



Town of Gravenhurst 2017 Operating Budget



Town of Gravenhurst 2017 Operating Budget

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2017 Operating Budget Overview



TOWN OF GRAVENHURST
Approved 2017 Operating Budget
Overview

Department	2016 YTD Actuals	2016 Budget	2017 Approved Budget	\$ Change 2016 Budget
Town of Gravenhurst				
Council	234,883	247,650	246,170	(1,480)
CAO & Human Resources	598,800	611,730	666,608	54,878
Legislative Services (Clerks)	311,532	323,470	356,700	33,230
Corporate Services (Finance)	504,097	526,100	540,205	14,105
Development Services	953,013	1,138,978	1,119,879 ^a	(20,499)
Fire & Emergency Services	789,707	835,393	881,999	46,606
Infrastructure Services	4,314,752	4,291,511	4,386,279 ^b	93,568
Recreation, Arts & Culture	1,170,797	1,177,659	1,284,994	107,335
Corporate Administration	3,481,131	3,630,182	4,239,638	609,456
Community Partnerships	610,790	656,176	678,942	22,766
Total Town of Gravenhurst	12,969,502	13,438,849	14,401,414	959,965
				7.1%

Council Amendments:

^aAmended by Council Resolution #52 on March 7, 2017 to increase the Development Services – Planning – Other Services budget by \$1,400 to support the Muskoka Conservancy Emerald Ash Borer study in the Town of Gravenhurst

^bAmended by Council Resolution #48 on March 1, 2017 to increase Parks Contracted Services budget by \$1,200 to line two tennis courts within Gull Lake Rotary Park to accommodate Pickle Ball standards providing a dual-purpose recreational court to accommodate recreational activity for citizens of varying ages and abilities



2017 Operating Budget Town Departments



2017 Operating Budget Council

Council – 2017 Operating Budget

APPROVED 2017 BUDGET

\$246,170 which is a decrease of \$1,480 or a 0.6% decrease from 2016

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

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Council meetings	12	12	12
Planning Council meetings	11	12	12
Budget meetings	9	5	5
Special meetings	5	1	2
New business openings	12	7	10
Special occasion plaques/certificates	43	39	40

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

2017 Budget reflects a number of reductions across the board partially offset by a 1.5% increase in Council remuneration.

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Council**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Council							
Expenditures							
Staff Costs	212,118	213,062	212,465	221,200	224,020	2,820	
Community Support	7,483	12,779	7,599	8,000	5,500	(2,500)	
Professional Development	8,485	10,340	13,568	15,500	15,000	(500)	
Contracted Services	1,091	796		1,000		(1,000)	
Communications	2,181	1,125	1,245	1,450	1,400	(50)	
Materials & Supplies	362	355	6	500	250	(250)	
Total Expenditures	231,720	238,457	234,883	247,650	246,170	(1,480)	(0.6)
Revenue							
Transfers From Reserves		(2,100)					
Total Revenue		(2,100)					
Total Council	231,720	236,357	234,883	247,650	246,170	(1,480)	-0.60%

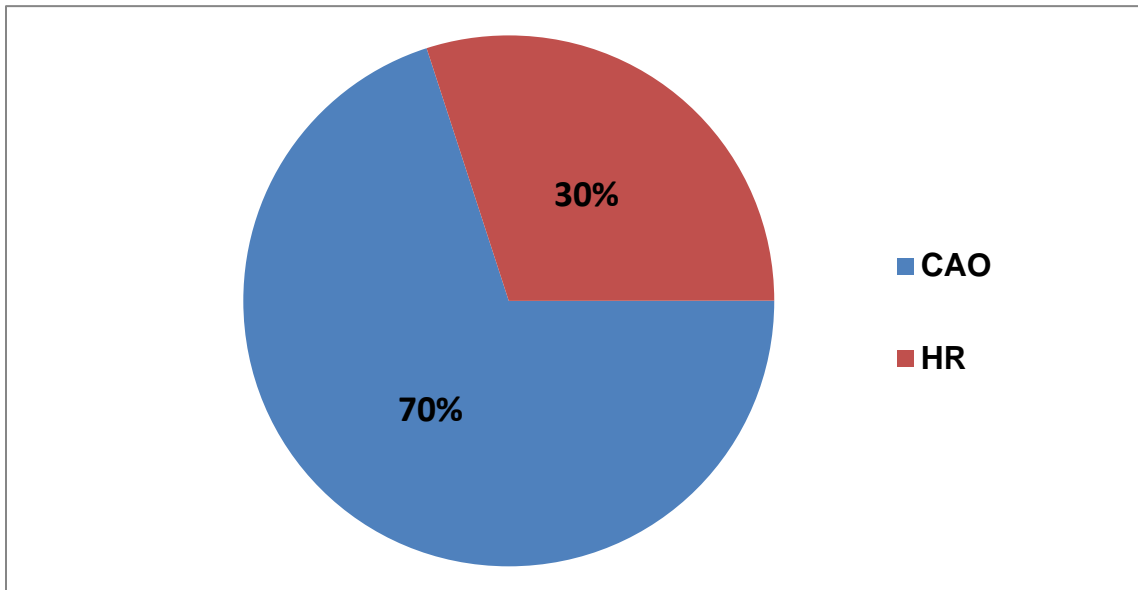


2017 Operating Budget CAO & Human Resources

CAO/HR Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$666,608 which is an increase of \$54,878 or 9.0% increase from 2016



CAO Services	Human Resources Services
<ul style="list-style-type: none"> Exercises general control and management of the affairs of the Town 	<ul style="list-style-type: none"> Administers recruitment and staffing
<ul style="list-style-type: none"> Provides direction to Town employees and administrative support to Mayor and Council 	<ul style="list-style-type: none"> Conducts labour and employee relations activities
<ul style="list-style-type: none"> Directs the development and implementation of corporate policies and programs 	<ul style="list-style-type: none"> Administers total compensation and benefits, including job evaluation, reward and recognition programs
<ul style="list-style-type: none"> Ensures Council receives administrative support, reports and information required for decision making 	<ul style="list-style-type: none"> Champions health, safety & wellness, including disability claims management
<ul style="list-style-type: none"> Assists Council in the development of corporate initiatives for the Town 	<ul style="list-style-type: none"> Conducts organizational development planning, develops personnel policies and facilitates training
<ul style="list-style-type: none"> Liaises with local boards, commissions, agencies, other municipalities, as well as the provincial and federal governments 	<ul style="list-style-type: none"> Provides advice/counsel to line departments/managers on human resources matters

CAO/HR Services – 2017 Operating Budget

2016 ACCOMPLISHMENTS

- **Strategic Plan** – Provided direction and oversight of the Implementation plan as approved by Council for the current cycle of the 2015-2020 Strategic Plan.
- Provided direction and oversight of **Official Plan** (OP) update as approved by Council.
- **Organizational Structure Review** completed. Supported by the Senior Management Team, made changes to carry out the Mission of the Town more efficiently, including responding to Strategic Plan priorities.
- Provided direction and oversight of the **Asset Management Plan**, while ensuring regulatory requirements were met and a realistic plan was established to maintain existing Town-owned infrastructure.
- **Governance review** - Worked with Town Clerk and District's CAO to organize and oversee collective board development session with District and Area Councils, in order to review and enhance governance skills and processes.
- Completed a successful **annual recruitment program**, including key positions such as the Manager of Facilities, Manager of By-Law Services, Building Inspector, Purchasing/Financial Analyst, Municipal Law Enforcement Officer, and others.
- Championed **Corporate Health & Safety** by ensuring legal compliance and sustainability of the Corporate Health & Safety Program. Completed legislated training and coordinated other employee Health, Safety and Wellness programs; developed and implemented modified return-to-work programs.
- Facilitated **corporate training initiatives**, in areas including Leadership, Customer Service, Computer Software, Municipal Project Management, Performance Management, Financial Wellness, Team Building, Labour Relations, Employee Orientation and Retirement Planning.
- Administered and monitored the new **Corporate Performance Management Program**
- Initiated a **Corporate Compensation Review** for management, non-union, unionized staff and Council.

DEFERRED 2016 INITIATIVES

- none

KEY INITIATIVES FOR 2017

- **Involvement, participation and engagement in the development of the Muskoka Regional Centre.**
- **Direction and oversight of the Asset Management Plan for Council approval, forming the basis for a long-range financial plan.**
- **Development of Strategic Plan reporting mechanisms to share with Council.**

CAO/HR Services – 2017 Operating Budget

- **Community Hubs - Investigate the terms of Provincial interest, potential community partners, impacts, conceptual plan and budget.**
- **Primary implementation of the 2017 Staffing Priorities/Restructuring Plan**
- **Preparation and participation in Collective Bargaining Negotiations for both the Outside and Inside Bargaining Units**
- **Review and completion of Corporate Compensation Review Council approval**
- **Develop strategies and action plans for items identified in the Strategic Plan that include Municipal Process Improvements, Efficiency and Effectiveness Improvements, and Increasing Town Presence at Community Events**

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- **Objective 1A: Build Economic & Employment Opportunities**
- **Objective 2A: A Safer Community**
- **Objective 2B: A Well-Planned, Healthy, Green and Livable Community**
- **Objective 3A: A More Connected Community-A Vibrant Town supported by solid and active partnerships**
- **Objective 5A: Exceptional Municipal Customer Service**
- **Objective 5B: Exceptional Municipal Management and Operational Excellence**

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Recruitments	33	35	37
Corporate customer service & leadership training (% staff trained)	90%	95%	98%
Health & safety legislative compliance training (% staff trained)	100%	100%	100%
WSIB/disability claims management (HR time allocation)	10%	12%	10%
Legal files (HR time allocation)	20%	30%	30%
Job evaluation/pay equity review (HR time allocation)	20%	15%	20%

CAO/HR Services – 2017 Operating Budget

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	3	4	1	<p>Full-time contract Project Manager to be added in Q2 to work on:</p> <ul style="list-style-type: none"> • Corporate and strategic risk-related activities (e.g., leases and agreements) • Manage the transition of Emergency Management leadership to Fire & Emergency Services • Provide executive support to the CAO and Mayor allowing appropriate focus on important Corporate Health & Safety initiatives by the H&S Coordinator <p>The need and/or classification for the position will be reviewed after two years.</p>
Part-Time	.33	.33	0	HR Student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Staff Costs: Increase of \$51,000

- Increased to reflect wages and benefits for hiring of full-time Project Manager/Executive Assistant to the CAO/Mayor in the second quarter of 2017

Consultant Services: \$10,000 decrease

- Reduced to reflect consolidation of consulting resources for corporate initiatives managed by the CAO in the Corporate Administration budget

Legal Services: \$10,000 increase

- Increased based on historical experience with legal costs for current labour negotiations

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
CAO & Human Resources Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
CAO & Human Resources							
Expenditures							
Staff Costs	191,535	320,992	514,063	526,155	577,325	51,170	
Community Support	2,500	4,110	4,076	3,000	3,500	500	
Professional Development	17,115	14,787	18,407	21,100	24,100	3,000	
Contracted Services	8,067	9,627					
Consultant Services	217,670	183,860	11,757	30,500	20,500	(10,000)	
Legal Services	30,990	20,317	45,951	20,000	30,000	10,000	
Communications	11,010	9,981	6,091	9,875	10,083	208	
Equipment	2,028			300	300		
Materials & Supplies	694	672	(193)	800	800		
Total Expenditures	481,609	564,346	600,152	611,730	666,608	54,878	9.0
Revenue							
Grants	(2,250)	(1,586)	(1,352)				
Total Revenue	(2,250)	(1,586)	(1,352)				
Total CAO & HR	479,359	562,760	598,800	611,730	666,608	54,878	9.0%

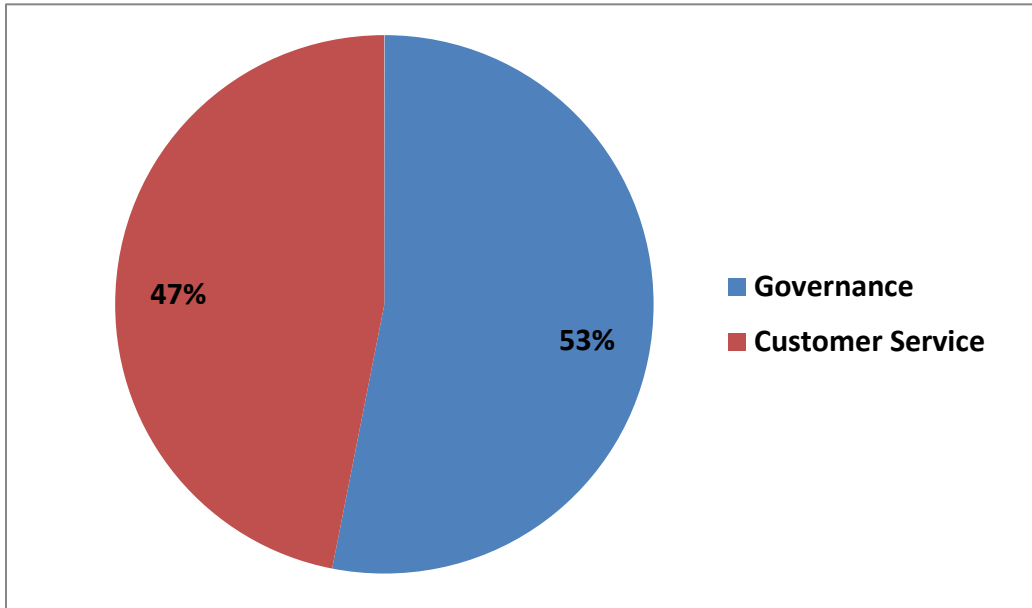


2017 Operating Budget Legislative Services

Legislative Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$356,700 which is an increase of \$33,230 or a 10% increase from 2016



Governance	Customer Service
<ul style="list-style-type: none"> Preparation of Council and Committee agendas, resolutions and minutes 	<ul style="list-style-type: none"> Reception (greeting public, direction calls and walk in traffic, responding to general inquiries of the public – telephone and email) Note: Front Reception position to be re-located into Legislative Services department. While customer service remains a priority for all positions, customers will be directed through signage and physical facility amendments.
<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"> Administer the business, lottery and marriage licensing programs in accordance with provincial legislation and municipal by-laws and completion of required reporting
<ul style="list-style-type: none"> Oversee and administer the accessibility program working with the Accessibility Advisory Committee and other departments to ensure compliance with the <i>Accessibility for Ontarians with Disabilities Act</i> 	<ul style="list-style-type: none"> Administer the civic addressing program working in cooperation with the District by responding to internal and external customers for the assignment of civic addresses in accordance with By-law No. 99-68 Note: To be transitioned out of Legislative Services after completion of succession program

Legislative Services – 2017 Operating Budget

<ul style="list-style-type: none"> Information Requests including Freedom of Information process and general information (internal, external) 	<ul style="list-style-type: none"> Booking and hosting of civil marriage ceremonies
<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 	<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"> Maintain and ensure the security of corporate records (minutes, by-laws, resolutions, legal documents etc.) 	<ul style="list-style-type: none"> Commissioner of Oath (internal, external)

2016 ACCOMPLISHMENTS

- Reviewed and provided a Council Briefing Report regarding the amendments to the Municipal Elections Act**
- Reviewed and provided a Council Briefing Report regarding Councillor emails and constituent records in response to Municipal Freedom and Information and Protection of Privacy Act and recent IPC orders**
- Conducted research, a working session and developed a Council Board Development session to facilitate informal discussion regarding the roles and responsibilities of Council, staff and ideal Council meeting decorum
- Assisted in the organization of a District wide Joint Council Meeting to network with other members of Councils and Senior Management Teams throughout the District of Muskoka**
- Continued Phase II and Phase III of the Records Management program
- Completed required records management related policies including Routine Disclosure, Records Lifecycle and Electronic Naming Guidelines**
- Conducted two corporate wide training sessions regarding Records Management to assist staff with understanding new policies, procedures and formats**
- Facilitated the lifecycle completion of 150 boxes of municipal records
- Conducted overhaul and re-organization of various records locations (Town Hall, Fire Hall, Public Works Yard etc.)
- Completed Legislative Services department assessment and prepared department proposal with revised roles and responsibilities and recommended additional resources**
- Conducted a review of over 150 Corporate Agreements to establish a consolidated register of agreements, determined currency (expiration dates) and ensured compliance. Ongoing follow-up with required parties to assist with risk management and municipal and other partnership obligations.**

Legislative Services – 2017 Operating Budget

- Participation with corporate wide communications with the Ontario Ombudsman's Office for formal public inquiries
- Developed a Customer Service and Complaint Resolution Policy

DEFERRED 2016 INITIATIVES

- Multi-year review/audit of legislative policies including Procedural By-law, Public Notice and Delegation of Powers policies
- Special Events/Business Licensing

KEY INITIATIVES FOR 2017

- Continuation of Phase II and Phase III of the Records Management Program (See Capital Project ITS003) including:
 - Review of two large historical corporate project records to determine applicability for fourth quarter 2017 destruction
 - Conversion, clean up and purge of existing Active Directory (electronic network) in compliance with TOMRMS format
 - Appoint Joint Project Manager with Records Consortium to complete review and final report regarding determining staffing requirements, IT needs, project readiness, policies and procedures, budget and recommended EDRMS solution
- Complete transition plans for existing and new employees with documented revised roles, responsibilities and physical movements
- Recruit and fill Deputy Clerk/Committee Coordinator and Records Coordinator positions
- Organize and host two Council Board Development sessions with the themes of communications and advancing municipal business
- Initiate review of Procedural By-law
- Obtain Council direction and passage of by-law for the use of internet and telephone for the 2018 municipal election
- Obtain a vendor to host the software for the 2018 municipal election
- Develop policies, procedures and contingency plans for the operation of the 2018 municipal election
- Maintain compliance with the timelines as per the revised Municipal Elections Act

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- **Objective 5A – Exceptional Municipal Customer Service**
- **Objective 5B – Exceptional Municipal management & Operational**

Legislative Services – 2017 Operating Budget

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Governance			
• Meetings	37	44	40
• Deputations	46	36	-
• Reports considered	122	189	-
• Resolutions passed	254	237	230
• By-laws passed	128	119	120
Licensing			
• Business (other than taxi)	27	23	25
• Taxi	24	22	20
• Lottery	18	21	20
• Marriage	73	70	70
• Civil marriage ceremonies	29	30	30
• Burial permits/deaths registered	162	167	160
Other Department Activities			
• Information requests	20	7	10
• Commissioning	89	67	80
• Civic addressing	-	151	130

Legislative Services – 2017 Operating Budget

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	4	4	-	The succession management agreement put in place in 2015 will conclude in April 2017. The previous position of Coordinator of Legislative Services/Deputy Clerk will be reinstated with revised duties.
Contract	0	1	1	Based on the results of the Joint Project Manager assessment, contract Records Coordinator with a defined skill set as outlined within the final key deliverable report.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Staff Costs: Increase of \$36,900

- Negotiated increase and higher employee benefit costs
- Includes transition of Manager of Special Projects/Deputy Clerk (4 months) to historical Deputy Clerk position (8 months)
- Includes 6 month contract for Records Coordinator

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Legislative Services (Clerks)**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Legislative Services (Clerks)							
Expenditures							
Staff Costs	314,325	330,073	327,106	332,700	369,600	36,900	
Professional Development	3,400	3,437	7,797	6,625	6,250	(375)	
Contracted Services	3,850	11,132	8,451	11,250	8,800	(2,450)	
Official Studies & Reviews	25,440						
Communications	822	865	774	895	1,800	905	
Equipment	163						
Materials & Supplies	6,408	3,837	5,268	5,000	4,250	(750)	
Total Expenditures	354,408	349,344	349,396	356,470	390,700	34,230	9.6
Revenue							
Other Fees	(1,053)	(1,243)	(1,801)	(1,000)	(1,000)		
Permits	(1,793)	(1,210)	(1,160)	(1,500)	(1,500)		
Licences	(36,850)	(31,785)	(34,903)	(30,500)	(31,500)	(1,000)	
Unallocated Revenue		(252)					
Total Revenue	(39,696)	(34,490)	(37,864)	(33,000)	(34,000)	(1,000)	3.0
Total Legislative Services (Clerks)	314,712	314,854	311,532	323,470	356,700	33,230	10.3%

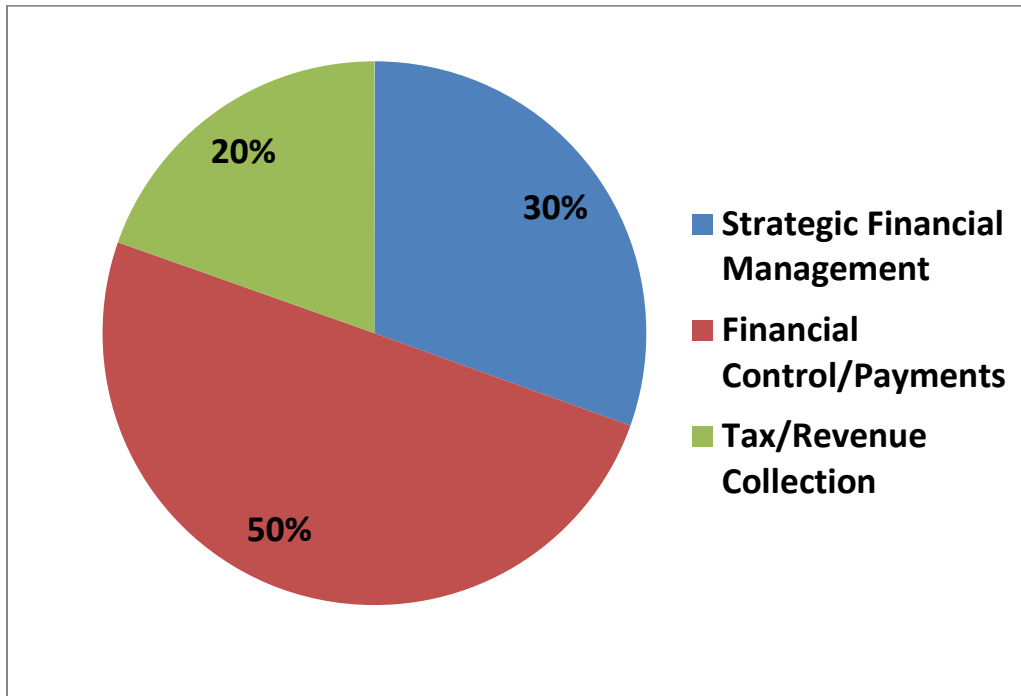


**2017 Operating Budget
Corporate Services
(Finance)**

Corporate Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$540,205 which is an increase of \$14,105 or a 3% increase from 2016



Strategic Financial Management	Financial Control/Payments	Tax/Revenue Collection
<ul style="list-style-type: none"> Leadership in the annual operating and capital budget (\$24 million gross) 	<ul style="list-style-type: none"> Manage general ledger, A/P and payroll systems including financial controls and systems. 	<ul style="list-style-type: none"> Proactively manage tax collections and preservation of the Town’s assessment
<ul style="list-style-type: none"> Strategic financial planning and related advice to Council 	<ul style="list-style-type: none"> Financial reporting to departments and external agencies 	<ul style="list-style-type: none"> Manage the tax system including the issuance of tax bills
<ul style="list-style-type: none"> Coordination of IT resources for the corporation 	<ul style="list-style-type: none"> Coordination of insurance claims against the Town 	<ul style="list-style-type: none"> Provide assistance with leases & agreements
<ul style="list-style-type: none"> Develop/ implement a Town Risk Management plan 	<ul style="list-style-type: none"> Lead engagement with external auditors 	<ul style="list-style-type: none"> Development Charges by-law implementation and reporting
<ul style="list-style-type: none"> Ensure completion of a Town Asset Management Plan 	<ul style="list-style-type: none"> Administer Procurement By-Law and processes 	<ul style="list-style-type: none"> Coordinate Town User Fee by-law

Corporate Services – 2017 Operating Budget

2016 ACCOMPLISHMENTS

- Leadership and stewardship of the 2016 Budget process up to Council approval.
- Council approval of the 2017 Capital Budget prior to December 31, 2016.
- Facilitated Senior Management Team workshops to prioritize resources to mitigate organizational risk, manage potential liability issues and improve customer service.
- Improved oversight and reporting on Town operations and Town capital projects.
- Reviewed and updated purchasing by-law and Town procurement policies. Provided a resource to facilitate the process and ensure transparency and consistency.
- Brought forward Reserve and Reserve Fund policy to address operating and capital needs while putting the Town on the path to financial strength and fiscal sustainability.
- Provided leadership and expertise to facilitate implementation of a new Work Order costing system for Infrastructure staff.
- Proactively managed tax collections. Developed better systems to track and assess the impact of supplemental taxes, tax write-offs and Assessment at Risk to the Town.
- Addressed outstanding Municipal Capital Facility designations for the YMCA, the Senior Centre, and 3-185 Cherokee Lane. Reviewed and took corrective action to ensure the assessment base accurately reflected true taxable assessment.
- Proceeded through the Tax Sale process with 21 properties, in accordance with legislation, collecting \$294,281 in outstanding taxes payable to the Town.

DEFERRED 2016 INITIATIVES

- Obtain Council approval for a Town-wide asset management plan for all Town assets (scheduled for approval in March 2017)
- Provide leadership in implementing an Inventory System for Infrastructure Services (deferred to 2018 pending a business process review)

KEY INITIATIVES FOR 2017

- **Bring forward a 2017 Operating Budget that reflects a commitment to investing in infrastructure and organizational restructuring focused on risk management and improved customer service.**
- **Recommend to Council a financial plan to address identified asset management needs over the next 10-20 years that is reasonable and sustainable.**
- **Upgrade budget software. Begin implementation of a Capital Budgeting module.**
- **Recommend appropriate reserve balances for Town Reserves and Reserve Funds together with a realistic funding strategy to achieve these goals.**

Corporate Services – 2017 Operating Budget

- **Improve internal business processes and practices (e.g. Claims Management, Payment in Lieu of Taxes (PILT) billings) as part of a continuous improvement program that focuses on highest value improvements each year.**

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- **Objective 5A – Exceptional Municipal Customer Service**
- **Objective 5B – Exceptional Municipal Management**

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
# of Invoices Processed	7,100	6,350	7,000
Electronic Funds Transfers (EFTs) as a % of total payments	57%	62%	68%
# of claims against the Town currently being coordinated	25	31	30
# of T4 issued	228	230	235
# of receipts issued at front counter	9,489	10,592	10,500
# of tax bills issued	19,936	20,003	20,010
% of tax accounts pre-authorized	18%	22%	25%
% of taxes uncollected	8.9%	6.8%	6.5%
Final Demand Letters prior to Tax Sale	141	57	72
Tax Sales	0	21	8

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	7	7	-	No change from 2016

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Staff Costs: Increase of \$20,000

- Negotiated increase and higher employee benefit costs

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Corporate Services (Finance)**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Corporate Services (Finance)							
Expenditures							
Staff Costs	668,957	616,428	646,235	645,900	665,900	20,000	
Professional Development	8,869	8,955	11,067	15,270	14,530	(740)	
Contracted Services	143						
Legal Services	194						
Communications	1,428	1,536	1,839	1,730	1,815	85	
Other Services	3,805	7,746	8,726	7,200	9,000	1,800	
Equipment	3,250	238	262	300		(300)	
Materials & Supplies	1,790	4,026	1,872	2,500	2,500		
Total Expenditures	688,436	638,929	670,001	672,900	693,745	20,845	3.1
Revenue							
Tax Penalties & Fees	(76,697)	(49,045)	(41,576)	(46,800)	(51,040)	(4,240)	
Other Fees	(116,568)	(99,523)	(115,010)	(100,000)	(102,500)	(2,500)	
Unallocated Revenue	(249)	(90)	(9,318)				
Total Revenue	(193,514)	(148,658)	(165,904)	(146,800)	(153,540)	(6,740)	4.6
Total Corporate Services	494,922	490,271	504,097	526,100	540,205	14,105	2.7%

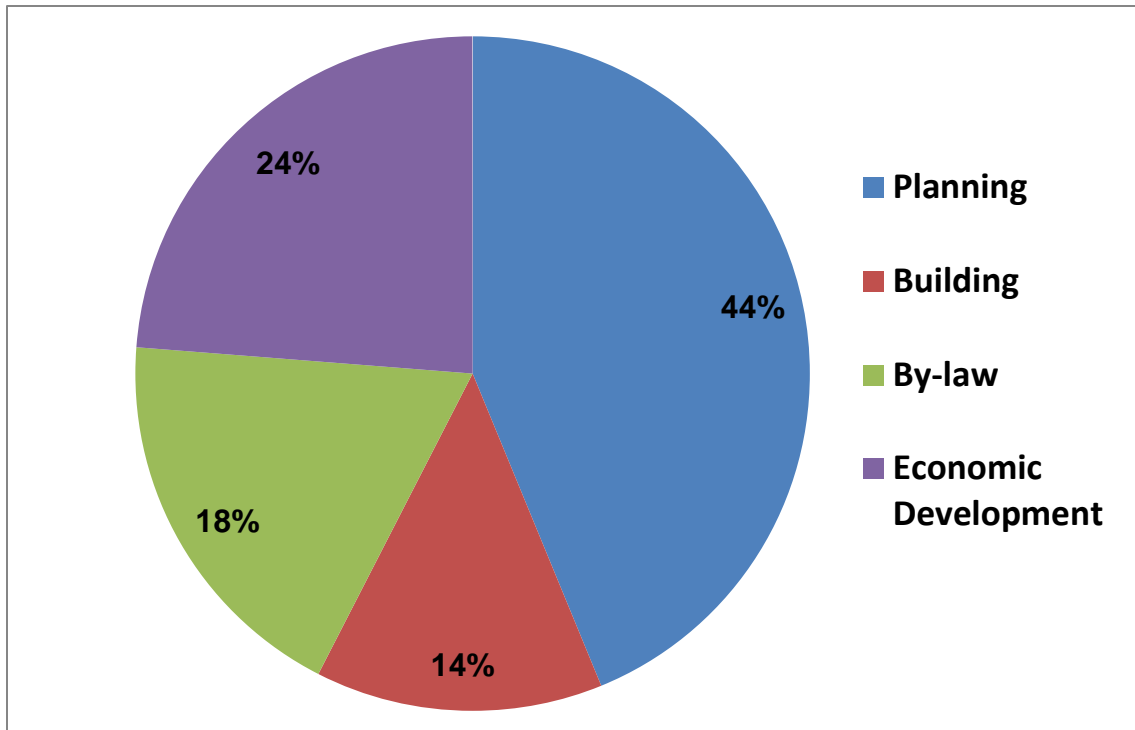


2017 Operating Budget Development Services

Development Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$1,119,879 which is a decrease of \$19,099 or a 1.7% decrease from 2016



Planning

- Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
- Administer a number of legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Environmental Advisory Committee)
- Review and process development applications including Official Plan and Zoning By-law amendments, plans of subdivisions and condominium consents, minor variances and site plan agreements
- Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation)
- Oversee consultant work where municipal resources are deemed unavailable
- Represent the municipality in Ontario Municipal Board and other Tribunals
- Administer the Town's Geographic Information System (mapping)

Development Services – 2017 Operating Budget

Building

- Conduct inspection and enforcement services as it relates to the Ontario Building Code and other applicable law
- Implement the septic re-inspection program as a means of educating on importance of septic health to our water resources
- Assist other departments in construction projects related to municipal facilities
- Report to Council and the province on permit numbers, revenue and expenses
- Follow-up on open building permit files to reduce municipal liability
- Represent the Town in building related legal proceedings

Economic Development

- Town point of contact for entrepreneurs and business investors interested in investing in Gravenhurst
- Coordinate programs to attract new businesses, residents and other investments
- Conduct research and maintain current socio-economic data, various statistics and other useful information
- Develop local partnerships to promote, support and sustain economic prosperity and coordinate the relationships with these community partners
- Coordinate internal grant applications for the corporation intending to leverage budgets using grant dollars
- Implementation and administration of the Community Improvement Plan (CIP)
- Annually survey the business community to gauge success and challenges
- Special projects as economic growth opportunities arise

Development Services – 2017 Operating Budget

By-law
<ul style="list-style-type: none">• Involved in the development, education and enforcement of municipal by-laws
<ul style="list-style-type: none">• Conduct routine prosecutions for building, fire, zoning and municipal by-law litigation
<ul style="list-style-type: none">• Assist internal and external operations from a municipal enforcement standpoint (e.g. events, Santa Clause parade)
<ul style="list-style-type: none">• Implement/enforce the Animal Control By-law (recently brought “in-house” from the OSPCA)
<ul style="list-style-type: none">• Supervise crossing guard services at the Beechgrove School location on Muskoka Beach Rd.

2016 ACCOMPLISHMENTS

- Recruitment efforts in By-law and Economic Development Divisions
- Worked with consultants to complete a new Official Plan for Council approval
- Worked with consultants to complete a draft Age Friendly Active Transportation Strategy
- Brought forward a Delegation By-law for routine approvals as a means of reducing unnecessary “red tape” in development processes
- Negotiated and settled two Ontario Municipal Board Appeals resulting in reduced overall legal costs related to such matters
- Reviewed and issued 720 building permits of varying complexities
- Conducted and reported on 102 record searches for real estate transactions
- Implemented the MARMAK property management software system (which began in early 2014). Specifically, the Planning and By-law modules have now been fully implemented. The program relates to administration of development and other municipal applications and is assisting in our transition to becoming a more digital operation, with greater staff efficiency and improved reporting opportunities.
- Worked with the District of Muskoka to complete and provide, along with other information, the digital zoning layer via an interactive mapping program from the Town’s website. Coupled with further implementation of ArcGIS, this allows for greater visual context internally and in its communications with the community.
- Worked with stakeholders to develop a long-term strategy for the use of the Glen Echo road allowance/waterfront landing.

Development Services – 2017 Operating Budget

- Completed septic re-inspections on the following waterbodies:
 - Doe Lake
 - Muldrew Lake
 - Riley Lake
- Integrated Animal Control into internal operations
- Migrated Economic Development into the Development Services Department
- Continued implementation of the Gravenhurst365 marketing program
- Establishment of a business retention and expansion program
- Facilitated the release of a RFEOI and assisted in the selection of an acceptable partner for the Muskoka Regional Centre re-development
- Completed the Downtown Revitalization program including branding, events and development of the Heritage Walking Tour
- Facilitated the sale of 908 Bay St. to ensure economic benefit to the Town

DEFERRED 2016 INITIATIVES

- Development Standards Guidelines (awaiting approval of AT Strategy);

KEY INITIATIVES FOR 2017

- **District approval of the new Official Plan (and working through potential appeals)**
- **Participation on the District of Muskoka Official Plan Review**
- **Implementation planning for the Age Friendly Active Transportation Strategy**
- **Internal preparation of Development Standards Guidelines/Handbook**
- **Implementation of District of Muskoka Official Plan Amendment No. 45 Lake System Health (primarily more rigorous site planning implementation/monitoring)**
- **Enhance corporate GIS functionality**
- **Key development initiatives including, but not limited to, the Muskoka Regional Centre, Taboo, Isaac Street Residential Care Facility**
- **Develop a Community Ambassador Program**
- **Prepare Downtown Sidewalk Patio Policy**
- **Work with the Trillium Lakelands District School Board (TLDSB) in the consideration of the future of Gravenhurst High School**
- **Complete the Sign By-law**
- **Complete the Downtown Parking By-law**
- **Update of 2-3 municipal by-laws (e.g. Community Standards, Dog Control)**
- **Process mapping**
- **Develop succession planning strategies**
- **Prepare a Retail Gap Analysis and specific Investment Attraction Strategy**

Development Services – 2017 Operating Budget

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- **Objective 1A - A More Diverse Economy With More Year-Round Employment Opportunities**
- **Objective 1B - More Effective Marketing**
- **Objective 2A - A Safer Community**
- **Objective 2B - A Well-Planned, Healthy, Green and Livable Community**
- **Objective 3A - A More Connected Community – A Vibrant Town supported by solid and active partnerships**
- **Objective 5A – Exceptional Municipal Customer Service**
- **Objective 5B – Exceptional Municipal management & Operational**

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Planning applications	270	257	250
Building permit applications	674	727	707
Building permit values (\$)	36,867,275	40,225,127	39,000,000
Complaint files opened (By-law)	186	247	250
Complaint files closed	144	225	220
Committee meetings	31	30	30
Septic re-inspections	421	524	450
Economic opportunity files opened	12	49	55
File status (active/inactive/closed)	7/8/3	22/16/15	25/20/25
CIP grants (submissions/approved)	18/14	18/12	20/13
Companies visited	31	45	50
Companies surveyed through BR+E	205	209	230

Development Services – 2017 Operating Budget

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	16.5	17.0	0.5	By-law Officer reverted to Full Time. See offsetting reduction below.
Contract	2	1	-1.5	Reduce by 1 Economic Development Contract position and convert By-law Officer position to Full Time.
Other: Summer student for 10 weeks	3	3	0	2 By-law students and 1 Building student.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Planning and Zoning: Increase of \$5,709

- The bottom-line does not illustrate a significant increase, however, increases (highlighted in yellow) and decreases (highlighted in purple) signify realigned functions of a planning position, the transfer of some legal funds to a corporate legal account, and the completion of studies (OP/Active Transportation) funded from reserves and/or grants.

Building Inspection: Increase of \$2,420

- The bottom-line does not illustrate a significant increase in this division, but increases (yellow) and decreases (purple) signify incremental salary and wages increases, offset by an anticipated increase in revenue based on a 3 year average.

Development Services – 2017 Operating Budget

By-law/Animal Control: Offsetting Costs

- Realignment of service delivery model by increasing the utilization of Town staff (yellow), while discontinuing the contract with the OSPCA (purple).
- Impact is offset by incremental salary and wages increases, converting a part-time by-law position back to a full-time position for enhanced municipal enforcement capability, and retaining a portion of the OSPCA contract for kennel services.

Economic Development Grants: Decrease of \$12,567

- Increase (yellow) illustrates revenue that was realized in 2016 and is not anticipated in 2017.

Downtown Revitalization: Decrease of \$37,620

- Increases (yellow) and decreases (purple) signify the completion of the “formal” downtown revitalization project and associated funding (50% internal and external)
- Other downtown revitalization initiatives, however, are planned to continue.

Gravenhurst365: Increase of \$6,565

- This budget line represents the final year of a three-year marketing program funded partially through FEDNOR.
- Again, the bottom line is not significant, but the increases (yellow) and decreases (purple) represent funding commitments to complete the project while acknowledging sponsorship revenue is not anticipated.

Muskoka Regional Centre: Offset

- Increase (yellow) illustrates anticipated dollars required for the Town’s part in the land acquisition process. This expenditure is being completely offset by reserves (purple).

Council Amendment – March 7, 2017

- Council Resolution #52 to increase the Development Services – Planning – Other Services budget by \$1,400 to support the Muskoka Conservancy Emerald Ash Borer study in the Town of Gravenhurst

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Development Services							
Planning							
Expenditures							
Staff Costs	547,478	558,548	602,886	597,800	622,700	24,900	
Professional Development	8,541	7,832	10,924	10,650	10,450	(200)	
Contribution to Reserve	5,000	25,000	10,000	10,000	10,000		
Contracted Services	4,941	6,025	1,105				
Consultant Services	5,493	4,882	5,660	5,500	4,500	(1,000)	
Legal Services	27,635	29,157	20,600	32,000	20,000	(12,000)	
Official Studies & Reviews		23,474	24,870	50,000	8,000	(42,000)	
Communications	913	949	870	1,000	1,000		
Other Services			2,273	5,600	6,900	1,300	
Equipment	47	100					
Materials & Supplies	3,187	1,537	1,179	1,000	500	(500)	
Total Expenditures	603,235	657,504	680,367	713,550	684,050	(29,500)	(4.1)
Revenue							
Grants		(15,000)		(10,000)		10,000	
Planning Fees	(167,723)	(180,758)	(176,866)	(167,580)	(172,971)	(5,391)	
Other Fees	(1,700)	(1,600)	(1,610)	(2,500)	(2,000)	500	
Sales	(805)	(1,050)	(600)	(1,300)	(1,200)	100	
Transfers From Reserves		(23,474)	(22,145)	(38,000)	(8,000)	30,000	
Total Revenue	(170,228)	(221,882)	(201,221)	(219,380)	(184,171)	35,209	(16.0)
Total Planning & Zoning	433,007	435,622	479,146	494,170	499,879	5,709	1.2

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Age Friendly Active Transportation							
Expenditures							
Professional Development			281				
Transfers To/From Other Department			237				
Official Studies & Reviews			16,359				
Total Expenditures			16,877				
Revenue							
Grants			(6,250)				
Transfers From Reserves			(10,628)				
Total Revenue			(16,878)				
Total Age Friendly Active Transportation			(1)				

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Building Inspection							
Expenditures							
Staff Costs	557,458	516,737	493,441	567,800	593,600	25,800	
Labour Charges	3,073	4,951	1,761	4,000	3,000	(1,000)	
Professional Development	9,572	13,362	11,629	16,130	16,695	565	
Internal Financing	6,000	8,000					
Transfers To/From Other Department		(8,167)					
Contracted Services	35	92	34	300	1,300	1,000	
Legal Services	838	684	649	500		(500)	
Communications	4,607	4,008	2,562	3,950	3,110	(840)	
Equipment	27,689	22,970	21,424	22,055	20,300	(1,755)	
Materials & Supplies	3,270	2,297	2,925	3,450	3,600	150	
Total Expenditures	612,542	564,934	534,425	618,185	641,605	23,420	3.8
Revenue							
Planning Fees	(1,323)	(1,279)	(1,409)	(2,000)	(2,500)	(500)	
Other Fees	(3,230)	(3,405)	(19,160)	(5,000)	(6,000)	(1,000)	
Permits	(430,396)	(459,903)	(575,131)	(452,000)	(472,000)	(20,000)	
Fines	(2,394)	(2,195)	(5,150)	(5,000)	(4,500)	500	
Unallocated Revenue	(100)						
Total Revenue	(437,443)	(466,782)	(600,850)	(464,000)	(485,000)	(21,000)	4.5
Total Building Inspection	175,099	98,152	(66,425)	154,185	156,605	2,420	1.6

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
By-Law							
Expenditures							
Staff Costs	157,203	134,210	185,965	139,594	182,200	42,606	
Labour Charges	300	604	438	400	3,000	2,600	
Professional Development	3,578	5,062	5,028	5,850	6,950	1,100	
Internal Financing	9,000	9,000					
Contracted Services	256	2,158	1,533		8,500	8,500	
Legal Services			20	1,000		(1,000)	
Communications	1,589	2,489	2,173	2,600	2,800	200	
Equipment	7,633	4,131	5,206	6,000	6,000		
Materials & Supplies	1,192	1,719	1,606	2,000	3,000	1,000	
Total Expenditures	180,751	159,373	201,969	157,444	212,450	55,006	34.9
Revenue							
Licences					(2,800)	(2,800)	
Fines	(6,935)	(8,778)	(8,092)	(8,000)	(8,200)	(200)	
Total Revenue	(6,935)	(8,778)	(8,092)	(8,000)	(11,000)	(3,000)	37.5
Total By-Law	173,816	150,595	193,877	149,444	201,450	52,006	34.8

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Animal Control							
Expenditures							
Contracted Services	53,062	54,548	55,039	54,875		(54,875)	
Materials & Supplies	465	290	195	500		(500)	
Total Expenditures	53,527	54,838	55,234	55,375		(55,375)	(100.0)
Revenue							
Licences	(2,931)	(2,395)	(2,500)	(2,800)		2,800	
Fines	(310)			(200)		200	
Total Revenue	(3,241)	(2,395)	(2,500)	(3,000)		3,000	(100.0)
Total Animal Control	50,286	52,443	52,734	52,375		(52,375)	(100.0)
Crossing Guards							
Expenditures							
Staff Costs	10,588	10,504	10,715	10,942	11,400	458	
Professional Development				50	50		
Materials & Supplies				200	100	(100)	
Total Expenditures	10,588	10,504	10,715	11,192	11,550	358	3.2
Total Crossing Guards	10,588	10,504	10,715	11,192	11,550	358	3.2

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Economic Development							
Expenditures							
Staff Costs	150,788	204,904	137,976	155,107	145,500	(9,607)	
Community Support	35,521	33,179	3,434	3,800	3,100	(700)	
Professional Development	8,061	6,013	8,715	6,970	7,255	285	
Contribution to Reserve		21,423					
Contracted Services	93,338	80,363	60,689	57,732	57,990	258	
Consultant Services	48,981	2,790					
Communications	20,829	11,171	2,309	1,615	5,850	4,235	
Special Projects		103	8,000	8,000	5,000	(3,000)	
Equipment	824	377		600	500	(100)	
Materials & Supplies	273	911	205	800	700	(100)	
Total Expenditures	358,615	361,234	221,328	234,624	225,895	(8,729)	(3.7)
Revenue							
Grants		(19,908)	(11,407)	(12,567)		12,567	
Unallocated Revenue			(500)				
Transfers From Reserves	(6,582)						
Total Revenue	(6,582)	(19,908)	(11,907)	(12,567)		12,567	(100.0)
Total Economic Development	352,033	341,326	209,421	222,057	225,895	3,838	1.7

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Downtown Revitalization							
Expenditures							
Staff Costs	41,646	62,424	16,362	15,700		(15,700)	
Community Support			1,671	3,600		(3,600)	
Professional Development		4,546					
Transfers To/From Other Department	(1,000)	(1,000)					
Contracted Services	108		2,576	14,083		(14,083)	
Consultant Services	9,480	14,272		6,458		(6,458)	
Communications	7,360	14,619	233	815		(815)	
Special Projects	31,674	24,171	34,436	34,584		(34,584)	
Materials & Supplies		3,193					
Total Expenditures	89,268	122,225	55,278	75,240		(75,240)	(100.0)
Revenue							
Grants	(28,887)	(86,822)	(22,473)	(37,620)		37,620	
Donations/Sponsorships	(1,000)	(1,000)					
Total Revenue	(29,887)	(87,822)	(22,473)	(37,620)		37,620	(100.0)
Total Downtown Revitalization	59,381	34,403	32,805	37,620		(37,620)	(100.0)

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Development Services

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Gravenhurst365							
Expenditures							
Community Support		3,053	2,544	2,750		(2,750)	
Professional Development		100					
Consultant Services		32,185	44,340	22,300	26,690	4,390	
Communications		3,107	13,330	70,885	17,810	(53,075)	
Materials & Supplies		62					
Total Expenditures		38,507	60,214	95,935	44,500	(51,435)	(53.6)
Revenue							
Grants		(22,815)	(29,009)	(48,000)	(20,000)	28,000	
Donations/Sponsorships				(30,000)		30,000	
Total Revenue		(22,815)	(29,009)	(78,000)	(20,000)	58,000	(74.4)
Total Gravenhurst365		15,692	31,205	17,935	24,500	6,565	36.6
Muskoka Regional Centre Acquisition							
Expenditures							
Consultant Services			4,891		50,000	50,000	
Communications			4,645				
Total Expenditures			9,536		50,000	50,000	
Revenue							
Transfers From Reserves					(50,000)	(50,000)	
Total Revenue					(50,000)	(50,000)	
Total Muskoka Regional Centre Acquisition			9,536				
Total Development Services	1,254,210	1,138,737	953,013	1,138,978	1,119,879	(19,099)	-1.7%

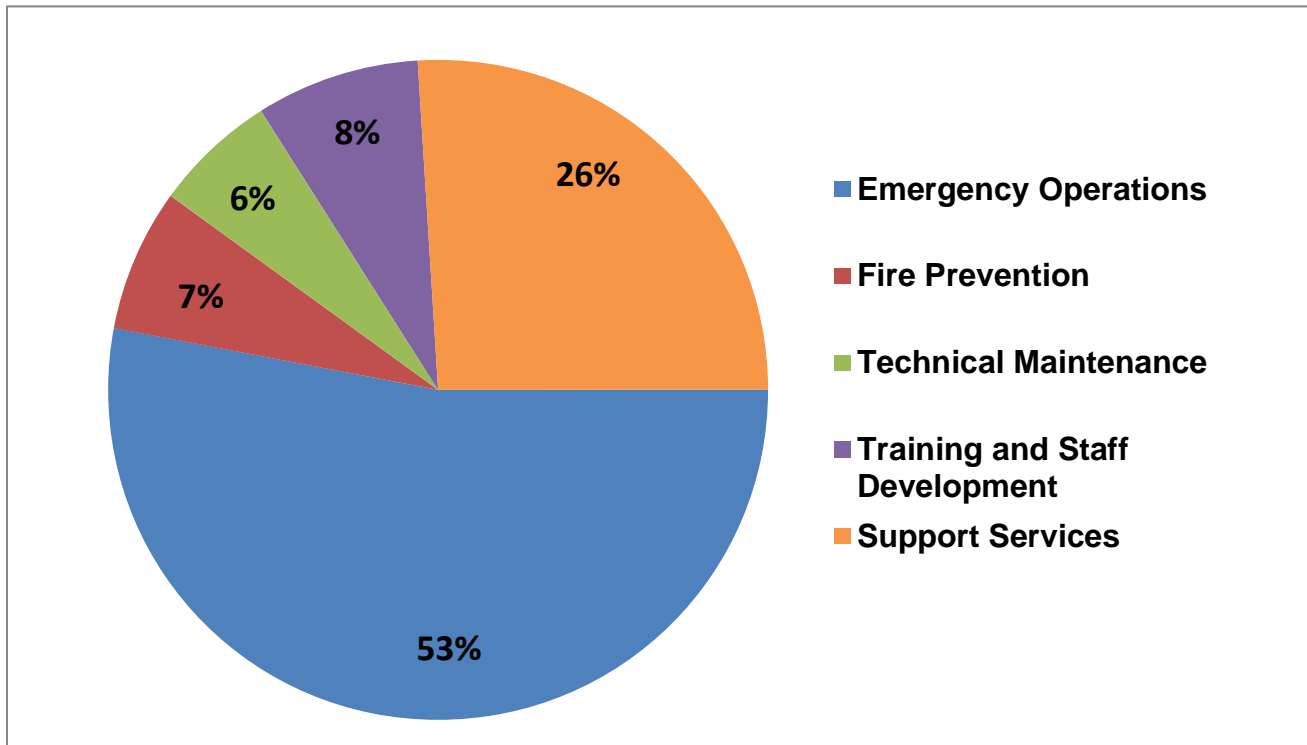


2017 Operating Budget Fire & Emergency Services

Fire & Emergency Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$881,999 which is an increase of \$46,606 or 5.6% increase from 2016



Emergency Operations Division

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

Fire & Emergency Services – 2017 Operating Budget

Fire Prevention Division

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

Technical Maintenance Division

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

Training and Staff Development Division

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

Fire & Emergency Services – 2017 Operating Budget

Support Services Division

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

2016 ACCOMPLISHMENTS

- **Implemented a departmental Quality Assurance Program by making formal contact with clients who received emergency response and support from staff to ensure that our 911 dispatch and field services are meeting customer expectations.**
- **Implemented a formal Departmental Safety Officer program to focus additional attention on firefighter health, wellness and safety and provide enhanced safety presence at major incidents.**
- **Implemented a formal Alarm Response Monitoring program to quantify and identify response trends related to potentially preventable alarms.**
- Conducted a successful annual recruiting initiative through which 37 applications were received for volunteer firefighter positions and identified thirteen (13) candidates for placement in the “Class of 2017”.
- **Reviewed, refreshed and facilitated the renewal of the fire protection services agreement with the Ministry of Natural Resources and Forestry for emergency fire response to forest fire type incidents.**
- Responded to and mitigated 256 emergency incidents in the community.
- Completed the mandatory annual fire drills and inspections of the homes for vulnerable Ontarians located in our community.
- **Facilitated ongoing public education initiatives including enhanced media attention for a wide variety of fire safety issues.**
- Investigated eight (8) fire safety complaints received from members of the public or allied agencies, often in concert with other town staff and enforcement groups

Fire & Emergency Services – 2017 Operating Budget

- Offered over 100 hours of in-service training to all operational personnel.
- Four (4) firefighters were qualified as new “EVOlls” permitting them to drive and operate heavy fire department apparatus.
- Collaborated with other area fire departments to conduct our annual recruit training program and graduated/welcome seven (7) new recruit firefighters
- Developed specifications, tendered, ordered, and commissioned new all-wheel drive fire support vehicle and upgraded fixed and mobile radio infrastructure in all fire department vehicles and stations (including the Dispatch centre in Orillia).
- Maintained the fire department fleet of vehicles and equipment at serviceable levels. Conducted annual certifications and operational readiness checks for a wide variety of specialty tools and equipment.
- Supported internal emergency planning efforts led by the Manager of Special Projects/Deputy Clerk and participated in the annual Muskoka Airport emergency exercise.

DEFERRED 2016 INITIATIVES

- none

KEY INITIATIVES FOR 2017

- Meet the essential elements of the principles addressed in the Ministry of Labour Section 21 Committee Guidance Notes for firefighter Health & Safety including the expansion and revision of departmental Operating Guidelines.
- Develop a comprehensive Post-Traumatic Stress Disorder (PTSD) Prevention Program for the fire department in order to meet the Ministry of Labour mandated requirement.
- Continue to operationalize budget supported recommendations contained in the Master Fire Plan in support of the Strategic Plan including the hiring of a Full-Time Deputy Fire Chief.
- Ensure all projects within the approved capital budget program are completed in a timely and cost-effective manner.
- Refresh and initiate new fire protection services agreements with neighbouring fire departments to ensure timely and effective response to emergencies and to ensure that existing agreements meet current content and structural standards.

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- **Objective 2A: A Safer Community**
- **Objective 5B: Exceptional Municipal Management and Operational Excellence**

Fire & Emergency Services – 2017 Operating Budget

ACTIVITY INDICATORS

Measurable	2014	2015	2016
Total emergency incidents	290	246	256
Number of civilian injuries/deaths	1	1	2
Estimated buildings/structural damage due to fires (\$)	1,716,625	2,344,249	408,000
Number of recruit firefighters in training	10	5	11
Training hours offered (regular in-service)	105	105	105
Number of fire inspections conducted	156	203	128
Number of public education events conducted	29	48	55
Formal fire cause determination investigations	5	6	2

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	4	5	1	Add full-time Deputy Fire Chief mid-year
Other (not FTE):				
- Firefighters	50	50	0	Volunteer Firefighters
- Summer student for 10 weeks	0	1	1	Part-time summer student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Staff Costs: Increase of \$60,000

- Reflects hiring of full-time Deputy Fire Chief (wages/benefits) and negotiated increase and higher employee benefit costs

Equipment: Decrease of \$12,150

- Reflects decrease as a result partial reallocation of selected small equipment to Capital budget.

Revenues: Increase of \$11,000

- Reflects an estimated increase in fire call fees (recoverable/MOT etc.) as a result of financial analysis of multi-year trends/averages.

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Fire & Emergency Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Fire & Emergency Services							
Expenditures							
Staff Costs	525,419	531,103	545,788	574,946	634,888	59,942	
Labour Charges	3,743	125	73	1,000	250	(750)	
Fleet/Equipment Charges	906	63	29	1,000	250	(750)	
Community Support	1,628	2,804	2,523	2,775	2,500	(275)	
Professional Development	18,301	23,814	22,042	23,057	24,390	1,333	
Internal Financing	114,749	149,382					
Contribution to Reserve	7,042	27,817	22,216	14,000	17,500	3,500	
Transfers To/From Other Department	(2,050)						
Contracted Services	36,836	42,207	39,721	39,765	43,671	3,906	
Consultant Services	13,813	23,557	10,356	8,000	12,500	4,500	
Communications	11,034	9,932	9,058	11,150	9,650	(1,500)	
Other Services	19,446	19,446	20,597	20,000	21,500	1,500	
Equipment	114,218	111,412	140,770	142,000	129,850	(12,150)	
Materials & Supplies	50,374	41,831	51,203	48,700	42,050	(6,650)	
Total Expenditures	915,459	983,493	864,376	886,393	938,999	52,606	5.9
Revenue							
Fire Fees	(30,226)	(57,050)	(59,419)	(36,000)	(47,000)	(11,000)	
Transfers From Reserves	(21,400)	(21,400)	(15,000)	(15,000)	(10,000)	5,000	
Donations/Sponsorships	(860)		(250)				
Total Revenue	(52,486)	(78,450)	(74,669)	(51,000)	(57,000)	(6,000)	11.8
Total Fire & Emergency Services	862,973	905,043	789,707	835,393	881,999	46,606	5.6%

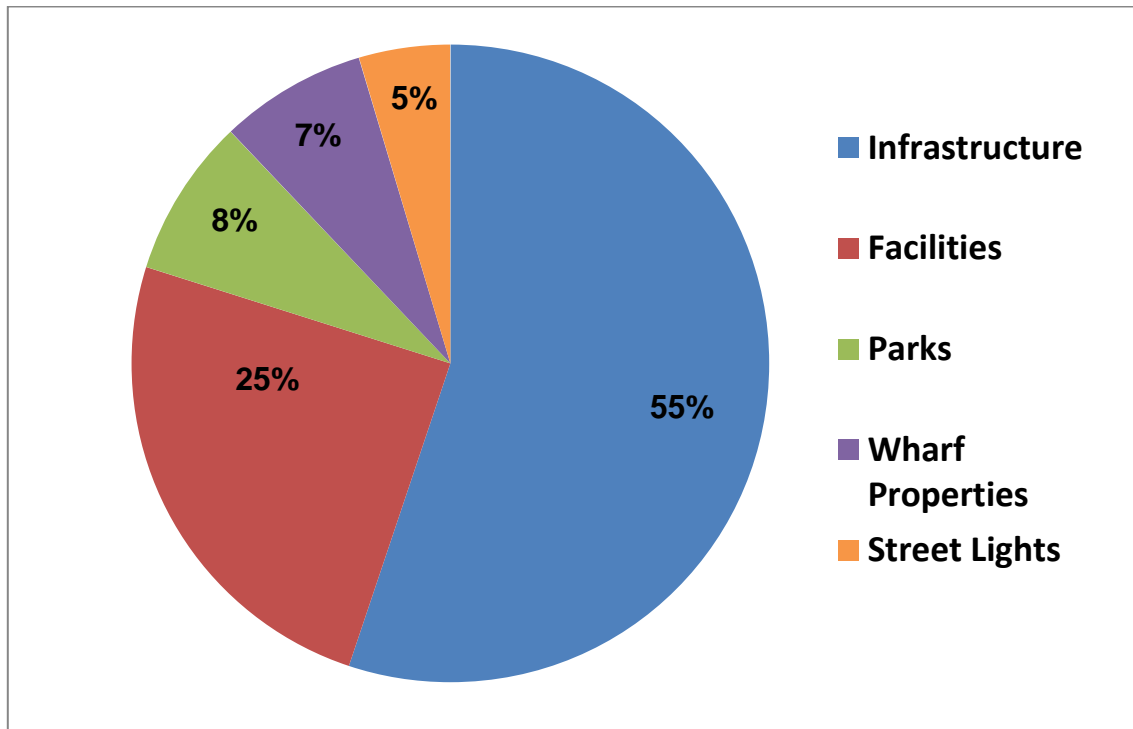


2017 Operating Budget Infrastructure Services

Infrastructure Services – 2017 Operating Budget

APPROVED 2017 BUDGET

\$4,386,279 which is an increase of \$94,768 or a 2% increase from 2016



Infrastructure
<ul style="list-style-type: none"> • Manage all Town infrastructure including roads, bridges, culverts, streetlights, cemeteries, facilities, water landings, parks and trails. Prepare and report on related annual operational and capital budgets.
<ul style="list-style-type: none"> • Interact with stakeholders including taxpayers, the development community, internal departments, governments/agencies, elected officials, and special interest groups.
<ul style="list-style-type: none"> • Direct the development of engineering initiatives relating to transportation, roads, parks, cemeteries, facilities and fleet.
<ul style="list-style-type: none"> • Manage tenant and joint use facility agreements alongside other departments
<ul style="list-style-type: none"> • Process entrance and road occupancy permits to protect the municipality's interests
<ul style="list-style-type: none"> • Provide engineering advice related to capital projects, commercial, residential and industrial development reviews, infrastructure needs and life-cycle costing
<ul style="list-style-type: none"> • Develop and maintain performance measures for the Provincial Municipal Performance Measurement Program (MPMP) and municipal benchmarking

Infrastructure Services – 2017 Operating Budget

Facilities

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

Parks/Wharf

- Provide routine maintenance of the Town's sports fields, fine turf areas and water landings
- Collaborate with various internal departments and community stakeholders to support the effective delivery of community events
- Recruit, train and supervise part-time seasonal staff

Public Works

- Oversee infrastructure and capital construction programs, monitor processes and facilitates the resolution of any problematic issues
- Manage the maintenance of Town and District of Muskoka area road networks in accordance with mandated legislation and best municipal practices focusing on mitigating potential risk and liability exposure
- Implementation and supervision of the overall Fleet Management program including the acquisition and maintenance of vehicles for the Department

Cemetery

- Manage and provide routine maintenance to the Town's cemeteries
- Ensure operational compliance in accordance with the guidelines prescribed through the Cemetery and Funeral Burial and Cremation Acts
- Process of Internment and Burial Right Certificates

Infrastructure Services – 2017 Operating Budget

2016 ACCOMPLISHMENTS

- **Formal analysis of departmental staffing demands with a focus on enhancing service delivery, addressing risk management and strategically aligning operations**
- **Successful scheduled Fleet replacements consisting of a Loader and Back hoe**
- **Installation of Area Park and Gateway Signage aligning with Council approved municipal branding and signage strategy**
- **Enhancement of Rural and Urban Operational Maintenance Programs of 264 lane kilometers of road**
- **Capital improvements and rehabilitation of aging assets including Hopkins Bridge, Muskoka Bay Outfall, Klueys Bay Dock, Gravel and High Float Road Sections**
- **Green Energy Improvements at the Municipal Office consisting of HVAC balancing and lighting retrofits in support of the goals and visions of the Council approved Energy Demand and Conservation Plan**
- **Assessment of Town-owned road corridors with a defined focus on the adequacy of road platforms, retro-reflectivity analysis of Municipal Warning and Regulatory Signage, storm sewers closed circuit camera inspections and bridge condition analysis**

ONGOING 2016 INITIATIVES

- Fire Station 1,2 & 3 Card Access Implementation;
- Pineridge Gate SWM Pond Rehabilitation;
- Opera House Tech Deck Fall Arrest Systems;
- Facility Fire Safety Plan Implementation;
- Centennial Centre Electronic Sign Installation;
- Opera House Façade Improvements;
- Centennial Centre Mechanical Upgrades

Infrastructure Services – 2017 Operating Budget

KEY INITIATIVES FOR 2017

- Finalization and commissioning of 2016 capital initiatives;
- Completion of 31 new planned capital projects approved by Council;
- Implementation of recommended departmental staffing priorities;
- Continue to monitor and expand upon operational excellence with a focus on financial and environmental sustainability;
- Continue to collaborate and nurture community and stakeholder relationships;
- Finalization of the Town’s Asset Management Plan establishing the framework for the construction, operation, maintenance and timely replacement of Town-owned assets;
- Collaborate with area municipalities on the development of an updated Salt Management Plan for the responsible disposal and application of winter salt;
- Work alongside the District of Muskoka towards finalizing the Area Road Maintenance Agreement to ensure Gravenhurst is adequately compensated, and that the level of service is consistent with legislated best practices.

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- Objective 2B – A Well-Planned, Healthy, Green and Livable Community
- Objective 3A – A More Connected Community
- Objective 5A – Exceptional Municipal Customer Service
- Objective 5B – Exceptional Municipal management & Operational

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Culvert improvements	15	37	30
Ditching operations per lane kilometer	0.65	8	15
Gravel road improvements per lane kilometer	8	10	10

Infrastructure Services – 2017 Operating Budget

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	28	27	-1	Reduction in two F/T Municipal Operators 2; addition of F/T Infrastructure Analyst
Part Time	0	1	+1	Two P/T seasonal Municipal Operators 2
Other: Summer student(s) for 10 weeks	3	3.5	+0.2	Addition of two student Park positions

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Roads & Parking Lots: Increase of \$64,885

- Salary and wages have been adjusted to align with recommended departmental staffing priorities for 2017 including the provision of negotiated increase and higher employee benefit costs (highlighted in yellow)
- Contracted bridge maintenance has increased in response to the need for additional maintenance identified within the 2016 Bridge Inspection Report completed by R.J. Burnside and Associates (highlighted in green)
- Roadside grass mowing, catch basin cleaning and loose top dust lay allocations have increased to reflect unit rates currently in place through contracted service providers (highlighted in green)
- Road hardtop maintenance has increased to reflect the need for additional pothole patching on asphalt and surface treated road sections as a risk abatement measure to comply with legislative standards (highlighted in green)
- Public services has been adjusted to reflect that of historical expenditures observed over the last three budget cycles

Town Facilities: Increase of \$79,079

- Heritage Centre (highlighted in green):
 - Building grounds and maintenance costs have increased as a direct result of aging HVAC equipment and the need for increased service to continue operating as an event and museum space

Infrastructure Services – 2017 Operating Budget

- Wharf Marina (highlighted in yellow):
 - Building grounds and maintenance costs have increased as a direct result of necessary gas tank repairs recently identified by the Technical Standards and Safety Authority during a routine inspection
- Opera House (highlighted in red):
 - Building grounds and maintenance costs have increased to align closer with averaged historical expenditures being observed
- Centennial Centre and Aquatic Centre (highlighted in purple):
 - Utility costs are forecasted to be up by \$57,000 (Centennial Centre) and \$12,400 (Aquatic Centre) based on the impact of the new provincial carbon tax program. The utility costs related to the Aquatic Centre are recovered from the YMCA who manages the Centre.
 - Aquatic Centre building and grounds maintenance costs are up \$11,350 based on the actual experience over the past three years

Wharf Properties: Increase of \$24,000

- All Wharf storm water quality control units require specialized cleaning and disposal of contaminants to comply with Ministry of the Environment regulations (highlighted in yellow)

Parks: Increase of \$13,050

- Increased utilization of Town staff (labour and equipment costs) related to sports field, beach areas and ball diamond maintenance
- Parks revenues increased to be more in line with 2016 actual experience

Fleet: Decrease of \$69,246

- Fleet additions and replacements over the past two years have resulted in lower fleet maintenance costs while also allowing for increased productivity and usage of equipment for operating and capital projects. This trend is expected to continue in the future.

Street Lights: Decrease of \$17,000

- Reduction in equipment charges based on 2016 experience partially offset by an increase in projected labour costs

Council Amendment – March 1, 2017

- Council Resolution #48 to increase Parks Contracted Services budget by \$1,200 to line two tennis courts within Gull Lake Rotary Park to accommodate Pickle Ball standards providing a dual-purpose recreational court to accommodate recreational activity for citizens of varying ages and abilities

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Infrastructure Services							
Roads and Parking Lots							
Roads Administration							
Expenditures							
Staff Costs	2,150,037	2,173,452	2,355,147	2,386,300	2,402,700	16,400	
Labour Charges	(1,617,806)	(1,732,480)	(1,774,185)	(1,671,500)	(1,680,000)	(8,500)	
Fleet/Equipment Charges		30					
Professional Development	16,336	20,242	20,161	20,000	20,000		
External Financing	80,962	80,962					
Internal Financing	48,931	48,931					
Contracted Services	3,631	2,030	4,847	1,500	1,500		
Consultant Services	1,614	1,832		1,500	5,000	3,500	
Legal Services	340	110	801	2,500	2,000	(500)	
Communications	7,221	7,235	7,958	7,050	7,050		
Other Services	2,130	1,896	3,464	2,500	3,500	1,000	
Equipment	(3,984)	(7,491)	9,124	(1,000)	5,500	6,500	
Materials & Supplies	27,752	29,784	27,554	24,000	27,000	3,000	
Total Expenditures	717,164	626,533	654,871	772,850	794,250	21,400	2.8
Revenue							
Permits	(2,108)	(4,250)	(5,135)	(3,000)	(4,000)	(1,000)	
Unallocated Revenue	(11,085)	(14,515)	(16,349)	(10,500)	(13,000)	(2,500)	
Total Revenue	(13,193)	(18,765)	(21,484)	(13,500)	(17,000)	(3,500)	25.9
Total Roads Administration	703,971	607,768	633,387	759,350	777,250	17,900	2.4

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Road Maintenance							
Expenditures							
Labour Charges	697,417	724,328	710,031	677,000	653,325	(23,675)	
Fleet/Equipment Charges	451,507	439,758	505,754	458,100	456,430	(1,670)	
Contracted Services	450,376	254,498	468,684	276,800	318,600	41,800	
Materials & Supplies	142,591	101,383	142,692	135,250	143,650	8,400	
Total Expenditures	1,741,891	1,519,967	1,827,161	1,547,150	1,572,005	24,855	1.6
Total Road Maintenance	1,741,891	1,519,967	1,827,161	1,547,150	1,572,005	24,855	1.6
Road Allowance Maintenance							
Expenditures							
Labour Charges	81,111	73,463	87,736	63,800	69,000	5,200	
Fleet/Equipment Charges	50,932	53,418	59,535	43,800	52,000	8,200	
Contracted Services	15,742	14,708	35,860	19,000	30,000	11,000	
Materials & Supplies	1,003	1,511	1,178	2,400	250	(2,150)	
Total Expenditures	148,788	143,100	184,309	129,000	151,250	22,250	17.2
Total Road Allowance Maintenance	148,788	143,100	184,309	129,000	151,250	22,250	17.2
Parking Lots							
Expenditures							
Labour Charges	13,591	16,834	18,149	17,000	17,000		
Fleet/Equipment Charges	17,102	24,586	28,885	26,000	26,000		
Contracted Services	112,498	47,128	97,429	60,000	60,000		
Materials & Supplies	566	564	313	500	500		
Total Expenditures	143,757	89,112	144,776	103,500	103,500		
Total Parking Lots	143,757	89,112	144,776	103,500	103,500		

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Cemetery							
Expenditures							
Labour Charges	63,382	90,282	112,829	94,600	93,500	(1,100)	
Fleet/Equipment Charges	19,334	33,524	45,595	21,000	31,000	10,000	
Professional Development	155	172	170	200	200		
Utilities	2,278	2,252	2,359	2,500	2,500		
Building & Grounds Maintenance	1,431	4,026	4,247	7,000	5,500	(1,500)	
Contracted Services	8,541	8,364	2,584	7,000	6,500	(500)	
Communications	1,318	1,329	1,710	1,400	1,400		
Equipment	291	370	290	700	500	(200)	
Materials & Supplies	769	516	870	500	800	300	
Total Expenditures	97,499	140,835	170,654	134,900	141,900	7,000	5.2
Revenue							
Cemetery Fees	(24,611)	(22,375)	(26,148)	(19,100)	(23,100)	(4,000)	
Permits			390	(500)	(500)		
Sales	(24,030)	(14,100)	(35,295)	(17,400)	(20,520)	(3,120)	
Investment Income	(10,157)	(8,421)	(9,918)	(8,000)	(8,000)		
Total Revenue	(58,798)	(44,896)	(70,971)	(45,000)	(52,120)	(7,120)	15.8
Total Cemetery	38,701	95,939	99,683	89,900	89,780	(120)	(0.1)
Total Roads and Parking Lots	2,777,108	2,455,886	2,889,316	2,628,900	2,693,785	64,885	2.5

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Town Facilities							
Roads Shop							
Expenditures							
Utilities	38,845	32,237	33,056	38,000	33,000	(5,000)	
Building & Grounds Maintenance	33,176	23,121	20,066	14,050	19,000	4,950	
Equipment	4,970	1,075	320		200	200	
Total Expenditures	76,991	56,433	53,442	52,050	52,200	150	0.3
Total Roads Shop	76,991	56,433	53,442	52,050	52,200	150	0.3
Municipal Buildings							
Expenditures							
Labour Charges	3,559	5,181	5,512	4,100	4,900	800	
Fleet/Equipment Charges	1,923	2,528	2,410	2,100	2,500	400	
External Financing	479,344	481,417					
Utilities	50,557	53,436	58,540	57,400	58,000	600	
Building & Grounds Maintenance	67,960	99,914	102,825	73,000	80,000	7,000	
Contracted Services	13,494	3,878		1,000		(1,000)	
Materials & Supplies	1,740	1,419	2,293	1,500	1,500		
Total Expenditures	618,577	647,773	171,580	139,100	146,900	7,800	5.6
Revenue							
Facility Rental	(119,141)	(119,141)	(142,902)	(119,141)	(142,000)	(22,859)	
Total Revenue	(119,141)	(119,141)	(142,902)	(119,141)	(142,000)	(22,859)	19.2
Total Municipal Buildings	499,436	528,632	28,678	19,959	4,900	(15,059)	(75.4)

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
C.N. Station							
Expenditures							
Labour Charges	1,503	2,430	1,869	1,500	2,000	500	
Fleet/Equipment Charges	562	934	710	800	800		
Utilities	13,350	12,779	9,862	13,700	12,900	(800)	
Building & Grounds Maintenance	8,402	7,994	7,318	7,400	7,400		
Contracted Services	425	60					
Materials & Supplies				500	500		
Total Expenditures	24,242	24,197	19,759	23,900	23,600	(300)	(1.3)
Revenue							
Facility Rental	(29,042)	(29,790)	(30,445)	(30,126)	(30,000)	126	
Total Revenue	(29,042)	(29,790)	(30,445)	(30,126)	(30,000)	126	(0.4)
Total C.N. Station	(4,800)	(5,593)	(10,686)	(6,226)	(6,400)	(174)	2.8
Seniors Building							
Expenditures							
Utilities	11,386	13,756	15,774	14,000	17,200	3,200	
Building & Grounds Maintenance	25,008	16,231	20,485	16,950	17,000	50	
Contracted Services	4,473						
Total Expenditures	40,867	29,987	36,259	30,950	34,200	3,250	10.5
Revenue							
Facility Rental	(3)	(3)	(3)	(3)	(3)		
Total Revenue	(3)	(3)	(3)	(3)	(3)		
Total Seniors Building	40,864	29,984	36,256	30,947	34,197	3,250	10.5

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Ryde School							
Expenditures							
Labour Charges		194					
Fleet/Equipment Charges		47					
Community Support		94,580	8,740				
Utilities	(2,883)						
Building & Grounds Maintenance	1,840	1,340					
Contracted Services	6,109	3,000					
Total Expenditures	5,066	99,161	8,740				
Revenue							
Unallocated Revenue	(505)						
Transfers From Reserves		(25,000)					
Donations/Sponsorships		(69,580)	(9,140)				
Total Revenue	(505)	(94,580)	(9,140)				
Total Ryde School	4,561	4,581	(400)				

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Terence Haight Carnegie Arts Centre							
Expenditures							
Labour Charges	909	214	663	1,000	1,000		
Fleet/Equipment Charges	223	46	170	300	300		
Internal Financing	59,423	72,779					
Utilities	9,961	10,395	9,871	10,500	10,050	(450)	
Building & Grounds Maintenance	37,418	29,344	9,754	12,000	12,000		
Contracted Services	2,077						
Communications	1,169	1,171	1,171	1,100	1,200	100	
Materials & Supplies		50		400	400		
Total Expenditures	111,180	113,999	21,629	25,300	24,950	(350)	(1.4)
Revenue							
Facility Rental	(15,929)	(15,929)	(15,929)	(18,000)	(15,929)	2,071	
Total Revenue	(15,929)	(15,929)	(15,929)	(18,000)	(15,929)	2,071	(11.5)
Total Terence Haight Carnegie Arts Centre	95,251	98,070	5,700	7,300	9,021	1,721	23.6
Communication Towers							
Expenditures							
Building & Grounds Maintenance		6,312	590	6,500		(6,500)	
Total Expenditures		6,312	590	6,500		(6,500)	(100.0)
Total Communication Towers		6,312	590	6,500		(6,500)	(100.0)
Cemetery Shop							
Expenditures							
Utilities	2,276	1,983	2,011	2,500	2,200	(300)	
Building & Grounds Maintenance	2,227	2,261	2,251	4,450	3,500	(950)	
Total Expenditures	4,503	4,244	4,262	6,950	5,700	(1,250)	(18.0)
Total Cemetery Shop	4,503	4,244	4,262	6,950	5,700	(1,250)	(18.0)

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Heritage Centre							
Expenditures							
Labour Charges	1,048	1,018	1,064	1,250	1,200	(50)	
Fleet/Equipment Charges	185	338	170	350	300	(50)	
External Financing	384,571	384,570					
Internal Financing	232,421	232,421					
Building & Grounds Maintenance	27,505	51,130	47,394	20,250	36,655	16,405	
Management Fees	130,328	130,000	130,000	130,000	130,000		
Communications	390	390	390	400	400		
Equipment	6,463	822		1,000		(1,000)	
Materials & Supplies				500		(500)	
Total Expenditures	782,911	800,689	179,018	153,750	168,555	14,805	9.6
Total Heritage Centre	782,911	800,689	179,018	153,750	168,555	14,805	9.6
Wharf Marina							
Expenditures							
Building & Grounds Maintenance	83	677	10,072		10,000	10,000	
Equipment		1,217					
Total Expenditures	83	1,894	10,072		10,000	10,000	
Revenue							
Facility Rental	(11,340)	(21,043)	(22,535)	(20,520)	(21,349)	(829)	
Total Revenue	(11,340)	(21,043)	(22,535)	(20,520)	(21,349)	(829)	4.0
Total Wharf Marina	(11,257)	(19,149)	(12,463)	(20,520)	(11,349)	9,171	(44.7)

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
295 Muskoka Road S-Opera House							
Expenditures							
Labour Charges	1,570	5,297	2,386	8,000	13,000	5,000	
Fleet/Equipment Charges	430	1,497	838	1,200	1,000	(200)	
Internal Financing		17,321					
Utilities	56,186	52,524	49,148	51,000	54,170	3,170	
Building & Grounds Maintenance	66,459	42,709	41,114	34,700	48,000	13,300	
Total Expenditures	124,645	119,348	93,486	94,900	116,170	21,270	22.4
Total 295 Muskoka Road S-Opera House	124,645	119,348	93,486	94,900	116,170	21,270	22.4
101 Centennial Drive							
Expenditures							
Labour Charges	12,365	9,906	14,174	10,000	12,500	2,500	
Fleet/Equipment Charges	3,536	4,561	7,330	5,000	7,000	2,000	
External Financing	141,428	141,294					
Internal Financing		87,037					
Utilities	160,201	168,462	204,490	166,500	223,500	57,000	
Building & Grounds Maintenance	146,714	99,060	97,769	91,100	80,000	(11,100)	
Contracted Services	12,787	327	1,436				
Total Expenditures	477,031	510,647	325,199	272,600	323,000	50,400	18.5
Revenue							
Facility Rental		(4,860)	(19,440)	(19,000)	(19,000)		
Total Revenue		(4,860)	(19,440)	(19,000)	(19,000)		
Total 101 Centennial Drive	477,031	505,787	305,759	253,600	304,000	50,400	19.9

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Aquatic Centre							
Expenditures							
External Financing	565,712	565,174					
Utilities	236,943	297,946	294,861	313,100	325,500	12,400	
Building & Grounds Maintenance	34,706	44,065	60,779	38,650	50,000	11,350	
Contracted Services		149,090					
Management Fees	139,231	114,395	230,233	230,000	230,000		
Total Expenditures	976,592	1,170,670	585,873	581,750	605,500	23,750	4.1
Revenue							
Unallocated Revenue	(235,032)	(278,953)	(313,854)	(313,100)	(325,500)	(12,400)	
Transfers From Reserves	(21,000)	(21,000)					
Total Revenue	(256,032)	(299,953)	(313,854)	(313,100)	(325,500)	(12,400)	4.0
Total Aquatic Centre	720,560	870,717	272,019	268,650	280,000	11,350	4.2
190 Harvie Street							
Expenditures							
Labour Charges		1,775	985	1,800	1,200	(600)	
Fleet/Equipment Charges		1,093	434	1,000	500	(500)	
Internal Financing		22,461					
Utilities	20,335	19,143	20,183	20,500	23,800	3,300	
Building & Grounds Maintenance	22,780	72,256	23,247	19,500	23,000	3,500	
Contracted Services	3,103						
Equipment	320						
Materials & Supplies	34	80		100	100		
Total Expenditures	46,572	116,808	44,849	42,900	48,600	5,700	13.3
Total 190 Harvie Street	46,572	116,808	44,849	42,900	48,600	5,700	13.3

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
1030 Kilworthy Road							
Expenditures							
Labour Charges		947	859	1,000	1,000		
Fleet/Equipment Charges		516	354		500	500	
Utilities	9,898	7,578	10,775	8,000	11,000	3,000	
Building & Grounds Maintenance	9,801	12,544	5,339	15,400	10,000	(5,400)	
Contracted Services	3,231	174					
Equipment	427						
Materials & Supplies				100	100		
Total Expenditures	23,357	21,759	17,327	24,500	22,600	(1,900)	(7.8)
Revenue							
Unallocated Revenue			(1,000)				
Total Revenue			(1,000)				
Total 1030 Kilworthy Road	23,357	21,759	16,327	24,500	22,600	(1,900)	(7.8)

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
1622 Barkway Road							
Expenditures							
Labour Charges		453	477	500	500		
Fleet/Equipment Charges		249	249	500	300	(200)	
Utilities	10,582	7,346	6,249	8,000	7,200	(800)	
Building & Grounds Maintenance	17,858	4,876	8,911	16,500	8,000	(8,500)	
Contracted Services	4,142	174					
Equipment	363						
Materials & Supplies				100	100		
Total Expenditures	32,945	13,098	15,886	25,600	16,100	(9,500)	(37.1)
Total 1622 Barkway Road	32,945	13,098	15,886	25,600	16,100	(9,500)	(37.1)
180 Sharpe St-Library							
Expenditures							
Labour Charges	544	1,937	867	1,700		(1,700)	
Fleet/Equipment Charges	205	796	371	800		(800)	
Utilities	10,575	9,269	10,246	10,000	11,150	1,150	
Building & Grounds Maintenance	24,362	25,793	26,687	31,800	28,795	(3,005)	
Total Expenditures	35,686	37,795	38,171	44,300	39,945	(4,355)	(9.8)
Total 180 Sharpe St-Library	35,686	37,795	38,171	44,300	39,945	(4,355)	(9.8)
Total Town Facilities	2,949,256	3,189,515	1,070,894	1,005,160	1,084,239	79,079	7.9

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Wharf Properties							
Expenditures							
Labour Charges	127,409	127,527	140,137	143,500	130,000	(13,500)	
Fleet/Equipment Charges	52,011	62,251	65,002	56,000	60,000	4,000	
External Financing	188,912	188,911					
Internal Financing	116,866	116,866					
Contribution to Reserve	22,212	34,502	29,356				
Utilities	40,521	35,934	40,964	39,000	39,000		
Building & Grounds Maintenance	33,171	8,005	16,981	8,500	8,500		
Contracted Services	26,353	34,939	52,376	50,000	82,000	32,000	
Communications	9,065	1,478	1,632	1,500	1,500		
Other Services	5,710	74,099	9,085	6,700	5,700	(1,000)	
Equipment	1,023	1,958	1,045	1,000	500	(500)	
Materials & Supplies	14,002	15,137	15,866	14,500	14,500		
Total Expenditures	637,255	701,607	372,444	320,700	341,700	21,000	6.5
Revenue							
Facility Rental	(10,551)	(17,771)	(14,070)	(18,000)	(15,000)	3,000	
Other Rentals	(29,397)	(34,502)	(29,356)				
Unallocated Revenue	(50)						
Donations/Sponsorships			(500)				
Total Revenue	(39,998)	(52,273)	(43,926)	(18,000)	(15,000)	3,000	(16.7)
Total Wharf Properties	597,257	649,334	328,518	302,700	326,700	24,000	7.9

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Parks							
Parks							
Expenditures							
Labour Charges	152,895	181,343	194,527	160,000	180,000	20,000	
Fleet/Equipment Charges	60,447	81,457	81,088	70,000	75,000	5,000	
Professional Development	4,048	2,530	1,188	3,180	2,170	(1,010)	
Internal Financing	12,551	12,551					
Utilities	12,143	12,260	11,713	11,900	11,900		
Building & Grounds Maintenance	18,955	23,802	22,087	31,500	24,000	(7,500)	
Contracted Services	29,647	32,317	53,104	36,000	42,200	6,200	
Communications	1,289	1,603	1,031	1,650	1,600	(50)	
Other Services	76	333	1,122	600	600		
Equipment	2,301	3,094	2,379	3,500	3,000	(500)	
Materials & Supplies	13,983	13,929	17,134	13,500	13,500		
Total Expenditures	308,335	365,219	385,373	331,830	353,970	22,140	6.7
Revenue							
Sales	(1,893)	(3,379)	(7,094)	(1,500)	(4,000)	(2,500)	
Facility Rental	(22,168)	(25,907)	(29,270)	(20,000)	(25,000)	(5,000)	
Donations/Sponsorships	(1,728)	(1,578)	(1,643)	(1,500)	(1,500)		
Total Revenue	(25,789)	(30,864)	(38,007)	(23,000)	(30,500)	(7,500)	32.6
Total Parks	282,546	334,355	347,366	308,830	323,470	14,640	4.7

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Communities in Bloom							
Expenditures							
Labour Charges	272	115	353	300	300		
Fleet/Equipment Charges	116	37	118	150	150		
Professional Development	225	225	235	225	235	10	
Materials & Supplies	523	274	299	1,000	800	(200)	
Total Expenditures	1,136	651	1,005	1,675	1,485	(190)	(11.3)
Revenue							
Donations/Sponsorships	(159)						
Total Revenue	(159)						
Total Communities in Bloom	977	651	1,005	1,675	1,485	(190)	(11.3)
Uptown Area Maintenance							
Expenditures							
Labour Charges	21,638	20,807	17,833	20,100	19,000	(1,100)	
Fleet/Equipment Charges	7,556	9,545	7,318	6,900	6,600	(300)	
Materials & Supplies	3,379	3,845	3,627	3,000	3,000		
Total Expenditures	32,573	34,197	28,778	30,000	28,600	(1,400)	(4.7)
Total Uptown Area Maintenance	32,573	34,197	28,778	30,000	28,600	(1,400)	(4.7)
Total Parks	316,096	369,203	377,149	340,505	353,555	13,050	3.8

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Fleet							
Fleet - Licensed Vehicles							
Expenditures							
Labour Charges	119,180	122,897	95,012	150,000	100,000	(50,000)	
Internal Financing	148,637	183,198					
Contribution to Reserve		89,157					
Contracted Services	222,740	24,047	134,907	140,000	135,000	(5,000)	
Materials & Supplies	286,242	204,477	205,309	180,130	170,000	(10,130)	
Total Expenditures	776,799	623,776	435,228	470,130	405,000	(65,130)	(13.9)
Revenue							
Fleet Recoveries	(655,853)	(673,688)	(848,223)	(649,000)	(640,000)	9,000	
Total Revenue	(655,853)	(673,688)	(848,223)	(649,000)	(640,000)	9,000	(1.4)
Total Fleet - Licensed Vehicles	120,946	(49,912)	(412,995)	(178,870)	(235,000)	(56,130)	31.4
Fleet - Unlicensed Vehicles							
Expenditures							
Labour Charges	56,624	50,511	37,720	60,000	50,000	(10,000)	
Internal Financing	30,047	19,909					
Contracted Services	57,508	29,531	34,052	50,000	40,000	(10,000)	
Materials & Supplies	77,367	60,621	63,114	65,116	60,000	(5,116)	
Total Expenditures	221,546	160,572	134,886	175,116	150,000	(25,116)	(14.3)
Revenue							
Fleet Recoveries	(225,618)	(255,003)	(284,705)	(202,000)	(190,000)	12,000	
Total Revenue	(225,618)	(255,003)	(284,705)	(202,000)	(190,000)	12,000	(5.9)
Total Fleet - Unlicensed Vehicles	(4,072)	(94,431)	(149,819)	(26,884)	(40,000)	(13,116)	48.8
Total Fleet	116,874	(144,343)	(562,814)	(205,754)	(275,000)	(69,246)	33.7

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Infrastructure Services**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Street Lights							
Expenditures							
Labour Charges	336	9,834	3,676		10,000	10,000	
Fleet/Equipment Charges	72	2,133	568		3,000	3,000	
External Financing	20,240	20,240					
Internal Financing	12,233	12,233					
Contribution to Reserve		15,000					
Utilities	110,446	118,497	132,892	115,000	115,000		
Equipment	52,513	53,099	74,553	105,000	75,000	(30,000)	
Total Expenditures	195,840	231,036	211,689	220,000	203,000	(17,000)	(7.7)
Total Street Lights	195,840	231,036	211,689	220,000	203,000	(17,000)	(7.7)
Total Infrastructure Services	6,952,431	6,750,631	4,314,752	4,291,511	4,386,279	94,768	2.2%

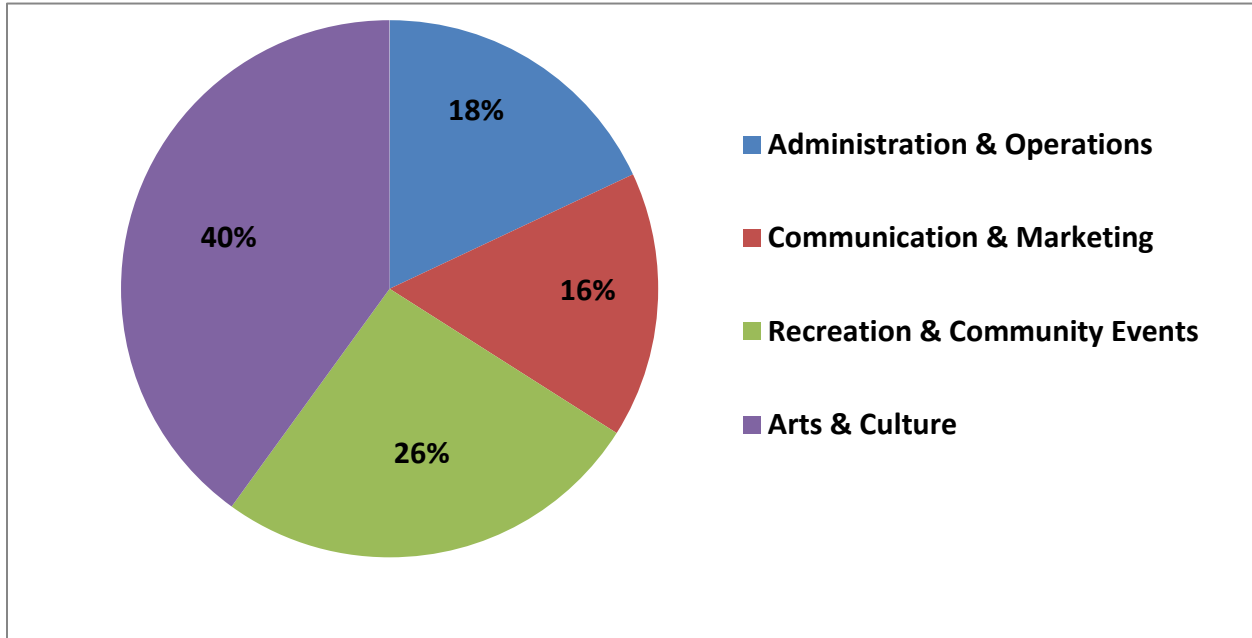


2017 Operating Budget Recreation, Arts & Culture

Recreation, Arts & Culture – 2017 Operating Budget

APPROVED 2017 BUDGET

\$1,284,994 which is an increase of \$107,335 or a 9.1% increase from 2016



Administration & Operations
<ul style="list-style-type: none"> • Prepare, administer and report on annual department budget
<ul style="list-style-type: none"> • Process and reconcile customer transactions to include ticket sales, program registrations, facility and sport field rentals
<ul style="list-style-type: none"> • Ensure our facilities are safe, clean and welcoming for public use
<ul style="list-style-type: none"> • Develop and implement policies and procedures to comply with legislation and reduce corporate liability
<ul style="list-style-type: none"> • Administer event application process to liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance
<ul style="list-style-type: none"> • Research, analyze and provide professional opinions on service provision through various reports and associated policy frameworks

Recreation, Arts & Culture – 2017 Operating Budget

Communications & Marketing
<ul style="list-style-type: none">• Implement corporate Communication plan which includes standards for branding, social media and associated staff training
<ul style="list-style-type: none">• Manage the corporation’s web portal, intranet and social media channels
<ul style="list-style-type: none">• Prepare and implement communication plans on key corporate projects
<ul style="list-style-type: none">• Provide Communication support and direction to all corporate divisions
<ul style="list-style-type: none">• Coordinate media relations and prepare new releases and advisories
<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">• Graphic and design support for corporate projects
<ul style="list-style-type: none">• Work collaboratively with community stakeholders to promote Gravenhurst as a year-round tourism destination
<ul style="list-style-type: none">• Manage Town’s database of photography, images, graphics and online events content
<ul style="list-style-type: none">• Provide leadership on the coordination and implementation of corporate and commemorative events
<ul style="list-style-type: none">• Monitor, track and report on analytics

Arts & Culture
<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 Plan and support the work of the Cultural Roundtable
<ul style="list-style-type: none">• Manage a professional performing arts facility in alignment with the Gravenhurst Opera House Strategic Business Plan
<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">• Provide a variety of programming to attract a broad range of residents and visitors
<ul style="list-style-type: none">• Recruit, train and supervise part-time staff and volunteers to successfully administer Opera House programs

Recreation, Arts & Culture – 2017 Operating Budget

Recreation & Community Events

- Deliver a variety of quality recreation programs for all ages that have minimal to no net impact on the municipal tax base
- Recruit, train and supervise part time seasonal staff to ensure the competent delivery of programs and services
- Build collaborative partnerships to expand community programs and help sustain local not-for-profit recreation and sport organizations
- Coordinate opportunities for youth engagement, leadership development and skill enhancement
- Develop, promote and track meaningful volunteer opportunities
- Plan and implement community events and activities (i.e. Cinema Under The Stars, Make a Splash)

2016 ACCOMPLISHMENTS

- Established the new Corporate Communications and Marketing unit under the leadership of the RAC Director
- **Coordinated messaging and marketing for key corporate initiatives including the Strategic Plan, Muskoka Regional Centre developments, Official Plan promotion and Active Transportation**
- **Assisted in the successful implementation of several corporate and community based events (ribbon cuttings, grand openings, commemorative, community and special events)**
- **Growth in social media activity resulted in provincial acknowledgment (ranked 13th in a list of the most followed Municipalities per capita/Ontario on Twitter)**
- **Implemented a RAC centralized marketing strategy to effectively promote diverse recreation, arts and cultural offerings**
- **Increased participation and sales/revenue in all service areas through more intentional and strategic marketing initiatives**
- **Established the Cultural Roundtable which included developing Terms of Reference and priorities in support of the Cultural Plan**
- **Participated in Culture Days and ranked within the top 10 municipalities under 50,000 residents Canada wide, for the second year in a row**

Recreation, Arts & Culture – 2017 Operating Budget

- Opera House visitation continued to grow through quality performances, dedicated marketing initiatives and broadened partnerships
- Introduced an Opera House Capital Seat Levy to address ongoing capital improvements which accumulated over \$16,000 in year one
- Established in-theatre school program which offered curriculum based performances for over 600 school children from grades K-12
- In collaboration with the Gravenhurst High School, launched the Opera House first annual Christmas production offering students a positive experience in a professional theatre environment
- Successfully delivered a diverse offering of community programs and services which attracted visitors to the region, engaged residents and positively impacted economic activity in Gravenhurst
- Expanded the growth and development of youth programs (baseball, soccer, etc.)
- Supported community sports leagues by encouraging the development of volunteer-based committees (Muskoka Hornets, Gravenhurst Ladies 3-Pitch)
- Continued to grow and expand collaborative programs with the YMCA to accommodate both membership and non-member participants (e.g., youth basketball & fitness classes)
- Implemented priority recommendations from the 2015 Life Saving Society Aquatic Beach Audit
- Hosted the 2016 Community Spirit Awards in partnership with the new Gravenhurst Lions Sports Hall of Fame
- Initiated the review of the Town's operational agreement with the YMCA – to be completed in 2017
- Streamlined the Town's Special Events Application Approval Process
- Implemented an expanded recycling program to reduce the impact of waste at the Centennial Centre
- Established a performance tracking system to evaluate departmental accomplishments and outcomes in relation to the Town's strategic plan objectives

DEFERRED 2016 INITIATIVES

- Special Event funding and financial assistance requests
- Facilitate a local youth service providers network to coordinate initiatives and effectively address service gaps
- Finalize Corporate Social Media Policy
- Refine protocols for disseminating and retrieving timely information during emergency events

Recreation, Arts & Culture – 2017 Operating Budget

KEY INITIATIVES FOR 2017

- Continue to review and evaluate departmental priorities and resource allocation to ensure safe and effective service delivery
- Ensure designated divisional activities align and support outcomes associated with the Town of Gravenhurst Strategic Plan
- Further develop relationships with local and regional service providers to maximize opportunities associated with service delivery and reduce duplication
- Articulate and implement a critical path for the Communication & Marketing unit by developing stronger internal/external relationships
- Review corporate website and explore new technology to advance user experience
- Implement corporate social media policy to include standardized tracking
- Continue to increase participation and in all RAC program areas through quality service experiences and effective marketing
- Mobilize the work of the Cultural Roundtable to stimulate community dialogue on arts and culture priorities
- Further enhance Culture Days in Gravenhurst by strengthening local and regional connections
- Build on the success of the Opera House Strategic Business Plan by maximizing the impact of quality arts programming in the community
- Establish and promote a variety of Opera House pricing packages that are attractive to tourists and provide affordable options to local residents
- Increase services in partnership with the YMCA to grow community involvement and strengthen membership base
- Launch a new Youth Leadership program for students in grades 6-8 and 9-12 supported with funding from a YMCA grant
- Continue to identify and promote volunteer development and engagement opportunities

These initiatives, **highlighted in blue above**, meet the following Strategic Plan Objectives:

- Objective 1B - More Effective Marketing
- Objective 2B – A Well-Planned, Healthy, Green and Livable Community
- Objective 3A – A More Connected Community – A Vibrant Town supported by solid and active partnerships
- Objective 4A – Valuing Our Cultural & Heritage Assets and Fostering Cultural Innovation
- Objective 5A – Exceptional Municipal Customer Service
- Objective 5B – Exceptional Municipal Management and Operational Excellence

Recreation, Arts & Culture – 2017 Operating Budget

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
Website page views	524,266	463,610	500,000
Corporate social media “Likes” (Facebook)	1222	2204	3000
Corporate social media followers (Twitter)	2500	3600	4500
Opera House social media “Likes” (Facebook)	2458	2693	3200
Corporate news releases issued	75	83	NA
Opera House ticket sales	12,100	13,050	13,500
Culture Day visitors	350	700	1000
Participants in municipally-organized recreation programs	1275	1675	1500
Centennial Centre booked facility hours	4164	4270	4500
Centennial Centre waste diverted into recycling (%)	12.5	13.2	25

STAFFING CHANGES IN 2016 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	11	11	0	Reflects the realignment of Corporate Communications under the RAC Director as well as the conversion of a previously approved full time Program Assistant position to the Recreation Services Manager position
Other: Casual and part-time positions in various operational areas	5.37	5.84	+ .47	A slight increase resulting from an uptake in programs and services

Recreation, Arts & Culture – 2017 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

The Recreation, Arts and Culture budget reflects substantial shifts in resource allocation based on the new organizational structure to accommodate the Communications and Marketing Unit as well as incorporating all the Winter Carnival finances through Town accounts.

RAC Administration: Decrease of \$48,699

- Significant factor is the Staff Cost decrease of \$44,819:
 - \$78,000 reduction due to transferred salaries/benefits for the Marketing Coordinator position to the Communication and Marketing Unit
 - \$33,000 increase associated with annual wage increase, salary movement through the pay grid and the cost of hiring of a Recreation Services Manager

Centennial Centre: Increase of \$2,316

- Staff cost increase of \$11,266:
 - \$6,000 in additional part time wages to support increased service demand
 - \$5,000 annual wage increase and salary movement through the pay grid
- Equipment costs budgeted \$3,700 higher based on projected need
- Arena rental revenues increased by \$11,000 to reflect facility usage.

Recreation Programs: Decrease of \$5,250

- Reduced staffing costs and higher program revenue.

Waterfront Recreation Programs: Decrease of \$2,300

- Reduced need for equipment and higher program revenue.

Community Events: Decrease of \$18,000

- The decrease reflects a movement of \$3,500 historic financial support to the new Winter Carnival account as well as a transfer of \$14,500 from this budget to the Communications & Marketing program as per the restructuring of the organization to accommodate this new function.

Winter Carnival: Increase of \$3,500

- Starting 2017 the Winter Carnival will be treated as a Town program for increased transparency and accountability. This new structure reflects both expenditures and revenues for this event that were previously managed outside of Town accounts. Previous town funding support in the amount of \$3,500 has been moved from Community Events where there is an off-setting reduction.

Recreation, Arts & Culture – 2017 Operating Budget

Opera House: Increase of \$66,700

- Significant factors are:
 - Staff cost increase of \$13,300 for annual wage increase, movement through the pay grid and additional hours to support expanded programs/services.
 - Other cost increases of \$10,400 to reflect actual costs resulting from expanding programming initiated in 2016
 - A net reduction of \$43,000 to Opera House revenues:
 - \$59,000 reduction in projected revenues from ticket sales based on 2016 actual sales numbers and an updated pricing strategy to maximize attendance and economic value to the local business community
 - \$11,000 increase to Opera House rentals based on experience from expanded marketing of available space

Communications & Marketing: Increase of \$108,418

- Significant factors are:
 - Staff costs reflect an increase of \$78,000 due to transferred salaries/benefits from RAC Administration for the Marketing Coordinator position
 - Transfer of \$14,500 from the Community Events budget
 - An overall increase of \$10,000 in advertising to leverage promotional and marketing opportunities

TOWN OF GRAVENHURST
2017
Approved Operating Budget
Recreation, Arts & Culture

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Recreation, Arts & Culture							
RAC Administration							
Expenditures							
Staff Costs	487,847	396,007	411,410	416,119	371,300	(44,819)	
Labour Charges	(115,552)						
Professional Development	6,998	7,049	8,138	11,000	9,220	(1,780)	
Transfers To/From Other Department		(1,000)	(1,000)	(1,000)	(1,000)		
Contracted Services	320	602	4				
Communications	3,605	19,088	12,517	20,800	14,200	(6,600)	
Other Services	7,268	8,270	12,061	12,000	17,500	5,500	
Equipment	1,120	912	150				
Materials & Supplies	3,844	5,753	2,993	7,000	7,000		
Total Expenditures	395,450	436,681	446,273	465,919	418,220	(47,699)	(10.2)
Revenue							
Unallocated Revenue	(11)	(4,388)	(5,476)	(5,000)	(6,000)	(1,000)	
Total Revenue	(11)	(4,388)	(5,476)	(5,000)	(6,000)	(1,000)	20.0
Total RAC Administration	395,439	432,293	440,797	460,919	412,220	(48,699)	(10.6)

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Recreation, Arts & Culture**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Centennial Centre							
Expenditures							
Staff Costs	256,622	247,819	280,593	258,150	269,416	11,266	
Labour Charges		840		5,000	5,000		
Fleet/Equipment Charges		342		1,000	500	(500)	
Professional Development	4,577	2,222	4,551	5,250	4,600	(650)	
Contribution to Reserve	30,000	5,000					
Transfers To/From Other Department	(732)						
Consultant Services		439					
Communications	3,463	3,400	4,029	3,700	3,700		
Other Services	1,934	4,053	3,388	4,500	4,000	(500)	
Equipment	22,316	41,482	34,851	32,500	36,200	3,700	
Materials & Supplies	8,861	9,898	12,245	13,000	13,500	500	
Total Expenditures	327,041	315,495	339,657	323,100	336,916	13,816	4.3
Revenue							
Other Fees	(296)	(1,538)	(1,716)	(1,500)	(1,500)		
Facility Rental	(6,716)	(7,603)	(4,426)	(4,200)	(4,200)		
Arena Rental	(179,338)	(221,701)	(222,354)	(204,000)	(215,000)	(11,000)	
Other Rentals	(2,063)	(13,623)	(12,130)	(13,500)	(13,500)		
Unallocated Revenue	(1,633)	(3,695)	(4,328)	(2,500)	(3,000)	(500)	
Transfers From Reserves		(790)					
Donations/Sponsorships	(30,000)	(5,000)	(5,000)	(5,000)	(5,000)		
Total Revenue	(220,046)	(253,950)	(249,954)	(230,700)	(242,200)	(11,500)	5.0
Total Centennial Centre	106,995	61,545	89,703	92,400	94,716	2,316	2.5

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Recreation, Arts & Culture**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Recreation Programs							
Expenditures							
Staff Costs	7,101	15,770	12,755	16,950	14,500	(2,450)	
Transfers To/From Other Department	407	(300)					
Contracted Services	5,686	9,933	7,131	8,100	6,500	(1,600)	
Equipment					1,000	1,000	
Materials & Supplies	8,195	12,250	21,825	23,000	23,000		
Total Expenditures	21,389	37,653	41,711	48,050	45,000	(3,050)	(6.3)
Revenue							
Program Fees	(31,709)	(37,458)	(52,317)	(33,600)	(36,800)	(3,200)	
Transfers From Reserves			(2,806)	(10,000)	(10,000)		
Donations/Sponsorships	(3,681)	(9,310)	(1,498)	(6,500)	(5,500)	1,000	
Total Revenue	(35,390)	(46,768)	(56,621)	(50,100)	(52,300)	(2,200)	4.4
Total Recreation Programs	(14,001)	(9,115)	(14,910)	(2,050)	(7,300)	(5,250)	256.1
Waterfront							
Expenditures							
Staff Costs	29,851	36,646	37,614	38,500	38,500		
Professional Development	94	257	292	300	350	50	
Contracted Services	919	5,146	650	1,000	1,000		
Communications	390	391	391	400	400		
Equipment	454	120	2,537	3,000	1,000	(2,000)	
Materials & Supplies	2,128	3,406	3,305	2,850	3,500	650	
Total Expenditures	33,836	45,966	44,789	46,050	44,750	(1,300)	(2.8)
Revenue							
Program Fees	(13,758)	(14,424)	(18,664)	(14,000)	(15,000)	(1,000)	
Total Revenue	(13,758)	(14,424)	(18,664)	(14,000)	(15,000)	(1,000)	7.1
Total Waterfront	20,078	31,542	26,125	32,050	29,750	(2,300)	(7.2)

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Recreation, Arts & Culture**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Community Events							
Expenditures							
Labour Charges	33,021	16,030	21,676	17,000	19,500	2,500	
Fleet/Equipment Charges	6,137	8,466	7,061	9,000	6,500	(2,500)	
Transfers To/From Other Department		3,300	3,460				
Contracted Services	34,309	35,456	22,264	27,000	21,000	(6,000)	
Communications	43,185	38,450	27,335	34,000	27,000	(7,000)	
Equipment	7,614	3,646	3,785	5,000	2,500	(2,500)	
Materials & Supplies	3,105	10,640	4,950	5,000	2,500	(2,500)	
Total Expenditures	127,371	115,988	90,531	97,000	79,000	(18,000)	(18.6)
Revenue							
Grants		(10,000)					
Unallocated Revenue	(1,900)	(1,168)					
Donations/Sponsorships		(1,661)					
Total Revenue	(1,900)	(12,829)					
Total Community Events	125,471	103,159	90,531	97,000	79,000	(18,000)	(18.6)
Winter Carnival							
Expenditures							
Labour Charges			1,225		1,500	1,500	
Fleet/Equipment Charges			282				
Contracted Services			2,036		16,000	16,000	
Communications			3,822		5,000	5,000	
Equipment			720		1,000	1,000	
Materials & Supplies					2,500	2,500	
Total Expenditures			8,085		26,000	26,000	
Revenue							
Unallocated Revenue					(22,500)	(22,500)	
Donations/Sponsorships			(1,000)				
Total Revenue			(1,000)		(22,500)	(22,500)	
Total Winter Carnival			7,085		3,500	3,500	

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Recreation, Arts & Culture**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Opera House							
Expenditures							
Staff Costs	313,357	348,552	331,538	327,900	341,200	13,300	
Professional Development	2,338	2,804	2,786	3,400	3,400		
Contribution to Reserve			16,083	13,000	16,000	3,000	
Transfers To/From Other Department	200	275	(1,066)				
Contracted Services	19,852	9,796	10,653	7,000	10,000	3,000	
Legal Services	176						
Insurance			(153)				
Performance Fees	113,875	232,934	236,221	250,000	250,000		
Communications	35,072	45,157	48,755	44,100	44,100		
Other Services	12,892	21,154	20,192	17,400	21,800	4,400	
Equipment	11,161	11,782	12,462	14,000	14,000		
Materials & Supplies	6,217	8,861	7,080	6,800	6,800		
Total Expenditures	515,140	681,315	684,551	683,600	707,300	23,700	3.5
Revenue							
Grants		(5,120)					
Other Fees	(4,466)	(6,081)	(11,115)	(6,000)	(11,000)	(5,000)	
Opera House Sales	(126,728)	(229,182)	(210,603)	(290,000)	(231,000)	59,000	
Sales	(255)	(75)	(177)	(300)	(300)		
Other Rentals	(22,705)	(25,355)	(36,252)	(28,000)	(39,000)	(11,000)	
Donations/Sponsorships	(2,042)	(3,542)	(3,520)	(5,500)	(5,500)		
Total Revenue	(156,196)	(269,355)	(261,667)	(329,800)	(286,800)	43,000	(13.0)
Total Opera House	358,944	411,960	422,884	353,800	420,500	66,700	18.9

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Recreation, Arts & Culture**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Barge Concerts							
Expenditures							
Staff Costs		5,834	6,426	6,050	6,800	750	
Labour Charges	104	207	1,602	2,000	2,000		
Contracted Services	49	50	601				
Performance Fees	28,719	23,619	21,630	25,000	24,000	(1,000)	
Communications	693	550	2,211	1,000	2,000	1,000	
Other Services	632	599		600	500	(100)	
Equipment	221			500	500		
Materials & Supplies	372		180	500	500		
Total Expenditures	30,790	30,859	32,650	35,650	36,300	650	1.8
Revenue							
Donations/Sponsorships	(17,055)	(16,766)	(17,591)	(16,500)	(16,500)		
Total Revenue	(17,055)	(16,766)	(17,591)	(16,500)	(16,500)		
Total Barge Concerts	13,735	14,093	15,059	19,150	19,800	650	3.4
Municipal Cultural Plan							
Expenditures							
Materials & Supplies		2,796	570	5,000	5,000		
Total Expenditures		2,796	570	5,000	5,000		
Total Municipal Cultural Plan		2,796	570	5,000	5,000		
Communications							
Expenditures							
Staff Costs			71,433	97,493	174,921	77,428	
Professional Development			2,561	2,265	4,050	1,785	
Contracted Services			18,291	18,917	25,337	6,420	
Communications			643	715	18,500	17,785	
Equipment			25		2,500	2,500	
Materials & Supplies					2,500	2,500	
Total Expenditures			92,953	119,390	227,808	108,418	90.8
Total Communications			92,953	119,390	227,808	108,418	90.8
Total Recreation, Arts & Culture	1,006,661	1,048,273	1,170,797	1,177,659	1,284,994	107,335	9.1



2017 Operating Budget Corporate Administration

Corporate Administration – 2017 Operating Budget

APPROVED 2017 BUDGET

\$4,239,638 which is a net increase of \$609,456 or a 16.8% increase from 2016

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

1. Corporate Items

The Corporate Items budget is administered by the Corporate Services Department and the Human Resources Department and contains items of a corporate nature (e.g. the Town contribution to the South Muskoka Memorial Hospital, Transfers to Capital Reserves or Town Insurance premiums).

2. 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.

3. Internal Financing

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

4. Emergency Management

A corporate initiative that complies with provincial requirements that the Town meets certain goals and maximizes emergency preparedness in the event of an emergency.

1. CORPORATE ITEMS

Expenditures

- **Community Support:** South Muskoka Memorial Hospital contribution approved by Council in 2014. This payment will continue until 2020.
- **Professional Development:** Corporate Training and Health & Safety budget managed by the Director of Human Resources.
- **Contributions to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrears notices and related items. Shredding of Town documents as per records retention policy.
- **Consulting Services:** Consulting costs for corporate/strategic initiatives.
- **Legal Services:** Legal costs related to corporate issues that arise during the year.

Corporate Administration – 2017 Operating Budget

Table 1

<u>Contribution to Reserves in 2017 Operating Budget</u>			
<u>Reserves/Reserve Funds</u>	<u>2016 Contribution</u>	<u>2017 Contribution</u>	<u>Purpose</u>
Community Reinvestment	\$ 239,500	\$ -	Borrowing for 2014 operating deficit repaid. Redirected to capital levy as authorized by Council
Equipment/Furniture	\$ 40,000	\$ 28,000	Capital financing from tax levy
Facilities	\$ 424,000	\$ 500,000	Capital financing from tax levy
Infrastructure	\$ 371,300	\$ 750,000	Capital financing from tax levy
Information & Systems Technology	\$ 80,000	\$ 130,000	Capital financing from tax levy
Fleet & Heavy Equipment	\$ 100,000	\$ 150,000	Capital financing from tax levy
Fire & Emergency Services	\$ 200,000	\$ 300,000	Capital financing from tax levy
Elections Reserve	\$ 22,750	\$ 22,750	Contribution towards 2018 Elections
Provision for Assessment at Risk	\$ 60,000	\$ 60,000	
Total Contributions	\$ 1,537,550	\$ 1,940,750	

- **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 \$10,000 deductible based on last three years trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration and Help-Desk support. Also includes corporate software upgrade costs not part of the District allocation.
- **Communications:** Annual budget for the Town Page that is published every Thursday in the Gravenhurst Banner; corporate media buys, Town postage requirements for mailing notices, tax bills etc.; and the cost of the Town Office switchboard and 16 phone lines.
- **Other Services:** Includes External Audit fees; lease costs for the two large photocopier/printers and the postage machine at the Town Office; fees for the acceptance of credit & debit payments and related banking fees; and a budget to enable compliance with the Accessibility for Ontarians with Disabilities (OADA) legislation.
- **Materials & Supplies:** General offices supplies for Town Office.

Corporate Administration – 2017 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.
- **Other Fees:** Interest charged on outstanding accounts other than property tax.
- **Unallocated Revenue:** Rebate from the Local Authority Services Ltd (LAS) Natural Gas Program and tax-related recoveries from court which are unpredictable.
- **Transfers from Reserve:** Transfer from reserve for Town Asset Management Plan.
- **Investment Income:** Interest earned on funds held in Town bank accounts and allocated to operations as per existing policy.
- **Supplementary Taxes:** In-year tax revenues from supplementary assessment and properties that were not on the return of the tax roll at the end of the previous year.
- **Taxes Written Off:** Taxes written off in year for a number of reasons including assessment appeals and settlements with the Municipal Property Assessment Corporation (MPAC).

2. EXTERNAL FINANCING

The Town of Gravenhurst is able to borrow funds in the financial markets through the District of Muskoka. As of December 31, 2016 the Town has \$20,506,182 in external debt on its books. These funds were borrowed for specific projects based on the projected long-term value to the Town. Since 2012 the Town has not borrowed funds externally and there is no plan to do so in the near future pending a complete review of the Asset Management and Financing Plan that will be coming forward to Council in March 2017.

3. INTERNAL FINANCING

The Community Reinvestment Reserve Fund has been 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.

TOWN OF GRAVENHURST

Debenture and Internal Financing Summary

as at December 31, 2016

Description	Debenture/Loan Amount	Balance at Start of 2017	2017 Payments	Balance at End of 2017	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	4,288,870	674,685	3,851,883	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	5,774,408	362,900	5,634,208	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	4,977,000	343,808	4,801,000	Dec 2024 *
Health Unit Purchase	4,000,000	2,952,000	308,044	2,780,000	Nov 2019 **
Town Hall & Clinic Build/Renovate	2,900,000	2,513,904	179,949	2,427,675	Dec 2036
Total External Financing	\$ 26,950,000	\$ 20,506,182	\$ 1,869,387	\$ 19,494,766	
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	3,691,528	407,757	3,452,976	Jun 2030
Infrastructure Fleet	1,718,875	862,965	191,497	696,787	2015 - 2024
Infrastructure Equipment	278,430	204,381	29,493	179,244	2014 - 2018
Fire Department Vehicles	1,334,208	924,506	117,610	831,764	2016 - 2029
Facilities	3,535,209	3,439,790	353,724	3,153,971	2018 - 2029
2016 Projects	1,115,801	1,115,801	387,187	750,000	2027
Total Internal Financing	\$ 14,248,761	\$ 10,238,971	\$ 1,487,267	\$ 9,064,742	
Total Debenture and Internal Financing	41,198,761	30,745,153	3,356,654	28,559,508	

* There will be \$3,640,000 owing at end of term

** There will be \$2,600,000 owing at end of term

Corporate Administration – 2017 Operating Budget

EMERGENCY MANAGEMENT

Emergency Management
<ul style="list-style-type: none">• Attend regular meetings of the Muskoka Emergency Response Committee (MERC) to maintain currency and connection with other Community Emergency Management Coordinators (CEMCs) throughout Muskoka and bi-annual meetings of Emergency Management Ontario Sector meetings.
<ul style="list-style-type: none">• Coordinate, prepare for and attend regular meetings of the Gravenhurst Emergency Program Committee (GEMPC) meetings.
<ul style="list-style-type: none">• Monitor and stay apprised of activities, events, weather situations, etc. that may have an impact on the community and maintain appropriate communications with partners and stakeholders.
<ul style="list-style-type: none">• Work to ensure ongoing public education and awareness activities.
<ul style="list-style-type: none">• Attend required training opportunities and participate in the delivery of Basic Emergency Management (BEM) to Muskoka employees and outside participants.
<ul style="list-style-type: none">• Ensure annual compliance under the Emergency Management and Civil Protection Act including:<ul style="list-style-type: none">○ Preparation and delivery of legislated training for Emergency Control Group (ECG), Senior Management Team and other staff;○ Keep Hazard Identification & Risk Analysis and Critical Infrastructure current;○ Develop planning documents as part of the Emergency Plan.

2016 ACCOMPLISHMENTS

- Achieved annual compliance with Emergency Management Ontario
- Quarterly meetings of the Gravenhurst Emergency Program Committee (GEMPC)
- Attended Muskoka Emergency Response Committee (MERC) meetings
- Participated in the delivery of Basic Emergency Management in cooperation with the District of Muskoka
- Additional Community Emergency Management Coordinator trained
- Participated in a Joint Emergency Preparedness Exercise with the District of Muskoka and Simcoe County
- Attendance at Muskoka Climate Change Workshop
- Delivery of annual training and exercise to Emergency Control Group (ECG).

DEFERRED 2016 INITIATIVES

- Training of additional staff in Basic Emergency Management;
- Engagement of a consultant to assist in preparation and delivery of annual exercise.

Corporate Administration – 2017 Operating Budget

KEY INITIATIVES FOR 2017

- **Develop Work Plan**
- **Work with other Muskoka municipalities to engage the services of a consultant to develop and facilitate annual exercise**
- **Continue to enhance public awareness and education activities**
- **Achieve annual compliance**

All of the initiatives, **highlighted in blue above**, meet the following Strategic Plan Objective:

- **Objective 2A – A Safer Community**
 - **Investing in emergency services that protect all residents and support the efforts of emergency services through annual updates and ongoing implementation of the Emergency Management Plan and Master Fire Plan**

ACTIVITY INDICATORS

Measurable	2015	2016	Projected 2017
External planning meetings attended by CEMCs	7	6	8
GEMPC planning meetings	4	4	6
Training opportunities for GEMPC members	18	2 *	13 *
Staff receiving BEM training	9	0	0
Staff receiving abbreviated BEM	0	0	20
GEMPC Exercises (Call Out & In Person)	3	3	3
Achieving annual compliance	YES	YES	YES

*No further legislated requirements identified but additional training identified through 2016 exercise as well as need for transition of functions

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
N/A	0	0		Emergency Management is a corporate responsibility with CEMC functions presently shared among 3 existing positions

Corporate Administration – 2017 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Corporate Items

Contribution to Reserves: Increase of \$403,200

- Equivalent to a 3% increase in the tax levy to fund capital reserves

Consultant Services: Reduction of \$20,000

- Reduced funding required for corporate studies/plans initiated and managed by the CAO.

Insurance: Reduction of \$7,000

- Anticipated premium increase of 4% in August offset by lower than budgeted payouts for claims below the \$10,000 minimum.

Information Technology Services: Increase of \$9,200

- Additional resources for on-site Help-Desk support, improved project management of increasingly complex IT projects, and operational technology needs.

Grants: Increase of \$146,500

- Increase in the Ontario Municipal Partnership Fund (OMPF) grant for 2017.

Tax Penalties & Fees: Reduction of \$40,200

- Downward trend as Town improves recovery of unpaid taxes. Budget adjusted to reflect the 2014-2016 average.

Transfer from Reserves – Reduction of \$40,000

- Not required in 2017. The 2016 transfer was intended to partially fund the Town Asset Management Plan.

Investment Income: Reduction of \$23,000

- In October 2016 Council approved a revised Reserve and Reserve Fund schedule which converted a number of Reserves to Reserve Funds. Since Reserve Funds retain all income earned this will result in lower returns on Town Reserve balances which flow to this account line.

Supplementary Taxes: Increase of \$10,000

- Increase in projection for 2017 based on historical trends.

Taxes Written Off: Reduction of \$10,000

- Anticipate lower tax write-offs in 2017.

Corporate Administration – 2017 Operating Budget

Internal Financing

Internal Financing: Increase of \$268,800

- Increase of 2% on the tax levy for repayment of principal and interest to the Community Reinvestment Reserve Fund for borrowings related to the 2016 Capital Budget.

External Financing

N/A

Emergency Management

N/A

**TOWN OF GRAVENHURST
2017**

**Approved Operating Budget
Corporate Administration**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Corporate Administration							
Corporate Administration							
Expenditures							
Community Support	47,142	47,142	47,142	47,142	47,142		
Professional Development	29,059	25,292	33,932	28,400	32,320	3,920	
Contribution to Reserve	820,243	1,696,718	1,537,550	1,537,550	1,940,750	403,200	
Contracted Services	6,629	4,812	5,130	9,900	9,900		
Consultant Services	2,880	44,600	20,078	70,000	50,000	(20,000)	
Legal Services	65,420	60,393	6,183	80,000	80,000		
Official Studies & Reviews	(8,548)						
Insurance	412,470	371,917	435,114	447,000	440,000	(7,000)	
Information Technology Services	335,216	358,203	357,435	369,500	378,700	9,200	
Communications	74,898	77,480	75,833	76,500	81,000	4,500	
Other Services	101,927	45,021	44,999	49,500	53,000	3,500	
Equipment	808	9,631	4,860				
Materials & Supplies	24,038	21,499	22,918	23,500	23,500		
Total Expenditures	1,912,182	2,762,708	2,591,174	2,738,992	3,136,312	397,320	14.5
Revenue							
Grants	(1,520,000)	(1,524,200)	(1,634,000)	(1,634,000)	(1,780,500)	(146,500)	
Tax Penalties & Fees	(475,411)	(451,997)	(442,281)	(495,200)	(455,000)	40,200	
Other Fees	(3,776)	7,692	(998)	(4,000)	(1,000)	3,000	
Sales	(108)	(33)	(223)				
Landfill Proceeds	(594,800)	(594,800)					
Unallocated Revenue	(21,333)	(56,805)	(10,169)	(1,600)		1,600	
Transfers From Reserves	(62,612)	(31,500)		(40,000)		40,000	
Investment Income	(30,884)	(33,755)	(56,481)	(33,000)	(10,000)	23,000	
Donations/Sponsorships	(2,880)	(224)					
Supplementary Taxes			(122,282)	(100,000)	(110,000)	(10,000)	
Taxes Written Off			70,244	100,000	90,000	(10,000)	
Total Revenue	(2,711,804)	(2,685,622)	(2,196,190)	(2,207,800)	(2,266,500)	(58,700)	2.7
Total Corporate Administration	(799,622)	77,086	394,984	531,192	869,812	338,620	63.7

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Corporate Administration**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Approved	2016	2016
			Actuals		Budget	Budget	Budget
Corporate Administration							
Internal Financing							
Expenditures							
Internal Financing			1,218,469	1,218,469	1,487,269	268,800	
Total Expenditures			1,218,469	1,218,469	1,487,269	268,800	22.1
Total Internal Financing			1,218,469	1,218,469	1,487,269	268,800	22.1
External Financing							
Expenditures							
External Financing			1,863,586	1,868,501	1,869,387	886	
Total Expenditures			1,863,586	1,868,501	1,869,387	886	0.0
Total External Financing			1,863,586	1,868,501	1,869,387	886	
Emergency Management							
Expenditures							
Community Support					300	300	
Professional Development	100	1,739	593	3,950	4,800	850	
Contracted Services				1,400	1,500	100	
Consultant Services				5,000	5,000		
Communications		1,170	1,292	1,570	1,570		
Equipment			1,922				
Materials & Supplies		350	285	100		(100)	
Total Expenditures	100	3,259	4,092	12,020	13,170	1,150	9.6
Total Emergency Management	100	3,259	4,092	12,020	13,170	1,150	10
Total Corporate Administration	(799,522)	80,345	3,481,131	3,630,182	4,239,638	609,456	16.8



2017 Operating Budget Community Partnerships



2017 Operating Budget
Gravenhurst Public Library
Board

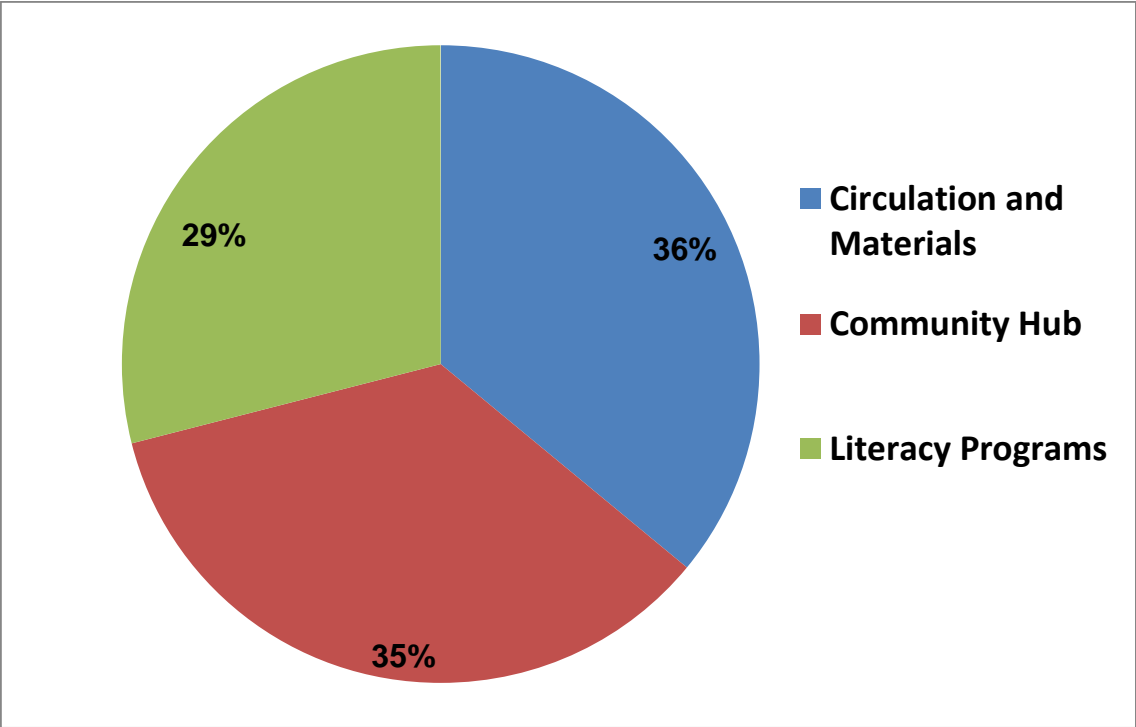
Gravenhurst Public Library Board – 2017 Operating Budget

APPROVED 2017 BUDGET

\$559,312 which is an increase of \$22,862 or a 4.3% increase from 2016

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 most funds needed for the provision of library services
- The Library receives \$35,800 annually from the province and is eligible for other provincial and federal funding.



Gravenhurst Public Library Board – 2017 Operating Budget

Administration/Operational Activities

- Administer and report on operations monthly and in quarterly updates
- Successfully 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 memberships, circulation of library materials, use of public workstations and WiFi, collection of fees and fines, program registrations, room and equipment rentals
- Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and electronic resources
- Guarantee the library is an inviting, safe, and clean public space
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability

Circulation and Materials

- Provide access to print and non-print materials geared to all age groups, varying reading levels and a diversity of interests in a variety of formats including: magazines, newspapers, large print, graphic novels, board books, picture books, DVDs, CDs, audiobooks, online resources and electronic devices
- Ensure collections are accessible to members of the public who have print disabilities
- 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 libraries throughout the province with the interlibrary loan service
- Make the special collection of books on the history of Muskoka available to the public and house the Gravenhurst Archives collection of historic photos and documents
- Provide high quality reader's 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, efficient and responsive customer service to all library users

Gravenhurst Public Library Board – 2017 Operating Budget

Community Hub

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

Literacy Programming

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

Gravenhurst Public Library Board – 2017 Operating Budget

2016 ACCOMPLISHMENTS

- Developed and posted an RFP for a facility/site study and selected LGA Architectural Partners with Lighthouse Consulting Inc. to complete the study
- Initiated review of current collection development practices including selection, inventory, evaluation, assessment and de-selection
- Completed pre-audit through the Southern Ontario Library System in preparation for library accreditation
- Identified and reviewed specific technology needs including an accessibility workstation for library users, a device training lab, and an inventory module for monitoring the library's collection
- Expanded means of informing area residents on what is available at the library with emphasis on social media and partnerships i.e. geocaching, Community Garden Committee; Culture Days
- Established Teen Advisory Group to enhance young adult collection and provide passive programming to youth
- Continued to offer co-op opportunities to local high school students
- Developed and offered additional lifelong learning opportunities for adults including: author talks; gardening; genealogy; date nights for parents of young children; activities of interest to crafters; presentations on issues specific to seniors
- Established monthly materials' exchange visits at local seniors' residences
- Took library's technology skills workshops on the road to other locations in the community including local seniors' residences and the Seniors' Centre
- Developed and provided high quality children's literacy based programming throughout the year including: regular preschool story times, a full week of March Break activities; a successful pilot of Every Child Ready to Read; the Discovery series based on STEAM; consistent outreach to local early years program and local schools, drop-in story times at the farmer's market and a very popular slate of summer reading programs
- Developed and implemented a program for volunteers and recognized library volunteers during a special appreciation event in the fall
- Assisted Gravenhurst Archives with the procurement of specialized scanning equipment
- Celebrated Banned and Challenged Book week with participation by local celebrities

Gravenhurst Public Library Board – 2017 Operating Budget

KEY INITIATIVES FOR 2017

- Expand technology training offerings based on feedback from library users, providing in-house and outreach opportunities
- Complete review of current collection development practices including selection, inventory, evaluation, assessment and de-selection
- Complete steps established in pre-audit report for library accreditation
- Complete facility/site study for the purpose of determining and guiding future directions for changes to the library’s physical space
- Continue to enhance partnerships with local community organizations including the Archives Committee by teaming up to provide additional lifelong learning opportunities for adults
- Address specific technology needed established in 2016
- Develop marketing plan with emphasis on use of social media to promote core services, programs and events
- Continue to work closely with Teen Advisory Group to provide outreach to high school students
- Continue to work closely with senior residences' staff for the provision of library services

ACTIVITY INDICATORS

Measurable	2014	2015	2016
# of active cardholders	5,015	5,332	5,280
# of people visiting the Library	48,550	56,776	67,007 ¹
# of physical items in collection	47,015	49,929	52,832
# of times items were circulated	99,925	102,892	93,707 ²
# of interlibrary loans received	2,420	2,446	2,290
# of interlibrary loans lent	2,333	2,527	3,002
# of programs/# of times offered	254	478	592
# of people in attendance at programs	8,119	8,721	8,963
# of e-visits website/social media	24,426	54,159	98,150 ³
# of People using workstations/WiFi	10,851	10,302	9,603

Gravenhurst Public Library Board – 2017 Operating Budget

¹Increase in visits to the library due in part to more accurate tracking with a people counter installed mid-2015

²Decrease in times items circulated due to changes made to how DVDs circulate

³Increase in social media activity due to increased use of social media to promote events, activities and resources

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Full Time	7	7		No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

Staff Costs: Increase of \$23,482

- Negotiated increase and higher employee benefit costs
- Additional expense associated with full time professional position added Fall 2016

Professional Development: Increase of \$2,000

- Additional training for board members and full time staff (including two professional positions)

Information Technology Services: Increase of \$5,000

- Addition of networked staff workstation for full time professional position added in 2016
- Additional District of Muskoka IT Service expenses

Grants: Increase of \$2,500

- Provincial Capacity Building Grant for 2016/2017

Transfers from Reserves: Increase of \$2,400

- Public workstation end of life replacements

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Gravenhurst Public Library Board**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Gravenhurst Public Library Board							
Expenditures							
Staff Costs	404,966	411,814	411,248	430,457	453,939	23,482	
Professional Development	5,121	6,873	6,672	7,300	9,300	2,000	
Contribution to Reserve	76,330						
Transfers To/From Other Department		1,000	1,000	1,000	1,000		
Contracted Services	2,387	574	1,148	1,500	1,500		
Consultant Services		83					
Legal Services				500	500		
Information Technology Services	69,875	62,509	62,653	68,500	73,500	5,000	
Communications	3,824	3,696	3,436	3,700	3,700		
Other Services	164	285	439	370	150	(220)	
Equipment	14,864	13,619	12,843	57,500	56,000	(1,500)	
Materials & Supplies	7,129	7,416	7,298	8,000	8,000		
Library Collection	64,043	58,041	64,420	68,600	68,600		
Total Expenditures	648,703	565,910	571,157	647,427	676,189	28,762	4.4
Revenue							
Grants	(46,676)	(47,691)	(37,370)	(35,777)	(38,277)	(2,500)	
Other Fees				(100)	(100)		
Fines	(8,132)	(7,073)	(6,632)	(8,500)	(8,500)		
Sales	(7,060)	(8,415)	(8,223)	(7,000)	(8,000)	(1,000)	
Facility Rental	(865)	(823)	(1,014)	(1,500)	(1,500)		
Transfers From Reserves	(16,300)	(8,583)		(53,600)	(56,000)	(2,400)	
Investment Income	(97)	(36)	(9)				
Donations/Sponsorships	(78,250)	(1,330)	(2,193)	(4,500)	(4,500)		
Total Revenue	(157,380)	(73,951)	(55,441)	(110,977)	(116,877)	(5,900)	5.3
Total Gravenhurst Public Library Board	491,323	491,959	515,716	536,450	559,312	22,862	4.3%

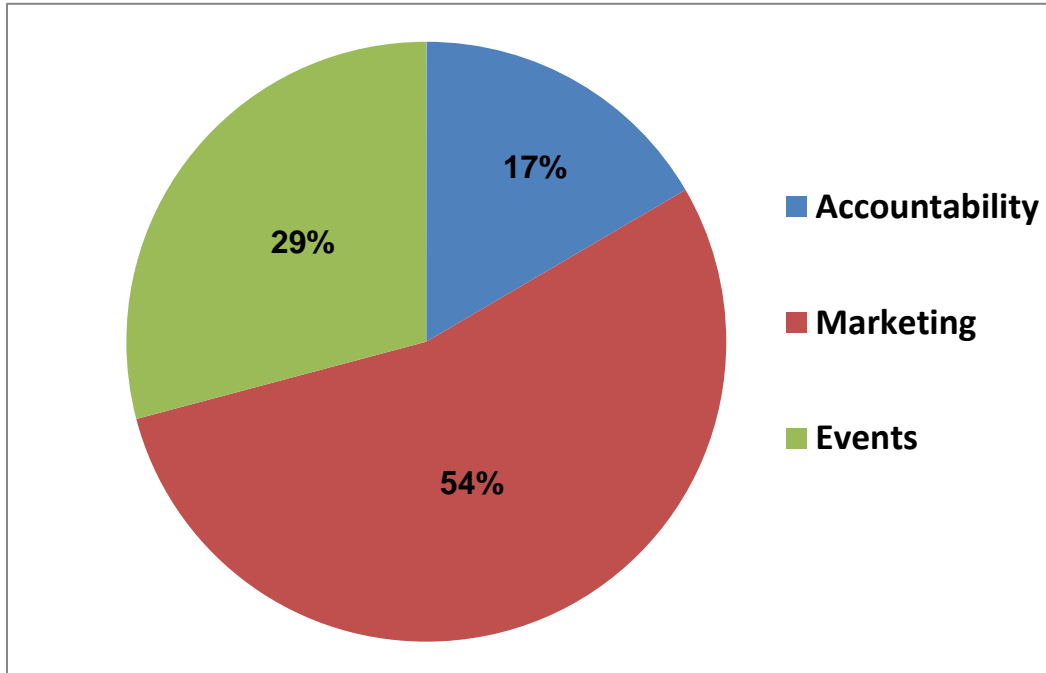


2017 Operating Budget Gravenhurst B.I.A.

Business Improvement Area – 2017 Operating Budget

APPROVED 2017 BUDGET

\$48,580 which is approximately equal to the budget for 2016



Accountability	Events	Marketing
<ul style="list-style-type: none"> Maintenance of OBIAA standards and practices 	<ul style="list-style-type: none"> Execution of annual events in Historic Downtown Gravenhurst 	<ul style="list-style-type: none"> Initiatives to attract new businesses to our Historic Downtown
<ul style="list-style-type: none"> Financial responsibility & 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"> Continuing beautification of Historic Downtown area, ex. Seasonal decor
<ul style="list-style-type: none"> Professional administration & accountability to Council 	<ul style="list-style-type: none"> Events aimed at highlighting the potential of our downtown to prospective businesses 	<ul style="list-style-type: none"> Website & social media initiatives to ensure relevancy
<ul style="list-style-type: none"> Compliance with municipal by-laws 	<ul style="list-style-type: none"> Events intended to attract customers into our local businesses 	<ul style="list-style-type: none"> Support & exposure for BIA members

Community Partnerships & Collaborations

- The Town of Gravenhurst
- The Gravenhurst Chamber of Commerce
- The Muskoka Wharf Association
- The Gravenhurst Winter Carnival Committee

Business Improvement Area – 2017 Operating Budget

2016 ACCOMPLISHMENTS

- Underwent a complete review of operations including our current events and staff position, BIA Administrator. This resulted in the hiring of a permanent part-time staff-person as well as replacing Make a Splash with Spring Into Summer Art Crawl.
- Aligned financial recordings with the Corporate Services Department at the Town of Gravenhurst to ensure continuity in reporting and greater accountability.
- Greater investment in social media including a Social Media Coordinator, resulting in increased likes and impressions on our Facebook page.

DEFERRED 2016 INITIATIVES

- Review of mission, mandate and vision.

2016 EVENTS

Event	Dates
Gravenhurst Winter Carnival – Heat Up the Night	February 15th-21st
Spring Fashion & Lifestyle Show	May 4 th
“Celebrate Gravenhurst” Street Festival & Sidewalk Sale	August 12 th -13 th
Let the Spirits Rise in Downtown Gravenhurst	October 29 th
Black Friday Sales & Annual Tree Lighting Downtown	November 25 th

KEY INITIATIVES FOR 2017

- Continued development of the “Parkette” at 181 Muskoka Road South.
- Increased member engagement including outreach and new “coupon library”.
- Canada 150 special projects including additional planters and “heritage signs”.
- Continued investment and development of our online presence.
- Continued and increased collaboration with community partners.

Business Improvement Area – 2017 Operating Budget

2017 EVENTS

Event	Date
Gravenhurst Winter Carnival – Heat Up the Night	February 23 rd
Spring Fashion & Lifestyle Show	May 3 rd
Spring Into Summer Art Crawl	June 24 th
“Celebrate Gravenhurst” Street Festival & Sidewalk Sale	August 11 th -12 th
Let the Spirits Rise in Downtown Gravenhurst	October 28 th
Black Friday Sales & Annual Tree Lighting Downtown	November 24 th

STAFFING CHANGES IN 2017 BUDGET

Staff	2016 FTE	2017 FTE	Change	Comment
Part-Time	.5	1	.5	

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2016 BUDGET

The overall budget for 2017 does not reflect a significant change from 2016. However, there are significant increases in Community Support and Contracted Services. The \$16,604 increase in Community Support is a result of our Transfer From Reserves. It will be used through 2017 and 2018 to invest in projects that will have a lasting impact on the downtown as this surplus will not be repeated after 2018. The \$4,800 increase in Contracted Services is a result of our investment in Social Media Services.

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Gravenhurst B.I.A.**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Gravenhurst Business Improvement Area							
Expenditures							
Staff Costs	31,883	34,559	13,828	33,200	26,400	(6,800)	
Community Support	20,706	20,160	20,201	18,626	35,230	16,604	
Professional Development	1,579	1,389	345	2,050	1,550	(500)	
Transfers To/From Other Department	800	(2,275)	(2,631)		(3,000)	(3,000)	
Contracted Services	1,265	197	4,667	1,000	5,800	4,800	
Communications	842	826	853	900	800	(100)	
Materials & Supplies	541	715	1,176	800	500	(300)	
Total Expenditures	57,616	55,571	38,439	56,576	67,280	10,704	18.9
Revenue							
Unallocated Revenue	(9,069)	(8,824)	(10,975)	(8,000)		8,000	
Transfers From Reserves					(13,200)	(13,200)	
Donations/Sponsorships	(1,635)	(1,062)	(500)		(5,500)	(5,500)	
Total Revenue	(10,704)	(9,886)	(11,475)	(8,000)	(18,700)	(10,700)	134
Total Gravenhurst Business Improvement Area	46,912	45,685	26,964	48,576	48,580	4	0



2017 Operating Budget Community Policing

Community Policing – 2017 Operating Budget

APPROVED 2017 BUDGET

\$4,050 which is a reduction of \$100 from 2016.

This budget covers the operating costs to provide in-town office space for the OPP and a group of civilian community policing volunteers.

In October 22, 2015, as part of a District review of Community Policing across Muskoka it was determined that the Gravenhurst office acts as a viable backup office for the Bracebridge OPP detachment; provides a location for community policing volunteers to provide service to the community; and offers a place for police-conducted interviews and public meetings.

District Council reaffirmed its commitment to providing \$9,200 in annual funding towards community policing in Gravenhurst and directed the creation of a working group consisting of Area Municipal and District staff representatives and the OPP to collaborate on Community Policing initiatives and programs. The C.A.O. is the Town representative on this working group.

2016 ACCOMPLISHMENTS

- The working group appointed pursuant to the District Council direction noted above, met twice during 2016. There was agreement that enhanced reporting to the District was warranted to demonstrate the value of the District's investments in Community Policing. Given the unique nature of each municipality's approach to Community Policing, the reporting will be developed accordingly.
- Discussions with the OPP and a commitment to invest some resources to improve the working environment for the volunteers and in particular the Officers who use the space on Harvie Street. Very little investment has occurred in that space over time and a refresh is warranted. Given these offices might act as a backup to the Bracebridge detachment offices, this refresh seems particularly important.

2017 INITIATIVES

- Undertake efforts to refresh the working space used by the OPP officers to encourage their use of the facilities and continue to maintain a presence in the downtown.
- Review, in partnership with the Commander and the Council representative on the Volunteer Committee, a plan for the future of the volunteer program with a report to Council prior to the 2018 Budget.

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Community Policing**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Community Policing							
Expenditures							
Labour Charges		232	96				
Fleet/Equipment Charges		120	41				
Utilities	2,211	2,254	2,247	2,350	2,250	(100)	
Building & Grounds Maintenance	2,858	4,578	1,798	5,000	5,000		
Insurance	2,363	2,871	2,956	3,000	3,000		
Communications	2,805	2,873	2,976	3,000	3,000		
Materials & Supplies	83		196				
Total Expenditures	10,320	12,928	10,310	13,350	13,250	(100)	(0.7)
Revenue							
Grants	(4,600)	(13,800)	(9,200)	(9,200)	(9,200)		
Total Revenue	(4,600)	(13,800)	(9,200)	(9,200)	(9,200)		
Total Community Policing	5,720	(872)	1,110	4,150	4,050	(100)	0



2017 Operating Budget Community Contributions

Community Contributions – 2017 Operating Budget

APPROVED 2017 BUDGET

\$67,000 which is equal to the amount budgeted in 2016.

Ryde Community Hub

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

Severn Bridge Hall

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

Terence Haight Grants

Since 2013 the Terence Haight grant program has provided financial assistance of a one-time nature to projects/initiatives that specifically benefit the Gravenhurst community. Each year, \$20,000 is awarded to successful applicants for a wide range of projects.

The grant is made available through the generosity of Terence Haight who, upon his passing away in 2008, gifted the Town of Gravenhurst with an endowment of approximately \$1 million. Additional information on this program is available on the Town web site at: <http://www.gravenhurst.ca/en/yourtownhall/TerenceHaight.asp>

CIP Program

The Community Improvement Program (CIP) has been in place since 2012. It provides grants to help improve the visual appearance and structural integrity of buildings in the downtown core. Applications for grants have far exceeded the available funding in prior years.

In 2017, \$55,000 will be set aside to fund this program. On average, for every \$1.00 provided through this program an additional \$4.00 is invested by the business owners. Additional information on this program is available on the Town web-site at www.gravenhurst.ca/cip. This program also helps encourage additional investment by building owners in the downtown through enforcement of the Streetscape Design and Façade Guidelines that were approved by Council in 2012.

**TOWN OF GRAVENHURST
2017
Approved Operating Budget
Community Contributions**

Description	2014	2015	2016	2016	2017	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Approved Budget	2016 Budget	2016 Budget
Community Contributions							
Ryde Community Hub			6,000	6,000	6,000		
Severn Bridge Hall			6,000	6,000	6,000		
Terence Haight Grants							
Expenditures			20,000		20,000	20,000	
Transfer from Reserves			(20,000)		(20,000)	(20,000)	
CIP Program			55,000	55,000	55,000		
Total Community Contributions			67,000	67,000	67,000	0	



**2017 Operating Budget
Reserve, Reserve Funds &
Endowments**

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Projected Available Balances at Year-End

Description	Projected Balance Dec 31 2016	Outstanding Commitments Against Balances	Projected 2017 Revenues/ Contributions	Projected 2017 Expenditures	Projected Balance Dec 31 2017
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Reserves/Discretionary Reserve Funds

Working Fund	(1,352,096)				(1,352,096)
Training	0				0
Gravenhurst BIA	(30,595)			13,200	(17,395)
Accessibility	(14,371)				(14,371)
Legal	(23,100)				(23,100)
Insurance	(23,101)				(23,101)
Planning	(66,443)		(55,000)		(121,443)
Elections	(60,741)		(22,750)	4,000	(79,491)
Corporate General	(231,317)				(231,317)
Emergency Service Stations	(2,029)				(2,029)
Emergency Service Vehicles	(137,153)		(300,000)	300,000	(137,153)
Hall of Fame	(22,194)				(22,194)
Information Systems	(136,061)	50,000	(130,000)	138,100	(77,961)
Library Equipment	(47,361)			8,000	(39,361)
Fleet	(207,001)		(150,000)	300,000	(57,001)
General Equipment	(122,654)		(28,000)		(150,654)
Roads & Bridges	(624,522)		(870,000)	550,000	(944,522)
Facilities	(1,617,917)	545,282	(530,000)	620,000	(982,635)
Opera House Improvements	(16,083)		(15,000)	13,000	(18,083)
Community Reinvestment	(4,246,672)	794,976	(1,487,267)	1,995,000	(2,943,963)
Total	(8,981,412)	1,390,258	(3,588,017)	3,941,300	(7,237,871)

Obligatory Reserve Funds

Federal Gas Tax	0		(366,500)	366,500	0
Parkland Dedication	(238,465)	5,914	(101,900)	62,000	(272,451)
Development Charges	(1,137,541)	58,500	(110,200)	200,000	(989,241)
Total	(1,376,006)	64,414	(578,600)	628,500	(1,261,692)

Reserves & Reserve Funds	(10,357,418)	1,454,672	(4,166,617)	4,569,800	(8,499,563)
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Endowments

Terence Haight (Town)	(997,150)		(30,000)	20,000	(1,007,150)
Henderson (GPLB)	(477,300)		(15,000)	40,000	(452,300)

Notes:

- Balances not final and may change in the audited 2016 year-end financial statements.
- The Reserve and Reserve Funds schedule in 2017 will reflect the new structure approved by Council.
- Endowment revenues are not actual revenues but reflect estimated capital gains increases in 2017