



Town of Gravenhurst 2018 Operating Budget



Town of Gravenhurst 2018 Operating Budget

Table of Contents

<u>Budget Section</u>	<u>Page #</u>
2018 Operating Budget Overview	3
Community Partnerships	
Community Contributions	42
Community Policing	45
Gravenhurst Business Improvement Area	48
Gravenhurst Public Library Board	53
Council	62
Town Departments	
Office of the CAO	66
Legislative Services	70
Corporate Services	76
Fire & Emergency Services	83
Development Services	91
Communications, Culture & Recreation	104
Infrastructure Services	119
Corporate Administration	
Corporate Administration	141
Reserve, Reserve Funds & Endowments	152



2018 Operating Budget Overview

**Town of Gravenhurst
Approved 2018 Operating Budget**

All numbers is \$ 000's

Department	2017 Budget	2018 Approved Budget	\$ Change 2017 Budget	% Change 2017 Budget
Town of Gravenhurst				
Council	246.2	240.9	(5.3)	-2.1%
Community Partnerships	678.9	709.0	30.1	4.4%
Office of the CAO	318.5	362.7	44.2	13.9%
Legislative Services	356.7	377.1	20.4	5.7%
Corporate Services	888.3	955.2	66.8	7.5%
Fire & Emergency Services	882.0	931.2	49.2	5.6%
Development Services	1,119.9	1,018.4	(101.5)	-9.1%
Communication, Culture & Recreation	1,285.0	1,341.4	56.4	4.4%
Infrastructure Services	4,386.3	4,689.5	303.2	6.9%
Corporate Administration	4,239.6	4,731.6	492.0	3.5%
2018 Net Tax Levy	14,401.4	15,356.9	955.5	6.6%

Less: Increase in Assessment

3.3%

Increase to the 2018 Tax Rate

3.3%

2018 Operating Budget Overview

Council

February 16, 2018

Agenda

- Opening Remarks
- Towards Financial Sustainability
- 2018 Operating Budget
- 2018 Property Tax Bill
- Next Steps

Opening Remarks

Opening Remarks

- 2017 Was A Busy Year
 - Organizational restructuring and new hires have laid a strong foundation for the future
 - Pro-active Multi-Year Capital Plan informed by new Asset Management and Financing Plan
 - Strong growth in Building Permit revenue and related activity
- 2018 Will Continue Path Forward
 - Continue to represent Town interests in any potential redevelopment of the Muskoka Regional Centre lands
 - Sustain partnership and interaction with the community
 - Strengthen multi-year capital planning capability

2018 Operating Budget






















- A step in a long-term financial plan that started in 2015
- The Town has made good progress to date and is on track to achieve its goals
- Operating needs have been largely addressed within current resources
- This budget continues to reflect the need to provide adequate financing for asset replacement and repair

Towards Financial Strength & Sustainability

The Path Forward

- Stabilize the operating base
- Provide for infrastructure needs
- Strategic Investments for the future

2018 Operating Budget Towards Financial Strength

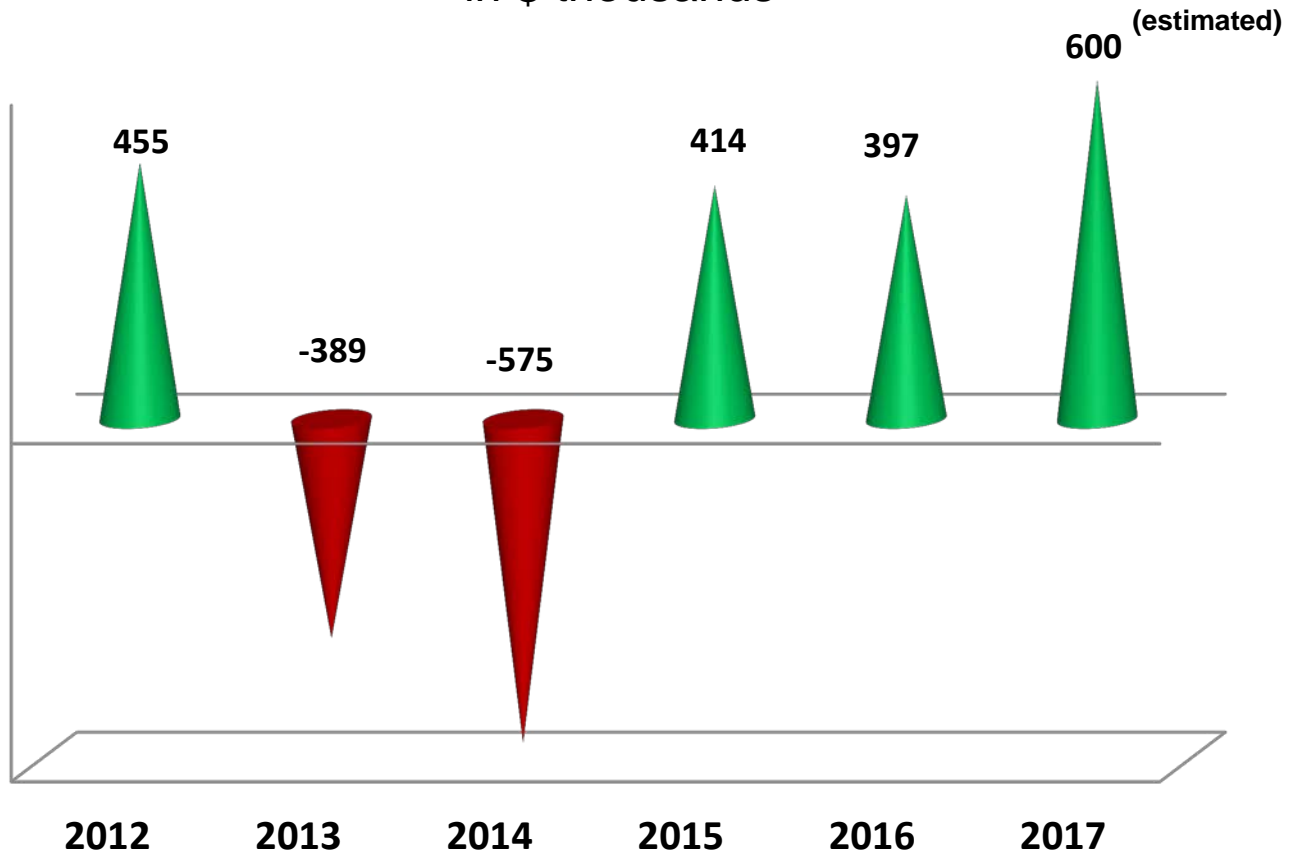
Stabilizing The Operating Base	2015	2016	2017	2018
• Address 2014 operating deficit				
• Budget adequate resources				
• Improved transparency/accountability				
• Understanding the real cost of services				
• Quarterly variance reporting - Operations				
• Increased financial reporting to Council				
• Deal with long-standing financial issues				
• Provide for tax stabilization and emergencies				

Year-End 2017 Projection






















- 2017 year-end operating surplus estimated at \$600,000
 - Building Permit and Planning revenues over budget account for approximately \$240,000 of the surplus. These revenues are cyclical and this one-time increase is not sustainable
 - Adjusted for these revenues Town Operations are within 3% of budget which is within a reasonable range for municipalities
 - Reflects responsible management and financial accountability
- Year-end report will come forward to Council in May 2018 following external auditor review of the financials

Operating Surplus Trend

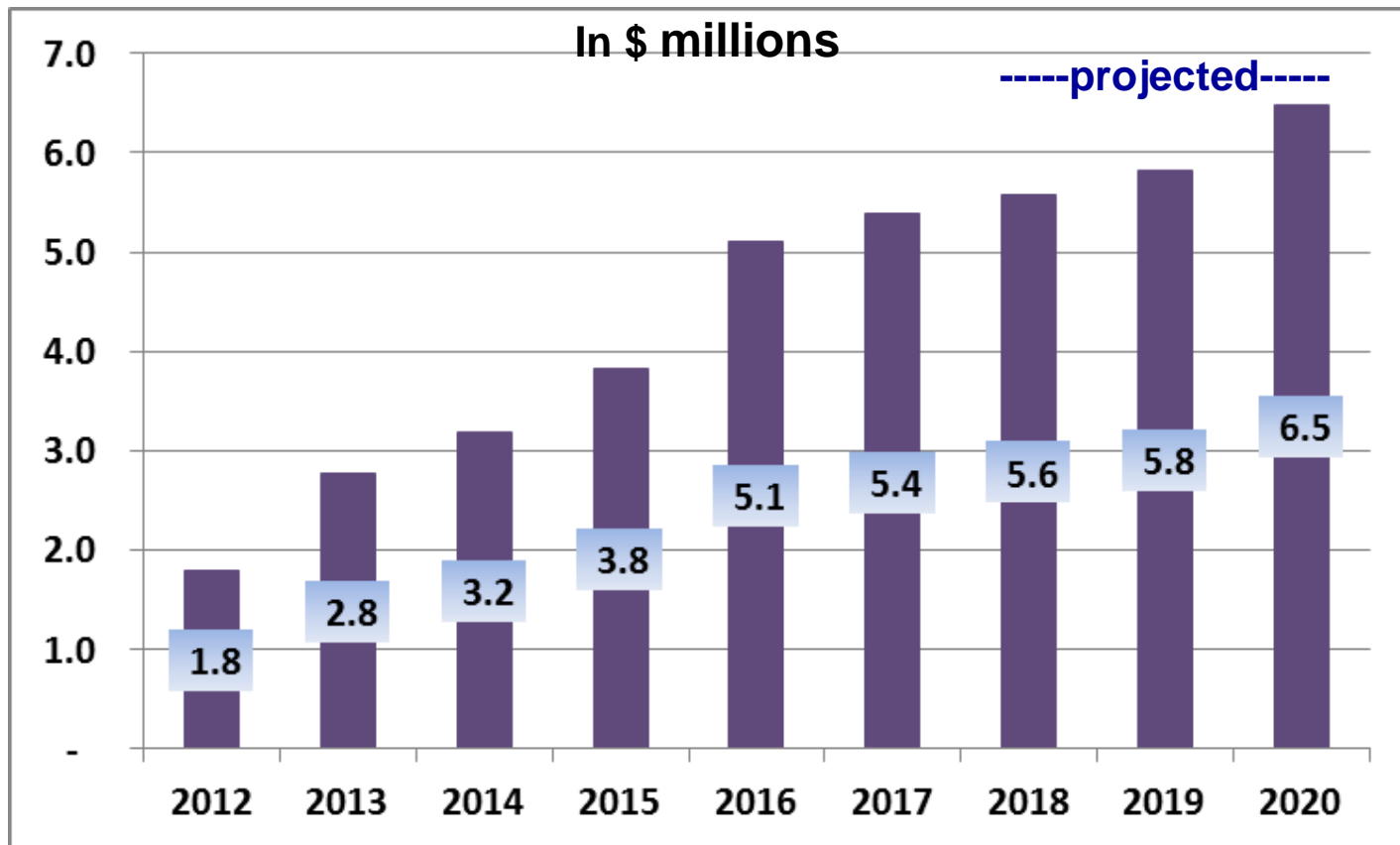
in \$ thousands



2018 Operating Budget Towards Financial Strength

Provide For Infrastructure Needs	2015	2016	2017	2018
• Understand facilities/infrastructure challenges				
• Hands-on capital budget/project management				
• Quarterly variance reporting - Capital				
• Capital Financing integrated into Operating Budget				
• Start to Build Multi-Year Capital Plans				
• Develop Town-wide Asset Management Plan				
• Integrate Asset Management Plan into the Multi-Year Capital Plan				
• Financing Plan for Infrastructure Needs				

The Capital Budget has Grown over time to Address the Infrastructure Deficit







Investing in Town Assets

A Strategic Priority

- Significant investment in new assets, e.g. the Muskoka Wharf and the Centennial Centre diverted funds away from day-to-day operations and maintenance of existing Town assets
- With Council leadership the Town has substantially increased its capital budget in recent years to \$5.6 million in 2018
- Amortization, or the rate at which the Town is “using up” its assets is \$8.5 million a year
- The challenge of increasing investment in Town assets is not unique to Gravenhurst
- A robust Multi-Year Capital Plan and continued support from Council will be needed to bridge the infrastructure gap

2018 Operating Budget Towards Financial Strength

Strategic Investments	2015	2016	2017	2018
• New Procurement Policy				
• Align Reserves and Reserve Funds				
• Assess Organizational Risks/Opportunities				
• Restructure Organization to Manage Risk and Improve Customer Service				
• Milestone Reporting on Community Strategic Plan Initiatives				
• Develop Meaningful Output Measures to Track Performance v/s Goals				

Long Term Financial Sustainability

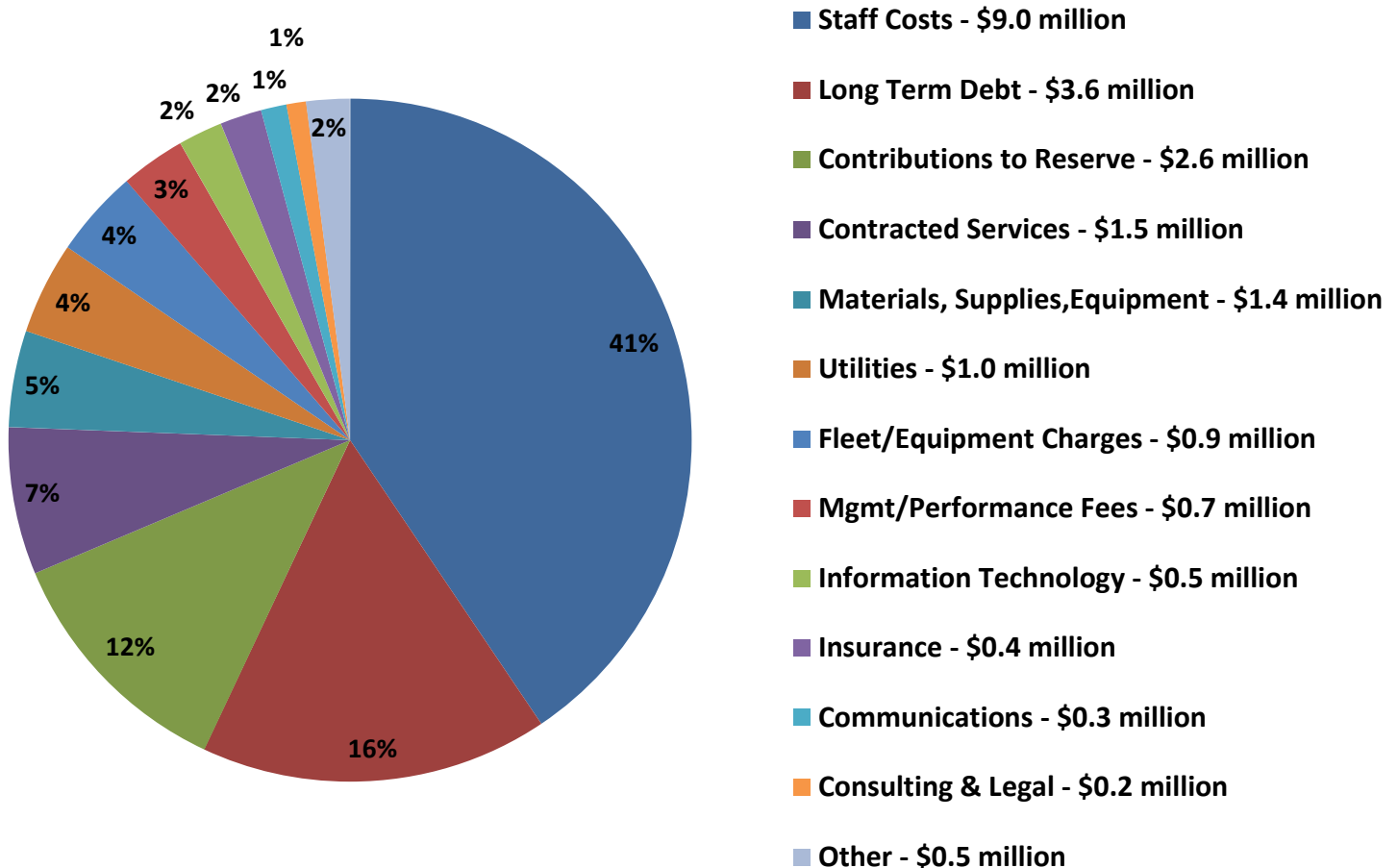
- No new external debt contemplated at this time
- Capital needs will lower capital reserve balances in the short term. This trend should reverse by 2021
- Operating surpluses and one-time revenues will be used to build the Tax Stabilization reserve, fund capital needs and pay off external debt as it comes due
- Current plan: Pay off external debt that comes due in 2019 (\$2.60 million) and 2024 (\$3.64 million)

2018 Operating Budget

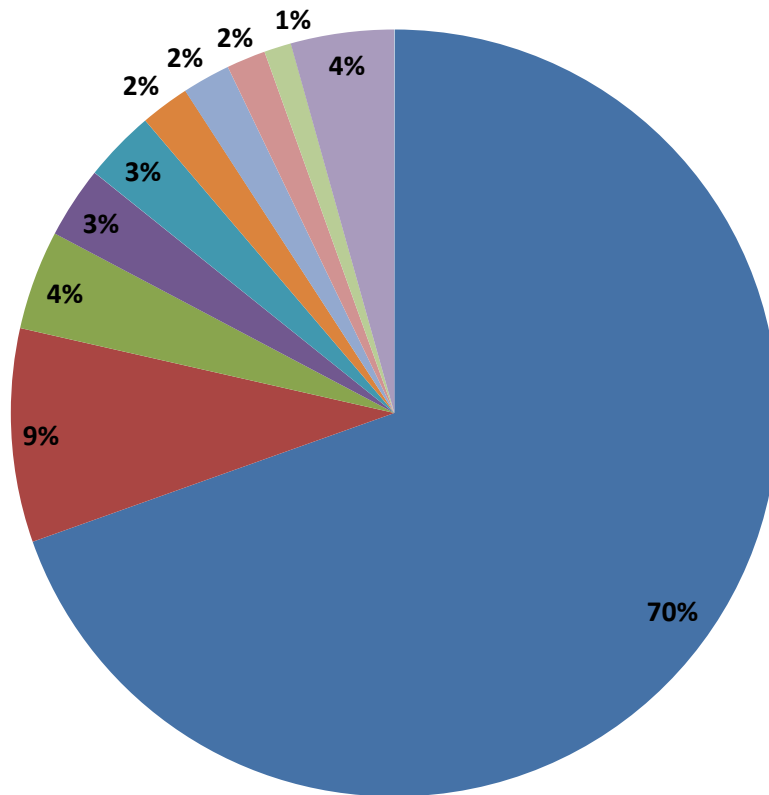
Changes in the 2018 Operating Budget

- CAO/HR budget separated into:
 - Human Resources, now part of Corporate Services
 - Office of the CAO
- Communications, Culture & Recreation is the new name of the former Recreation, Arts & Culture department which now includes Corporate Communications
- District reimbursement for Winter Maintenance:
 - Costs and recoveries for Town services on District roads now clearly identified in the Infrastructure Services budget

Gross Expenditures \$22.2 million



Gross Revenues \$22.2 million



- Property Taxes - \$15.3 million
- Federal/Provincial Grants - \$2.0 million
- Fleet Recoveries - \$0.9 million
- Building & Other Permits - \$ 0.7 million
- Facility/Arena Rentals - \$0.7 million
- Planning & Other Fees - \$0.5 million
- Tax Penalties & Interest - \$0.4 million
- Aquatic Centre Recoveries - \$0.4 million
- Opera House Sales - \$0.3 million
- Other - \$0.9 million

Impact of Capital

- The 2018 Capital Budget and Multi-Year Plan was approved by Council in December 2017
- Staff were directed to prepare the 2018 Operating Budget to reflect a 3% tax levy increase for capital
- The financing of 2017 capital projects from the Community Reinvestment Reserve Fund will require a 2% tax increase to repay borrowing from that Reserve Fund.
- **This budget reflects a 5.0% increase related to capital**

Impact of Operations

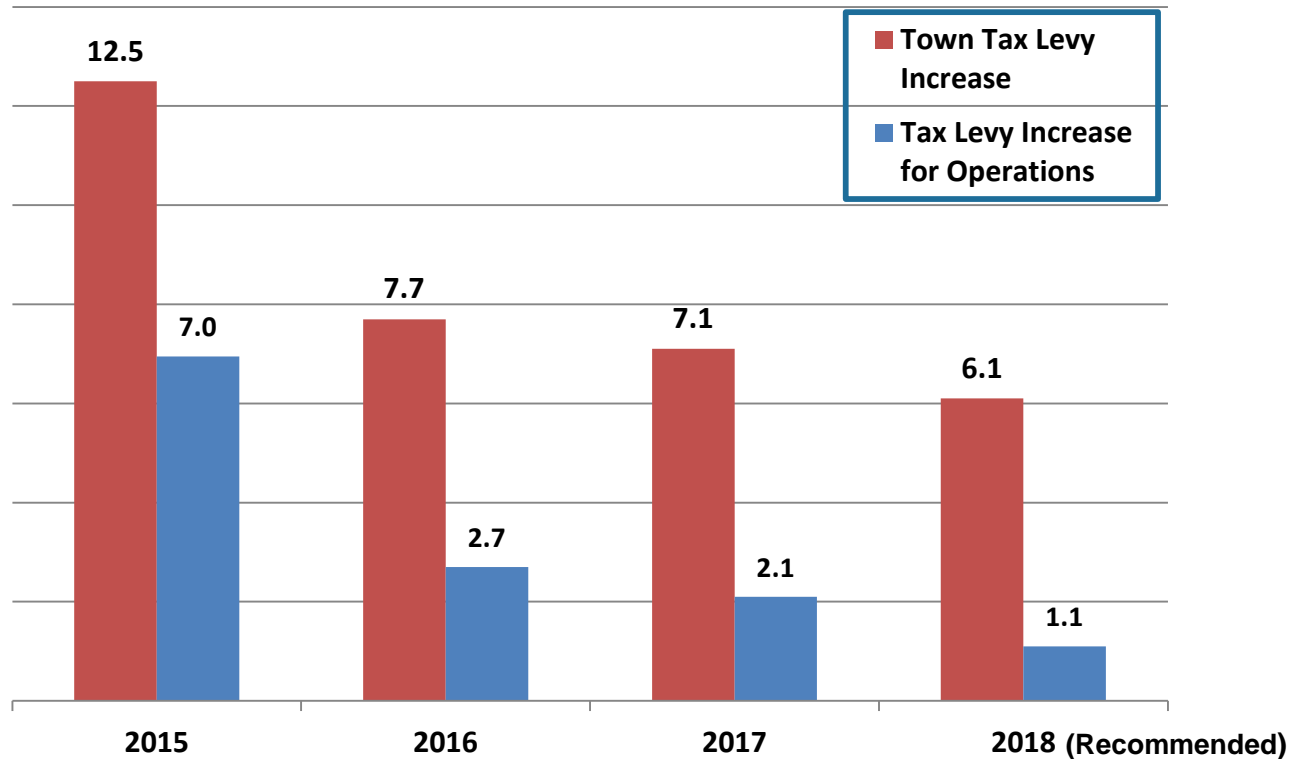
- 2018 seen as a year of consolidation with limited consideration of new initiatives or additional resources:
 - Annualization of organizational restructuring to address Town priorities approved by Council in 2017 Budget
 - New Manager of Operations position advanced from 2019
 - Increased contribution to the YMCA for operation of the Centennial Centre pool and gym
 - Reductions in a number of areas e.g. consulting and legal costs
 - Increase in 2018 Ontario Municipal Partnership Fund grant
 - Revenue adjustments to reflect three year historical levels
- TARGET: All operating needs to be accommodated within a 2.5% increase for operations
- **This budget reflects a 1.1% increase for operations**

TOWN OF GRAVENHURST Recommended 2018 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>\$ change</u>	<u>% change</u>
Council	246.2	240.9	(5.3)	-2.1%
Community Partnerships	678.9	709.0	30.1	4.4%
Office of the CAO	318.5	362.7	44.2	13.9%
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Corporate Services	888.3	955.2	66.8	7.5%
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Development Services	1,119.9	1,016.4	(103.5)	-9.2%
Communication, Culture & Recreation	1,285.0	1,341.4	56.4	4.4%
Infrastructure Services	4,386.3	4,614.5	228.2	5.2%
Corporate Administration	4,239.6	4,731.6	492.0	11.6%
2018 Net Tax Levy	14,401.4	15,279.9	878.5	6.1%

Since 2016 Capital Has Driven Increases in Tax Levy



Note: The 2015 Tax Levy Increase included a 3% levy to pay down the 2014 Operating Deficit. This was redirected to capital in subsequent years.

2018 Tax Rate Increase of 2.8%

- The increase in the 2018 Town tax levy is 6.1%
- However the impact on the Town tax rate is dependent on changes in Town-wide assessment
- If Town-wide assessment increases, this lowers the calculated tax rate. If Town-wide assessment declines, this increases the calculated tax rate.
- In 2018 assessment has increased by 3.3%
- The Town Tax Rate will increase by 2.8%
 - $6.1\% - 3.3\% = 2.8\%$.

TOWN OF GRAVENHURST

Recommended 2018 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>\$ change</u>	<u>% change</u>
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Corporate Administration	4,239.6	4,731.6	492.0	11.6%
2018 Net Tax Levy	14,401.4	15,279.9	878.5	6.1%
Less: Increase in Assessment				3.3%
Increase to the 2018 Tax Rate				2.8%

Muskoka Towns/Townships

Municipality	2018 Tax Levy Increase	Increases In Assessment	Tax Rate Increase
Muskoka Lakes*	8.62%	3.74%	4.88%
Bracebridge*	6.40%	3.00%	3.40%
Gravenhurst*	6.10%	3.30%	2.80%
Huntsville +	6.01%	3.72%	2.29%
Georgian Bay +	3.50%	2.10%	1.40%
Lake of Bays +	3.40%	3.29%	0.11%

* Recommended to Council. Budget deliberations on-going.

+ Approved

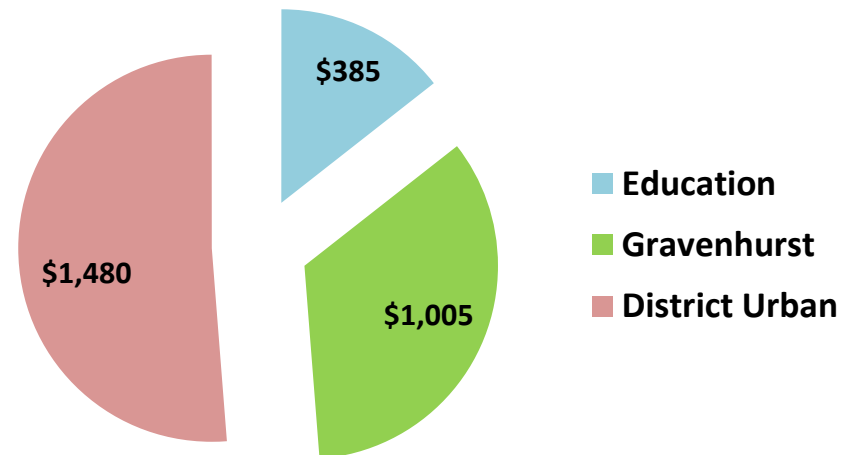
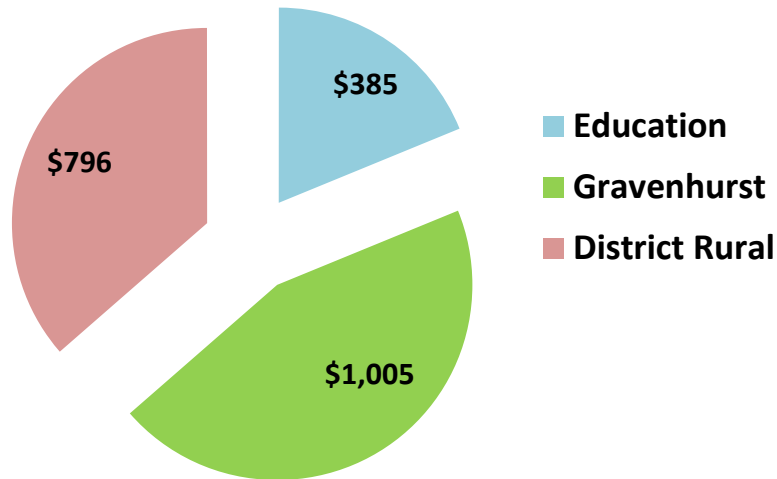
2018 Property Tax Bill

Impact on Town Property Tax Bill

- Town share of residential tax bill will increase by \$12 per \$100,000 of assessment.
- Only 46% of a rural Town of Gravenhurst property tax bill and 35% of an urban Town of Gravenhurst property tax bill comes to the Town. The balance of the tax bill is for taxes payable to the District of Muskoka and for Education.
- What residents should expect to see on their 2018 Property Tax Bill*:
 - 1.0% increase for urban properties
 - 0.5% increase for rural properties

** These are estimates only based on the best information available at this time on the recommended Town and District increases and 3 year trend in Education taxes for a single family home in Gravenhurst. This does not factor in changes in assessment.*

Share of Property Tax Bill for a median single family home assessed at \$226,500



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

Resolution Before Council

2018 Operating Budget

Recommendation:

WHEREAS the 2018 Operating Budget was tabled on February 16, 2018;

NOW THEREFORE BE IT RESOLVED THAT Council review the received documentation at future Special Council meetings with the intent to adopt the final 2018 Operating Budget at the March 7, 2017 Special Council meeting.

Next Steps

Council Budget Review Process

- Review the budget package tabled today
- Questions/clarifications may be directed to the CAO and Director of Corporate Services / Treasurer
- Preferably by February 23 to allow sufficient time for staff to prepare responses
- The Clerk is available to assist with drafting up resolutions at any time during the budget review process

Council Budget Process - Dates

Review Process	Time & Date	
Table 2018 Operating Budget	2:00pm	Friday, February 16
Special Council meeting for Public Meeting	9:00am	Saturday, March 3
Special Council meetings for budget reviews	2:00pm 2:00pm 2:00pm	Monday, March 5 Tuesday, March 6 Wednesday, March 7
Council Approval of 2018 Operating Budget		Wednesday, March 7

Budget Presentations/Review Schedule

Monday, March 5	Tuesday, March 6	Wednesday, March 7
<u>Town Departments</u>	<u>Town Departments</u>	<u>Community Partners</u>
Corporate Administration	Development Services	Gravenhurst Public Library Board (GPLB)
Communication, Culture & Recreation	Corporate Services	Gravenhurst Business Improvement Area (GBIA)
Infrastructure Services	Legislative Services	Community Policing
Fire & Emergency Services	Office of the CAO	Community Contributions
	Council	

Note: All meetings March 5-7 are held in the Council Chambers and start at 2:00pm

Conclusion



2018 Operating Budget Community Partnerships



2018 Operating Budget Community Contributions

Community Contributions – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$67,000 which is equal to the amount budgeted in 2017.

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. This program provides grants to help improve the visual appearance and structural integrity of buildings in the downtown core.

Now entering its 6th year the demand for dollars has continued to outpace available funding. The program receives approximately 20 applications each year. On average, for every \$1.00 provided through this program an additional \$4.36 is invested by the business owners. In addition to the improvement in visuals and structural integrity, this program provides and avenue for council to work toward a cohesive downtown as outlined in the Streetscape Design and Façade Guidelines document approved in 2012. Additional information on this program is available on the Town web-site at www.gravenhurst.ca/cip.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Community Contributions

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommend	2017	2017
			Actuals		Budget	Budget	Budget
Community Contributions							
Ryde Community Hub							
Expenditures							
Community Support		6,000	6,000	6,000	6,000		
Total Expenditures		6,000	6,000	6,000	6,000		
Total Ryde Community Hub		6,000	6,000	6,000	6,000		
Severn Bridge Hall							
Expenditures							
Community Support		6,000	6,000	6,000	6,000		
Total Expenditures		6,000	6,000	6,000	6,000		
Total Severn Bridge Hall		6,000	6,000	6,000	6,000		
Terence Haight Grants							
Expenditures							
Community Support		20,000	19,624	20,000	20,000		
Total Expenditures		20,000	19,624	20,000	20,000		
Revenue							
Transfers From Reserves		(20,000)	(20,000)	(20,000)	(20,000)		
Total Revenue		(20,000)	(20,000)	(20,000)	(20,000)		
Total Terence Haight Grants			(376)				
CIP Program							
Expenditures							
Contribution to Reserve		55,000	55,000	55,000	55,000		
Total Expenditures		55,000	55,000	55,000	55,000		
Total CIP Program		55,000	55,000	55,000	55,000		
Total Community Contributions		67,000	66,624	67,000	67,000		



2018 Operating Budget Community Policing

Community Policing – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$4,300 which is an increase of \$250 from 2017

This budget has traditionally covered the net 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 noted that:

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

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

2017 ACCOMPLISHMENTS

- After discussions with the OPP and volunteers involved in the community policing support, it was determined that the volunteer work would cease. The challenge recruiting new active volunteers made it difficult to maintain continuity in the program.
- Commitment to the OPP to invest in improving the work environment for the OPP Officers who use the space on Harvie St. 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.

2018 INITIATIVES

- 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. Funding was budgeted in 2017 and has been carried forward for this purpose pending determination of scope.
- Discussions with new Commander about other community initiatives that may be appropriate to enhance OPP presence in the community and support crime prevention.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Community Policing

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Community Policing							
Expenditures							
Labour Charges	232	96					
Fleet/Equipment Charges	120	41					
Utilities	2,254	2,247	2,587	2,250	2,500	250	
Building & Grounds Maintenance	4,578	1,798	3,172	5,000	5,000		
Contracted Services			2				
Insurance	2,871	2,956	2,992	3,000	3,000		
Communications	2,873	2,976	3,035	3,000	3,000		
Materials & Supplies		196					
Total Expenditures	12,928	10,310	11,788	13,250	13,500	250	1.9
Revenue							
Upper Tier Recovery	(13,800)	(9,200)	(9,482)	(9,200)	(9,200)		
Total Revenue	(13,800)	(9,200)	(9,482)	(9,200)	(9,200)		
Total Community Policing	(872)	1,110	2,306	4,050	4,300	250	6.2

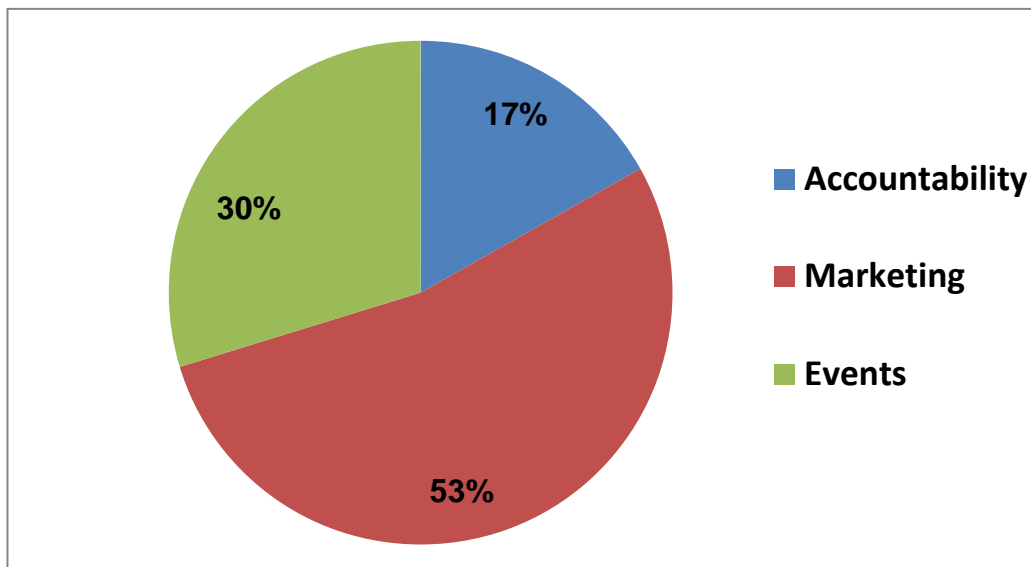


**2018 Operating Budget
Gravenhurst Business
Improvement Area**

Business Improvement Area – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$48,580 which is unchanged from 2017



Accountability	Events	Marketing
<ul style="list-style-type: none"> Maintenance of OBIAA standards and practices 	<ul style="list-style-type: none"> Execution of events in 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. Replacement of trees
<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
- Muskoka Futures
- Muskoka Small Business Centre

Business Improvement Area – 2018 Operating Budget

2017 ACCOMPLISHMENTS

- Pre-planning for projects to be completed in 2018 e.g. replacement of trees in the downtown core
- Continued and increased collaboration and communication with community partners
- Increased member engagement and communication through consistent outreach and avenues for feedback such as surveys
- Continued investment in social media resulting in an increase in our online presence
- Successfully executed *Spring Into Summer Art Crawl* in its inaugural year under the auspices of the Gravenhurst BIA

2017 Events	Dates
Gravenhurst Winter Carnival – Heat Up the Night	February 23 rd
Fresh Fashion Show	May 10 th
Spring into Summer Art Crawl	June 24 th
Celebrate Gravenhurst Sidewalk Sale	August 11 th -12 th
Let the Spirits Rise in Downtown Gravenhurst	October 28 th
Black Friday Sales & Annual Tree Lighting	November 24 th

DEFERRED 2017 INITIATIVES

- Development of a Strategic Plan for the GBIA.

KEY INITIATIVES FOR 2018

- Strategic planning execution, 5-year plan to be completed in 2018
- Additional projects to attract business and investment in downtown Gravenhurst such as *Win This Space Gravenhurst*
- Additional targeted destination marketing of Gravenhurst including attending the *Spring Cottage Life Show* as a vendor
- Continue beautification projects including replacement of trees in downtown as well as decoration of tree planters that were introduced in 2017
- Continue improvement of communication with community partners, BIA members and potential visitors to the downtown through improvement of our web-site and web presence

Business Improvement Area – 2018 Operating Budget

Scheduled 2018 Events	Date
Gravenhurst Winter Carnival – Heat Up the Night	February 15 th
Fresh Fashion Show	May 9 th
Spring into Summer Art Crawl	June 23 rd
Celebrate Gravenhurst Sidewalk Sale	August 10 th -11 th
Let the Spirits Rise in Downtown Gravenhurst	October 27 th
Black Friday Sales & Annual Tree Lighting	November 23 rd

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Part-Time	.5	.5	0	GBIA employee

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

N/A

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Gravenhurst Business Improvement Area

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Gravenhurst Business Improvement Area (GBIA)							
Expenditures							
Staff Costs	34,559	13,828	28,311	26,400	26,400		
Community Support	20,160	20,201	27,526	35,230	33,960	(1,270)	
Professional Development	1,389	345	1,325	1,550	3,200	1,650	
Transfers To/From Other Department	(2,275)	(2,631)	(1,025)	(3,000)	(3,000)		
Contracted Services	197	4,667	5,341	5,800	7,720	1,920	
Communications	826	853	299	800	400	(400)	
Materials & Supplies	715	1,176	788	500	400	(100)	
Total Expenditures	55,571	38,439	62,565	67,280	69,080	1,800	2.7
Revenue							
Fundraising Activities	(8,824)	(10,975)	(14,532)	(5,500)	(5,000)	500	
Transfers From Reserves			(953)	(13,200)	-15,500	(2,300)	
Donations/Sponsorships	(1,062)	(500)	(200)			0	
Total Revenue	(9,886)	(11,475)	(15,685)	(18,700)	(20,500)	(1,800)	9.6
Total GBIA	45,685	26,964	46,880	48,580	48,580		



**2018 Operating Budget
Gravenhurst Public Library
Board**

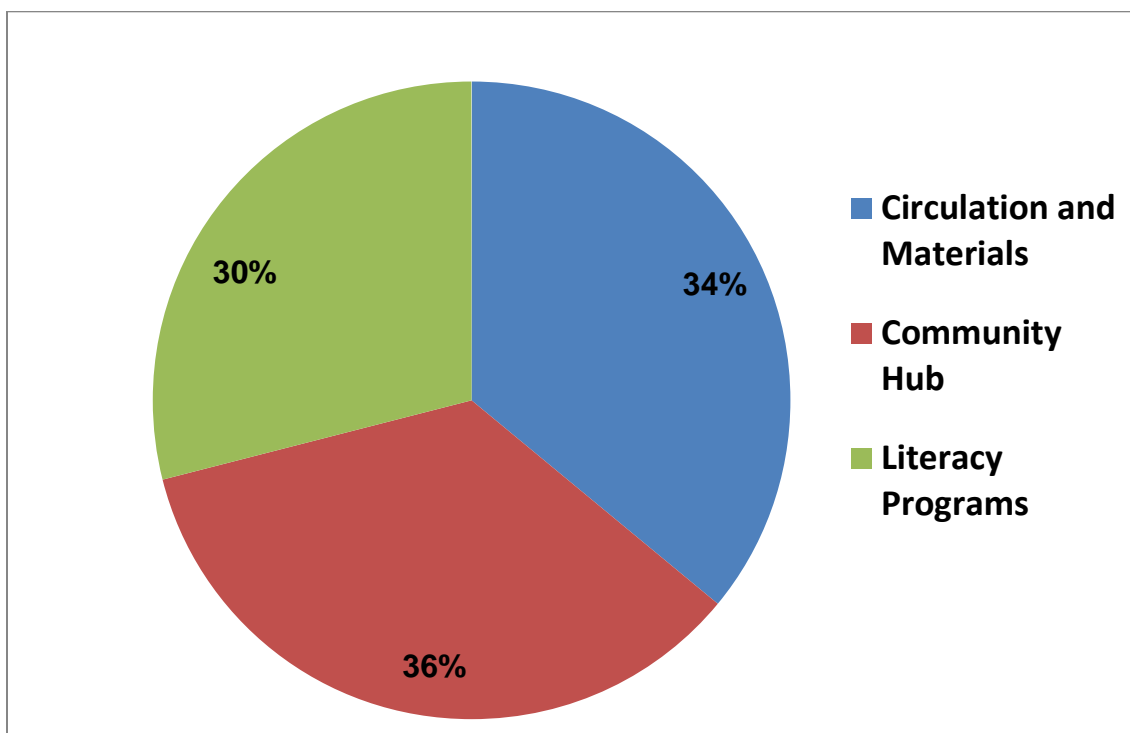
Gravenhurst Public Library Board – 2018 Budget

RECOMMENDED 2018 BUDGET

\$589,121 which is an increase of \$29,809 or 5.3% increase from 2017

HOW THE LIBRARY IS GOVERNED AND FUNDED

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



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

Gravenhurst Public Library Board – 2018 Budget

- 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 made available and 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 who walk through our doors

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

Gravenhurst Public Library Board – 2018 Budget

- Enhance partnerships with local community organizations that can provide guest speakers for adult lifelong learning activities
- Extend the library's services into the community through outreach services to schools, senior's residences, the farmer's market and other organizations
- Provide a location where the public can photocopy, fax, and scan documents as well as receive assistance with these services
- Give everyone who walks through our doors a comfortable space to meet, visit, 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

2017 ACCOMPLISHMENTS

- Completed several goals regarding the facility/site study including an in depth community needs survey, focus group consultations with various stakeholders, board and staff discussions, and the development of conceptual drawings for the library's layout and expansion.
- Approved policies in the areas of governance, personnel, collection development and library services.
- Completed a review of collection development practices including selection, inventory, evaluation, assessment and de-selection.
- Completed weeding and initiated first inventory of the library's physical collection.
- Added new digital resources including Lynda Library, RBDigital Magazines and Small Engine Repair Reference Centre for access at the beginning of 2018.
- Piloted program with the Muskoka Discovery Centre to lend out a museum family pass to library users.
- Continued to enhance the teen collection and provided programming for youth.

Gravenhurst Public Library Board – 2018 Budget

- Delivered fall training session to Gravenhurst High School staff on the library's digital resources as well as print and non-print collections.
- Expanded both in-house and outreach technology training offerings based on feedback from library users. Topics included: internet safety, downloadable books, social media, and portable devices.
- Upgraded wireless hotspots with more robust hardware and implemented new software to better track usage.
- Continued to offer regular weekly one-on-one technology training sessions at the library and expanded these to monthly visits at Granite Ridge and the Seniors' Centre.
- Continued to offer monthly materials exchanges at local seniors' residences.
- Initiated the Biz Book of the Month reviews in conjunction with the Town's Economic Development Division.
- Held first after hours Literary Libations event in conjunction with the Business Improvement Area and the Chamber of Commerce.
- Participated in the first Muskoka wide #Readfor15Muskoka literacy event in conjunction with public libraries throughout the District.
- Developed and delivered high quality children's literacy based programming such as: regular pre-school Storytime; Discovery series based on STEAM principles; a full week of March Break activities; special events coinciding with town activities e.g. *Winter Carnival*; summer activities at the Wharf and at *Cinema Under the Stars*; *Books For Brunch*; PA day programming; and *Paws to Read*.
- Developed and delivered additional lifelong learning opportunities for adults including: author talks; genealogy workshops; gardening seminars; community income tax clinics; Travel the World Series; card marking classes; social media training for business owners; and a Harry Potter themed Escape the Room event.
- Partnered with other community organizations to provide services and offer programming including: the Alzheimer Society of Muskoka; Gravenhurst High School; Gravenhurst Seniors' Centre; Gravenhurst Community Garden; the Ukulele Society; Probus Management group; Canadian Blood Services; Ryde Cooperative; and Therapeutic Paws of Canada.

KEY INITIATIVES FOR 2018

- Present facility/site study findings in a formal report to Council and provide highlights to the public. Develop next steps for changes to the library's physical space based on study findings.
- Complete items established in pre-audit report for library accreditation including the development of policy; an accessibility plan with the installation of an AODA compliant adjustable workstation; the addition of furnishings to meet library seating standards; and the placement of interior signage.

Gravenhurst Public Library Board – 2018 Budget

- Investigate options and determine directions for integrated library system software upgrade.
- Formalize current marketing strategies into a marketing plan.
- Continue to enhance partnerships with local community organizations to deliver services and programming opportunities for Gravenhurst residents.
- Partner with the Archives Committee to celebrate the Archives 40th Anniversary and the Gravenhurst Public Library's 135th Anniversary to include Gravenhurst history talks starting in February as well as a special birthday event at the beginning of July.

ACTIVITY INDICATORS

Measurable	2015	2016	2017
Number of active cardholders	5,332	5,280	5,193
Number of people visiting the Library	56,776	67,007	75,815
Number of physical items in collection	49,929	52,832	51,983
Number of times items were circulated	102,892	104,532	103,926
Number of interlibrary loans received	2,446	2,290	2,152
Number of interlibrary loans lent	2,527	3,002	3,417
Number of programs/ number of times offered	478	592	558
Number of people in attendance at programs	8,721	8,963	8,392*
Number of e-visits (website)	18,416	20,979	21,949
Number of e-visits (social media)	35,743	77,171	157,701**
Number of people using workstations	8,016	7,404	5,958***
Number of people using Wi-Fi	2,286	2,199	3,729

*Decrease due to inclement weather and change in venue for summer Storytime tent.

**Increase due to higher use of social media to promote events, activities and resources.

***Decrease due to a larger number of people using their own devices with the Library's WiFi

Gravenhurst Public Library Board – 2018 Budget

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	5	5	0	No change
Part Time	2	2.2	+0.2	Addition of part time Library Clerk position
Summer Students	0.4	0.2	-0.2	1 summer student for 10 weeks. Reduction of one summer student position

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Staff Costs: Increase of \$23,400

- Salary adjustments following the *Compensation Market Review* and staff cost increases approved by the Gravenhurst Public Library Board

Other Services: Decrease of \$15,000

- Reduction of \$15,500 in Equipment Expenses based on 2018 work-plan

Transfers from Reserves: Decrease of \$17,000

- Decrease reflects reduction in planned expenditures

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Gravenhurst Public Library Board

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Gravenhurst Public Library Board							
Expenditures							
Staff Costs	411,814	411,248	465,482	453,939	477,373	23,434	
Professional Development	6,873	6,672	8,360	9,300	9,300		
Transfers To/From Other Department	1,000	1,000	1,000	1,000	1,000		
Contracted Services	574	1,148	1,499	1,500	1,500		
Consultant Services	83						
Legal Services				500	500		
Information Technology Services	62,509	67,581	71,907	73,500	78,000	4,500	
Communications	3,696	3,436	3,143	3,700	4,000	300	
Other Services	8,621	858	27,906	40,150	25,150	(15,000)	
Equipment	5,283	12,424	14,062	16,000	13,500	(2,500)	
Materials & Supplies	7,416	7,298	7,633	8,000	7,575	(425)	
Library Collection	58,041	64,420	63,668	68,600	68,600		
Total Expenditures	565,910	576,085	664,660	676,189	686,498	10,309	1.5
Revenue							
Grants	(47,691)	(37,370)	(43,298)	(38,277)	(35,777)	2,500	
Other Fees				(100)	(100)		
Fines	(7,073)	(6,632)	(6,645)	(8,500)	(8,500)		
Sales	(8,415)	(8,223)	(7,983)	(8,000)	(8,500)	(500)	
Facility Rental	(823)	(1,014)	(860)	(1,500)	(1,500)		
Transfers From Reserves	(8,583)		(44,479)	(56,000)	(39,000)	17,000	
Investment Income	(36)	(9)	(56)				
Donations/Sponsorships	(1,330)	(2,193)	(2,028)	(4,500)	(4,000)	500	
Total Revenue	(73,951)	(55,441)	(105,349)	(116,877)	(97,377)	19,500	(16.7)
Total Gravenhurst Public Library Board	491,959	520,644	559,311	559,312	589,121	29,809	5.3



2018 Operating Budget Council



2018 Operating Budget Council

Council – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$240,900 which is a decrease of \$5,270 or 2.1% from 2017

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

ACTIVITY INDICATORS

Measurable	2015	2016	2017	Projected 2018
Council meetings	12	12	12	11
Planning Council meetings	11	12	12	11
Budget meetings	9	5	6	7
Special meetings	5	1	6	2
New business openings	12	7	11	10
Special occasion plaques/certificates	43	39	14	25

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Professional Development: Reduction of \$7,700

- FCM and AMO memberships previously budgeted here will be budgeted for, and charged to, Corporate Administration.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Council

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Council							
Expenditures							
Staff Costs	213,062	212,465	216,571	224,020	227,200	3,180	
Community Support	12,779	7,599	5,656	5,500	5,550	50	
Professional Development	10,340	13,568	6,934	15,000	7,300	(7,700)	
Contracted Services	796						
Communications	1,125	1,245	286	1,400	775	(625)	
Materials & Supplies	355	6		250	75	(175)	
Total Expenditures	238,457	234,883	229,447	246,170	240,900	(5,270)	(2.1)
Revenue							
Transfers From Reserves	(2,100)						
Total Revenue	(2,100)						
Total Council	236,357	234,883	229,447	246,170	240,900	(5,270)	(2.1)



2018 Operating Budget Town Departments



2018 Operating Budget Office of the CAO

Office of the CAO – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$362,666 which is an increase of \$44,188 or 13.9% from 2017

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

2017 ACCOMPLISHMENTS

- **Strategic Plan** – continued monitoring, direction and oversight of the Implementation plan as approved by Council for the current cycle of the 2015-2020 Strategic Plan and development of strategies and action plans for Municipal process Improvements, Efficiency and Effectiveness.
- **Organizational Structure Review** – finalized implementation of the organizational restructuring and department realignments (Communications and Human Resources).
- **Muskoka Regional Centre** - engagement and commitment to discussions between potential developer/purchaser of lands and the Province.
- **Governance Review** – continued work with Town Clerk and Muskoka CAOs to organize and oversee collective board development session with District and Area Councils, in order to review and enhance governance skills and processes.
- **Recruitment** - completed successful recruitment of the Manager of Human Resources.
- **Collective Bargaining** – successful completion of Collective Bargaining Negotiations for both the Outside and Inside Bargaining Units.
- **Corporate Performance Management Program** – continuous monitoring of program.
- Initiated a **Corporate Compensation Review** for management, non-union, unionized staff and Council.

Office of the CAO – 2018 Operating Budget

DEFERRED 2017 INITIATIVES

- **Community Hubs – investigate the terms of Provincial interest, potential community partners, impacts, conceptual plan and budget**

KEY INITIATIVES FOR 2018

- **Continue to represent the Town interest in development of the Muskoka Regional Centre lands**
- **Investigate the terms of Provincial interest, potential community partners, impacts, conceptual plan and budget**
- **Support the Clerk (Returning Officer) in the smooth operation of the 2018 Municipal Elections and develop an orientation plan for the new Council**
- **Continue to monitor strategies and action plans for items identified in the Strategic Plan that include Municipal Process Improvements, Efficiency/ Effectiveness Improvements and Communications**

The initiatives all 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**

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	2	2	0	No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Staff Costs: Increase of \$43,916

- Annualization of salary and related costs for the Senior Project Advisor/Executive Assistant to the CAO/Mayor position approved in 2017

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
CAO

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Office of the CAO							
Expenditures							
Staff Costs	320,992	514,065	304,921	307,600	351,516	43,916	
Community Support	4,110	4,076			500	500	
Professional Development	14,787	18,407	8,281	8,620	9,300	680	
Contracted Services	9,627						
Consultant Services	183,860	11,757					
Legal Services	20,317	45,951					
Communications	9,981	6,091	603	2,008	1,150	(858)	
Equipment				150	200	50	
Materials & Supplies	672	(193)	73	100		(100)	
Total Expenditures	564,346	600,154	313,878	318,478	362,666	44,188	13.9
Revenue							
Grants	(1,586)	(1,352)					
Total Revenue	(1,586)	(1,352)					
Total Office of the CAO	562,760	598,802	313,878	318,478	362,666	44,188	13.9

Note: 2015 and 2016 Actuals include cost for a combined HR/CAO budget which has been split starting 2017.

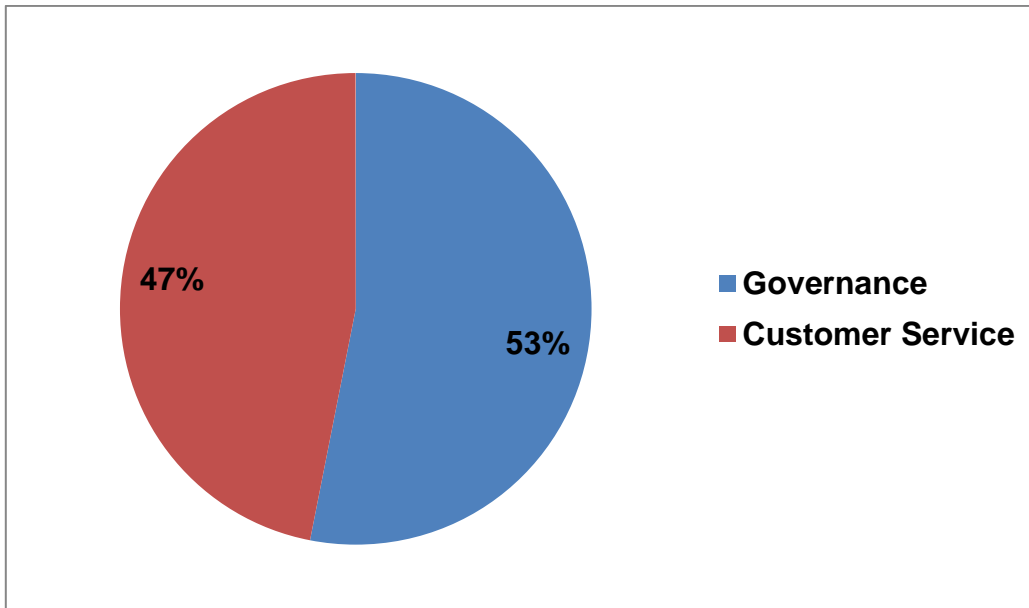


2018 Operating Budget Legislative Services

Legislative Services – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$377,100 which is an increase of \$20,400 or 5.7% increase from 2017



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 (direction calls, responding to general inquiries of the public – telephone and email)
<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"> 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"> Oversee and administer the accessibility program working with the Accessibility Advisory Committee and other departments to ensure compliance with the <i>AODA</i> 	<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)
<ul style="list-style-type: none"> Provide by-law and policy interpretation and guidance to all departments of the municipality ensuring compliance with provincial legislation 	

Legislative Services – 2018 Operating Budget

2017 ACCOMPLISHMENTS

- Hosted Council Board Development Sessions with the themes of communications and roles of Council and Administration
- Continuation of Phase II and III of the Records Management Program (see Capital Project ITS003) including:
 - Completed review of Muskoka Wharf historical records
 - Conversion, clean up and purge of departmental network drives in compliance with the TOMRMS records classification system
 - Development of SMT Steering Group for the program
 - Appointment and completion of Joint Project Manager program for review and recommendation of an EDRMS implementation
 - Completed year end destruction of 128 boxes of records based on the Retention By-law
- Completed the human resources transition plans for existing and new departmental employees with documented revised job descriptions, responsibilities and physical location movements
- Developed revised or new job descriptions, recruited and filled positions of Deputy Clerk / Committee Coordinator and Records and Information Assistant
- Obtained Council authority to proceed with internet and telephone voting for the 2018 municipal election
- Obtained Dominion Voting as the election software provider
- Developed and posted the Election Procedures and other mandated timeframe adjustments, as required by the changes in the Municipal Elections Act

DEFERRED 2017 INITIATIVES

- Initiate Procedural By-law amendments review
- Council Board Development Session regarding procedure and advancing municipal business

KEY INITIATIVES FOR 2018

- Administration of the 2018 Municipal Elections – ensuring compliance with legislation, supporting all candidates and third party advertisers and encouraging the participation of all applicable electors in the election process
- Preparation activities for orientation and training for the new term of Council
- Continuation of Records Management Program in anticipation of EDRMS implementation in 2019 including:
 - Conversion, clean up and purge of shared network drive in compliance with the TOMRMS records classification system
 - Review of the Centennial Centre historical records

Legislative Services – 2018 Operating Budget

- Enhancements to the Routine Disclosure program and availability of corporate records to members of the public
- Participate in the Business Licensing Review program
- **Procedural and Policy compliance with the pending changes from the Municipal Act and Municipal Conflict of Interest Act**

These initiatives meet the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

Measurable	2015	2016	2017	Projected 2018
Governance				
• Meetings	37	44	49	40
• Deputations	46	36	50	-
• Reports considered	122	189	201	-
• Resolutions passed	254	237	251	-
• By-laws passed	128	119	142	-
Licensing				
• Business (other than taxi drivers)	27	23	23	24
• Taxi drivers	24	22	22	23
• Lottery	18	21	21 + 3*	21
• Marriage	73	70	81	75
• Civil marriage ceremonies	29	30	43	35
• Burial permits / deaths registered	162	167	137	125
Other Department Activities				
• Information Requests	20	7	5	5
• Commissioning	89	67	115	90
• Civic Addressing	-	151	115	Moved to Development Services

* Major amendment to existing license

Legislative Services – 2018 Operating Budget

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	4	4	-	
Contract	1	1	-	Position is 24 month contract, started in October 2017

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Staff Costs: Increase of \$23,200

- Salary adjustments following the Compensation Market Review and staff cost increases approved by Council.
- Annualization of staff costs for Records and Information Assistant contract position.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Legislative Services (Clerks)

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Legislative Services (Clerks)							
Expenditures							
Staff Costs	330,073	327,106	330,462	369,600	392,800	23,200	
Professional Development	3,437	7,797	6,324	6,250	7,000	750	
Contracted Services	11,132	8,451	9,649	8,800	10,550	1,750	
Consultant Services			305				
Communications	865	774	1,056	1,800	950	(850)	
Equipment			285				
Materials & Supplies	3,837	5,268	2,877	4,250	4,750	500	
Total Expenditures	349,344	349,396	350,958	390,700	416,050	25,350	6.5
Revenue							
Other Fees	(1,243)	(1,801)	(1,616)	(1,000)	(1,200)	(200)	
Permits	(1,210)	(1,160)	(1,430)	(1,500)	(1,250)	250	
Licences	(31,785)	(34,903)	(42,785)	(31,500)	(36,500)	(5,000)	
Unallocated Revenue	(252)						
Total Revenue	(34,490)	(37,864)	(45,831)	(34,000)	(38,950)	(4,950)	14.6
Total Legislative Services	314,854	311,532	305,127	356,700	377,100	20,400	5.7

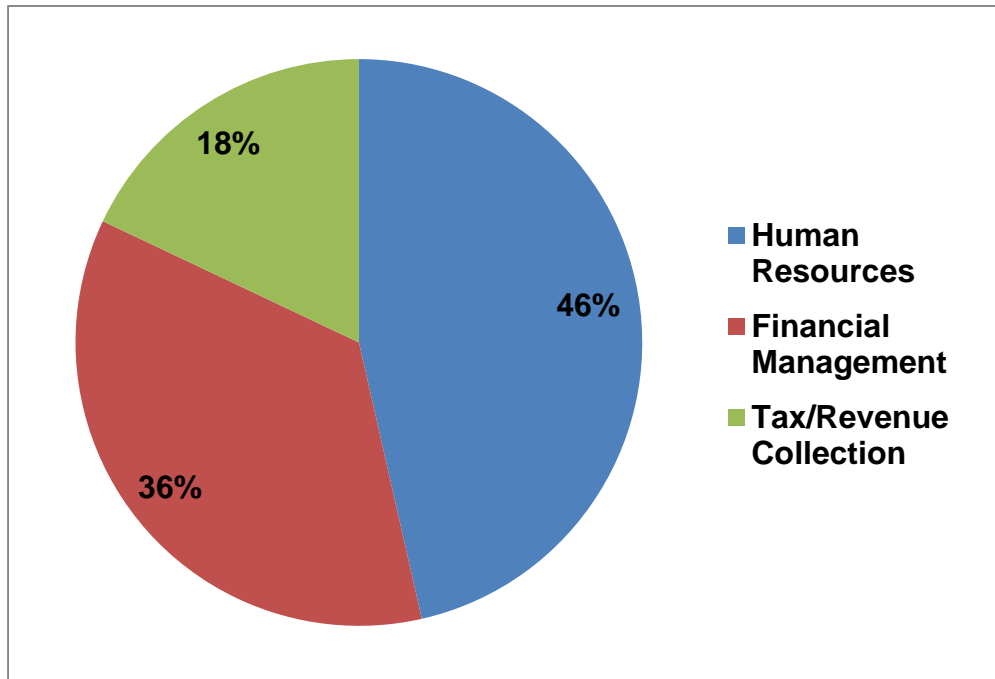


2018 Operating Budget Corporate Services

Corporate Services – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$955,180 is an increase of \$66,845 or 7.5% from 2017



Financial Management

- Lead the development and approval process for the operating and capital budgets
- Provide financial advice and guidance to Council, the CAO and senior management
- Coordinate IT resources for the corporation
- Manage general ledger, A/P and payroll systems including financial controls and systems.
- Responsible for financial reporting to departments and external agencies
- Champion Risk Management in the organization
- Lead engagement with external auditors
- Administer Procurement By-Law and procurement processes

Corporate Services – 2018 Operating Budget

Tax/Revenue Collection
• Proactively manage tax collections and preservation of the Town's assessment
• Manage the tax system including the issuance of tax bills
• Work with delinquent property owners to develop appropriate payment plans
• Manage financial and insurance components of leases & agreements
• Development Charges by-law implementation and reporting
• Coordinate Town User Fee by-law

Human Resources
• Administer recruitment and staffing
• Lead labour and employee relations activities including negotiations
• Manage total compensation including employee benefits, job evaluation, and reward/recognition programs
• Champion health, safety & wellness, and disability claims management
• Conduct organizational development planning, develop personnel policies and facilitate corporate training
• Advisor to CAO, senior management and line departments/managers on human resources matters

2017 ACCOMPLISHMENTS

- **Leadership and stewardship of the 2017 Budget process up to Council approval.**
- **Council approval of a 2018 Capital Budget and Multi-Year Plan in December 2017 based on the Town Asset Management Plan and other planning documents.**
- **Recommended to Council a financial plan to address identified asset management needs over the next 10-20 years that is reasonable and sustainable.**
- Brought forward a Reserve and Reserve Fund policy to address Town operating and capital needs.
- **Recommended appropriate reserve balances for Town Reserves and Reserve Funds together with a realistic funding strategy to achieve these goals.**
- Upgraded budgeting software and began implementation of a Capital Budgeting module for use in the 2019 budget cycle.
- **Led Collective Bargaining Negotiations for both the Outside and Inside Bargaining Units which were successfully concluded with new 4 year terms.**

Corporate Services – 2018 Operating Budget

- Brought forward a Compensation and Market Review that was approved by Council.
- Supported departments in implementing changes with respect to the 2017 Staffing Priorities/Restructuring Plan.
- Championed Corporate Health & Safety by ensuring legal compliance and sustainability of the Corporate Health & Safety Program.
- Facilitated corporate training initiatives, in areas including Leadership, Customer Service, Computer Software, Municipal Project Management, Performance Management, Public Speaking, Team Building, Labour Relations, Employee Orientation and Retirement Planning.
- **Led a successful 2017 recruitment program filling key positions in the organization including the Manager of Economic Development, Manager of Taxation & Revenue, Deputy Clerk/Committee Coordinator, Manager of Recreation Services, Deputy Fire Chief, Infrastructure Technician/Analyst, Economic Development Coordinator and others.**

DEFERRED 2017 INITIATIVES

- Automate the Payment in Lieu of Taxes (PILT) billings to reduce manual intervention and improve capability to manage PILT payments.
- Improve internal Claims Management process as part of a continuous improvement program.

KEY INITIATIVES FOR 2018

- **Table and lead approval of a 2018 Operating Budget that consolidates operational investments from previous years while continuing to support the capital and infrastructure needs of the Town.**
- **Transition expanded Corporate Services department to a proactive, responsive support system for the organization, in particular the departments that deal directly with the public.**
- Initiate background work for a new Development Charges by-law to be brought forward for Council approval in 2019.
- Implement the Capital Budget module. Link the Multi-Year Capital Plan to Town reserves identifying a clear path forward to financially support the plan.
- Conduct an Employee Benefits Review Process with a view to manage costs and services.
- Recommend appropriate Council Remuneration pending legislation for the removal of the 1/3 tax free exemption allowance.
- **Develop a framework for corporate Succession Planning.**
- **Lead initiative to better support and engage the middle management team.**

Corporate Services – 2018 Operating Budget

Highlighted initiatives meet the following Strategic Plan Objectives:

- Objective 5A – Exceptional Municipal Customer Service
- Objective 5B – Exceptional Municipal Management & Operational Excellence

ACTIVITY INDICATORS

Measurable	2015	2016	2017	Projected 2018
# of Invoices Processed	7,100	6,350	6,421	6,450
Electronic Funds Transfers (EFTs) as a % of total payments	57%	62%	66%	68%
# of claims against the Town currently being coordinated	25	31	31	30
# of receipts issued at front counter	9,489	10,592	10,293	10,500
# of tax bills issued	19,936	20,003	20,001	20,010
% of taxes uncollected	8.9%	6.8%	4.9%	4.5%
Final demand letters prior to tax sale	141	57	62	60
Tax sales	0	21	0	10
Recruitments	33	35	37	35
Corporate customer service & leadership training (% staff trained)	90%	95%	97%	98%
Health & safety legislative compliance training	100%	100%	100%	100%

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	9	9	-	No change
Other	0.33	0.33	-	HR summer student

Corporate Services – 2018 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Finance: Net increase of \$57,025

- Staff Costs increase of \$29,200 for salary adjustments following the *Compensation Market Review*, staff cost increases approved by Council and transition costs for anticipated retirement and organizational change
- Tax Penalties and Fees: Reduction of \$7,880 for Tax Sales based on 3 year experience and projected activity for 2018.
Other Fees: Reduction of \$20,900 in *Arrears Notice Fee* from \$15 per notice to \$10 per notice

Human Resources: Net increase of \$9,820

- Staff Costs: Increase of \$22,275 for transition costs for planned retirement and organizational change
- Legal Services: Reduction of \$10,000 for labour relations related costs as both OPSEU contracts were negotiated and settled in 2017 for four year terms.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Corporate Services

Description	2015 Actuals	2016 Actuals	2017 YTD Actuals	2017 Budget	2018 Recommended Budget	\$ Change from 2017 Budget	% Change from 2017 Budget
Corporate Services							
Finance							
Expenditures							
Staff Costs	616,428	646,235	642,499	665,900	695,100	29,200	
Professional Development	8,955	11,067	13,083	14,530	14,590	60	
Contracted Services			387				
Communications	1,536	1,839	1,598	1,815	2,000	185	
Other Services	7,746	8,726	1,125	9,000	7,000	(2,000)	
Equipment	238	262			1,000	1,000	
Materials & Supplies	4,026	1,872	2,280	2,500	2,300	(200)	
Total Expenditures	638,929	670,001	660,972	693,745	721,990	28,245	4.1
Revenue							
Tax Penalties & Fees	(49,045)	(41,576)	(40,056)	(51,040)	(43,160)	7,880	
Other Fees	(99,523)	(115,010)	(96,990)	(102,500)	(81,600)	20,900	
Unallocated Revenue	(90)	(9,318)	(228)				
Total Revenue	(148,658)	(165,904)	(137,274)	(153,540)	(124,760)	28,780	(18.7)
Total Finance	490,271	504,097	523,698	540,205	597,230	57,025	10.6
Human Resources (HR)							
Expenditures							
Staff Costs			254,466	269,725	292,000	22,275	
Community Support			1,498	3,500	4,000	500	
Professional Development			11,828	15,480	15,000	(480)	
Consultant Services			20,184	20,500	18,500	(2,000)	
Legal Services			45,572	30,000	20,000	(10,000)	
Communications			9,971	8,075	7,600	(475)	
Equipment				150	150		
Materials & Supplies			733	700	700		
Total Expenditures			344,252	348,130	357,950	9,820	2.8
Revenue							
Grants			(1,197)				
Total Revenue			(1,197)				
Total Human Resources			343,055	348,130	357,950	9,820	2.8
Total Corporate Services	490,271	504,097	866,753	888,335	955,180	66,845	7.5

Note: The combined HR/CAO budget was split starting 2017. HR costs for 2015 and 2016 are in the Office of the CAO cost centre.

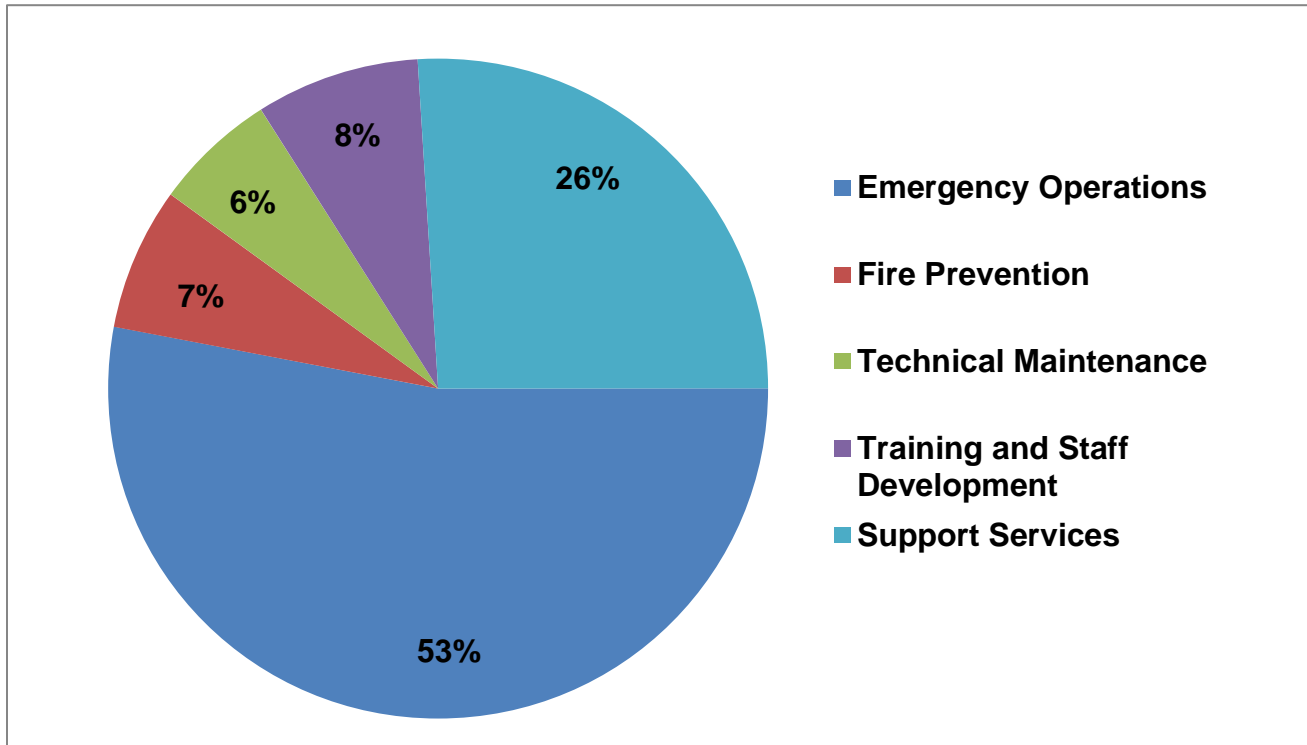


2018 Operating Budget Fire & Emergency Services

Fire & Emergency Services – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$931,182 which is an increase of \$49,183 or a 5.6% increase from 2017



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 – 2018 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 – 2018 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

2017 ACCOMPLISHMENTS

- **Researched, drafted, finalized and issued twenty-nine (29) new Operational Guidelines (OG's) in keeping with a continuous review of new and existing Ministry of Labour Section 21 Committee Guidance Notes.**
- **Responded to 235 emergency incidents with no loss of life or serious injuries to either members of the public or firefighters. A reduction in overall incidents AND dollar loss due to fires was achieved.**
- **Implemented Phase I of our "Preventable False Alarm" program issuing sixty-one (61) caution letters to property owners.**
- **Conducted annual recruiting initiatives which resulted in over 40 new applications for volunteer firefighter positions.**
- **Conducted two recruit firefighter intakes and training programs, graduating nine new firefighters in December, while another six remain in training and are expected to graduate next September.**
- **Conducted 100+ hours of in-service training for all emergency operations staff.**
- **Successful recruiting and hiring process for the Deputy Fire Chief position.**
- **Conducted a successful promotional process in the fall, promoting five new front line supervisors (three Lieutenants and two Captains).**
- **Reviewed and updated participation in the Muskoka Mutual Aid program for major fire events.**
- **Negotiated and implemented Automatic Aid Agreements with the Town of Bracebridge and Township of Muskoka Lakes giving rise to the potential for improved fire emergency responses in area's bounded by these municipalities.**

Fire & Emergency Services – 2018 Operating Budget

- Negotiated a “Memorandum of Understanding” with the Barrie Fire and Emergency Services for their response to selected “High Risk” rescue situations that may occur within the Town of Gravenhurst.
- Completed the mandatory annual fire drills and inspection procedures of the homes for vulnerable Ontarians located in our community.
- Conducted numerous fire prevention/public education events in the community including displays at the Farmers Market, the Canada Day celebrations, Kahshe Lake Craft Show, Severn Bridge Fall Fair, Timbits end of season Soccer night, Muskoka Thunder Emergency Services Night and seniors’ wellness fairs.
- Implemented a “Farm Emergency Preparedness” program, distributing information packages to multiple agricultural properties in Gravenhurst.
- Collaborated with communications staff to expanded social media use to enhance general and specific messaging within our community.
- Investigated and successfully resolved fourteen (14) fire safety complaints received from members of the public or allied agencies, often in concert with other town staff and enforcement agencies (Note: this includes the successful resolution of a long-standing Fire Code compliance issue with a business in the downtown core area).
- Reviewed and provided comments on over sixty-five (65) planning and development applications from a fire safety and response/incident mitigation perspective.
- Managed the delivery and commissioning of a new support vehicle and related equipment within the FES fleet inventory within targeted budget parameters.
- Maintained the extensive FES fleet and equipment inventory including annual certification for fire department pumping apparatus and Self-Contained Breathing Apparatus.
- Supported the internal emergency planning efforts led by the Manager of Special Projects including conducting the Town’s annual emergency exercise and participating in the annual Muskoka Airport emergency exercise.
- Developed a comprehensive PTSD Prevention Program and submitted this to the Ministry of Labour within the mandated time parameters.
- In concert with the Muskoka Association of Fire Chiefs developed and trained a fire department specific “Peer Support Team” for use following traumatic events.
- Successfully migrated FES records to new corporate TOMRMS standard.

DEFERRED 2017 INITIATIVES

- All planned activities were completed.

Fire & Emergency Services – 2018 Operating Budget

KEY INITIATIVES FOR 2018

- Prepare for and implement strategies to meet the pending legislative amendments to the Fire Protection and Prevention Act;
- 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;
- Ensure all projects within the approved capital budget program are completed in a timely and cost-effective manner including the replacement of FES Fleet equipment;
- Transition the Community Emergency Planning program to FES for accountability purposes; and
- Identify and act on outstanding Strategic Plan action items related to FES; notably enhance engagement with other community partners to effect better messaging to the community across the spectrum of community safety related issues.

These initiatives all address the following Strategic Plan Objectives:

- Objective 2A – A Safer Community
- Objective 5A – Exceptional Municipal Customer Service
- Objective 5B – Exceptional Municipal management & Operational

ACTIVITY INDICATORS

Measurable	2015	2016	2017
Total emergency incidents	246	256	235
Number of civilian injuries/deaths	1	2	0
Estimated buildings/structural damage due to fires (\$)	2,344,249	408,000	741,500
Number of recruit firefighters in training	5	11	19
Training hours offered (regular in-service)	105	105	105
Number of fire inspections conducted	203	128	144
Number of public education events conducted	48	55	28
Formal fire cause determination investigations	6	2	1

Fire & Emergency Services – 2018 Operating Budget

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	5	5	0	No change
Other:				
- Volunteer Firefighters (not FTE)	50	50	0	Volunteer Firefighters
- Summer student (16 weeks)	.2	.3	.1	Increase from 10 weeks

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Staff Costs: Increase of \$57,864

- Reflects staff cost increases approved by Council and the Annualization of costs for the Deputy Fire Chiefs position approved in 2017

Utilities – Hydrant Rentals: Increase of \$8,600

- Increased costs of fire hydrant maintenance costs established by the District of Muskoka

Fire Fees: Increase of \$26,000

- Primarily the projected fees recoverable for responses to fire alarms where no emergency exists. This fee is new for 2018

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Fire & Emergency Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Fire & Emergency Services							
Expenditures							
Staff Costs	531,103	545,788	578,691	634,888	692,752	57,864	
Labour Charges	125	73		250	250		
Fleet/Equipment Charges	63	29		250	250		
Community Support	2,804	2,523	2,971	2,500	2,500		
Professional Development	23,814	22,042	24,039	24,390	24,315	(75)	
Internal Financing	149,382						
Contribution to Reserve	27,817	22,216	17,054	17,500	17,500		
Contracted Services	42,207	39,721	43,915	43,671	51,665	7,994	
Consultant Services	23,557	10,356	7,494	12,500	10,000	(2,500)	
Communications	9,932	9,058	11,261	9,650	9,800	150	
Other Services	19,446	20,597	25,281	21,500	30,100	8,600	
Equipment	111,412	140,770	158,176	129,850	137,050	7,200	
Materials & Supplies	41,831	51,203	42,847	42,050	43,000	950	
Total Expenditures	983,493	864,376	911,729	938,999	1,019,182	80,183	8.5
Revenue							
Fire Fees	(57,050)	(59,419)	(61,111)	(47,000)	(73,000)	(26,000)	
Transfers From Reserves	(21,400)	(15,000)		(10,000)	(15,000)	(5,000)	
Donations/Sponsorships		(250)	(5,232)				
Total Revenue	(78,450)	(74,669)	(66,343)	(57,000)	(88,000)	(31,000)	54.4
Total Fire & Emergency Services	905,043	789,707	845,386	881,999	931,182	49,183	5.6

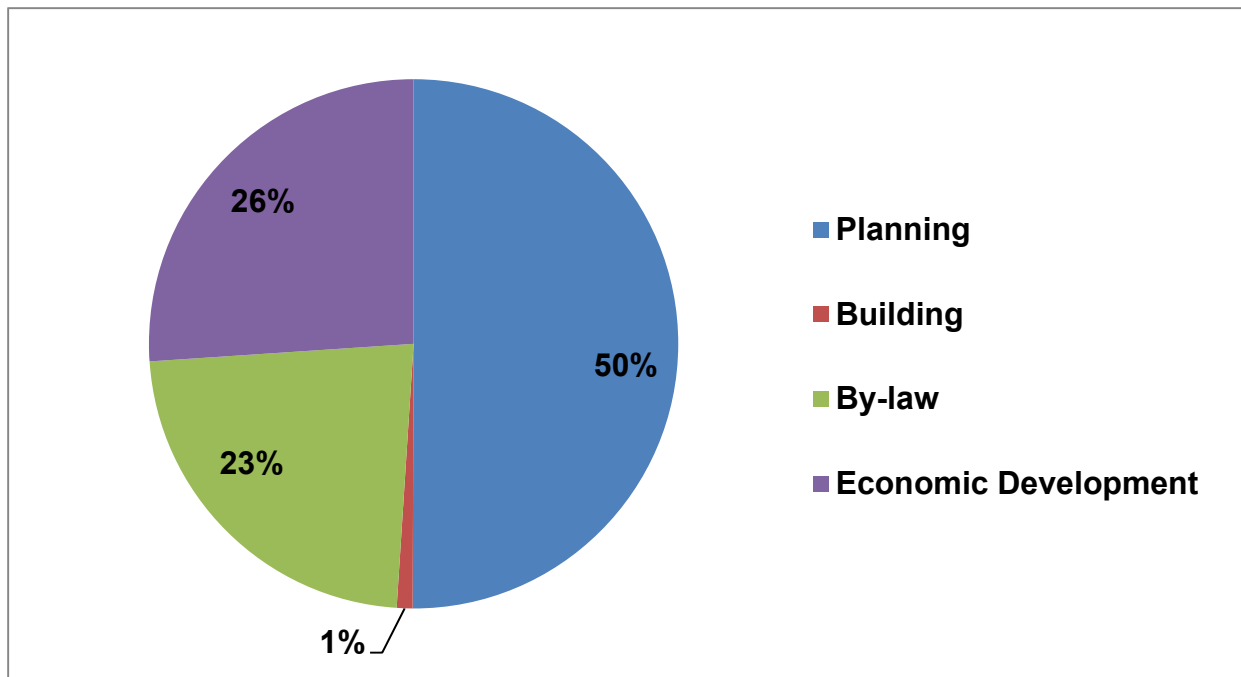


2018 Operating Budget Development Services

Development Services – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$1,018,359 which is a decrease of \$101,520 or a 9.1% decrease from 2017



Planning

- Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
- Provide professional advice to 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
- Assist and provide customer service to property owners in understanding applicable land use regulations and associated development rights
- Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation, surplus lands applications, road construction agreements)
- Oversee consultant work where municipal resources are deemed unavailable (e.g. updates to the Zoning By-law)
- Represent the municipality in Ontario Municipal Board and other Tribunals
- Administer the Town’s Geographic Information System (e.g. mapping, 911 addressing)

Development Services – 2018 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
- Seek, initiate and assist departments with grant applications to leverage external funding opportunities
- 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

By-law

- Involved in the development, education and enforcement of municipal by-laws
- Assistance of prosecutions for building, zoning and municipal by-law litigation
- Assist internal and external operations from a municipal enforcement standpoint (e.g. events, Santa Clause parade)
- Implement/enforce the Animal Control By-law (recently brought “in-house” from the OSPCA)
- Supervise crossing guard services at the Beechgrove School location on Muskoka Beach Rd.

Development Services – 2018 Operating Budget

2017 ACCOMPLISHMENTS

- District approval of the new Official Plan (and working through appeals)
- Participation on the District of Muskoka Official Plan Review
- Planned implementation of District of Muskoka Official Plan Amendment No. 45 Lake System Health (primarily workload/staffing adjustments in anticipation of more rigorous site planning implementation/monitoring)
- Enhanced corporate GIS functionality
- Key development initiatives including, but not limited to, the Muskoka Regional Centre, Taboo, Muskoka Bay, Isaac St Residential Care Facility
- Development of a Community Ambassador Program
- Creation and roll-out of an economic development based community engagement program
- Preparation of a Downtown Sidewalk Patio Policy
- Worked with the Trillium Lakelands District School Board (TLDSB) in the consideration of the future of Gravenhurst High School and French Immersion
- Completed Sign By-law
- Completed the analysis and received direction on Downtown Parking By-law Amendments
- Updated the Sign By-law and Community Standards By-law
- Departmental visioning process with an eye to enhanced service delivery
- Developed succession planning strategies
- Consultation and community engagement components for a Retail Gap Analysis and Investment Attraction Strategy

DEFERRED 2017 INITIATIVES

- Implementation planning for the Age Friendly Active Transportation Strategy
- Internal preparation of Development Standards Guidelines/Handbook

KEY INITIATIVES FOR 2018

- Workforce Development Project
- Zoning By-law Update (mapping and textual housekeeping)
- Aerospace Attraction Strategy
- Downtown Parking By-law Amendment
- Preparation of Educational Material (Building/By-law)
- Pre-consultation By-law/Policy – development Applications
- Implementation of District of Muskoka Official Plan Amendment No. 45 - Lake System Health (primarily more rigorous site planning implementation/monitoring)

Development Services – 2018 Operating Budget

- Update of Dog Control By-law
- Prepare a Retail Gap Analysis and Specific Investment Attraction Strategy
- Implementation planning for the Age Friendly Active Transportation Strategy
- Internal preparation of Development Standards Guidelines/Handbook
- Enhance corporate GIS functionality
- Evaluation of e-commerce opportunities through the website update
- Evaluation of more technology-based building inspection methods
- Key development initiatives including, but not limited to, the Muskoka Regional Centre, Wharf Developments, Loon Call, Beechwood, Muskoka Bay and other subdivision/condominium approvals
- Grants Policy
- CIP Implementation
- Continued emphasis on supporting fiber-optic and other internet alternatives
- Creation of framework for strategic property disposition
- Implementation planning for the Age Friendly Active Transportation Strategy
- Develop and present a new Dog Control By-law for Councils consideration upon recently bringing Animal Control “in house”
- Update a second By-law to fulfill annual commitment to reviewing 2 By-laws annually

These initiatives meet the following Strategic Plan Objectives:

- Objective 1A – A More Diverse Economy With More Year-Round Employment Opportunities
- Objective 1B – More Effective Marketing
- 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

Development Services – 2018 Operating Budget

ACTIVITY INDICATORS

Measurable	2016	2017	Projected 2018
Planning applications	257	266	265
Building permit applications	727	675	689
Building permit values (\$)	40,225,127	69,127,408	48,000,000
Complaint files opened (By-law)	247	418	400
Complaint files closed	225	407	390
Committee meetings	30	30	27
Septic re-inspections	524	373	350
Economic opportunity files opened	49	53	60
File status (active/inactive/closed)	22/16/15	26/22/18	30/20/15
CIP grants (submissions/approved)	18/12	21/17	23/15
Companies visited	45	46	50
Companies surveyed through BR+E	209	219	230
Corporate grant dollars received	N/A	\$126,360	\$300,000

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full time	18	18	0	No change
Summer students	1.3	1	-0.3	2 By-law students 1 Building/Septic student

Development Services – 2018 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Planning and Zoning: Increase of \$13,619

- \$34,500 increase in Staff Costs for salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council
- \$18,380 increases in revenue projections based on previous year averages (primarily 3-year averages).

Building Inspection: Decrease of \$167,810

- \$26,400 increase in Staff Costs for salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council
- \$11,500 increase in Other Fees reflecting implementation of the program to close outstanding building permits from 2010-2016.
- \$185,000 increase in Building Permit Fees previous year averages (3-year average as a base)

By-law: Increase of \$24,000

- \$22,100 increase in Staff Costs for salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council

Economic Development: Increase of \$25,660

- \$26,300 increase in Staff Costs for salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council

Gravenhurst 365: Increase of \$711

- Minimal change to the budget. Realignment of some of the expenditures and revenues to reflect planned spending in 2018

Muskoka Regional Centre Acquisition

- In 2017 the Town planned for expenditures related to its involvement in the possible sale and development of this property. Additional expenditures are not anticipated for 2018 although, Town interests will continue to be represented at the table

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Development Services							
Planning & Zoning							
Expenditures							
Staff Costs	558,548	602,886	591,417	622,700	657,200	34,500	
Professional Development	7,832	10,924	11,014	10,450	10,550	100	
Contribution to Reserve	25,000	10,000	10,000	10,000	10,000		
Contracted Services	6,025	1,105					
Consultant Services	4,882	5,660	1,979	4,500	3,000	-1,500	
Legal Services	29,157	20,600	24,094	20,000	20,000		
Official Studies & Reviews	23,474	24,870	6,091	8,000	2,000	-6,000	
Communications	949	870	747	1,000	1,000		
Other Services		2,273	4,877	6,900	7,300	400	
Equipment	100		2,473				
Materials & Supplies	1,537	1,179	895	500	1,000	500	
Total Expenditures	657,504	680,367	653,587	684,050	712,050	28,000	4.1
Revenue							
Grants	-15,000						
Planning Fees	-180,758	-176,866	-206,925	-172,971	-191,351	-18,380	
Other Fees	-1,600	-1,610	-3,185	-2,000	-2,451	-451	
Sales	-1,050	-600	-810	-1,200	-750	450	
Unallocated Revenue			-400				
Transfers From Reserves	-23,474	-22,145		-8,000	-2,000	6,000	
Total Revenue	-221,882	-201,221	-211,320	-184,171	-196,552	-12,381	6.7
Total Planning & Zoning	435,622	479,146	442,267	499,879	515,498	15,619	3.1

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Age Friendly Active Transportation							
Expenditures							
Professional Development		281					
Transfers To/From Other Department		237					
Official Studies & Reviews		27,935					
Total Expenditures		28,453					
Revenue							
Grants		-10,000					
Transfers From Reserves		-15,000					
Total Revenue		-25,000					
Total Age Friendly Active Transportation		3,453					
Building Inspection							
Expenditures							
Staff Costs	516,737	493,441	536,698	593,600	620,000	26,400	
Labour Charges	4,951	1,761	1,220	3,000	2,500	-500	
Professional Development	13,362	11,629	10,345	16,695	14,595	-2,100	
Internal Financing	8,000						
Contribution to Reserve			267,713				
Transfers To/From Other Department	-8,167						
Contracted Services	92	34	365	1,300	500	-800	
Legal Services	684	649					
Communications	4,008	2,562	1,223	3,110	4,000	890	
Equipment	22,970	21,424	20,959	20,300	21,100	800	
Materials & Supplies	2,297	2,925	3,209	3,600	4,500	900	
Total Expenditures	564,934	534,425	841,732	641,605	667,195	25,590	4.0

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Revenue							
Planning Fees	-1,279	-1,409	-1,290	-2,500	-1,400	1,100	
Other Fees	-3,405	-19,160	-27,350	-6,000	-17,500	-11,500	
Permits	-459,903	-575,131	-924,483	-472,000	-657,000	-185,000	
Fines	-2,195	-5,150	-500	-4,500	-2,500	2,000	
Total Revenue	-466,782	-600,850	-953,623	-485,000	-678,400	-193,400	39.9
Total Building Inspection	98,152	-66,425	-111,891	156,605	-11,205	-167,810	(107.2)
By-Law							
Expenditures							
Staff Costs	134,210	185,965	184,070	182,200	204,300	22,100	
Labour Charges	604	438	232	3,000	3,000		
Professional Development	5,062	5,028	5,702	6,950	7,150	200	
Internal Financing	9,000						
Contracted Services	2,158	1,533	8,010	8,500	8,500		
Legal Services		20					
Communications	2,489	2,173	1,252	2,800	2,000	-800	
Equipment	4,131	5,206	8,054	6,000	8,000	2,000	
Materials & Supplies	1,719	1,606	3,451	3,000	4,500	1,500	
Total Expenditures	159,373	201,969	210,771	212,450	237,450	25,000	11.8
Revenue							
Grants			-25				
Licences			-2,795	-2,800	-2,800		
Fines	-8,778	-8,092	-9,244	-8,200	-9,200	-1,000	
Total Revenue	-8,778	-8,092	-12,064	-11,000	-12,000	-1,000	9.1
Total By-Law	150,595	193,877	198,707	201,450	225,450	24,000	11.9

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Animal Control							
Expenditures							
Contracted Services	54,548	55,039					
Materials & Supplies	290	195					
Total Expenditures	54,838	55,234					
Revenue							
Licences	-2,395	-2,500					
Total Revenue	-2,395	-2,500					
Total Animal Control	52,443	52,734					
Crossing Guards							
Expenditures							
Staff Costs	10,504	10,715	10,957	11,400	11,700	300	
Professional Development				50	50		
Materials & Supplies			91	100	100		
Total Expenditures	10,504	10,715	11,048	11,550	11,850	300	2.6
Total Crossing Guards	10,504	10,715	11,048	11,550	11,850	300	2.6
Economic Development							
Expenditures							
Staff Costs	204,904	137,976	138,417	145,500	171,800	26,300	
Community Support	33,179	3,434	2,456	3,100	2,200	-900	
Professional Development	6,013	8,715	8,309	7,255	9,190	1,935	
Contribution to Reserve	21,423						
Contracted Services	80,363	60,689	55,554	57,990	59,465	1,475	
Consultant Services	2,790		692				
Communications	11,171	2,309	1,950	5,850	3,300	-2,550	
Special Projects	103	8,000	984	5,000	6,000	1,000	
Equipment	377		1,604	500	250	-250	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Materials & Supplies	911	205	544	700	350	-350	
Total Expenditures	361,234	221,328	210,510	225,895	252,555	26,660	11.8
Revenue							
Grants	-19,908	-11,407					
Unallocated Revenue		-500			-1,000	-1,000	
Total Revenue	-19,908	-11,907			-1,000	-1,000	
Total Economic Development	341,326	209,421	210,510	225,895	251,555	25,660	11.4
Downtown Revitalization							
Expenditures							
Staff Costs	62,424	16,362					
Community Support		1,771					
Professional Development	4,546						
Transfers To/From Other Department	-1,000						
Contracted Services		2,576					
Consultant Services	14,272						
Communications	14,619	233					
Special Projects	24,171	34,436					
Materials & Supplies	3,193						
Total Expenditures	122,225	55,378					
Revenue							
Grants	-86,822	-22,473					
Donations/Sponsorships	-1,000						
Total Revenue	-87,822	-22,473					
Total Downtown Revitalization	34,403	32,905					

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Development Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD Actuals	Budget	Recommended Budget	2017 Budget	2017 Budget
Gravenhurst365							
Expenditures							
Community Support	3,053	2,544			12,147	12,147	
Professional Development	100						
Consultant Services	32,185	44,340	5,066	26,690	28,232	1,542	
Communications	3,107	13,330	14,383	17,810	10,043	-7,767	
Materials & Supplies	62		1,993				
Total Expenditures	38,507	60,214	21,442	44,500	50,422	5,922	13.3
Revenue							
Grants	-22,815	-29,009	-4,161	-20,000	-25,211	-5,211	
Total Revenue	-22,815	-29,009	-4,161	-20,000	-25,211	-5,211	26.1
Total Gravenhurst365	15,692	31,205	17,281	24,500	25,211	711	2.9
Muskoka Regional Centre Acquisition							
Expenditures							
Professional Development			206				
Consultant Services		4,891	25,440	50,000		-50,000	
Legal Services			16,419				
Communications		4,645					
Total Expenditures		9,536	42,065	50,000		-50,000	(100.0)
Revenue							
Transfers From Reserves				-50,000		50,000	
Total Revenue				-50,000		50,000	(100.0)
Total MRC Acquisition		9,536	42,065				
Total Development Services	1,138,737	956,567	809,987	1,119,879	1,018,359	-101,520	(9.1)

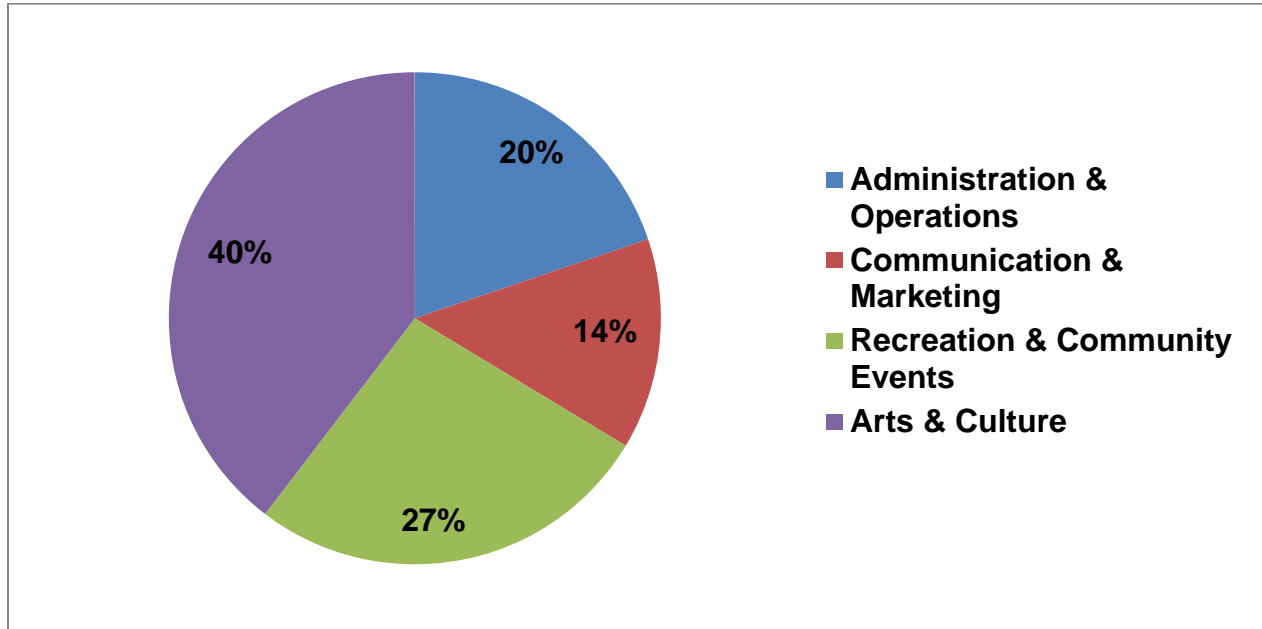


**2018 Operating Budget
Communications, Culture &
Recreation**

Communications, Culture & Recreation – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$1,341,401 which is an increase of \$56,407 or a 4.4% increase from 2017



Administration & Operations

- Prepare, administer and report on annual department budget
- Process and reconcile customer transactions to include ticket sales, program registrations, facility and sport field rentals
- Ensure our facilities are safe, clean and welcoming for public use
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability
- Administer event application process to liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance
- Research, analyze and provide professional opinions on service provision through various reports and associated policy frameworks

Communications, Culture & Recreation – 2018 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 news 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

Communications, Culture & Recreation – 2018

Operating Budget

Recreation & Community Events
<ul style="list-style-type: none"> • Deliver a variety of quality recreation programs for all ages that have minimal to no net impact on the municipal tax base
<ul style="list-style-type: none"> • Recruit, train and supervise part time seasonal staff to ensure the competent delivery of programs and services
<ul style="list-style-type: none"> • Build collaborative partnerships to expand community programs and help sustain local not-for-profit recreation and sport organizations
<ul style="list-style-type: none"> • Coordinate opportunities for youth engagement, leadership development and skill enhancement
<ul style="list-style-type: none"> • Develop, promote and track meaningful volunteer opportunities
<ul style="list-style-type: none"> • Plan and implement community events & activities (i.e. Cinema Under The Stars, Make a Splash)

2017 ACCOMPLISHMENTS

- **Re-defined and adjusted departmental responsibilities and priorities to incorporate new functions; communicated changes to stakeholders and renamed department as Communications, Culture and Recreation**
- **Coordinated key messaging and marketing for various corporate and departmental initiatives including; the Muskoka Regional Centre developments, new facility signage, fire safety education and emergency preparedness**
- **Revamped Town Kiosk design and promotional protocol for boards located at Gull Lake, Rotary Park, Kinsmen Park, Post Office and Library**
- **Reviewed corporate web-site needs and identified upgrade requirements which have been approved as a capital project for 2018**
- **Assisted with the successful implementation of several corporate and community based events (ribbon cuttings, commemorative, community and special events)**
- **Launched new Town of Gravenhurst community based radio program called “Lake Effect” on Hunters Bay Radio 88.7FM which features a variety of Town related topical discussions**
- **Successfully facilitated another season of events with enhanced Canadian content for the 150th anniversary celebrations**
- **Continued to develop and enhance recreation, arts & culture marketing activities to effectively promote and increase participation**

Communications, Culture & Recreation – 2018

Operating Budget

- Initiated a review of marketing activities at the Opera House to develop a targeted marketing plan, to influence visitation growth and maximize return on investment
- Continued to expand cultural development and the Cultural Roundtable to further strengthen local opportunities and support the goals of the Cultural Plan
- Participated in Culture Days for the third consecutive year and coordinated with the Doors Open committee to grow both cultural events
- Opera House ticket sale revenue continued to grow – 2017 Summer Theatre season exceeded attendance and revenue projections while offering affordable entertainment options for local residents
- Capital Seat Levy program contribution continued to grow with, increased ticket sales, generating over \$18,000 in year two to address Opera House capital investment requirements
- In-theatre school program awareness and participation improved through new connections with school board staff
- In collaboration with the Gravenhurst High School, launched the Opera House second annual Christmas production offering students a positive experience in a professional theatre environment
- Delivered a diverse offering of community programs and services which attracted visitors to the region, engaging residents and positively impacting economic activity in Gravenhurst
- Continued to grow youth soccer program - accommodated a large waiting list by expanding teams
- Transitioned youth baseball program from a municipally run league to a not-for-profit community organization
- Supported community sports leagues by assisting the volunteer-based committees and promoting their programs (i.e. Muskoka Hornets, Ladies 3-Pitch)
- Continued to grow and expand collaborative programs with the YMCA to accommodate both membership and non-member participants
- Further Implemented recommendations from the 2015 Life Saving Society Aquatic Beach Audit with new equipment and enhanced records management
- Implemented new Rental Fee Reduction policy - in fall of 2017 subsidized 17 groups for 1,764 permit hours, fee reductions totaled approximately \$48,600
- Increased facility rentals at the Centennial Centre by approximately 7% from 2016
- Continued promoting an expanded recycling program to reduce the impact of waste at the Centennial Centre

Communications, Culture & Recreation – 2018 Operating Budget

DEFERRED 2017 INITIATIVES

- Review Special Event funding
- Facilitate a local youth service providers network to coordinate initiatives and effectively address service gaps
- Finalize Corporate Social Media policy
- Implement protocols for disseminating and retrieving timely information during emergency events

KEY INITIATIVES FOR 2018

- 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
- Re-establish a corporate staff support group to effectively manage the Town's web content and successfully implement the approved web site upgrade project
- Enhance customer service by expanding opportunities for completing municipal business transactions on line
- Update Corporate Communications Handbook to simplify policies and procedures for clear and consistent application
- Implement corporate social media posting procedures to include standardized tracking
- Develop enhanced tools to effectively communicate Council highlights and Corporate initiatives with internal and external stakeholders
- Provide new and expanded forums for citizen engagement on municipal initiatives
- Determine annual corporate marketing priorities, to include department specific projects, and establish an annual corporate marketing plan
- Assist in developing and implementing the 2018 Municipal Election communication plan
- Continue to implement the Arts & Culture and Recreation services Marketing Plans to increase awareness and participation in all program areas
- Launch new marketing materials and tactics to increase rental of space in Town facilities
- Recruit additional members for the Cultural Roundtable to stimulate enhanced community dialogue and actions on arts and culture initiatives
- Further enhance Culture Days in Gravenhurst by developing new partnerships to grow interest and involvement in this event

Communications, Culture & Recreation – 2018 Operating Budget

- 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
- Complete the review of the Town’s operational agreement with the YMCA to ensure stronger transparency and accountability
- Continue supporting the implementation of quality recreation programs and administer the utilization of quality assessment tools (PRO High Five)
- Increase collaborative programming and services in partnership with the YMCA to grow community involvement and strengthen membership base
- Support and promote YMCA Launch of the Youth Quest Leadership Program
- Continue to identify and promote volunteer development and engagement opportunities

These initiatives 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

ACTIVITY INDICATORS

Measurable	2016	2017	Projected 2018
Corporate website page views	463,610	431,810	500,000
Corporate social media “Likes” (Facebook)	2204	2766	3000
Corporate social media followers (Twitter)	3600	4100	4500
Corporate new releases issued	83	232	N/A
Opera House shows webpage views	15,607	16,154	17,000
Opera House social media “Likes” (Facebook)	2693	3100	3500

Communications, Culture & Recreation – 2018 Operating Budget

Opera House total annual ticket sales	13,050	12,924	13,500
Opera House summer theatre ticket sales	5155	6604	6900
Opera House total visitation (includes ticketed and not ticketed events)	20,273	20,527	21500
Culture Day visitors	700	200	700
Participants registered in municipally-organized recreation programs	1675	1549	1500
Centennial Centre booked facility hours	4270	4596	4800
Centennial Centre waste diverted into recycling (%)	13.2%	25.7%	40%

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	11	11	0	No change
Casual and P/T positions in operational areas	5.84	5.88	+0.04	A slight increase to reflect operational requirements

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

CCR Administration: Net increase of \$62,780

- \$61,900 for salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council and a full year allocation of the Recreation Services Manager position approved in 2017

Centennial Centre: Net decrease of \$10,266

- \$5, 934 increase in Staff Costs due to wage increases and salary movement through the pay grid
- Equipment costs reduced by \$3,000

Communications, Culture & Recreation – 2018

Operating Budget

- Facility rental revenues increased in total by \$16,500 to reflect facility usage, however, offset by a \$5,000 reduction in Donations/Sponsorship revenue as the Rotary contribution toward Main Street ended in 2016

Recreation Programs: Net decrease of \$3,100

- Reduced staffing costs and equipment as programs continue to evolve and in some instances are transferred to be managed by other community groups/organizations e.g. ladies slo-pitch and YMCA. Program revenue also adjusted to reflect these transfers

Waterfront Recreation Programs: Net increase of \$350

- \$3,100 increase in Staff costs due to part-time wage increases because of Bill 148 wage legislation
- Revenue program increased by \$2,000 related to instructional program growth

Community Events: Net Increase of \$7,000

- This increase reflects labour and equipment charge backs by the Infrastructure department for event related support

Winter Carnival: Net decrease of \$3,500

- Various adjustments amongst accounts based on previous years actuals and town labour and equipment contribution moved under Community Events cost centre

Opera House: Net decrease of \$3,900

- \$8,900 increase in Staff Costs due to wage increases, salary movement through the pay grid, and part time wage increases because of to Bill 148 wage legislation
- Communications budgets increased by \$5,500 based on expenditures in previous years and growth in promotion of new programs
- Revenue increased by \$21,000 based on increased attendance

Communications & Marketing: Net increase of \$7,043

- Staff costs reflect an increase of \$7,043 due to annual wage increases and salary movement through the pay grid

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Communications, Culture & Recreation							
CCR Administration							
Expenditures							
Staff Costs	396,007	411,410	363,146	371,300	433,200	61,900	
Professional Development	7,049	8,138	8,649	9,220	9,300	80	
Transfers To/From Other Department	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)		
Contracted Services	602	4	(596)		1,000	1,000	
Communications	19,088	12,517	13,625	14,200	14,500	300	
Other Services	8,270	12,061	15,452	17,500	18,000	500	
Equipment	912	150	1,792		1,000	1,000	
Materials & Supplies	5,753	2,993	4,485	7,000	6,000	(1,000)	
Total Expenditures	436,681	446,273	405,553	418,220	482,000	63,780	15.3
Revenue							
Unallocated Revenue	(4,388)	(5,476)	(6,540)	(6,000)	(7,000)	(1,000)	
Total Revenue	(4,388)	(5,476)	(6,540)	(6,000)	(7,000)	(1,000)	16.7
Total CCR Administration	432,293	440,797	399,013	412,220	475,000	62,780	15.2
Centennial Centre							
Expenditures							
Staff Costs	247,819	280,593	272,211	269,416	275,350	5,934	
Labour Charges	840		(7,074)	5,000	5,000		
Fleet/Equipment Charges	342			500	500		
Professional Development	2,222	4,551	2,409	4,600	3,700	(900)	
Contribution to Reserve	5,000						
Transfers To/From Other Department			(100)				
Consultant Services	439						
Communications	3,400	4,029	3,602	3,700	3,700		
Other Services	4,053	3,388	3,287	4,000	4,000		

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Equipment	41,482	34,851	31,029	36,200	33,200	(3,000)	
Materials & Supplies	9,898	12,245	12,559	13,500	13,500		
Total Expenditures	315,495	339,657	317,923	336,916	338,950	2,034	0.6
Revenue							
Other Fees	(1,538)	(1,716)	(1,834)	(1,500)	(1,700)	(200)	
Facility Rental	(7,603)	(4,426)	(4,457)	(4,200)	(4,800)	(600)	
Arena Rental	(221,701)	(222,354)	(255,145)	(215,000)	(230,000)	(15,000)	
Other Rentals	(13,623)	(12,130)	(10,975)	(13,500)	(15,000)	(1,500)	
Unallocated Revenue	(3,695)	(4,328)	(3,251)	(3,000)	(3,000)		
Transfers From Reserves	(790)						
Donations/Sponsorships	(5,000)	(5,000)		(5,000)		5,000	
Total Revenue	(253,950)	(249,954)	(275,662)	(242,200)	(254,500)	(12,300)	5.1
Total Centennial Centre	61,545	89,703	42,261	94,716	84,450	(10,266)	(10.8)
Recreation Programs							
Expenditures							
Staff Costs	15,770	12,755	7,525	14,500	9,100	(5,400)	
Labour Charges							
Transfers To/From Other Department	(300)						
Contracted Services	9,933	7,131	3,534	6,500	4,500	(2,000)	
Equipment				1,000		(1,000)	
Materials & Supplies	12,250	21,825	6,807	23,000	16,500	(6,500)	
Total Expenditures	37,653	41,711	17,866	45,000	30,100	(14,900)	(33.1)
Revenue							
Program Fees	(37,458)	(52,562)	(34,826)	(36,800)	(29,500)	7,300	
Unallocated Revenue			(385)				
Transfers From Reserves		(2,806)		(10,000)	(10,000)		
Donations/Sponsorships	(9,310)	(1,498)	(500)	(5,500)	(1,000)	4,500	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total Revenue	(46,768)	(56,866)	(35,711)	(52,300)	(40,500)	11,800	(22.6)
Total Recreation Programs	(9,115)	(15,155)	(17,845)	(7,300)	(10,400)	(3,100)	42.5
Waterfront							
Expenditures							
Staff Costs	36,646	37,614	37,983	38,500	41,600	3,100	
Professional Development	257	292	97	350	350		
Contracted Services	5,146	650	1,095	1,000	1,000		
Communications	391	391	432	400	400		
Equipment	120	2,537		1,000	250	(750)	
Materials & Supplies	3,406	3,305	3,273	3,500	3,500		
Total Expenditures	45,966	44,789	42,880	44,750	47,100	2,350	5.3
Revenue							
Program Fees	(14,424)	(18,664)	(16,454)	(15,000)	(17,000)	(2,000)	
Total Revenue	(14,424)	(18,664)	(16,454)	(15,000)	(17,000)	(2,000)	13.3
Total Waterfront	31,542	26,125	26,426	29,750	30,100	350	1.2
Community Events							
Expenditures							
Labour Charges	16,030	21,676	25,163	19,500	25,000	5,500	
Fleet/Equipment Charges	8,466	7,061	8,293	6,500	8,000	1,500	
Transfers To/From Other Department	3,300	3,460	1,500				
Contracted Services	35,456	22,264	20,779	21,000	21,000		
Communications	38,450	27,335	21,762	27,000	27,000		
Equipment	3,646	3,785	859	2,500	2,500		
Materials & Supplies	10,640	4,950	5,775	2,500	2,500		
Total Expenditures	115,988	90,531	84,131	79,000	86,000	7,000	8.9
Revenue							
Grants	(10,000)						

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Unallocated Revenue	(1,168)		(110)				
Donations/Sponsorships	(1,661)						
Total Revenue	(12,829)		(110)				
Total Community Events	103,159	90,531	84,021	79,000	86,000	7,000	8.9
Winter Carnival							
Expenditures							
Labour Charges		1,225		1,500		(1,500)	
Fleet/Equipment Charges		282					
Community Support			4,000				
Transfers To/From Other Department			100				
Contracted Services		2,036	16,762	16,000	20,500	4,500	
Communications		3,822	5,941	5,000	5,000	0	
Equipment		720	331	1,000		(1,000)	
Materials & Supplies			2,831	2,500		(2,500)	
Total Expenditures		8,085	29,965	26,000	25,500	(500)	(1.9)
Revenue							
Unallocated Revenue			(18,164)	(22,500)	(16,000)	6,500	
Donations/Sponsorships		(1,000)	(14,542)		(9,500)	(9,500)	
Total Revenue		(1,000)	(32,706)	(22,500)	-25,500	(3,000)	13.3
Total Winter Carnival		7,085	(2,741)	3,500		(3,500)	(100.0)
Opera House							
Expenditures							
Staff Costs	348,552	331,538	331,733	341,200	350,100	8,900	
Professional Development	2,804	2,786	2,924	3,400	3,400		
Contribution to Reserve		16,083	18,268	16,000	17,000	1,000	
Transfers To/From Other Department	275	(1,066)	(475)				
Contracted Services	9,796	10,653	11,643	10,000	11,000	1,000	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Insurance		(153)					
Performance Fees	232,934	236,221	251,791	250,000	250,000		
Communications	45,157	48,755	52,254	44,100	49,600	5,500	
Other Services	21,154	20,192	21,951	21,800	22,000	200	
Equipment	11,782	12,462	11,309	14,000	14,000		
Materials & Supplies	8,861	7,080	4,665	6,800	7,800	1,000	
Total Expenditures	681,315	684,551	706,063	707,300	724,900	17,600	2.5
Revenue							
Grants	(5,120)						
Other Fees	(6,081)	(11,115)	(13,706)	(11,000)	(12,000)	(1,000)	
Opera House Sales	(229,182)	(210,616)	(264,724)	(231,000)	(252,000)	(21,000)	
Sales	(75)	(177)	(411)	(300)	(300)		
Other Rentals	(25,355)	(36,252)	(29,699)	(39,000)	(39,000)		
Donations/Sponsorships	(3,542)	(3,520)	(5,365)	(5,500)	(5,000)	500	
Total Revenue	(269,355)	(261,680)	(313,905)	(286,800)	(308,300)	(21,500)	7.5
Total Opera House	411,960	422,871	392,158	420,500	416,600	(3,900)	(0.9)
Barge Concerts							
Expenditures							
Staff Costs	5,834	6,426	6,382	6,800	6,800		
Labour Charges	207	1,602		2,000	2,000		
Contracted Services	50	601					
Performance Fees	23,619	21,630	22,935	24,000	24,000		
Communications	550	2,211	880	2,000	2,000		
Other Services	599			500	500		
Equipment				500	500		
Materials & Supplies		180		500	500		
Total Expenditures	30,859	32,650	30,197	36,300	36,300		

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Communications, Culture & Recreation

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Revenue							
Donations/Sponsorships	(16,766)	(17,591)	(13,379)	(16,500)	(16,500)		
Total Revenue	(16,766)	(17,591)	(13,379)	(16,500)	(16,500)		
Total Barge Concerts	14,093	15,059	16,818	19,800	19,800		
Municipal Cultural Plan							
Expenditures							
Materials & Supplies	2,796	570	215	5,000	5,000		
Total Expenditures	2,796	570	215	5,000	5,000		
Total Municipal Cultural Plan	2,796	570	215	5,000	5,000		
Communications & Marketing							
Expenditures							
Staff Costs		71,433	170,454	174,921	181,964	7,043	
Professional Development		2,561	2,078	4,050	4,050		
Contracted Services		18,291	16,342	25,337	25,337		
Communications		643	17,514	18,500	18,500		
Equipment		25	4,498	2,500	2,500		
Materials & Supplies			3,330	2,500	2,500		
Total Expenditures		92,953	214,216	227,808	234,851	7,043	3.1
Total Communications & Marketing		92,953	214,216	227,808	234,851	7,043	3.1
Total Communications, Culture & Recreation	1,048,273	1,171,505	1,154,542	1,284,994	1,341,401	56,407	4.4

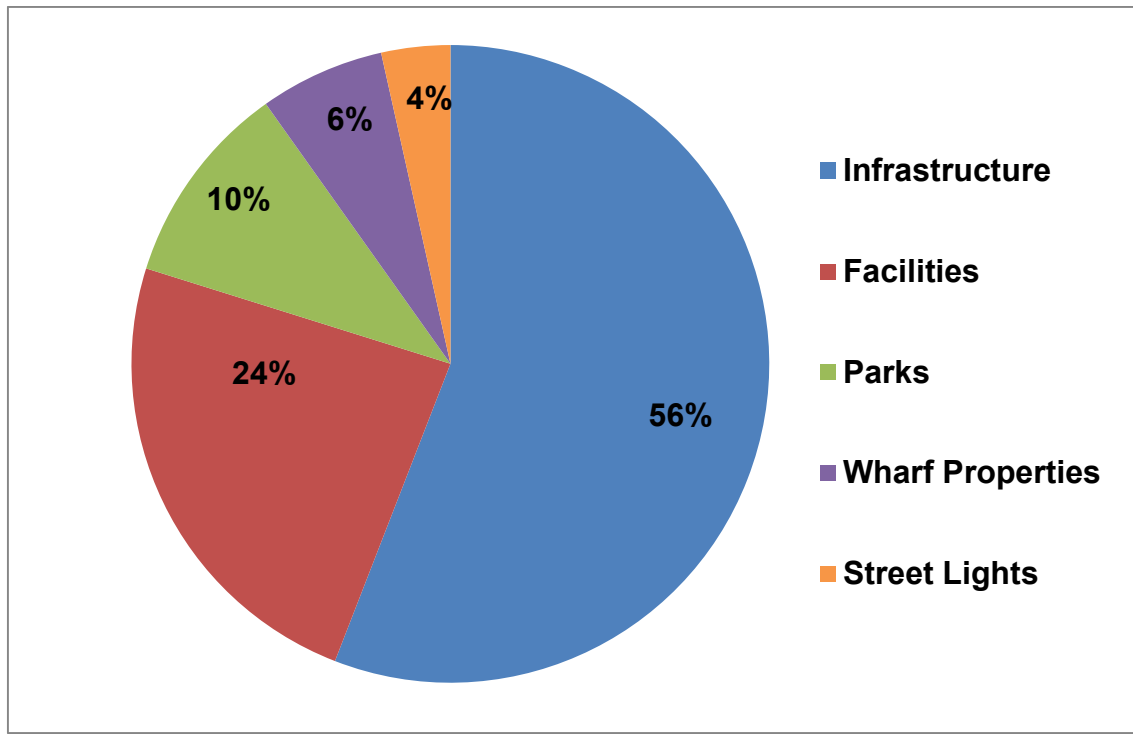


2018 Operating Budget Infrastructure Services

Infrastructure Services – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$4,689,483 which is an increase of \$303,204 or a 6.9% increase from 2017



Infrastructure

- 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
- Interact with stakeholders including taxpayers, the development community, internal departments, governments/agencies, elected officials, and special interest groups
- Direct the development of engineering initiatives relating to transportation, roads, parks, cemeteries, facilities and fleet
- Manage tenant and joint use facility agreements alongside other departments
- Process entrance and road occupancy permits to protect the municipality's interests
- Provide engineering advice related to capital projects, commercial, residential and industrial development reviews, infrastructure needs and life-cycle costing
- Develop and maintain performance measures for the Provincial Municipal Performance Measurement Program (MPMP) and municipal benchmarking

Infrastructure Services – 2018 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 – 2018 Operating Budget

2017 ACCOMPLISHMENTS

- Finalization of the Town's Asset Management Plan establishing the framework for the construction, operation, maintenance and timely replacement of Town-owned assets;
- Collaborated with the District of Muskoka on the development of an updated Salt Management Plan for the responsible disposal and application of winter salt;
- Assumption of the daily operations at the Wharf Marina/Gas Bar Facility into a municipal service delivery model;
- Completed Phase 1 implementation of the departmental staffing priorities successfully filling the planned Infrastructure Technician role;
- Scheduled Fleet replacements of a Tandem Axle Plow Unit and Sidewalk Machine;
- Conducted an emergency assessment and implemented necessary load restrictions on Hopkins Bridge and Merkley Culvert;
- Capital improvements including the detailed engineering design of significantly valued Town assets including James St, Greavette Storm Sewer, and South Kabshe Dock.
- Green Energy Improvements consisting of Boiler and furnace replacements, and lighting retrofits at various facilities in continued support of the goals and visions of the Council approved Energy Demand and Conservation Plan.

ONGOING 2017 INITIATIVES

- Community Policing Facility Improvements
- Arena Lighting Retrofit
- Greavette St Storm Sewer Construction
- Municipal Office Detailed Design
- Centennial Centre Electronic Sign Installation

KEY INITIATIVES FOR 2018

- **Finalization and commissioning of 2017 capital initiatives;**
- **Tendering and Contract Administration of 44 new planned capital projects approved by Council;**
- **Phase 2 implementation of departmental staffing priorities related to the hiring of a Manager of Operations to manage the daily operations and administration of urban and rural roads and parks service delivery;**
- **Continue to monitor and expand upon operational excellence with a focus on enhancing winter operations to meet the challenges associated with climate change;**
- **Implementation of an Asset Management and Inventory Control System to build upon efficiencies and tracking of operational and capital expenditures;**
- **Develop a 10 Year Capital Plan for Town Assets based on the Asset Management Plan and other planning documents.**

Infrastructure Services – 2018 Operating Budget

- Year-end assessment and overall operational review of the Wharf Marina;
- Continue to collaborate and nurture community and stakeholder relationships;

These initiatives 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	2016	2017	Projected 2018
Culvert improvements	37	15	20
Ditching/Brushing operations per lane kilometer	8	18	20
Gravel road improvements per lane kilometer	10	10	10

STAFFING CHANGES IN 2018 BUDGET

Staff	2017 FTE	2018 FTE	Change	Comment
Full Time	28	29	+1	New in 2018. Manager of Operations
Part Time	1	1	0	2 P/T seasonal Municipal Operators
Summer student(s)	7	8	+1	19 summer students. Addition of three (3) Wharf Gas Bar Attendants in 2018.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Roads & Parking Lots: Increase of \$270,955

- Salary adjustments following the *Compensation Market Review* and staff cost increases approved by Council
- Student wages have been increased to reflect recent Provincial wage adjustments legislated through Bill-148

Infrastructure Services – 2018 Operating Budget

- Foreman salaries have been removed from the labour cost allocation and will no longer be charged out to individual jobs
- Part-year provision for NEW Manager of Operations position previously identified as a departmental staffing priority
- Contracted Culvert maintenance has increased in response to the need for additional hot mix paving to adequately reinstate the road surface following culvert installation by internal forces (highlighted in green);
- Traffic Operations have increased to reflect an increased labour demand for the installation of bump signs during the winter season and additional contracted costs associated with the CNR crossing maintenance agreement (highlighted in red).

District Road Maintenance

- Included in the Infrastructure Operating Budget for the first time. This represents the work done by Town staff on District roads.

Town Facilities: Increase of \$39,734

- Aquatic Centre (highlighted in purple):
 - \$45,000 increase in Management Fees paid by the Town of Gravenhurst to the YMCA to manage the operation of the Aquatic Centre
- Wharf Marina (highlighted in green):
 - First operational budget cycle year for the Wharf Marina since the operation of the facility was transitioned from a third party operator and assumed by the Infrastructure Department

Wharf Properties: Decrease of \$37,700

- Significant reduction in Contracted Services as they pertain to the maintenance of the Towns water quality control devices, following specialized cleaning performed through the 2017 operating budget (highlighted in orange).

Parks: Increase of \$120,715

- Increased utilization of Town staff (labour and equipment costs) for the purposes of sports field, beach, ball diamond and downtown maintenance programs (highlighted in blue).

Fleet: Decrease of \$124,500

- Fleet additions and replacements over the past three years have resulted in lower fleet maintenance costs while also allowing for increased productivity and usage of equipment for operating and capital projects (highlighted in yellow).

Street Lights: Decrease of \$43,000

- Capital investment into LED retrofits over the past several years has decreased the operational and maintenance costs of the Towns streetlights (highlighted in purple)

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Infrastructure Services							
Roads and Parking Lots							
Roads Administration							
Labour Charges	-1,732,480	-1,774,185	-1,543,954	-1,680,000	-1,580,080	99,920	
Fleet/Equipment Charges	30						
Professional Development	20,242	20,161	15,633	20,000	20,300	300	
External Financing	80,962						
Internal Financing	48,931						
Contracted Services	2,030	4,847	7,847	1,500		-1,500	
Consultant Services	1,832		1,787	5,000		-5,000	
Legal Services	110	801		2,000		-2,000	
Communications	7,235	7,958	5,786	7,050	7,050		
Other Services	1,896	3,464	4,530	3,500	8,000	4,500	
Equipment	-7,491	9,124	8,126	5,500	3,000	-2,500	
Materials & Supplies	29,784	26,907	37,731	27,000	24,300	-2,700	
Total Expenditures	626,533	654,224	901,052	794,250	1,137,370	343,120	43.2
Revenue							
Permits	-4,250	-5,135	-9,173	-4,000	-6,000	-2,000	
Unallocated Revenue	-14,515	-16,349	-14,672	-13,000	-21,000	-8,000	
Total Revenue	-18,765	-21,484	-23,845	-17,000	-27,000	-10,000	58.8
Total Roads Administration	607,768	632,740	877,207	777,250	1,110,370	333,120	42.9
Road Maintenance							
Expenditures							
Labour Charges	724,328	710,031	582,608	653,325	588,630	-64,695	
Fleet/Equipment Charges	439,758	497,643	485,286	456,430	451,610	-4,820	
Contracted Services	254,498	466,005	389,713	301,600	455,300	153,700	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Materials & Supplies	101,383	142,692	141,995	160,650	98,400	-62,250	
Total Expenditures	1,519,967	1,816,371	1,599,602	1,572,005	1,593,940	21,935	1.4
Total Road Maintenance	1,519,967	1,816,371	1,599,602	1,572,005	1,593,940	21,935	1.4
Road Allowance Maintenance							
Expenditures							
Labour Charges	73,463	87,736	69,992	69,000	58,500	-10,500	
Fleet/Equipment Charges	53,418	59,535	48,484	52,000	45,440	-6,560	
Contracted Services	14,708	35,860	31,817	30,000	20,000	-10,000	
Materials & Supplies	1,511	1,178	3,955	250	6,000	5,750	
Total Expenditures	143,100	184,309	154,248	151,250	129,940	-21,310	(14.1)
Total Road Allowance Maintenance	143,100	184,309	154,248	151,250	129,940	-21,310	(14.1)
Parking Lots							
Expenditures							
Labour Charges	16,834	18,149	9,597	17,000	10,200	-6,800	
Fleet/Equipment Charges	24,586	28,885	13,508	26,000	15,600	-10,400	
Contracted Services	47,128	97,429	110,264	60,000	67,300	7,300	
Materials & Supplies	564	313		500		-500	
Total Expenditures	89,112	144,776	133,369	103,500	93,100	-10,400	(10.0)
Total Parking Lots	89,112	144,776	133,369	103,500	93,100	-10,400	(10.0)
Cemetery							
Expenditures							
Labour Charges	90,282	112,829	99,104	93,500	103,000	9,500	
Fleet/Equipment Charges	33,524	45,595	45,757	31,000	45,000	14,000	
Professional Development	172	170	204	200	200		
Utilities	2,252	2,359	2,418	2,500	2,500		
Building & Grounds Maintenance	4,026	4,247	4,665	5,500	5,000	-500	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Contracted Services	8,364	2,584	6,981	6,500	6,500		
Communications	1,329	1,710	1,512	1,400	1,400		
Equipment	370	290	329	500	400	-100	
Materials & Supplies	516	870	466	800	600	-200	
Total Expenditures	140,835	170,654	161,436	141,900	164,600	22,700	16.0
Revenue							
Cemetery Fees	-22,375	-26,148	-25,620	-23,100	-23,150	-50	
Permits		390		-500		500	
Sales	-14,100	-35,555	-16,960	-20,520	-20,560	-40	
Investment Income	-8,421	-9,918	-8,728	-8,000	-8,500	-500	
Total Revenue	-44,896	-71,231	-51,308	-52,120	-52,210	-90	0.2
Total Cemetery	95,939	99,423	110,128	89,780	112,390	22,610	25.2
Total Roads and Parking Lots	2,455,886	2,877,619	2,874,554	2,693,785	3,039,740	345,955	12.8
District Road Maintenance							
District Roads Maintenance							
Expenditures							
Labour Charges			249,483		220,000	220,000	
Fleet/Equipment Charges			203,511		175,000	175,000	
Contracted Services			102,435		100,000	100,000	
Materials & Supplies			123,037		140,900	140,900	
Total Expenditures			678,466		635,900	635,900	
Revenue							
Upper Tier Recovery			-671,394		-635,900	-635,900	
Total Revenue			-671,394		-635,900	-635,900	
Total District Roads Maintenance			7,072				

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total District Road Maintenance			7,072				
Town Facilities							
Municipal Buildings							
Expenditures							
Labour Charges	5,181	5,512	499	4,900		-4,900	
Fleet/Equipment Charges	2,528	2,410	121	2,500		-2,500	
External Financing	481,417						
Utilities	53,436	58,540	62,195	58,000	65,150	7,150	
Building & Grounds Maintenance	99,914	102,825	90,091	80,000	89,000	9,000	
Contracted Services	3,878						
Materials & Supplies	1,419	2,293	47	1,500		-1,500	
Total Expenditures	647,773	171,580	152,953	146,900	154,150	7,250	4.9
Revenue							
Facility Rental	-119,141	-142,902	-158,945	-142,000	-155,000	-13,000	
Total Revenue	-119,141	-142,902	-158,945	-142,000	-155,000	-13,000	9.2
Total Municipal Buildings	528,632	28,678	-5,992	4,900	-850	-5,750	(117.3)
Seniors Building							
Expenditures							
Labour Charges			166				
Fleet/Equipment Charges			32				
Utilities	13,756	15,774	12,175	17,200	15,300	-1,900	
Building & Grounds Maintenance	16,231	20,485	18,387	17,000	17,500	500	
Total Expenditures	29,987	36,259	30,760	34,200	32,800	-1,400	(4.1)
Revenue							
Facility Rental	-3	-3	-3	-3	-3		
Total Revenue	-3	-3	-3	-3	-3		

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total Seniors Building	29,984	36,256	30,757	34,197	32,797	-1,400	(4.1)
C.N. Station							
Expenditures							
Labour Charges	2,430	1,869		2,000		-2,000	
Fleet/Equipment Charges	934	710		800		-800	
Utilities	12,779	9,862	9,522	12,900	10,900	-2,000	
Building & Grounds Maintenance	7,994	7,318	3,822	7,400	7,400		
Contracted Services	60						
Materials & Supplies				500		-500	
Total Expenditures	24,197	19,759	13,344	23,600	18,300	-5,300	(22.5)
Revenue							
Facility Rental	-29,790	-30,445	-31,119	-30,000	-30,000		
Total Revenue	-29,790	-30,445	-31,119	-30,000	-30,000		
Total C.N. Station	-5,593	-10,686	-17,775	-6,400	-11,700	-5,300	82.8
Ryde School							
Expenditures							
Labour Charges	194						
Fleet/Equipment Charges	47						
Community Support	94,580	8,740					
Building & Grounds Maintenance	1,340						
Contracted Services	3,000						
Total Expenditures	99,161	8,740					
Revenue							
Transfers From Reserves	-25,000						
Donations/Sponsorships	-69,580	-9,140					
Total Revenue	-94,580	-9,140					

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total Ryde School	4,581	-400					
Terence Haight Carnegie Arts Centre							
Expenditures							
Labour Charges	214	663		1,000		-1,000	
Fleet/Equipment Charges	46	170		300		-300	
Internal Financing	72,779						
Utilities	10,395	9,871	9,058	10,050	10,100	50	
Building & Grounds Maintenance	29,344	9,754	9,744	12,000	10,000	-2,000	
Communications	1,171	1,171	1,171	1,200	1,200		
Materials & Supplies	50			400		-400	
Total Expenditures	113,999	21,629	19,973	24,950	21,300	-3,650	(14.6)
Revenue							
Facility Rental	-15,929	-15,929	-20,629	-15,929	-15,929		
Total Revenue	-15,929	-15,929	-20,629	-15,929	-15,929		
Total Terence Haight Carnegie Arts C	98,070	5,700	-656	9,021	5,371	-3,650	(40.5)
Communication Towers							
Expenditures							
Building & Grounds Maintenance	6,312	590	590		6,500	6,500	
Total Expenditures	6,312	590	590		6,500	6,500	
Total Communication Towers	6,312	590	590		6,500	6,500	
190 Harvie Street							
Expenditures							
Labour Charges	1,775	985		1,200		-1,200	
Fleet/Equipment Charges	1,093	434		500		-500	
Internal Financing	22,461						
Utilities	19,143	20,183	20,929	23,800	22,300	-1,500	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Building & Grounds Maintenance	72,256	23,247	27,146	23,000	27,000	4,000	
Contracted Services			18				
Materials & Supplies	80			100		-100	
Total Expenditures	116,808	44,849	48,093	48,600	49,300	700	1.4
Total 190 Harvie Street	116,808	44,849	48,093	48,600	49,300	700	1.4
1030 Kilworthy Road							
Expenditures							
Labour Charges	947	859		1,000		-1,000	
Fleet/Equipment Charges	516	354		500		-500	
Utilities	7,578	10,775	11,450	11,000	11,300	300	
Building & Grounds Maintenance	12,544	5,339	9,757	10,000	11,000	1,000	
Contracted Services	174						
Materials & Supplies				100		-100	
Total Expenditures	21,759	17,327	21,207	22,600	22,300	-300	(1.3)
Revenue							
Unallocated Revenue		-1,000	-2,000				
Total Revenue		-1,000	-2,000				
Total 1030 Kilworthy Road	21,759	16,327	19,207	22,600	22,300	-300	(1.3)
1622 Barkway Road							
Expenditures							
Labour Charges	453	477		500		-500	
Fleet/Equipment Charges	249	249		300		-300	
Utilities	7,346	6,249	8,742	7,200	8,500	1,300	
Building & Grounds Maintenance	4,876	8,911	7,927	8,000	8,000		
Contracted Services	174						
Materials & Supplies				100		-100	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total Expenditures	13,098	15,886	16,669	16,100	16,500	400	2.5
Total 1622 Barkway Road	13,098	15,886	16,669	16,100	16,500	400	2.5
Roads Shop							
Expenditures							
Utilities	32,237	33,056	35,271	33,000	36,000	3,000	
Building & Grounds Maintenance	23,121	20,066	20,158	19,000	20,000	1,000	
Equipment	1,075	320		200		-200	
Total Expenditures	56,433	53,442	55,429	52,200	56,000	3,800	7.3
Total Roads Shop	56,433	53,442	55,429	52,200	56,000	3,800	7.3
Cemetery Shop							
Expenditures							
Utilities	1,983	2,011	2,339	2,200	2,350	150	
Building & Grounds Maintenance	2,261	2,251	1,143	3,500	3,500		
Total Expenditures	4,244	4,262	3,482	5,700	5,850	150	2.6
Total Cemetery Shop	4,244	4,262	3,482	5,700	5,850	150	2.6
101 Centennial Drive							
Expenditures							
Labour Charges	9,906	14,174		12,500		-12,500	
Fleet/Equipment Charges	4,561	7,330		7,000		-7,000	
External Financing	141,294						
Internal Financing	87,037						
Utilities	168,462	204,490	217,436	223,500	225,500	2,000	
Building & Grounds Maintenance	99,060	97,769	69,801	80,000	80,000		
Contracted Services	327	1,436					
Total Expenditures	510,647	325,199	287,237	323,000	305,500	-17,500	(5.4)
Revenue							

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Facility Rental	-4,860	-19,440	-19,440	-19,000	-19,000		
Total Revenue	-4,860	-19,440	-19,440	-19,000	-19,000		
Total 101 Centennial Drive	505,787	305,759	267,797	304,000	286,500	-17,500	(5.8)
Aquatic Centre							
Expenditures							
External Financing	565,174						
Utilities	297,946	294,861	320,171	325,500	333,500	8,000	
Building & Grounds Maintenance	44,065	60,779	44,456	50,000	50,000		
Contracted Services	149,090						
Management Fees	114,395	230,233	230,000	230,000	275,000	45,000	
Total Expenditures	1,170,670	585,873	594,627	605,500	658,500	53,000	8.8
Revenue							
Unallocated Revenue	-278,953	-313,854	-320,171	-325,500	-333,500	-8,000	
Transfers From Reserves	-21,000						
Total Revenue	-299,953	-313,854	-320,171	-325,500	-333,500	-8,000	2.5
Total Aquatic Centre	870,717	272,019	274,456	280,000	325,000	45,000	16.1
Wharf Marina							
Expenditures							
Labour Charges			26,792		35,100	35,100	
Contribution to Reserve			132,764		105,410	105,410	
Utilities			644		700	700	
Building & Grounds Maintenance	677	10,072	3,348	10,000	5,000	-5,000	
Contracted Services			2,523		2,000	2,000	
Communications			475		500	500	
Other Services			70,333		73,105	73,105	
Equipment	1,217						

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Materials & Supplies			3,894		3,400	3,400	
Total Expenditures	1,894	10,072	240,773	10,000	225,215	215,215	2,152.2
Revenue							
Sales			-100,718		-100,000	-100,000	
Facility Rental	-21,043	-22,535	-1,779	-21,349		21,349	
Other Rentals			-132,764		-105,410	-105,410	
Total Revenue	-21,043	-22,535	-235,261	-21,349	-205,410	-184,061	862.2
Total Wharf Marina	-19,149	-12,463	5,512	-11,349	19,805	31,154	(274.5)
Discovery Centre							
Expenditures							
Labour Charges	1,018	1,064	269	1,200		-1,200	
Fleet/Equipment Charges	338	170	74	300		-300	
External Financing	384,570						
Internal Financing	232,421						
Building & Grounds Maintenance	51,130	47,394	29,250	36,655	36,000	-655	
Management Fees	130,000	130,000	130,000	130,000	130,000		
Communications	390	390	390	400	400		
Equipment	822						
Total Expenditures	800,689	179,018	159,983	168,555	166,400	-2,155	(1.3)
Total Discovery Centre	800,689	179,018	159,983	168,555	166,400	-2,155	(1.3)
180 Sharpe St-Library							
Expenditures							
Labour Charges	1,937	867					
Fleet/Equipment Charges	796	371					
Utilities	9,269	10,246	9,989	11,150	10,900	-250	
Building & Grounds Maintenance	25,793	26,687	31,825	28,795	30,000	1,205	

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Total Expenditures	37,795	38,171	41,814	39,945	40,900	955	2.4
Total 180 Sharpe St-Library	37,795	38,171	41,814	39,945	40,900	955	2.4
295 Muskoka Road S-Opera House							
Expenditures							
Labour Charges	5,297	2,386	7,164	13,000	7,000	-6,000	
Fleet/Equipment Charges	1,497	838	32	1,000		-1,000	
Internal Financing	17,321						
Utilities	52,524	49,148	49,226	54,170	55,300	1,130	
Building & Grounds Maintenance	42,709	41,114	46,624	48,000	41,000	-7,000	
Total Expenditures	119,348	93,486	103,046	116,170	103,300	-12,870	(11.1)
Total 295 Muskoka Road S-Opera Ho	119,348	93,486	103,046	116,170	103,300	-12,870	(11.1)
Total Town Facilities	3,189,515	1,070,894	1,002,412	1,084,239	1,123,973	39,734	3.7
Wharf Properties							
Wharf Properties							
Expenditures							
Labour Charges	127,527	140,137	117,846	130,000	138,000	8,000	
Fleet/Equipment Charges	62,251	65,002	51,958	60,000	59,000	-1,000	
External Financing	188,911						
Internal Financing	116,866						
Contribution to Reserve	34,502	29,356					
Utilities	35,934	40,964	42,032	39,000	41,700	2,700	
Building & Grounds Maintenance	8,005	16,981	18,170	8,500	17,600	9,100	
Contracted Services	34,939	52,376	59,253	82,000	26,500	-55,500	
Communications	1,478	1,632	1,011	1,500	1,500		
Other Services	74,099	9,085	5,611	5,700	5,700		

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Equipment	1,958	1,045	1,490	500	1,500	1,000	
Materials & Supplies	15,137	15,866	16,276	14,500	14,500		
Total Expenditures	701,607	372,444	313,647	341,700	306,000	-35,700	(10.4)
Revenue							
Facility Rental	-17,771	-14,070	-14,689	-15,000	-15,000		
Other Rentals	-34,502	-29,356					
Donations/Sponsorships		-500					
Total Revenue	-52,273	-43,926	-14,689	-15,000	-15,000		
Total Wharf Properties	649,334	328,518	298,958	326,700	291,000	-35,700	(10.9)
Total Wharf Properties	649,334	328,518	298,958	326,700	291,000	-35,700	(10.9)
Parks							
Parks							
Expenditures							
Labour Charges	181,343	194,527	215,878	180,000	250,000	70,000	
Fleet/Equipment Charges	81,457	81,088	98,837	75,000	100,000	25,000	
Professional Development	2,530	1,188	2,461	2,170	2,170		
Internal Financing	12,551						
Utilities	12,260	11,713	11,744	11,900	12,000	100	
Building & Grounds Maintenance	23,802	22,087	19,192	24,000	20,000	-4,000	
Contracted Services	32,317	53,104	45,611	42,200	45,000	2,800	
Communications	1,603	1,031	690	1,600	1,000	-600	
Other Services	333	1,122	1,057	600	600		
Equipment	3,094	2,379	5,470	3,000	3,000		
Materials & Supplies	13,929	17,134	16,671	13,500	13,500		
Total Expenditures	365,219	385,373	417,611	353,970	447,270	93,300	26.4
Revenue							

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Sales	-3,379	-7,094	-6,958	-4,000	-5,000	-1,000	
Facility Rental	-25,907	-29,270	-31,925	-25,000	-30,000	-5,000	
Donations/Sponsorships	-1,578	-1,643	-3,636	-1,500	-1,500		
Total Revenue	-30,864	-38,007	-42,519	-30,500	-36,500	-6,000	19.7
Total Parks	334,355	347,366	375,092	323,470	410,770	87,300	27.0
Communities in Bloom							
Expenditures							
Labour Charges	115	353		300	400	100	
Fleet/Equipment Charges	37	118		150	100	-50	
Professional Development	225	235	998	235	1,000	765	
Materials & Supplies	274	299	1,437	800	1,000	200	
Total Expenditures	651	1,005	2,435	1,485	2,500	1,015	68.4
Total Communities in Bloom	651	1,005	2,435	1,485	2,500	1,015	68.4
Downtown Maintenance							
Expenditures							
Labour Charges	4,138	3,576	41,332	19,000	41,000	22,000	
Fleet/Equipment Charges	940	1,084	17,298	6,600	17,000	10,400	
Contracted Services			4,265				
Materials & Supplies			4,201	3,000	3,000		
Total Expenditures	5,078	4,660	67,096	28,600	61,000	32,400	113.3
Total Downtown Maintenance	5,078	4,660	67,096	28,600	61,000	32,400	113.3
Total Parks	340,084	353,031	444,623	353,555	474,270	120,715	34.1
Fleet							
Fleet - Licensed Vehicles							
Expenditures							

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Labour Charges	122,897	95,012	77,452	100,000	66,400	-33,600	
Internal Financing	183,198						
Contribution to Reserve	89,157						
Contracted Services	24,047	134,907	195,589	135,000	145,000	10,000	
Materials & Supplies	204,477	205,309	275,753	170,000	200,000	30,000	
Total Expenditures	623,776	435,228	548,794	405,000	411,400	6,400	1.6
Revenue							
Fleet Recoveries	-673,688	-848,223	-636,523	-640,000	-630,000	10,000	
Total Revenue	-673,688	-848,223	-636,523	-640,000	-630,000	10,000	(1.6)
Total Fleet - Licensed Vehicles	-49,912	-412,995	-87,729	-235,000	-218,600	16,400	(7.0)
Fleet - Unlicensed Vehicles							
Expenditures							
Labour Charges	50,511	37,720	20,377	50,000	24,100	-25,900	
Internal Financing	19,909						
Contracted Services	29,531	34,052	31,037	40,000	30,000	-10,000	
Materials & Supplies	60,621	63,114	61,614	60,000	55,000	-5,000	
Total Expenditures	160,572	134,886	113,028	150,000	109,100	-40,900	(27.3)
Revenue							
Fleet Recoveries	-255,003	-284,705	-339,841	-190,000	-290,000	-100,000	
Total Revenue	-255,003	-284,705	-339,841	-190,000	-290,000	-100,000	52.6
Total Fleet - Unlicensed Vehicles	-94,431	-149,819	-226,813	-40,000	-180,900	-140,900	352.3
Total Fleet	-144,343	-562,814	-314,542	-275,000	-399,500	-124,500	45.3
Street Lights							
Street Lights							
Expenditures							

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Infrastructure Services

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Labour Charges	9,834	3,676	1,626	10,000		-10,000	
Fleet/Equipment Charges	2,133	568	222	3,000		-3,000	
External Financing	20,240						
Internal Financing	12,233						
Contribution to Reserve	15,000						
Utilities	118,497	132,892	100,144	115,000	100,000	-15,000	
Equipment	53,099	74,553	56,020	75,000	60,000	-15,000	
Total Expenditures	231,036	211,689	158,012	203,000	160,000	-43,000	(21.2)
Total Street Lights	231,036	211,689	158,012	203,000	160,000	-43,000	(21.2)
Total Street Lights	231,036	211,689	158,012	203,000	160,000	-43,000	(21.2)
Total Infrastructure Services	6,721,512	4,278,937	4,471,089	4,386,279	4,689,483	303,204	6.9



2018 Operating Budget Corporate Administration



2018 Operating Budget Corporate Administration

Corporate Administration – 2018 Operating Budget

RECOMMENDED 2018 BUDGET

\$4,731,642 which is a net increase of \$492,004 or an 11.6% increase from 2017

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 contains items of a corporate nature e.g. the Town contribution to the South Muskoka Memorial Hospital, Transfers to Capital Reserves and Town Insurance premiums.

2. Internal Financing

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

3. External Financing

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

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 Manager of Human Resources.
- **Contribution 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 – 2018 Operating Budget

Table 1

<u>Contribution to Reserves in 2018 Budget</u>		
<u>Reserves</u>	<u>Amount</u>	<u>Purpose</u>
Equipment/Furniture	\$ 70,030	Capital financing from tax levy
Facilities	\$ 800,000	Capital financing from tax levy
Roads & Bridges	\$ 800,000	Capital financing from tax levy
IT	\$ 230,000	Capital financing from tax levy
Fleet	\$ 250,000	Capital financing from tax levy
Fire	\$ 200,000	Capital financing from tax levy
Elections Reserve	\$ 22,750	For 2018 Elections
Total Contributions	<u>\$ 2,372,780</u>	

- **Insurance:** Includes the insurance premiums payable by the Town for coverage related to Town facilities, infrastructure and services. Also includes an estimate for claims below the \$10,000 deductible based on last three year trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration 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 Hall switchboard and 16 phone lines.
- **Other Services:** Includes External Audit fees; lease costs for the two large photocopier/printers and the postage machine at Town Hall; 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 Hall.

Corporate Administration – 2018 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. It has done so in the past to advance important Town initiatives such as the construction of the Muskoka Wharf, the Centennial Centre (including the YMCA), and 3-5 Pineridge Gate which houses the Cottage Country Family Health offices, the Simcoe-Muskoka District Health Unit and Town Hall.

As of December 31, 2017 the Town has \$19,494,766 in external debt on its books.

Since 2012 the Town has not borrowed funds externally and there is no plan to do so in the near future. The current long-term financial plan reduces the need for future external debt while putting aside sufficient funds to pay off any outstanding balances that come due. To this end, it is anticipated that a loan coming due November 2019 in the amount of \$2,600,000.00 will be paid off in full from the Community Reinvestment Reserve Fund.

TOWN OF GRAVENHURST

External and Internal Financing Summary

Description	Debenture / Loan Amount	Balance at Start of 2018	2018 Payments	Balance at End of 2018	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	3,851,883	674,685	3,389,701	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	5,634,208	362,900	5,488,515	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	4,801,000	343,936	4,621,000	Dec 2024 (a)
Health Unit Purchase	4,000,000	2,780,000	308,820	2,600,000	Nov 2019 (b)
Town Hall & Clinic Build/Renovate	2,900,000	2,427,675	179,949	2,338,173	Dec 2036
Total External Financing	\$ 26,950,000	\$ 19,494,765	\$ 1,870,291	\$ 18,437,388	
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	3,452,976	407,757	3,203,183	Jun 2030
Infrastructure	3,316,681	2,977,249	598,677	2,439,355	2018 - 2027
Infrastructure Fleet	1,452,403	576,854	163,049	428,060	2018 - 2024
Infrastructure Equipment	806,431	591,516	167,108	435,168	2018 - 2025
Fire Department Vehicles	1,397,593	782,034	134,112	668,234	2020 - 2029
Facilities	2,999,825	2,355,106	304,586	2,100,346	2021 - 2028
Total Internal Financing	\$ 16,239,171	\$ 10,735,735	\$ 1,775,289	\$ 9,274,347	
Total Debenture and Internal Financing	43,189,171	30,230,500	3,645,580	27,711,735	

Notes

- (a) There will be \$3,640,000 owing at end of term
- (b) There will be \$2,600,000 owing at end of term

Corporate Administration – 2018 Operating Budget

3. INTERNAL FINANCING

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

4. EMERGENCY MANAGEMENT

Emergency Management planning and readiness for the Town of Gravenhurst is a Corporate priority with responsibilities shared across all departments. The CEMC (Community Emergency Management Coordinator) functions are shared among 4 full-time positions.

Emergency Management
<ul style="list-style-type: none">• Represent the Town of Gravenhurst at the Muskoka Emergency Response Committee (MERC) and bi-annual meetings/teleconferences of Emergency Management Ontario Sector.
<ul style="list-style-type: none">• Coordinate, prepare for and attend regular meetings of the Gravenhurst Emergency Program Committee 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">• 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">• Work to ensure ongoing public education and awareness activities.
<ul style="list-style-type: none">• Review and comment on various planning applications.
<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, Senior Management Team and other staff;○ Ongoing review and updating of Hazard Identification & Risk Analysis and Critical Infrastructure;○ Development of various planning documents (Appendices) as part of the Emergency Plan.

Corporate Administration – 2018 Operating Budget

2017 ACCOMPLISHMENTS – EMERGENCY MANAGEMENT

- Achieved Annual Compliance with Emergency Management Ontario as required and outlined in the *Emergency Management and Civil Protection Act*
- Quarterly meetings of the Gravenhurst Emergency Program Committee (GEMPC)
- Attended and participated with all Muskoka municipalities at Muskoka Emergency Response Committee (MERC) Meetings
- Additional Community Emergency Management Coordinator trained in order to assume responsibilities of the Primary Emergency Management Coordinator
- Attended Emergency Management Ontario Conference (first one since 2009) which focused on the significance of Climate Change
- Participation in Monthly Teleconference Meetings of Emergency Management Ontario and other training webinars offered to maintain currency with activities and incidents across the Province
- Delivery of Annual Training and Exercise to Emergency Control Group as required under the *Emergency Management and Civil Protection Act*
- Monthly meetings of Community Emergency Management Coordinators to enhance knowledge and information sharing and planning activities

KEY INITIATIVES FOR 2018 – EMERGENCY MANAGEMENT

- **Achieve Annual Compliance with Emergency Management Ontario as required and outlined in the *Emergency Management and Civil Protection Act***
- **Develop 2018 Annual Work Plan for approval of the Emergency Management Program Committee**
- **Transition Primary Community Emergency Management Coordinator responsibilities to Fire and Emergency Services**
- **Engage the services of a Consultant to develop and facilitate annual exercise of the Emergency Control Group as required by legislation**
- **Continue to enhance public awareness and education activities by maintaining currency of website and increasing notices placed in local newspaper**

All of the above initiatives 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**

Corporate Administration – 2018 Operating Budget

ACTIVITY INDICATORS – EMERGENCY MANAGEMENT

Measurable	2015	2016	2017	Projected 2018
Achieving Annual Compliance	YES	YES	YES	YES
GEMPC Exercises (Call Out & In Person)	3	3	3	3
# of GEMPC Training Opportunities	18	2 *	3	3
# of GEMPC Meetings	4	4	6	6
# of GEMPC Training Opportunities	18	2 *	3	3
# Receiving Basic Emergency Management Training (Provincial program)	9	0	0	5
NEW IN 2017 EMO Teleconferences			4	12
NEW IN 2017 Internal Meetings of CEMCs			10	12
NEW IN 2018 # To Receive Abbreviated Basic Emergency Management (in-house)			0	20

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2017 BUDGET

Corporate Items

Contribution to Reserves: Increase of \$432,030

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

Consultant Services: Reduction of \$10,000

- Funding is adequate for three identified projects in 2018.

Legal Services: Reduction of \$20,000

- Reduced spending on legal costs which are now being monitored reviewed and approved by the CAO.

Other Services: Reduction of \$10,000

- Savings from outright purchase of photocopiers under lease in 2017 with a plan to purchase in future instead of entering into multi-year lease agreements.

Corporate Administration – 2018 Operating Budget

Grants: Increase of \$133,000

- \$118,000 increase in the Ontario Municipal Partnership Fund (OMPF) grant for 2017
- \$15,000 budgeted for airport

Tax Penalties & Fees: Reduction of \$55,000

- Sharp reduction in Tax Penalty as Town improves recovery of unpaid taxes. Budget adjusted to reflect this trend.

Unallocated Revenue – Increase of \$10,300

- Previously unbudgeted. Reflects recent experience with Gasamo revenues and recoveries from Facility User Insurance Fees.

Investment Income: Increase of \$39,000

- Higher cash balances and interest rates have resulted in better investment returns.

Supplementary Taxes: Increase of \$10,000

- Increase in the 2018 budget to conservatively reflect potential supplementary taxes.

Taxes Written Off: Reduction of \$55,000

- Anticipate lower tax write-offs in 2018 as well as the opportunity to utilize the Provision for Assessment at Risk to offset write-offs resulting from large appeals.

Internal Financing

Internal Financing: Increase of \$288,020

- Increase of 2% on the tax levy for repayment of principal and interest to the Community Reinvestment Reserve Fund for borrowings related to the 2017 Capital Budget.

External Financing

No change.

Emergency Management

Nominal increase.

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Corporate Administration

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Corporate Administration							
Corporate Items							
Expenditures							
Community Support	47,142	47,142	47,142	47,142	47,142		
Professional Development	25,292	33,932	41,933	32,320	37,800	5,480	
Contribution to Reserve	1,696,718	1,537,550	1,940,750	1,940,750	2,372,780	432,030	
Contracted Services	4,812	5,130	6,998	9,900	8,800	(1,100)	
Consultant Services	44,600	20,078		50,000	40,000	(10,000)	
Legal Services	60,393	6,183	32,785	80,000	60,000	(20,000)	
Insurance	371,917	435,114	402,907	440,000	434,500	(5,500)	
Information Technology Services	358,203	386,840	380,377	378,700	386,700	8,000	
Communications	77,480	75,833	74,536	81,000	82,000	1,000	
Other Services	45,021	44,999	48,025	53,000	43,000	(10,000)	
Equipment	9,631	4,860	4,374				
Materials & Supplies	21,499	22,928	17,101	23,500	21,515	(1,985)	
Total Expenditures	2,762,708	2,620,589	2,996,928	3,136,312	3,534,237	397,925	12.7
Revenue							
Grants	(1,524,200)	(1,634,000)	(1,780,500)	(1,780,500)	(1,913,500)	(133,000)	
Tax Penalties & Fees	(451,997)	(442,281)	(375,062)	(455,000)	(400,000)	55,000	
Other Fees	7,692	(998)	(1,261)	(1,000)	(1,400)	(400)	
Sales	(33)	(223)	(144)				
Landfill Proceeds	(594,800)						
Unallocated Revenue	(56,805)	(10,169)	(13,084)		(10,300)	(10,300)	
Transfers From Reserves	(31,500)						
Investment Income	(33,755)	(56,481)	(51,372)	(10,000)	(49,000)	(39,000)	
Donations/Sponsorships	(224)		(200)				
Total Revenue	(2,685,622)	(2,144,152)	(2,221,623)	(2,246,500)	(2,374,200)	(127,700)	5.7
Total Corporate Items	77,086	476,437	775,305	889,812	1,160,037	270,225	30.4

TOWN OF GRAVENHURST
2018
Recommended Operating Budget
Corporate Administration

Description	2015	2016	2017	2017	2018	\$ Change	% Change
	Actuals	Actuals	YTD	Budget	Recommended	2017	2017
			Actuals		Budget	Budget	Budget
Supplementary Taxes/Write-offs							
Revenue							
Supplementary Taxes		(122,282)	(136,998)	(110,000)	(120,000)	(10,000)	
Taxes Written Off		65,843	89,260	90,000	35,000	(55,000)	
Total Revenue		(56,439)	(47,738)	(20,000)	(85,000)	(65,000)	325.0
Supplementary Taxes/Write-offs		(56,439)	(47,738)	(20,000)	(85,000)	(65,000)	325.0
Internal Financing							
Internal Financing		1,218,469	1,487,269	1,487,269	1,775,289	288,020	19.4
External Financing							
External Financing		1,863,586	1,863,722	1,869,387	1,870,291	904	
Emergency Management							
Expenditures							
Community Support			3,636	300	600	300	
Professional Development	1,739	593	3,643	4,800	4,350	(450)	
Contracted Services			5,092	1,500		(1,500)	
Consultant Services				5,000	5,000		
Communications	1,170	1,292	557	1,570	775	(795)	
Equipment		1,922					
Materials & Supplies	350	285	295		300	300	
Total Expenditures	3,259	4,092	13,223	13,170	11,025	(2,145)	(16.3)
Total Emergency Management	3,259	4,092	13,223	13,170	11,025	(2,145)	(16.3)
Total Corporate Administration	80,345	3,506,145	4,091,781	4,239,638	4,731,642	492,004	11.6



**2018 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 2017	Outstanding Commitments Against Balances	Projected 2018 Revenues/ Contributions	Projected 2018 Expenditures	Projected Balance Dec 31 2018
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Reserves/Reserve Funds

Working Fund	-1,352,096				-1,352,096
Tax Stabilization	-517,518				-517,518
Employee Benefit	-291,426				-291,426
Strategic Property	-56,587				-56,587
Election	-80,838		-22,750	95,500	-8,088
Accessibility	-14,371				-14,371
Hall of Fame	-22,194			10,000	-12,194
Community Improvement Plan	-73,739		-55,000	65,000	-63,739
Planning	-12,006		-10,000	2,000	-20,006
Fleet & Heavy Equipment	-229,030		-254,500		-483,530
Furniture & Light Equipment	-154,135		-71,530		-225,665
Information Systems	-210,859	18,944	-232,500	177,000	-247,415
Facilities	-1,194,578	413,455	-820,000	864,000	-737,123
Fire & Emergency Services	-168,765		-221,500	370,000	-20,265
Infrastructure	-1,328,994	270,552	-813,000	1,260,605	-610,837
Wharf Capital	-326,215		-107,410	55,000	-378,625
Gravenhurst Public Library	-37,352		-400	6,000	-31,752
Opera House Capital Improvements	-22,373		-17,200	15,000	-24,573
Gravenhurst BIA	-29,411		-200	15,500	-14,111
Community Reinvestment	-5,007,027	1,814,541	-1,833,582	2,171,000	-2,855,069
Total	-11,129,516	2,517,492	-4,459,572	5,106,605	-7,964,990

Obligatory Reserve Funds

Federal Gas Tax	-64,399		-385,000	430,899	-18,500
Parkland Dedication	-233,065	49,305	-53,000		-236,760
Development Charges	-1,175,113	58,500	-263,000	8,000	-1,371,613
Total	-1,472,577	107,805	-701,000	438,899	-1,626,873

Reserves & Reserve Funds

Total	-12,602,092	2,625,297	-5,160,572	5,545,504	-9,591,863
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Endowments

Terence Haight (Town)	-940,394		0	20,000	-920,394
Henderson (GPLB)	-430,786		0	25,000	-405,786

Notes:

- Balances not final and may change in the audited 2017 year-end financial statements.
- Endowment revenues are not actual revenues but reflect estimated capital gains increases in 2018