole patching, parks maintenance, debris clean up, and Wharf maintenance. This truck is used year-round.</p> <p>Due to the age of the equipment, it has become increasingly more difficult to source parts. The equipment is no longer deemed as reliable. The frequency of downtime also makes it difficult to schedule work and places a higher demand on the remaining like-vehicles, thereby resulting in the inability for those vehicles to be properly maintained. Failure to replace these vehicles will place the Town at risk as it will impact the Town's ability to perform work in Parks and Roads in a manner consistent with its Standard Operating Procedures and/or regulatory requirements (i.e. 239/02). Key tasks (i.e. filling potholes, garbage pick-up, etc.) may not be completed, or may be delayed in being completed.</p> <p>1. 2023 - Truck 08-28 (156,000 kms as of Oct. 2022). This 2008 Dodge Ram 1-ton was scheduled for replacement in 2018 (AMP). This unit is heavily relied on for Parks and Roads Operations. This 14-year-old (as of 2022) vehicle has significant corrosion and mechanical issues. It costs approximately \$10,000 annually to operate.</p>

	Budget					Total
	2023	2024	2025	2026	2027	
Expenditures						
Contracted Services						
Contracted Services	90,000					90,000
	90,000					90,000
Expenditures Total	90,000					90,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	90,000					90,000
	90,000					90,000
Funding Total	90,000					90,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

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

Project Description
Multi-year replacement program of light duty (half ton) pick-up trucks as identified in Asset Management Plan (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>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>1.2023 - Truck 08- 27 (approx. 228,000 kms as of Oct. 2022). This 2008 Ford F150 1/2 ton 2WD with annual repair cost of pick-up was scheduled for replacement in 2015 (AMP).</p> <p>2.2024 - Truck 14-07(approx.130,000 kms as of Oct. 2022). This 2014 Ford 1/2 ton 2WD pick-up was scheduled for replacement 2018 (AMP).</p> <p>3.2024 - Truck 11-14(approx. 255,000 kms as of Oct. 2022). This 2011 Ford F150 1/2 ton pick-up was scheduled for replacement in 2019 (AMP). Annual replacement costs continue to rise.</p>

	Budget					Total
	2023	2024	2025	2026	2027	
Expenditures						
Contracted Services						
Contracted Services	60,000	120,000				180,000
	60,000	120,000				180,000
Expenditures Total	60,000	120,000				180,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	60,000	120,000				180,000
	60,000	120,000				180,000
Funding Total	60,000	120,000				180,000



2023 Capital Budget

Information Technology

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	120016	Computer & Printer Annual Replacement		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Kayla Thibeault			

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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	65,000	65,000	65,000	65,000	65,000	325,000
	65,000	65,000	65,000	65,000	65,000	325,000
Expenditures Total	65,000	65,000	65,000	65,000	65,000	325,000
Funding						
Reserve Funds						
Tfr.from-Information System &	65,000	65,000	65,000	65,000	65,000	325,000
	65,000	65,000	65,000	65,000	65,000	325,000
Funding Total	65,000	65,000	65,000	65,000	65,000	325,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B252	Citywide Maintenance Manager (PSD) - Tablets		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
The acquisition of computer tablets for Operations field staff to interface with Citywide Maintenance Manager (Public Sector Digest).

Project Justification
In 2022, Council approved the acquisition and implementation of 'Citywide Maintenance Manager' (Project 120029). Citywide Maintenance Manager is a Work Order Management Platform that links all maintenance activities and applies the benefits of the activity against the overall life-cycle of an asset.
The tablets, as identified in this 2023 capital initiative, are intended to provide field staff with the ability to capture asset data in the field, perform inspections, close out work orders, schedule maintenance activities, and decentralize time sheet entry.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Reserve Funds						
Tfr.from-Information System &	15,000					15,000
	15,000					15,000
Funding Total	15,000					15,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B032	Additional Handheld Radios for Operations Crew		
Department	Fleet			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
The purchase of additional handheld radios are to be used by staff in roads operations.

Project Justification
Currently the PW crew have 3 handheld radios (approx. 6 years old). These handheld radios are used by roads operators to help communicate to other crew members (i.e. traffic control) and contribute to the overall safety of the work site. The current compliment of handheld radios is only sufficient for one roads crew. The additional handheld radios as identified in the capital initiative will be used by other roads crews.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	3,000					3,000
	3,000					3,000
Expenditures Total	3,000					3,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	3,000					3,000
	3,000					3,000
Funding Total	3,000					3,000

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RECOMMENDED BUDGET - 2023



2023 Capital Budget

Parks

RECOMMENDED BUDGET - 2023

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	7101B002	Gull Lake - Tiered Seating		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Installation of granite block tiered seating adjacent to the Gull Lake Barge

Project Justification
<p>Music on the Barge is a time-honoured tradition dating back to 1949. The present and permanent structure was completed in time for Queen Elizabeth and Prince Phillip to attend its official opening concert on July 4, 1959.</p> <p>The Barge is presently used for weekly concerts, award ceremonies, wedding ceremonies, theatrical presentations, and music festivals.</p> <p>This project is in partnership with the Gravenhurst Rotary Club whereby the service club is actively seeking community donations to partially fund the construction costs and Town Administration is reviewing potential grant opportunities to support Rotary with their efforts.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	500,000					500,000
	500,000					500,000
Expenditures Total	500,000					500,000
Funding						
Partner Fundraising						
	500,000					500,000
	500,000					500,000
Funding Total	500,000					500,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B034	Wharf Boardwalk - Phase 1 and Phase 2		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Phase 2 and 3: Rehabilitation of the Wharf Boardwalk. Replacement of supporting stringers and deck boards with either fir or cedar.

Project Justification
The stringers supporting the deck are rotten and many of the deck boards are warped and damaged. The boardwalk is at the end of its life cycle, and due to the magnitude of improvements required, staff are not able to accommodate within operational parameters. In 2018 Phase 1 Boardwalk Improvements were completed.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	150,000	150,000				300,000
	150,000	150,000				300,000
Expenditures Total	150,000	150,000				300,000
Funding						
Reserve Funds						
Tfr.from-Wharf Capital	150,000	150,000				300,000
	150,000	150,000				300,000
Funding Total	150,000	150,000				300,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B060	Outdoor Rink - Replacement of Boards at Wharf		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Replacement of outdoor hockey structure situated at the Wharf (adjacent to Sports Bldg).

Project Justification
<p>The outdoor rink is one of the Town's well used outside recreational amenities, both in summer (for recreational/pick-up ball hockey) and in winter (recreational/pick-up ice hockey).</p> <p>Estimated date of construction is 2006-2008. The condition of the rink boards, is in a state of disrepair in many locations. The Town has, over the last number of years, replaced a number of components (boards/support structures) of the rink to provide longevity to this amenity. However, at this point the main components of the support structure have rotted out, making it unsafe for users.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	120,000					120,000
	120,000					120,000
Expenditures Total	120,000					120,000
Funding						
Reserve Funds						
Tfr.from-Wharf Capital	120,000					120,000
	120,000					120,000
Funding Total	120,000					120,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B075	Gull Lake Rotary Seating Hydro Relocation		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Gull Lake Rotary Park relocate hydro to accommodate tiered seating

Project Justification
<p>Music on the Barge is a time-honoured tradition dating back to 1949. The present and permanent structure was completed in time for Queen Elizabeth and Prince Phillip to attend its official opening concert on July 4, 1959.</p> <p>The Barge is presently used for weekly concerts, award ceremonies, wedding ceremonies, theatrical presentations, and music festivals.</p> <p>This project, in conjunction with the Gull Lake - Tiered Seating project #7101B002, is a partnership with the Gravenhurst Rotary Club. The Town will fund this hydro relocation requirement.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	70,000					70,000
	70,000					70,000
Expenditures Total	70,000					70,000
Funding						
Reserve Funds						
Trf. from - Infrastructure	70,000					70,000
	70,000					70,000
Funding Total	70,000					70,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B079	Muskoka Bay Park - Baseball Diamond Perimeter Impact Fence - Top		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
This is a "top up" from the approved 2022 Capital Budget project number 710B066 in the value of \$60,000. The "top up" reflects an additional \$50,000.

Project Justification
The Town went out to tender for a Baseball Diamond Perimeter Impact Fencing in April of 2022 (RFT 2022-INF-014). The Town only received two quotes. Although one vendor came in just at the threshold of the budgeted amount, the vendor was unable to perform the work.
The "top up" of \$50,000 reflects a revised cost on estimates obtained in fall of 2022. Total Budget for this capital initiative is therefore \$110,000.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr. from-Infrastructure	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B069	Parks (External) Stair Structures - Various Parks		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Multi year Rehabilitation of various external boardwalks, bridges and stair structures at various parks and trails.

Project Justification
External structures that require repair include but not limited to: 1. Multiple on Peninsula Recreational Trail (behind the Marriott) 2. Lookout Park - Two wooden stair structures 3. Gull Lake Rotary Park - Two historical stone stair structures 4. Ungerman Park - One bridge / stair structure between Ungerman Park and Lorne St Beach 5. Coopers Falls Recreation Trail - bridge repair

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	45,000		40,000	50,000		135,000
	45,000		40,000	50,000		135,000
Expenditures Total	45,000		40,000	50,000		135,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	45,000		40,000	50,000		135,000
	45,000		40,000	50,000		135,000
Funding Total	45,000		40,000	50,000		135,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B038	Gull Lake Park - Ball Diamond - Fence & Backstops		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Repairing and replacing portions of the chain link fence, including backstop.

Project Justification
Portions of the current fence are in disrepair. A fence in disrepair is a risk to public safety. Installation of a new fence will not only be aesthetically pleasing but will also increase safety within the community.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	35,000					35,000
	35,000					35,000
Expenditures Total	35,000					35,000
Funding						
Reserve Funds						
Tfr.from-Facilities	35,000					35,000
	35,000					35,000
Funding Total	35,000					35,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B040	Wharf Ball Diamond - Fence & Backstops		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Repair and replacement of portions of new chain link fence, including backstop.

Project Justification
The current fence is in disrepair and requires rehabilitation. A fence in disrepair is a risk to public safety. Installation of a new fence will not only be aesthetically pleasing but will also increase safety within the community.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B039	Muskoka Bay Park - Ball Diamond - Fence & Backstops		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Repair and installation of portions of the chain link fence, including backstop.

Project Justification
The current fence is in disrepair and requires rehabilitation. A fence in disrepair is a risk to public safety. Installation of a new fence will not only be aesthetically pleasing but will also increase safety within the community.

	Budget					Total
	2023	2024	2025	2026	2027	
Expenditures						
Contracted Services						
Contracted Services	25,000					25,000
	25,000					25,000
Expenditures Total	25,000					25,000
Funding						
Reserve Funds						
Tfr. from-Facilities	25,000					25,000
	25,000					25,000
Funding Total	25,000					25,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B026	Urban Tree Assessment		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
The Town has embarked in a multi-year partnership with U of T Department of Forestry and Conservation for the development of a comprehensive Urban Forestry Management Plan for the Town of Gravenhurst.

Project Justification
<p>In 2022 the Town and in partnership with U of T Department of Forestry and Conservation commenced a multi year Urban Forestry Management Plan (UFMP). To date, two phases have been completed: Phase 1: Program Development (December of 2021); and Phase 2: Urban Tree Inventory for municipal trees in selected locations (August of 2022).</p> <p>Phase 3 is to develop a management plan based on the Urban Tree Inventory conducted in Phase 2. The monies as identified in this capital initiative are to assist students in the U of T program that are assigned to this project to offset costs associated with the development of this plan.</p> <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>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	15,000	15,000				30,000
	15,000	15,000				30,000
Expenditures Total	15,000	15,000				30,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	15,000	15,000				30,000
	15,000	15,000				30,000
Funding Total	15,000	15,000				30,000

**Town of Gravenhurst
2023 Capital Budget & Multi Year Plan**

Project	710B031	Picnic Table Multi Yr. Replacements		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	12,000	12,000	12,000	12,000	12,000	60,000
	12,000	12,000	12,000	12,000	12,000	60,000
Expenditures Total	12,000	12,000	12,000	12,000	12,000	60,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	12,000	12,000	12,000	12,000	12,000	60,000
	12,000	12,000	12,000	12,000	12,000	60,000
Funding Total	12,000	12,000	12,000	12,000	12,000	60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B064	Kinsmen Park - Accessible Pathway		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Construction of an accessible pathway at Kinsmen Park to ensure AODA compliance.

Project Justification
To construct an accessible pathway to the Kinsmen Play structure extending from the play structure to the adjacent parking lot (approx 7.7 m x 1.5 m)

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	6,000					6,000
	6,000					6,000
Expenditures Total	6,000					6,000
Funding						
Parkland Dedication						
Tfr.from-Parkland	6,000					6,000
	6,000					6,000
Funding Total	6,000					6,000



2023 Capital Budget

Roads

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B197	Reay Rd. - Rehabilitation - Various Segments		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base, full replacement of 25% of the road base and resurfacing with Hot Mix Asphalt over a distance of 4.0 kilometres.

Project Justification
Sections of Reay Rd extending between Gravenhurst Parkway and Elzner Road have been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor/major structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material and full replacement of approximately 25% of the existing road base.
Currently, this asset supports an Average Annual Daily Traffic(AADT) count of 300 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public whereby reducing the Town's exposure to cases of liability and risk.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	1,010,000					1,010,000
	1,010,000					1,010,000
Expenditures Total	1,010,000					1,010,000
Funding						
Federal Gas Tax						
Tfr.from-Federal Gas Tax	1,010,000					1,010,000
	1,010,000					1,010,000
Funding Total	1,010,000					1,010,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B229	Fairview Rd. - Pinegrove to Pineridge		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base and resurfacing with Hot Mix Asphalt over a distance of 0.20 kilometres, complete with new storm sewer.

Project Justification
<p>This section of Fairview Dr has been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material. A new Storm Sewer will also be installed as identified within the Town's 2021 Master Storm Sewer Report.</p> <p>Currently, this asset supports an Average Annual Daily Traffic (AADT) count of 200 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public motorists whereby reducing the Town's exposure to cases of liability and risk.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	720,000					720,000
	720,000					720,000
Expenditures Total	720,000					720,000
Funding						
Provincial / Federal Funding						
Provincial Government Funding	720,000					720,000
	720,000					720,000
Funding Total	720,000					720,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B178	Oriole Cres - Major Drainage System Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Oriole Cres Major Drainage System Improvements

Project Justification
In 2022 the Town initiated a Schedule B Class Environmental Assessment with the purpose of addressing long-term historic flooding upstream of Oriole Cres and Lorne St. While the Municipal Class EA process is still underway it is anticipated that the preferred alternative selected in addressing the drainage system deficiencies being experienced will be to realign an existing drainage course including the relocating and upsizing of a series of downstream drainage culverts.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	700,000					700,000
	700,000					700,000
Expenditures Total	700,000					700,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	700,000					700,000
	700,000					700,000
Funding Total	700,000					700,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B198	Silver Lk Rd - Rehabilitation - Various Segments		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base, full replacement of 25% of the road base and resurfacing with Hot Mix Asphalt over a distance of 2.2 kilometres.

Project Justification
Sections of Silver Lk Rd extending between Laycox Rd to Sunny Lk and 100 metres NW of Road 1400 have been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor/major structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material and full replacement of approximately 25% of the existing road base.
Currently, this asset supports an Average Annual Daily Traffic (AADT) count of 175 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public whereby reducing the Town's exposure to cases of liability and risk.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	594,000					594,000
	594,000					594,000
Expenditures Total	594,000					594,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	594,000					594,000
	594,000					594,000
Funding Total	594,000					594,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B180	Musquash Rd. - Major Drainage System Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Musquash Rd - Major Drainage System Improvements

Project Justification
<p>In 2022 the Town initiated a Schedule B Class Environmental Assessment with the purpose of addressing long-term historic flooding of residential properties on Musquash Rd, Pearl Dr and Private St. While the Municipal Class EA process is still underway it is anticipated that the preferred alternative in addressing the drainage system deficiencies being experienced will be to as follows:</p> <ol style="list-style-type: none"> 1. Upsize the existing storm sewer on Musquash Rd and construct a new storm sewer on Pearl Drive capable of conveying the 1:100 year return event; 2. Construct a new storm sewer from Pearl Dr to Private Street; 3. Extend new storm sewer to ditchline of Muskoka Road 169; 4. Extend new storm sewer from ditchline through Muskoka Bay Park.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	500,000					500,000
	500,000					500,000
Expenditures Total	500,000					500,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	500,000					500,000
	500,000					500,000
Funding Total	500,000					500,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B179	Redwing Dr. - Major Drainage System Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Redwing Dr - Major Drainage System Improvements

Project Justification
In 2022 the Town initiated a Schedule B Class Environmental Assessment with the purpose of addressing long-term historic flooding of properties upstream and adjacent to Redwing Dr and Loon Lk Rd. While the Municipal Class EA process is still underway it is anticipated that the preferred alternative in addressing the drainage system deficiencies being experienced will be to construct a new storm sewer providing an outlet capable of conveying the 1:100 year return event.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	400,000					400,000
	400,000					400,000
Expenditures Total	400,000					400,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	400,000					400,000
	400,000					400,000
Funding Total	400,000					400,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B181	Abbey Ln - Major Drainage Outlet Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Abbey Ln - Major Drainage Outlet Improvements

Project Justification
In 2021 Infrastructure Services lead the development of a Master Storm Sewer Report for the purpose of better understanding the functionality of the Town's Storm Sewer Collection System and associated outfalls. As part of the analysis, hydraulic modeling identified that the Abbey Lane outlet was hydraulically deficient and as such it was recommended through the study that a new storm sewer sized to convey the 1100 year return event be constructed and that drop structures be employed to dissipate energy and reduce the velocity of flows discharged through the system. This project is considered a repair/renovation of an existing collection system and as such can proceed to design/construction as a Schedule A project under the Municipal Class EA framework.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	350,000					350,000
	350,000					350,000
Expenditures Total	350,000					350,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	350,000					350,000
	350,000					350,000
Funding Total	350,000					350,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B158	Jim Wood Ln - Southwood Rd to Green Halgh Rd		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base and resurfacing with Hot Mix Asphalt over a distance of 0.50 kilometres

Project Justification
<p>This section of Jim Wood Ln has been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material.</p> <p>Currently, this asset supports an Average Annual Daily Traffic (AADT) count of 25 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public motorists whereby reducing the Town's exposure to cases of liability and risk.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	275,000					275,000
	275,000					275,000
Expenditures Total	275,000					275,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	275,000					275,000
	275,000					275,000
Funding Total	275,000					275,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B227	Progress Dr Rehabilitation - Progress Dr. to Jones Rd.		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base, complete with strategic full depth excavation and replacement of the road base at select locations and resurfacing with Hot Mix Asphalt over a distance of 0.30 kilometres

Project Justification
<p>This section of Progress Dr. has been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor/major structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material and full replacement of approximately 25% of the existing road base.</p> <p>Currently, this asset supports an Average Annual Daily Traffic (AADT) count of 300 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public motorists whereby reducing the Town's exposure to cases of liability and risk.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	175,000					175,000
	175,000					175,000
Expenditures Total	175,000					175,000
Funding						
Federal Gas Tax						
Tfr.from-Federal Gas Tax	175,000					175,000
	175,000					175,000
Funding Total	175,000					175,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B063	Industrial Dr Reconstruction - Jones Rd to Progress Rd		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base and resurfacing with Hot Mix Asphalt over a distance of 0.20 kilometres.

Project Justification
<p>This section of Industrial Dr has been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material.</p> <p>Currently, this asset supports an Average Annual Daily Traffic(AADT) count of 600 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public motorists whereby reducing the Town's exposure to cases of liability and risk.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	77,000					77,000
	77,000					77,000
Expenditures Total	77,000					77,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	77,000					77,000
	77,000					77,000
Funding Total	77,000					77,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B193	Laycox Rd - Rehabilitation - Doe Lake Rd to Silver Lake Rd.		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverization of the existing road base and resurfacing with Hot Mix Asphalt over a distance of 0.30 kilometres

Project Justification
<p>This section of Laycox Rd has been identified within the 2021 Road Needs Study as requiring rehabilitation efforts to address both observed minor structural deficiencies and surface type discontinuities. This resurfacing strategy includes a single 50mm lift of asphalt, with a 100mm lift of Granular A material.</p> <p>Currently, this asset supports an Average Annual Daily Traffic (AADT) count of 175 vehicles. Once complete this rehabilitation strategy will place the road at a service level that is appropriate for the traveling public whereby reducing the Town's exposure to cases of liability and risk.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Provincial / Federal Funding						
Provincial Government Funding	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	710B078	Gull Lake Rotary Park - Accessible Pathway - Top Up		
Department	Parks			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
This is a "top up" from the approved 2022 Capital Budget project number 710033 in the value of \$22,000. The "top up" is an additional \$60,000 in addition to what was approved in 2022.

Project Justification
The Town deferred this approved 2022 capital project until 2023 to align with the proposed outdoor tiered seating at Gull Lake Rotary Park. The "top up" of \$60,000 reflects revised cost on estimates obtained in the summer of 2022 (Total budget of \$88,000)

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Parkland Dedication						
Tfr.from-Parkland	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	335B033	Hot Box - Cold Mix (Pothole Patching)		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
The acquisition of a cold mix hot box is intended to provide service level efficiencies in addressing pothole repair, especially in colder temperatures.

Project Justification
<p>A cold mix hot box (trailer mount - 2 tonne) is ideal for small scale asphalt repairs/patch work. Temperature maintenance of asphalt (namely in cold temperatures) extends product life which provides more flexibility in using the product in colder temperatures (more malleable) and would therefore enable staff to immediately respond to pothole repairs.</p> <p>During colder temperatures, staff are currently required to place cold mix in the back of a one tonne and store the one tonne inside a heated bay overnight. This permits the material to become 'workable'. However the ability to work with the cold mix asphalt in this manner is limited and ineffective as the temperature of the material becomes colder when in the field.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B170	Solar Radar Speed Signs - Multi Year		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Installation of solar radar speed signs on various Town roads, with the objective of reducing the number of speeding vehicles on designated sections of Town roadways deemed problematic.

Project Justification
<p>This project was put in place in response to complaints received by Council and Administration regarding the excessive speeding of vehicles on both Town and District roads. The Town initiated a solar radar speed sign pilot in 2020 on James St., which was deemed successful, with additional six signs being installed on various roads sections throughout the Town in 2022.</p> <p>This multi-year initiative will see the installation of solar radar speed signs (4 to 6 each year) on Town roads extending over a period of years. The focus for 2023 will be to install radar signs where road improvements have been recently performed on sections that have a higher Average Annual Daily Traffic Count over 500.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
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
Expenditures Total	30,000	30,000	30,000	30,000	30,000	150,000
Funding						
Reserve Funds						
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
Funding Total	30,000	30,000	30,000	30,000	30,000	150,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	550B009	St. James Cemetery - Chain Link Perimeter Fence (S side)		
Department	Cemeteries			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Installation of a black polycoat chain link fence on the southern perimeter of St. James Cemetery.

Project Justification
Over the last few years the Town has replaced (or installed) ornamental fencing or black chain link fencing at many of our municipal cemeteries.
The existing south perimeter chain link fencing at St. James Cemetery is unsightly and rusted. Replacing the existing 102 m fence with a 6 ft black polycoat chain link industrial fence would be in keeping with chain link fencing installed at other municipal cemeteries (rear perimeter).

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	16,000					16,000
	16,000					16,000
Expenditures Total	16,000					16,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	16,000					16,000
	16,000					16,000
Funding Total	16,000					16,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	330B228	LAS Sidewalk Assessment		
Department	Roads			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Sidewalk inspections in accordance with specifications as identified in the Minimum Maintenance Standards MMS 239/02 (S.16) for the purpose of identifying sidewalk surface discontinuities.

Project Justification
<p>The Town maintains approximately 28 km of sidewalks. The sidewalk inspection assessment is to ensure our municipal sidewalks are safe for pedestrians and in compliance with the MMS 239/02. These inspections are to occur once per calendar year.</p> <p>The Town is hopeful to pursue this work through Local Authority Services (LAS), a preferred provider of competitively priced and sustainable co-operative business services for Ontario municipalities and the broader public sector. The Town is a registered member with LAS and any such goods and services as may be required by LAS is deemed compliant with the Town's procurement policy.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	15,000					15,000
	15,000					15,000
Funding Total	15,000					15,000



2023 Capital Budget

Special Projects

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	120B006	Electronic Property Files		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Kayla Thibeault			

Project Description
Digitization of vital support records - Property Roll files - to provide collaborative access for multi-departments and accelerate the search time. This will greatly enhance customer services, routine disclosure and response time for Development Services related applications.

Project Justification
<p>The Town's Corporate Roll Files contain vital information for all properties within the Town of Gravenhurst. This information includes transitory copies of registered agreements, building permits, compliance letters, zoning by-law amendments, minor variance decisions, site plans, and previous correspondence between Town staff regarding development proposals or general inquiries, all pertaining to the property in question. When an inquiry is received regarding a property in the municipality, the physical Roll File is the first item Development Services staff utilize prior to answering their inquiry to understand the history of the property. Having digital Roll Files will allow multiple staff members to access information at one time and readily save new correspondence within each file electronically ensuring our files are up to date and accurate in less time. Further to this, digitizing the Roll Files will enable staff to be more efficient as they will not be required to print, scan, and physically file new information within each physical Roll File and further will elevate the need to retrieve the physical files from the records room within the Municipal Office.</p> <p>Having all Roll Files digitized will contribute to the municipality's effort towards modernization, improved efficiencies, and will ensure Staff continue to deliver a consistent message to members of the public regarding their properties.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	125,000					125,000
	125,000					125,000
Expenditures Total	125,000					125,000
Funding						
Building Permit Reserve						
Tfr.from-Building Permit	125,000					125,000
	125,000					125,000
Funding Total	125,000					125,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	130B003	Corporate Communications Strategy		
Department	Legislative			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Kayla Thibeault			

Project Description
Development of a comprehensive Corporate Communications Strategy.

Project Justification
Through engagement with a consultant, the development of a Corporate Communications Strategy will provide guidance, advice and recommendations for the Town to move forward with a progressive, proactive and appropriate communications program. The capital project will target objectives of community engagement and best practices to provide timely and accurate information to all community stakeholders.

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	75,000					75,000
	75,000					75,000
Expenditures Total	75,000					75,000
Funding						
Reserves						
Tfr.from-Planning	75,000					75,000
	75,000					75,000
Funding Total	75,000					75,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	4123031	Community Improvement Plan		
Department	Economic Development			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build our Partnerships, Connections & Connectivity: A more connected community			
Project Manager	Amy Taylor			

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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Community Group Grants						
Community Group Grants	70,000	80,000	85,000	85,000	85,000	405,000
	70,000	80,000	85,000	85,000	85,000	405,000
Expenditures Total	70,000	80,000	85,000	85,000	85,000	405,000
Funding						
Reserves						
Tfr.from-Community Improvement Plan	70,000	80,000	85,000	85,000	85,000	405,000
	70,000	80,000	85,000	85,000	85,000	405,000
Funding Total	70,000	80,000	85,000	85,000	85,000	405,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	120B004	Strategic Plan Update		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Scott Lucas			

Project Description
Development of a community-based Strategic Plan by Council in 2023.

Project Justification
<p>The 2015-2020 Strategic Plan was established by a previous Council with the expectation that it would be reviewed, assessed against community needs, and replaced with an updated plan in 2020.</p> <p>Council provided some in-year input into the 2015-2020 Strategic Plan in early 2019. This project will be a more significant effort to engage the community in some way while developing a plan that uniquely represents the vision of the community and Council today.</p>

Budget						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserves						
Tfr.from-Planning	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2023 Capital Budget & Multi Year Plan

Project	4130001	Municipal Elections		
Department	Legislative			
Version	Initial Budget	Project Year	2023	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	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						
	2023	2024	2025	2026	2027	Total
Expenditures						
Contracted Services						
Contracted Services	14,500	2,000	2,000	150,000	15,000	183,500
	14,500	2,000	2,000	150,000	15,000	183,500
Material/Equipment/Labour						
Material & Supplies	500	500				1,000
	500	500				1,000
Expenditures Total	15,000	2,500	2,000	150,000	15,000	184,500
Funding Reserves						
Tfr. from-Election	15,000	2,500	2,000	150,000	15,000	184,500
	15,000	2,500	2,000	150,000	15,000	184,500
Funding Total	15,000	2,500	2,000	150,000	15,000	184,500