



Town of Gravenhurst 2019 Operating Budget

TOWN OF GRAVENHURST
Approved 2019 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2018</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>\$</u> <u>change</u>	<u>%</u> <u>change</u>
Council	240.9	281.7	40.8	16.9%
Community Partnerships	709.0	732.8	23.8	3.4%
Office of the CAO	362.7	345.6	(17.1)	-4.7%
Legislative Services	377.1	382.9	5.8	1.5%
Corporate Services	955.2	954.9	(0.3)	0.0%
Fire & Emergency Services	931.2	956.0	24.8	2.7%
Development Services	1,018.4	1,023.5	5.1	0.5%
Communication, Culture & Recreation	1,341.4	1,635.5	294.1	21.9%
Infrastructure Services	4,689.5	4,631.1	(58.4)	-1.2%
Corporate Administration	4,731.6	5,153.8	422.2	8.9%
2019 Net Tax Levy	15,356.9	16,097.8	740.9	4.8%
Less: Increase in Assessment				3.0%
Increase to the 2019 Tax Rate				1.8%

**2019 OPERATING BUDGET COUNCIL RESOLUTIONS
APRIL 3, 2019**

#110 BE IT RESOLVED THAT the position of EA/Special Project be renewed as a contract position.

CARRIED

#111 BE IT RESOLVED THAT the position of Records and Information Assistant be removed from the Legislative Services operating budget after the conclusion of the existing contract.

CARRIED

#112 BE IT RESOLVED THAT the cost of living increase (1.25%) for Council be removed from the 2019 operating budget.

CARRIED

#113 BE IT RESOLVED THAT the Consultant Fees within the Corporate Administration operating budget be reduced from \$90,000 to \$50,000.

CARRIED

#114 BE IT RESOLVED THAT Council professional development be reduced to \$12,000.

CARRIED

**2019 OPERATING BUDGET COUNCIL RESOLUTIONS
APRIL 3, 2019**

#115 WHEREAS the Recommended 2019 Operating Budget for the Town of Gravenhurst was tabled on March 19, 2019;

AND WHEREAS the public was provided with an opportunity to directly address Council on the 2019 Operating Budget at a Special Council meeting March 30, 2019;

AND WHEREAS Council has had the opportunity to review the budget, seek clarification and make changes to the 2019 Operating Budget at its meetings April 2 & 3, 2019;

BE IT RESOLVED THAT the 2019 Gross Operating Budget exclusive of the Gravenhurst Business Improvement Area (GBIA) and exclusive of the Community Improvement Program of \$25,800,600 with a net Town General Tax Levy impact of \$15,993,204 be approved;

THAT the 2019 Gross Operating Budget for the Gravenhurst Business Improvement Area (GBIA) of \$68,450 with a net GBIA Tax Levy impact of \$49,550 be approved;

AND THAT the 2019 Gross Operating Budget for the Community Improvement Program (CIP) of \$55,000 with a net CIP Tax Levy impact of \$55,000 be approved;

AND THAT staff be directed to prepare the 2019 Tax Rates for the Town General Levy and Gravenhurst Business Improvement Area (GIA) Levy on this basis.

CARRIED



Town of Gravenhurst 2019 Approved Operating Budget

Table of Contents

Budget Section

Council

Community Partnerships

 Community Contributions

 Community Policing

 Gravenhurst Business Improvement Area

 Gravenhurst Public Library Board

Office of the CAO

Legislative Services

Corporate Services

Fire & Emergency Services

Development Services

Communications, Culture & Recreation

Infrastructure Services

Corporate Administration

Reserve, Reserve Funds & Endowments



2019 Operating Budget Council

Council – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$281,679 which is an increase of \$40,779 or a 16.9% increase from 2018

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

KEY INITIATIVES FOR 2019

- **Participation in Regional Government Review directed by the Province of Ontario**
- **Council Strategic Priority Setting Exercise (Q2) followed by initiation of a new Strategic Plan (Q4)**
- **Ongoing orientation/board development sessions including external professional development opportunities**
- **Creation of a Gravenhurst Youth Council**
- **Building and sustaining connections with the Community – Open Doors, Town Hall, Mayor’s Tea, Meetings, Newsletters, etc.**
- **Involvement in Community Events:**
 - **Impact Awards; Ontario Chamber of Commerce Conference**
- **Elected Official Emergency Management Training**

Council – 2019 Operating Budget

ACTIVITY INDICATORS

Measurable	2015	2016	2017	2018	Projected 2019
Council meetings	12	12	12	11	12
Planning Council meetings	11	12	12	10	11
Budget meetings	9	5	6	5	11
Special meetings	5	1	6	4	3
New business openings	12	7	11	8	10
Special occasion plaques / certificates	43	39	14	10	12
Mayor's Open Door Fridays	-	-	-	3	11

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Staff Costs: Increase of \$41,700-\$38,200

- Revised Council compensation package as approved by the last Council to be effective the new term starting January 1, 2019. Salaries adjusted to reflect the elimination of the two-thirds tax free allowance and the 2019 cost-of-living increase.

Professional Development: Increase of \$10,345 \$4,700

- Additional professional development funding in light of the number of new Councillors.
- Nominal amount to cover the costs related to the proposed Youth Council.
- ROMA, OGRA, AMO, OSUM, AMO Workshops and Webinars

COUNCIL RESOLUTIONS: WEDNESDAY, APRIL 3, 2019

#112 BE IT RESOLVED THAT the cost of living increase (1.25%) for Council be removed from the 2019 operating budget.

CARRIED

#114 BE IT RESOLVED THAT Council professional development be reduced to \$12,000.

CARRIED

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Council

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Council							
Expenditures							
Staff Costs	212,465	216,571	230,100	227,200	265,400	38,200	
Community Support	7,599	5,656	4,332	5,550	2,450	(3,100)	
Professional Development	13,568	6,606	7,755	7,300	12,000	4,700	
Communications	1,245	286	1,093	775	1,654	879	
Materials & Supplies	6		305	75	175	100	
Total Expenditures	234,883	229,119	243,585	240,900	281,679	40,779	16.9
Total Council	234,883	229,119	243,585	240,900	281,679	40,779	16.9

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



2019 Operating Budget Community Partnerships



2019 Operating Budget Community Contributions

Community Contributions – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$67,000 which is equal to the amount budgeted in 2018.

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:

<https://www.gravenhurst.ca/en/town-hall/terence-haight-financial-assistance-committee.aspx#Annual-Reports>

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 7th 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
2019
Recommended Operating Budget
Community Contributions

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Community Contributions							
Ryde Community Hub							
Expenditures							
Community Support	6,000	6,000	6,000	6,000	6,000		
Total Expenditures	6,000	6,000	6,000	6,000	6,000		
Total Ryde Community Hub	6,000	6,000	6,000	6,000	6,000		
Severn Bridge Hall							
Expenditures							
Community Support	6,000	6,000	6,000	6,000	6,000		
Total Expenditures	6,000	6,000	6,000	6,000	6,000		
Total Severn Bridge Hall	6,000	6,000	6,000	6,000	6,000		
Terence Haight Grants							
Expenditures							
Community Support	20,000	19,624	20,000	20,000	20,000		
Total Expenditures	20,000	19,624	20,000	20,000	20,000		
Revenue							
Transfers From Reserves	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)		
Total Revenue	(20,000)	(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	55,000		
Total Expenditures	55,000	55,000	55,000	55,000	55,000		
Total CIP Program	55,000	55,000	55,000	55,000	55,000		
Total Community Contributions	67,000	66,624	67,000	67,000	67,000		

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



2019 Operating Budget Community Policing

Community Policing – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$2,700 which is a decrease of \$1,600 from 2018.

This budget has traditionally covered the net operating costs to provide in-town office space for the Ontario Provincial Police (OPP).

On 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;
- 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.

2018 ACCOMPLISHMENTS

- Following commitments in 2017 and the approval by Council of a \$15,000 budget, replacement of some carpeting and ceiling tiles to spruce up the work-space was completed.

2019 INITIATIVES

- Discussions with new Commander about other community initiatives that may be appropriate to enhance OPP presence in the community and support crime prevention.
- Continue to work with the OPP on improving the work-space.

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Community Policing

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Community Policing							
Expenditures							
Utilities	2,247	2,587	2,620	2,500	2,700	200	
Building & Grounds Maintenance	2,131	3,174	3,230	5,000	3,000	(2,000)	
Insurance	2,956	2,992	3,141	3,000	3,200	200	
Communications	2,976	3,035	2,729	3,000	3,000		
Total Expenditures	10,310	11,788	11,720	13,500	11,900	(1,600)	(11.9)
Revenue							
Upper Tier Recovery	(9,200)	(9,482)	(9,200)	(9,200)	(9,200)		
Total Revenue	(9,200)	(9,482)	(9,200)	(9,200)	(9,200)		
Total Community Policing	1,110	2,306	2,520	4,300	2,700	(1,600)	(37)

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

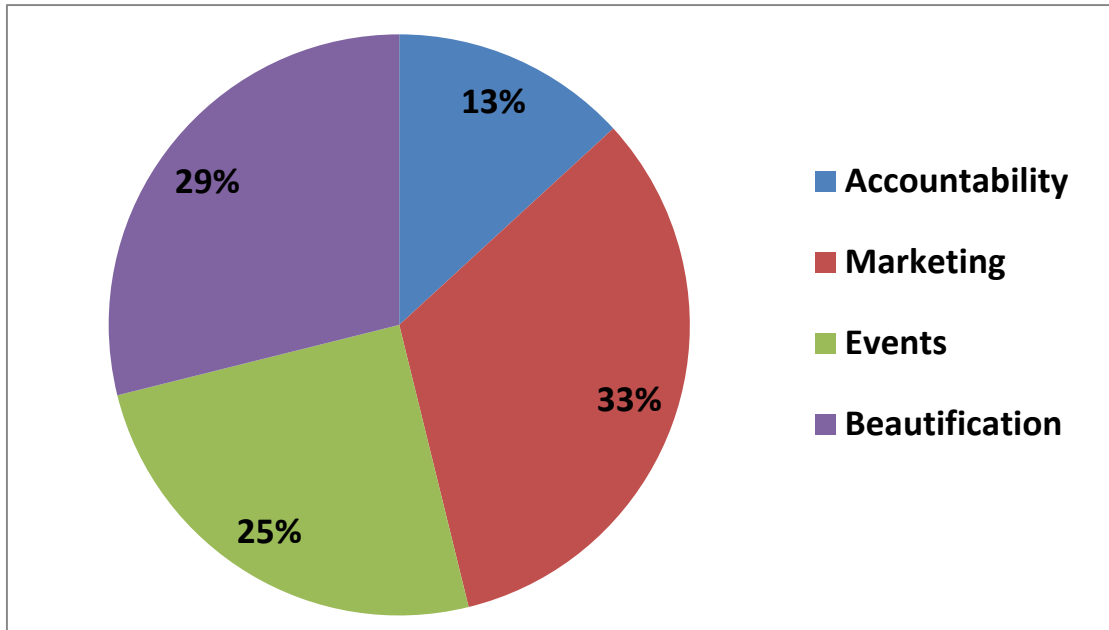


**2019 Operating Budget
Gravenhurst Business
Improvement Area**

Business Improvement Area – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$49,550 which is an increase of \$970 or a 2% increase from 2018.



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

Business Improvement Area – 2019 Operating Budget

Community Partnerships & Collaborations

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

2018 ACCOMPLISHMENTS

- Developed a Strategic Plan under the guidance of OMAFRA.
- Developed a new website and rebranded from Gravenhurst BIA to Downtown Gravenhurst.
- Successfully executed a *Win This Space* competition for Downtown Gravenhurst.
- Attended the Spring Cottage Life Show and distributed over 2000 pieces of Gravenhurst-specific marketing material.
- Pre-planning for projects to be completed in 2019 (replacement of downtown trees & heritage sign project).
- 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.

2018 Events	Dates
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 30 th

Business Improvement Area – 2019 Operating Budget

KEY INITIATIVES FOR 2019

- Develop work plan and action items from Strategic Plan.
- Coordination of Digital Main Street Muskoka Grant to enhance Muskoka businesses' use of technology.
- Additional targeted destination marketing of Gravenhurst, avenues TBD.
- Continue beautification projects including replacement of trees in downtown and new project, crosswalk paintings.
- Continued improvement of communication with community partners, BIA members and potential visitors to the downtown.
- Focused efforts on Director recruitment.

Scheduled 2019 Events	Date
Gravenhurst Winter Carnival – Heat Up the Night	February 14 th
Fresh Fashion Show	May 8 th
Spring into Summer Art Crawl	June 22 nd
Celebrate Gravenhurst Sidewalk Sale	August 9 th -10 th
Let the Spirits Rise in Downtown Gravenhurst	October 26 th
Black Friday Sales & Annual Tree Lighting	November 29 th

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Part-Time	.5	.5	0	GBIA employee

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

N/A

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Gravenhurst Business Improvement Area

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Gravenhurst Business Improvement Area (GBIA)							
Expenditures							
Staff Costs	13,828	28,311	29,388	26,400	27,800	1,400	
Community Support	20,201	27,526	37,680	33,960	35,450	1,490	
Professional Development	345	1,325	3,394	3,200	2,200	(1,000)	
Transfers To/From Other Department	(2,631)	(1,025)	(2,040)	(3,000)	(3,000)		
Contracted Services	4,667	5,341	8,118	7,720	5,400	(2,320)	
Communications	853	299	568	400	350	(50)	
Materials & Supplies	1,176	788	257	400	250	(150)	
Total Expenditures	38,439	62,565	77,365	69,080	68,450	(630)	(0.9)
Revenue							
Transfers From Reserves		(228)	(8,487)	(15,500)	(9,000)	6,500	
Donations/Sponsorships/Fundraising	(11,475)	(14,732)	(20,813)	(5,000)	(9,900)	(4,900)	
Total Revenue	(11,475)	(14,960)	(29,300)	(20,500)	(18,900)	1,600	(7.8)
Total GBIA	26,964	47,605	48,065	48,580	49,550	970	2.0

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



**2019 Operating Budget
Gravenhurst Public Library
Board**

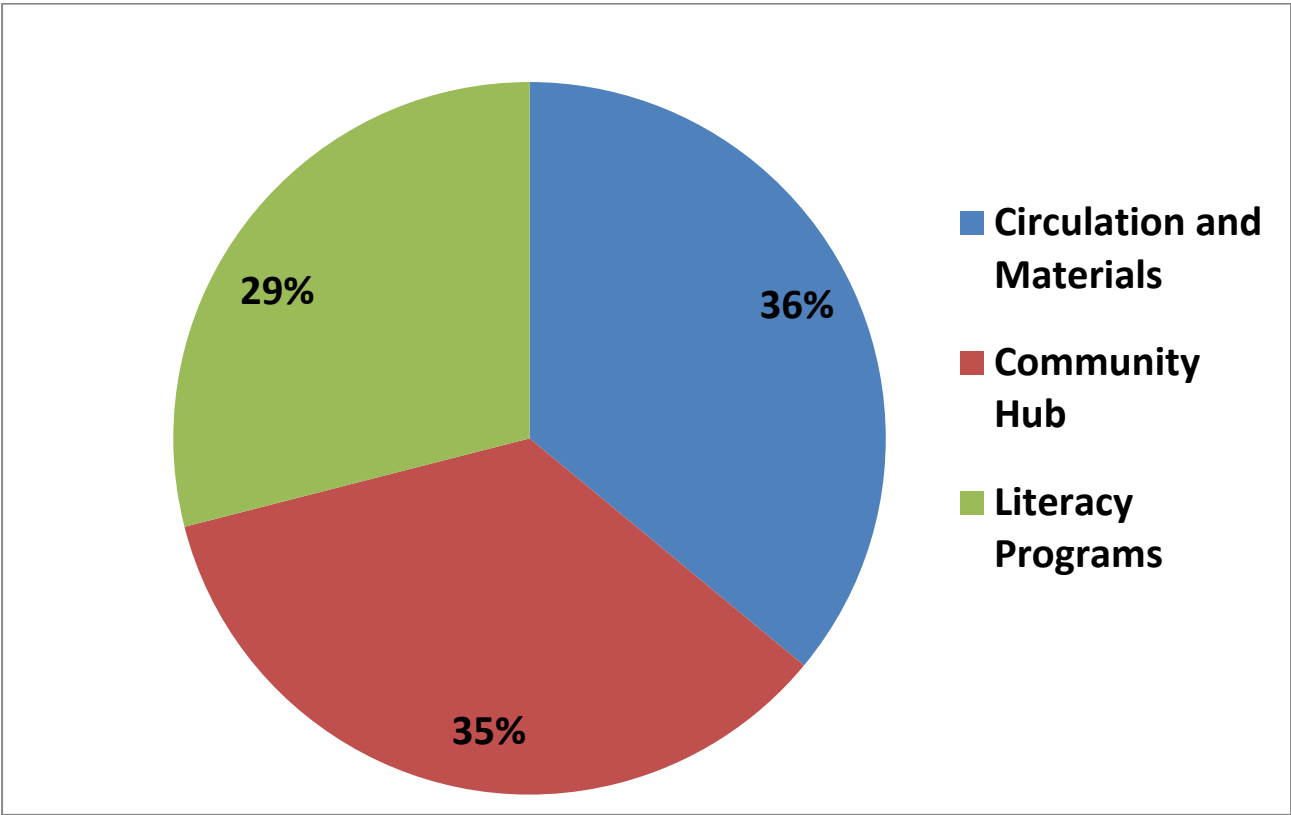
Gravenhurst Public Library Board – 2019 Budget

RECOMMENDED 2019 BUDGET

\$613,578 which is an increase of \$24,457 or a 4% increase from 2018.

HOW THE LIBRARY IS GOVERNED AND FUNDED

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



Gravenhurst Public Library Board – 2019 Budget

Administration/Operational Activities

- Administer and report on operations monthly and in quarterly updates
- Promote library collections, services, programs, and events with year round and seasonal residents as well as visitors to the area
- Manage and track library user transactions including the creation of memberships, circulation of library materials, use of public workstations and wifi, collection of fees and fines, program registrations, room and equipment rentals
- Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and electronic resources
- Ensure 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

Gravenhurst Public Library Board – 2019 Budget

other families and connecting with our children’s programmers
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 Wi-Fi
<ul style="list-style-type: none"> • Ensure spaces for quiet study, reading, research, and exam proctoring are available for those participating in distance and online education
<ul style="list-style-type: none"> • Enhance partnerships with local community organizations that can provide guest speakers for adult lifelong learning activities
<ul style="list-style-type: none"> • Extend the library’s services into the community through outreach services to schools, senior’s residences, the farmer’s market and other organizations
<ul style="list-style-type: none"> • Provide a location where the public can photocopy, fax, and scan documents as well as receive assistance with these services
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Work with people who are interested in developing their critical thinking skills as this applies to information, research, and a variety of online resources
<ul style="list-style-type: none"> • Assist individuals and groups who wish to enhance their computer, software and social networking skills
<ul style="list-style-type: none"> • Provide opportunities for people to access information that is relevant, useful and of value in their day-to-day lives
<ul style="list-style-type: none"> • Offer programming that will support people’s experience as they augment their leisure time with activities

2018 ACCOMPLISHMENTS

- Received findings and recommendations from consultant regarding facility/site study.
- Approved policies in areas of governance, personnel, library services and facility as these relate to pre-audit report for library accreditation.

Gravenhurst Public Library Board – 2019 Budget

- Completed collection development plan and tied plan to budgeted allocations for materials in specific areas.
- Added new digital resources including Lynda Library, RB Digital Magazines, and Small Engine Repair Reference Center.
- Celebrated the Archives 40th anniversary and GPL's 135th anniversary in July 2018.
- Partnered with the Gravenhurst Archives on a series of local history talks attracting a total of 280 attendees.
- Designed a portable marker space and developed marker madness programming for children ages 8 to 12.
- Created new study spaces and additional seating areas.
- Continued to offer weekly one-on-one technology training sessions at the library as well as in other locations including the seniors' centre, seniors' residences, the farmers' market and at special events (ex. Ryde Seniors' Fair).
- Continued to offer monthly materials exchanges at local seniors' residences.
- Participated in Muskoka-wide #Readfor15Muskoka literacy event in conjunction with public libraries throughout the District.
- Formalized current marketing strategies into a marketing plan tied to operating budget expenditures for 2019.
- Participated in redesign of the library's website in conjunction with town website redesign.
- Developed and delivered high quality children's literacy based programming including: regular pre-school Storytime; Discovery series based on STEAM principles; a full week of March break activities; Pathway to Kindergarten readiness; PA Day activities; special events coinciding with municipal activities e.g. Winter Carnival; and summer activities at the Wharf and Cinema Under the Stars.
- Continued to enhance the heavily used teen collection and provided programming for youth including a locked in the library event.
- Developed and delivered additional lifelong learning opportunities for adults including: the First Nation Communities READING Circle; author talks; gardening workshops; community income tax clinics; Travel the World series; card making classes; social media training; and Doors Open activities.
- Partnered with other community organizations to provide services, offer programming or promote activities including: the OPP; Gravenhurst BIA; Gravenhurst Chamber of Commerce; Simcoe Muskoka District Health Unit; Muskoka Discovery Centre; Probus; Ryde Co-op; Muskoka public libraries; Community Volunteer Tax Program (District of Muskoka); the Town of Gravenhurst; Gravenhurst High School; Beechgrove School; Gravenhurst Public School; KP Manson School; Gravenhurst Seniors' Centre; Gravenhurst Women's Centre; and Legacy Writing Partners.

Gravenhurst Public Library Board – 2019 Budget

KEY INITIATIVES FOR 2019

- **Development and implementation of a new four year strategic plan.**
- **Determine next steps related to facility/site study findings and recommendations.**
- Complete items established in pre-audit report for library accreditation.
- **Development of memo of understanding between the Town of Gravenhurst and the GPL Board.**
- Establish Friends of the Library group.
- Investigate options, determine directions for integrated library system software upgrade.
- Add new digital resources including RB Digital Streaming Video and Consumer Reports.
- Continue to partner with the Gravenhurst Archives for the provision of a new series of local history talks.
- **Continue to enhance partnerships with local community organizations to deliver services and programming opportunities for Gravenhurst residents.**

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019
Number of active cardholders	5,193	5,262	5,300
Number of people visiting the Library	75,815	77,372	78,000
Number of physical items in collection	51,983	50,673	51,700
Number of times items were circulated	103,926	103,055	103,500
Number of interlibrary loans received	2,152	2,076	2,100
Number of interlibrary loans lent	3,417	3,578	3,750
Number of programs/ number of times offered	558	568	580
Number of people in attendance at programs	8,392	8,557	8,700
Number of e-visits (website)	21,949	26,553	28,000
Number of e-visits (social media)	157,701	89,777*	92,000
Number of people using workstations	5,958	5,700	5,650
Number of people using Wi-Fi	3,729	9,720**	10,000

*Decrease due to variation in postings and changes to algorithms used by social media sites.

**Increase due to open Wi-Fi as well as Wi-Fi hardware/software enhancements.

Gravenhurst Public Library Board – 2019 Budget

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	5	5	0	No change
Part Time	2.2	2.6	0.4	Addition of part time Library Clerk position
Other: Summer students for 10-14 weeks	0.2	0.4	0.2	Addition of 1 summer student for 10 weeks

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Staff Costs: Increase of \$42,627

- Additions of a permanent P/T Library Clerk position and another summer student to address seasonal work-load challenges; changes in benefits for a F/T staff member returning from maternity leave; step increases and a cost-of-living adjustment.

Grants: Increase of \$7,170

- Increase reflects anticipated internet connectivity reimbursement grant from the Ministry of Tourism, Culture and Sport. The grant was created to assist public libraries in Ontario with the provision of internet access to library users and in the case of libraries serving populations under 20,000 a reimbursement of 100% of connectivity costs equals the value of the grant.

Transfers from Reserves: Increase of \$17,000

- Increase in transfer from Development Charges to offset library collection costs. In previous years only a quarter of these funds set aside for library services have been used.

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Gravenhurst Public Library Board

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Gravenhurst Public Library Board							
Expenditures							
Staff Costs	411,248	465,482	498,795	477,373	520,000	42,627	
Professional Development	6,672	8,360	7,754	9,300	9,300		
Transfers To/From Other Department	1,000	1,000	1,000	1,000	1,200	200	
Contracted Services	1,148	1,499	1,316	1,500	1,500		
One-time Costs Funded from Endowment Reserve	419	27,906	10,502	25,000	20,000	(5,000)	
Legal Services				500	500		
Information Technology Services	67,581	71,907	76,170	78,000	84,000	6,000	
Communications	3,436	3,143	3,498	4,000	5,200	1,200	
Other Services	439		10	150	150		
Equipment	12,424	14,062	14,051	13,500	13,500		
Materials & Supplies	7,298	7,633	6,379	7,575	7,075	(500)	
Library Collection	64,420	63,668	67,756	68,600	72,600	4,000	
Total Expenditures	576,085	664,660	687,231	686,498	735,025	48,527	7.1
Revenue							
Grants	(37,370)	(43,298)	(41,304)	(35,777)	(42,947)	(7,170)	
Other Fees				(100)		100	
Fines	(6,632)	(6,645)	(6,655)	(8,500)	(8,500)		
Sales	(8,223)	(7,983)	(8,048)	(8,500)	(8,500)		
Facility Rental	(1,014)	(860)	(1,533)	(1,500)	(2,000)	(500)	
Transfers From Reserves		(44,479)	(38,992)	(39,000)	(56,000)	(17,000)	
Investment Income	(9)	(56)	(30)				
Donations/Sponsorships	(2,193)	(2,028)	(1,548)	(4,000)	(3,500)	500	
Total Revenue	(55,441)	(105,349)	(98,110)	(97,377)	(121,447)	(24,070)	24.7
Total Gravenhurst Public Library Board	520,644	559,311	589,121	589,121	613,578	24,457	4

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



2019 Operating Budget Office of the CAO

Office of the CAO – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$345,620 which is a decrease of \$17,046 or a 4.7% decrease from 2018

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

2018 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. Ongoing advocacy with 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.
- **Corporate Performance Management Program** – continuous monitoring of program.

Office of the CAO – 2019 Operating Budget

DEFERRED 2018 INITIATIVES

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

KEY INITIATIVES FOR 2019

- **Participation in Regional Government Review directed by the Province of Ontario**
- **Continue to represent the Town interest in development of the Muskoka Regional Centre lands**
- **Assist with Council Strategic Priority Setting Exercise in conjunction with continuing to monitor strategies and action plans for items identified in the Strategic Plan that include Municipal Process Improvements, Efficiency/Effectiveness Improvements and Communications**
- **Support the Clerk in continued orientation/board development sessions for the new Council**
- **Investigate the terms of Provincial interest, potential community partners, impacts, conceptual plan and budget**

These initiatives 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 & Operational**

Office of the CAO – 2019 Operating Budget

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019
Meetings with Members of Council	4	30	40
Meetings with Directors	104	108	110
Senior Leadership Team Meetings	16	17	20
Area CAO Meetings	7	4	4
District ITSC Meetings	3	4	4

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	2	2	0	No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

N/A. The full-time EA position is fully funded. The reduction in the Staff Costs budget is the result in an error in budgeting for benefits in 2018.

COUNCIL RESOLUTION: WEDNESDAY, APRIL 3, 2019

#110 BE IT RESOLVED THAT the position of EA/Special Project be renewed as a contract position.

CARRIED

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
CAO

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Office of the CAO							
Expenditures							
Staff Costs	514,065	304,921	335,204	351,516	335,600	(15,916)	
Community Support	4,076			500		(500)	
Professional Development	18,407	8,281	7,697	9,300	9,120	(180)	
Consultant Services	11,757						
Legal Services	45,951						
Communications	6,091	603	871	1,150	900	(250)	
Equipment				200		(200)	
Materials & Supplies	(193)	73	60				
Total Expenditures	600,154	313,878	343,832	362,666	345,620	(17,046)	(4.7)
Revenue							
Grants	(1,352)						
Total Revenue	(1,352)						
Total Office of the CAO	598,802	313,878	343,832	362,666	345,620	(17,046)	(4.7)

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

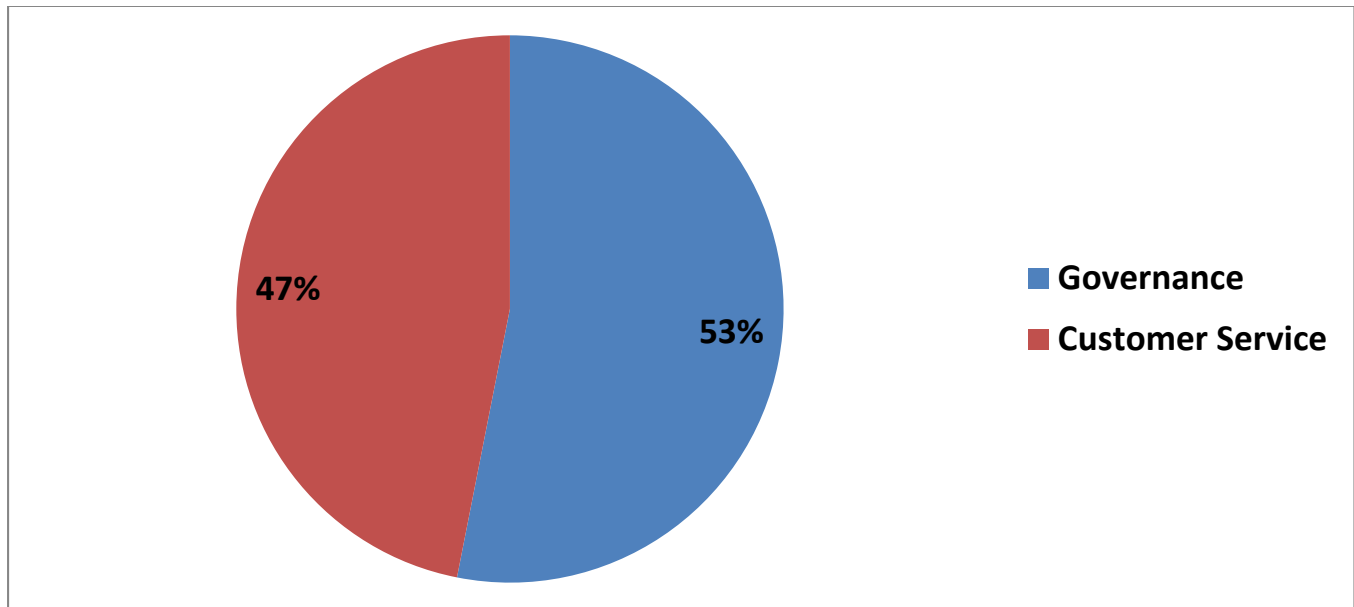


2019 Operating Budget Legislative Services

Legislative Services – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$382,875 which is an increase of \$5,775 or a 1.5% increase from 2018



Governance	Customer Service
<ul style="list-style-type: none"> Preparation of Council and Committee agendas, resolutions and minutes including public notification 	<ul style="list-style-type: none"> General reception including directing calls, responding to general inquiries via telephone and email
<ul style="list-style-type: none"> Administer the Subcommittee program for all committees of Council 	<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"> 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"> Commissioner of Oath (internal, external)
<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"> Maintain custody and control of all municipal records – physical and electronic 	
<ul style="list-style-type: none"> Provide by-law and policy interpretation and guidance to all departments of the 	

Legislative Services – 2019 Operating Budget

municipality ensuring compliance with provincial legislation	
<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 AODA 	

2018 ACCOMPLISHMENTS

- Administered the 2018 Municipal Elections event ensuring compliance with legislation, support of candidates, electors and the election process
- Prepared and hosted new Council orientation sessions
- Continued the corporate Records Management Program including:
 - Clean up of electronic network drives
 - Review of historical Centennial Centre records
 - Enhanced Routine Disclosure program by the proactive release of over 15,000 municipal records
 - Deliver of historic records to Ontario Archives
- Completed a comprehensive review and re-writing of the Procedural By-law
- Completed a comprehensive review with recommendations for the Gravenhurst Subcommittee program

DEFERRED 2018 INITIATIVES

- Participation in the Business Licensing Review program

KEY INITIATIVES FOR 2019

- Develop and implement the administrative ownership of the municipal Cemetery Program including record keeping, program monitoring and legislative compliance
- Organize and host several Council Board Development sessions to enhance Council operations, debate and decision making**
- Initiate phase III of the comprehensive corporate records management program including the procurement and implementation of the Electronic Document Records Management

Legislative Services – 2019 Operating Budget

System in collaboration with the Records Consortium (District of Muskoka, Town of Bracebridge)

- Conduct a review and re-write of the corporate Business Licensing program

ACTIVITY INDICATORS

Measurable	2016	2017	2018	Projected 2019
Governance				
• Meetings	44	49	41	55
• Deputations	36	50	33	-
• Reports Considered	189	201	176	-
• Resolutions Passed	237	251	312	-
• By-laws Passed	119	142	105	-
Licensing				
• Business (other than taxi drivers)	23	23	35 + 4	30
• Taxi Drivers	22	22	26	25
• Lottery	21	21 + 3*	16 + 2	18
• Marriage	70	81	81	75
• Civil Marriage Ceremonies	30	43	40	40
• Burial Permits / Deaths Registered	167	137	147	125
Other Department Activities				
• Information Requests	7	5	10	15
• Commissioning	67	115	106	100

Legislative Services – 2019 Operating Budget

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	4	5	+1	<p>The contract position of Records and Information assistant concludes as of September 30, 2019.</p> <p>This position has been an instrumental role for the progression of the Town's records management program as well as significant support for the Legislative Services department. As the records program's needs continue to grow this position is recommended to be converted to a full-time position.</p>
Contract	1	0	-1	

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Staff Costs: Increase of ~~\$16,600~~ \$5,600

- o Salary adjustments based on step increases and cost-of-living increases.

COUNCIL RESOLUTION: WEDNESDAY, APRIL 3, 2019

#111 BE IT RESOLVED THAT the position of Records and Information Assistant be removed from the Legislative Services operating budget after the conclusion of the existing contract.

CARRIED

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Legislative Services (Clerks)

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Legislative Services (Clerks)							
Expenditures							
Staff Costs	327,106	330,462	392,455	392,800	399,400	6,600	
Professional Development	7,797	6,324	6,318	7,000	8,300	1,300	
Contracted Services	8,451	9,954	9,668	10,550	11,300	750	
Communications	774	1,056	890	950	875	(75)	
Materials & Supplies	5,268	3,162	5,136	4,750	5,250	500	
Total Expenditures	349,396	350,958	414,467	416,050	425,125	9,075	2.2
Revenue							
Other Fees	(1,801)	(1,616)	(1,116)	(1,200)	(1,250)	(50)	
Permits	(1,160)	(1,430)	(1,470)	(1,250)	(1,350)	(100)	
Licences	(34,903)	(42,785)	(41,695)	(36,500)	(39,650)	(3,150)	
Total Revenue	(37,864)	(45,831)	(44,281)	(38,950)	(42,250)	(3,300)	8.5
Total Legislative Services	311,532	305,127	370,186	377,100	382,875	5,775	1.5

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

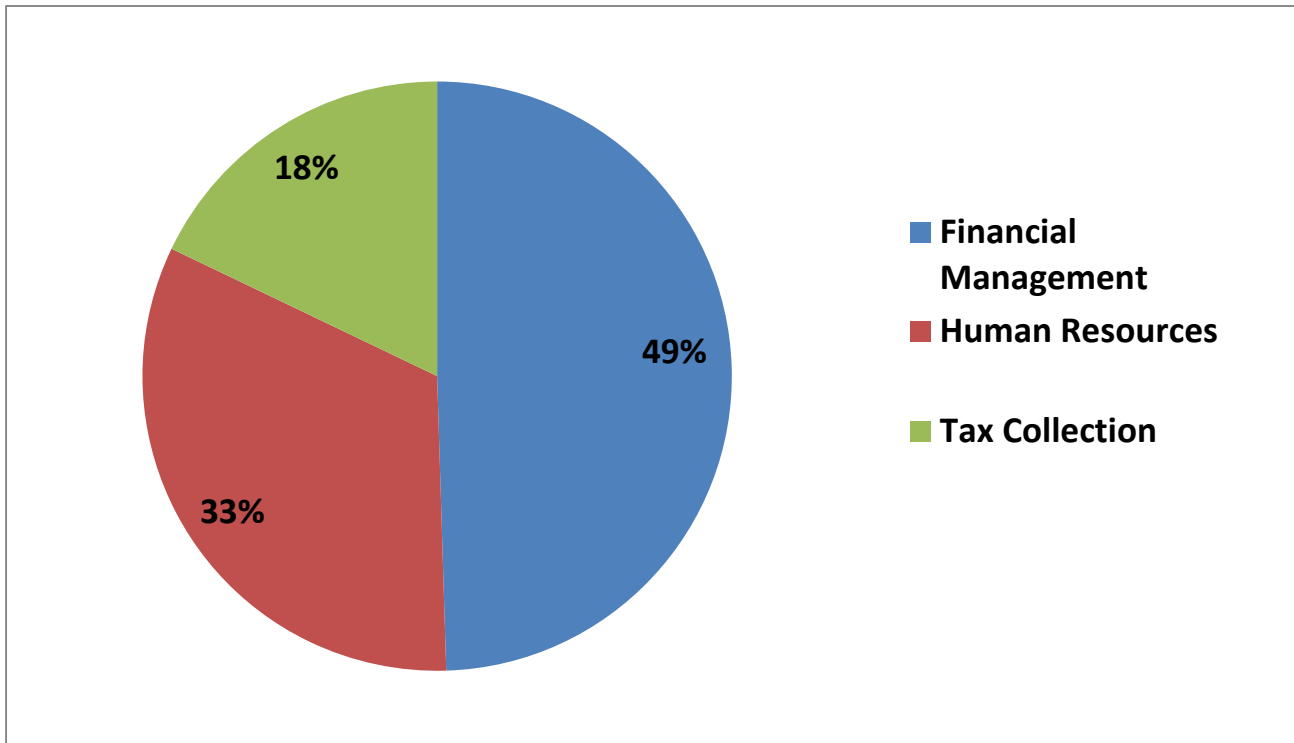


2019 Operating Budget Corporate Services

Corporate Services – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$954,890 which is a decrease of \$290 from 2018.



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

Corporate Services – 2019 Operating Budget

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

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

2018 ACCOMPLISHMENTS

- **Leadership of the 2018 Operating Budget process up to Council approval.**
- **Successfully led initiative to engage, support and provide a network for the middle management team (referred to as the Corporate Management Group).**
- Developed a comprehensive Fit-For-Work policy in response to legalization of cannabis.
- Implementation of a new capital budgeting system for use with the 2019 Capital Budget and Multi-Year Plan.
- Initiated background work for a new Development Charges By-law in 2019.
- Supported organizational change modelling in a number of areas including the Communications, Culture and Recreation (CCR) and the Finance portfolios.
- Researched and recommended appropriate Council Remuneration for the legislated removal of the 1/3 tax free exemption allowance.

Corporate Services – 2019 Operating Budget

- Successful recruitment program to fill key positions in the organization including the Manager of Human Resources, Treasurer, Manager of Operations, and Manager of Recreation Services.
- Reorganized the Finance department to facilitate cross-training and backup in all critical finance functions and better use of the existing skillset of finance staff.
- Improved internal Insurance Claims Management process as part of a continuous improvement process.
- Automated the Payment in Lieu of Taxes (PILT) billings to reduce manual intervention and improve capability to manage PILT payments.

DEFERRED 2018 INITIATIVES

- **Develop a framework for corporate Succession Planning.**

KEY INITIATIVES FOR 2019

- **Lead the process for approval of the 2019 Capital Budget and the 2019 Operating Budget with the new Council**
- **Support a strategic plan validation process with the new Council and then lead the development of a new Town Strategic Plan.**
- **Manage project to review the current partnership with the YMCA for the management of the Centennial Centre pool and fitness centre. If sustainable, work collaboratively to ensure clear fiscal and service-level accountability.**
- **Facilitate the adoption of a new 2019 Development Charges By-law by Council.**
- Develop a proposal for a new phone system for the Town of Gravenhurst that addresses the current deficiencies while positioning the Town for the future.
- **Develop and implement a program to continue to work with the Corporate Management Group with a focus on team building, communication and education.**
- Conduct a comprehensive Health and Safety review with a focus on policies, procedures and training.
- Improve the financial planning and project accountability components of the new capital budgeting system.

Highlighted initiatives meet the following Strategic Plan Objectives:

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

Corporate Services – 2019 Operating Budget

ACTIVITY INDICATORS

Measurable	2016	2017	2018	Projected 2019
# of Invoices Processed	6,350	6,421	6,447	6,500
Electronic Funds Transfers (EFTs) as a % of total payments	68%	66%	68%	70%
# of claims against the Town currently being coordinated	31	31	36	35
# of receipts issued at front counter	10,592	10,293	9,784	9,700
# of tax bills issued	20,003	20,001	20,170	20,300
% of taxes uncollected	2.54%	1.92%	2.40%	2.40%
Final demand letters prior to tax sale	57	62	75	75
Tax sales	21	0	5	8
Recruitments	37	35	64	60
Health & safety legislative compliance training	100%	100%	100%	100%

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	9	9	-	No change
Other	0.33	0.33	-	HR summer student

Corporate Services – 2019 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Finance: Net increase of \$12,910

- **Tax Registration Expenses – decrease of \$7,000:** Should be zero as tax registration costs are paid by the property owner. An offsetting reduction is also shown in Tax Certificate and Registration Fees (see next line).
- **Tax Certificate and Registration Fees – decrease of \$9,400:** Tax certificate fees reduced by \$2,400 with reduced real estate activity and Tax Registration Fees reduced by \$7,000 offset directly by the reduction in tax registration expenses.
- **Arrears Notice and Mortgage Fees – decrease of \$12,700:** Revenue projection reduced as arrears notices previously sent out six times a year will be sent out five times a year.

Human Resources: Net decrease of \$13,200

- **Staff Costs – decrease of \$15,200:** The 2018 Staff Costs budget included one-time transition costs related to the retirement of the former Director of Human Resource Services. These costs have been removed from the 2019 budget hence the reduction.

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Corporate Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Corporate Services							
Finance							
Expenditures							
Staff Costs	646,235	642,499	681,527	695,100	694,300	(800)	
Professional Development	11,067	13,083	13,396	14,590	14,700	110	
Tax Registration	8,726	1,125	(141)	7,000		(7,000)	
Communications	1,839	1,598	2,351	2,000	2,100	100	
Equipment	262			1,000		(1,000)	
Materials & Supplies	1,872	2,667	1,763	2,300	1,700	(600)	
Total Expenditures	670,001	660,972	698,896	721,990	712,800	(9,190)	(1.3)
Revenue							
Tax Certificate and Registration Fees	(41,576)	(40,056)	(31,564)	(43,160)	(33,760)	9,400	
Arrears Notice and Mortgage Fees	(115,010)	(94,259)	(65,385)	(81,600)	(68,900)	12,700	
Unallocated Revenue	(9,318)	(129)	(349)				
Total Revenue	(165,904)	(134,444)	(97,298)	(124,760)	(102,660)	22,100	(17.7)
Total Finance	504,097	526,528	601,598	597,230	610,140	12,910	2.2
Human Resources							
Expenditures							
Staff Costs		254,466	305,243	292,000	276,800	(15,200)	
Community Support		1,498	4,027	4,000	4,000		
Professional Development		11,828	11,538	15,000	15,000		
Consultant Services		20,184	20,617	18,500	18,500		
Legal Services		45,572	9,545	20,000	20,000		
Communications		9,971	10,287	7,600	9,600	2,000	
Equipment				150	150		
Materials & Supplies		733	397	700	700		
Total Expenditures		344,252	361,654	357,950	344,750	(13,200)	(3.7)
Revenue							
Grants		(1,197)					
Total Revenue		(1,197)					
Total Human Resources (HR)		343,055	361,654	357,950	344,750	(13,200)	(3.7)
Total Corporate Services	504,097	869,583	963,252	955,180	954,890	(290)	-

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

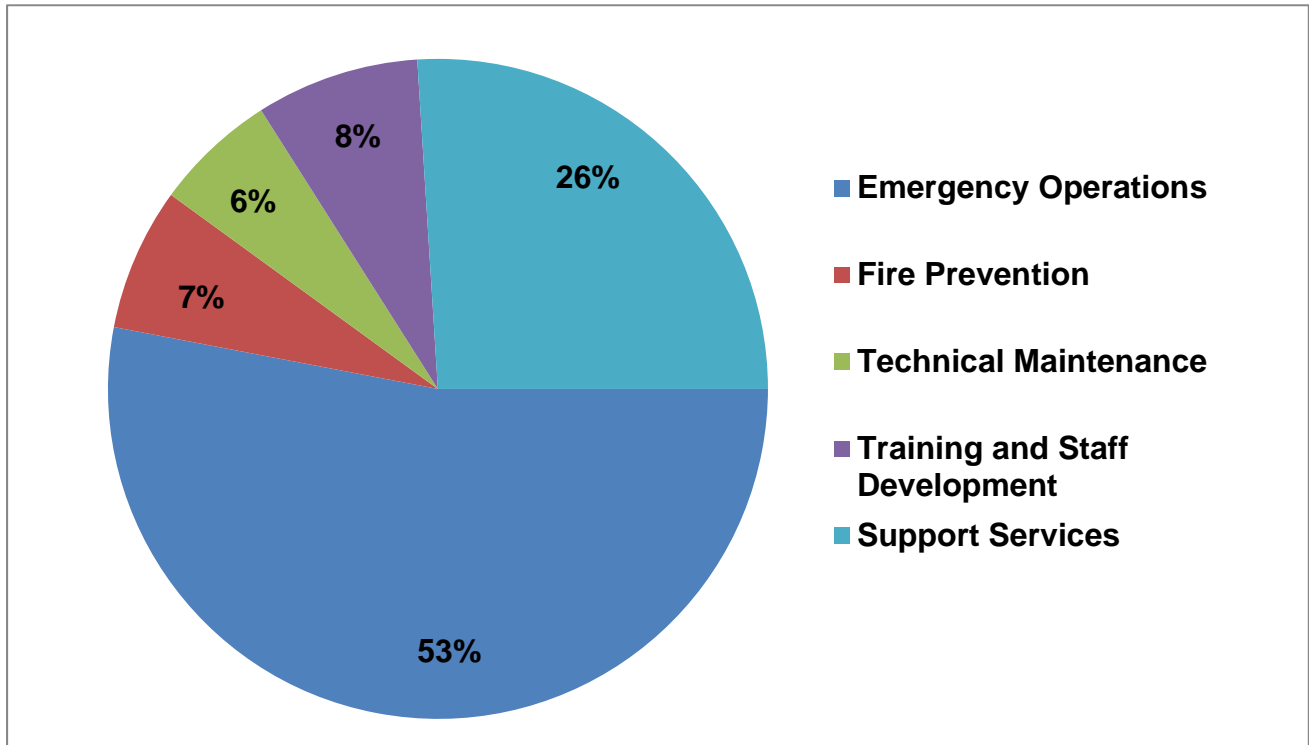


2019 Operating Budget Fire & Emergency Services

Fire & Emergency Services – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$956,040 which is an increase of \$24,858 or a 2.7% increase from 2018.



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
- Supports community emergency management programming through the participation in emergency exercises
- Conducts specific safety programming - the “Alarmed for Life” program at all residential properties checking for smoke and carbon monoxide alarm installations and providing smoke alarms at no cost to ratepayers where needed

Fire & Emergency Services – 2019 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 – 2019 Operating Budget

Support Services Division
<ul style="list-style-type: none">• Provides administrative support for all Divisions including the development and management of the departmental budget. Manages all full-time and part-time payroll and benefit issues, accounts payable/receivable and purchasing processes. Responsible for overall departmental records management functions and practices
<ul style="list-style-type: none">• Ensures operational compliance with legislative requirements, policies and best practices including WSIA and ESRTW and conducts quality assurance activities
<ul style="list-style-type: none">• Organizes and facilitates departmental HR practices including recruiting and hiring of departmental staff including all related records creation and management
<ul style="list-style-type: none">• Provides strategic and operational leadership and oversight to all Divisions ensuring that the work undertaken by all Divisions supports the Town Strategic Plan and further the supported recommendations of the Fire Master Plan
<ul style="list-style-type: none">• Coordinates corporate activities as are mandated for emergency planning activities by the <i>Emergency Management and Civil Protection Act</i>
<ul style="list-style-type: none">• Ensures compliance with mandated requirements of the <i>Fire Protection and Prevention Act</i>

2018 ACCOMPLISHMENTS

- Researched, drafted, finalized and issued/revised thirty-three (33) 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 252 emergency incidents with no loss of life or serious injuries to either members of the public or firefighters. (a 7% increase in calls for service over 2017.)
- **Implemented Phase II of our “Preventable False Alarm” program.**
- Conducted annual recruiting initiatives which resulted in the hiring of 12 new volunteer firefighters in September.
- Graduating four new firefighters in September.
- Conducted 100+ hours of in-service training for all emergency operations staff.
- Successful recruitment and hiring process for the Fire Prevention Officers position (incumbent left for new employment opportunity).
- Conducted a successful promotional process, promoting three new front line supervisors (two Lieutenants and one Captain).
- **Reviewed and updated participation in the Muskoka Mutual Aid program for major fire events.**

Fire & Emergency Services – 2019 Operating Budget

- 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, Chamber of Commerce Car Show, Severn Bridge Fall Fair, Muskoka Thunder Emergency Services Night and seniors' wellness fairs.
- **Collaborated with corporate communications staff to expand social media use to enhance general and specific messaging resulting in excess of 2 million “impressions”.**
- Investigated and successfully resolved ten fire safety complaints received from members of the public or allied agencies, often in concert with other town staff and enforcement agencies.
- **Reviewed and provided comments on eighty-two (82) planning and development applications from a fire safety and response/incident mitigation perspective.**
- Managed the delivery and commissioning of new PPE decontamination and cleaning equipment.
- **Researched, developed specifications and initiated procurement of replacement tanker for Station 1 (Note: included the successful application for a \$25,000.00 grant from the Farm Credit Canada Agri-Spirit fund).**
- **Expanded capabilities and training for our specialty rescue program (Water & Ice Rescue, Low-slope Rescue).**
- Maintained the FES fleet and equipment inventory including annual certification for fire department pumping apparatus and Self-Contained Breathing Apparatus.
- **Transitioned the internal corporate emergency planning efforts mid-way through the year to the FES portfolio including conducting the Town's annual emergency exercise and participated in the annual Muskoka Airport emergency exercise.**
- **To complement our PTSD Prevention Program, continued the development of a “Peer Support Team” in concert and cooperation with the other Muskoka-based fire departments for use following traumatic events.**
- Continued the migration of FES records to new corporate TOMRMS standard.

DEFERRED 2018 INITIATIVES

- All planned activities were completed.

Fire & Emergency Services – 2019 Operating Budget

KEY INITIATIVES FOR 2019

- **Prepare for and implement strategies to meet the pending legislative amendments to the Fire Protection and Prevention Act.**
- Commission new tanker apparatus for the fire fleet at Station 1.
- 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 procurement process for new breathing air fill station at Station 1.
- **Enhance engagement with other community safety partners (police and paramedics) to effect better intra-departmental program delivery 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	2016	2017	2018	Projected 2019
Total emergency incidents	256	235	251	265
Number of civilian injuries/deaths	2	0	0	-
Estimated buildings/structural damage due to fires (\$)	408,000	741,500	338,500	-
Number of recruit firefighters in training	11	19	16	18
Training hours offered (regular in-service)	105	105	105	105
Number of fire inspections conducted	128	144	225	200
Number of media/public education events conducted	55	28	84	60
Formal fire cause determination investigations	2	1	0	-

Fire & Emergency Services – 2019 Operating Budget

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	5	5	0	No change
Summer student (16 weeks)	0.3	0.3	0	No change
Other: - Volunteer Firefighters	50	50	0	# of volunteers not FTEs

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Staff Costs: Increase of \$46,495

- Reflects staff cost increases approved by Council (including volunteer firefighters) and the step increases for the Deputy Fire Chief and Fire Prevention Officers positions.

Equipment: Decrease of \$50,750

- Removal of major components of our small equipment inventory to a more formal, planned replacement program within the Capital Budget for hose, portable pumps, saws, extrication equipment etc.

Fire Fees: Decrease of \$17,000

- Based on the 3-year average experience from 2016-18.

Contribution to Reserve: Decrease of \$7,000

- Structural fire insurance claim recoveries are transferred to reserves as a matter of policy. These were down in 2018 and the 2019 budget reflects a downward trend.

Transfer From Reserves: Decrease of \$15,000

- No Transfers from reserves are recommended for 2019.

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Fire & Emergency Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Fire & Emergency Services							
Expenditures							
Staff Costs	545,788	580,679	670,582	692,752	739,247	46,495	
Labour Charges	73			250	50	(200)	
Fleet/Equipment Charges	29			250	50	(200)	
Community Support	2,523	2,971	5,744	2,500	4,250	1,750	
Professional Development	22,042	24,039	20,286	24,315	22,565	(1,750)	
Contribution to Reserve	22,216	17,054	6,148	17,500	10,500	(7,000)	
Contracted Services	39,721	43,915	48,913	51,665	52,473	808	
Consultant Services	10,356	7,494	2,702	10,000	5,500	(4,500)	
Communications	9,058	11,261	11,720	9,800	9,800		
Other Services	20,597	25,281	30,051	30,100	31,005	905	
Equipment	140,770	158,176	152,428	137,050	86,300	(50,750)	
Materials & Supplies	51,203	42,847	45,816	43,000	50,300	7,300	
Total Expenditures	864,376	913,717	994,390	1,019,182	1,012,040	(7,142)	(0.7)
Revenue							
Fire Fees	(59,419)	(63,269)	(50,670)	(73,000)	(56,000)	17,000	
Transfers From Reserves	(15,000)			(15,000)		15,000	
Donations/Sponsorships	(250)	(5,232)	(11,100)				
Total Revenue	(74,669)	(68,501)	(61,770)	(88,000)	(56,000)	32,000	(36.4)
Total Fire & Emergency Services	789,707	845,216	932,620	931,182	956,040	24,858	2.7

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

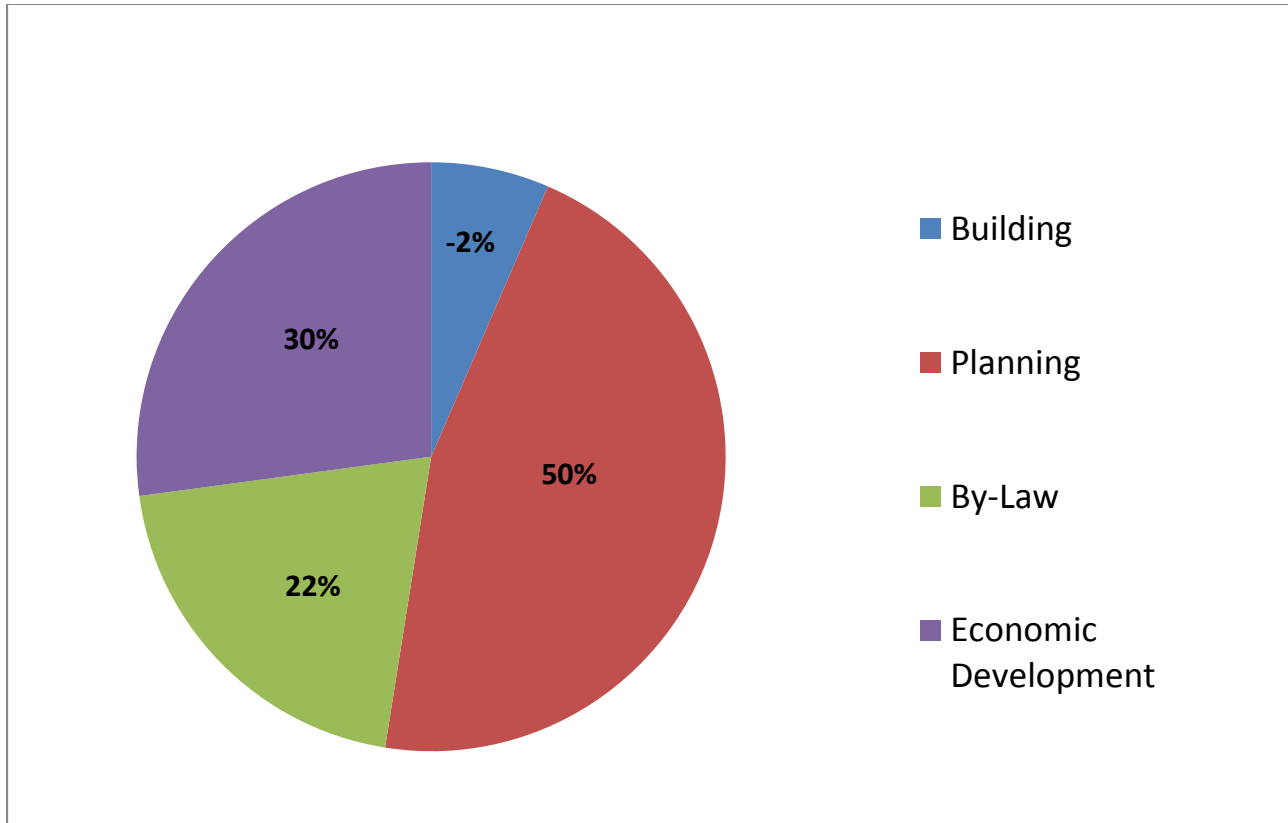


2019 Operating Budget Development Services

Development Services – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$1,023,456 which is an increase of \$5,097 or a 0.5% increase from 2018.



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

Development Services – 2019 Operating Budget

- Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation, surplus lands applications, road construction agreements, subdivision or consent agreements)
- Oversee consultant work where municipal resources are deemed unavailable and carry out special projects, as required
- Processing appeals related to development applications, and represent the municipality at the Local Planning Appeal Tribunal and other Tribunals in most instances
- Administer the Town's Geographic Information System (e.g. mapping, 911 addressing)

Building

- Conduct inspection and enforcement services as it relates to the Ontario Building Code and other applicable law
- Administer the septic re-inspection program as a means of educating on the importance of septic health to our environment including lake system health
- Assist other departments in construction projects related to municipal facilities and reviewing existing buildings for safety / structural concerns
- Report to Council and the Province on permit numbers, revenue and expenses as required
- Follow-up on open building permit files to reduce administration (so we can focus on assisting the development community) and to reduce municipal liability
- Represent the Town in building related legal proceedings
- Work with and educate the building community in understanding new building code requirements as they become available
- Conduct inspection and enforcement services as it relates to the Ontario Building Code and other applicable law

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

Development Services – 2019 Operating Budget

- Seek, initiate and assist departments with grant applications to leverage external funding opportunities
- Administration of the Community Improvement Plan (CIP) funding program
- Oversee tourism development and respond to filming inquiries
- 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. special 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 Public School location on Muskoka Beach Rd.

2018 ACCOMPLISHMENTS

- Zoning By-law Update (mapping and textual housekeeping)
- Developed a Pre-consultation By-law/Policy to assist the development community
- Enhanced corporate GIS functionality
- Evaluated e-commerce opportunities through the website update
- Evaluated technology-based building inspection methods
- Prepared educational material (Building/By-law)
- Worked on key development initiatives including, but not limited to, the Muskoka Regional Centre, Wharf Developments, Loon Call and other subdivision/condominium approvals that might arise in 2019
- Grants Policy
- CIP Implementation
- Continued emphasis on supporting fiber-optic and other internet alternatives
- Updated and fully implemented new Dog Control By-law
- Prepared, applied and received set fine schedule for Dog Control By-law
- Amended Parking Control By-law – implemented new time regulations
- Developed tracking method for By-law activity indicators not previously monitored
- Removed large amount of illegally installed signs as part of annual commitment to reduce sign pollution

Development Services – 2019 Operating Budget

- Roll out of Workforce Development Initiatives targeting housing, trailing spouses and employee retention
- **Development of the Aerospace Sector Analysis and Action Plan**
- Supported Win this Space, an initiative bringing new retail to Downtown Gravenhurst
- **Completion of the Gravenhurst365 program**
- **Received International Award for the Community Ambassador Program**

DEFERRED 2018 INITIATIVES

- Customer Relationship Management Software Implementation for Economic Development
- **Active Disposition of Surplus Lands**

KEY INITIATIVES FOR 2019

- Review procedures, and refreshing the 911 Addressing By-law
- Continuing to update the Zoning By-law to bring it into conformity with the Town's new Official Plan
- **Monitor and respond to increased provincial changes in legislation**
- Build on the current GIS inventory (e.g. digitizing snowplow route maps, mapping heritage structures)
- **Review options and report to Council on encouraging additional housing (affordable or otherwise), primarily in the urban centre**
- Evaluate/implement e-commerce opportunities through the website update (e.g. planned parking ticket and dog tag pilot project)
- Further evaluated technology-based building inspection methods (e.g. tablets and online permitting)
- Work on key development initiatives including, but not limited to, the Muskoka Regional Centre, Wharf Developments, Loon Call, Beechwood, Muskoka Bay and other subdivision/condominium approvals
- Continue the preparation of Building/By-law educational material
- Prepare set fines for Tree Preservation, Site Alteration and Tree Control By-laws
- **Complete Parking Control By-law office consolidation**
- Update By-laws to fulfill annual commitment of reviewing/refreshing 2 By-laws
- **Complete Town core parking audit**
- **Develop a Tourism Destination Strategy**
- **Initiate Stage 1 of a Wharf Revitalization Plan**
- **Implementation of the recently prepared Aerospace Attraction Strategy**

Development Services – 2019 Operating Budget

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

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019
Planning applications	266	265	262
Building permit applications	675	689	680
Building permit values (\$)	69,127,408	48,000,000	45,000,000
Complaint files opened (By-law)	418	441	410
Complaint files closed	407	400	400
By-law Charges - Part I / II / III	3 / 251 / 2	20 / 255/ 0	10/ 250 / 1
Vehicles checked for timed parking	N/A	1755	1800
Illegal signs removed	150 (approximately)	300 + (approximately)	100
Committee meetings	30	27	25
Septic re-inspections	373	350	450
Economic opportunity files opened	53	172	120
Direct Spending from Filming	-	\$179,500	\$320,000
CIP grants (submissions/approved)	21/17	22/16	20/15
Companies visited	46	63	70
Companies surveyed through BR+E	219	236	250
Corporate grant dollars received	\$126,360	\$157,745	\$200,000

Development Services – 2019 Operating Budget

STAFFING CHANGES IN 2018 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full time	18	18	0	No change
Contract	0	0.5	0.5	6 month contract in Building Inspections
	0	2	2.0	Wharf Revitalization Coordinator (50% funded by a grant) and Youth Intern (90% funded by a grant) in Economic Development
Summer students	0.83	0.83	0	2 By-law students (April-August)
	0.41	0.83	0.42	2 Building/Septic student (April-August). Increase from 2018.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Planning and Zoning: Increase of \$25,619

- \$18,300 increase in Staff Costs for salary adjustments based on step increases and overlap of staff in positions that are transitioning (e.g. retirement)
- \$4,208 reduction in projected Planning Fees based primarily 3-year averages with an acknowledgment that housekeeping amendments will reduce “redundant” applications slightly, and new Council terms often coincide with developer apprehension

Building Inspection: Decrease of \$65,140

- \$27,100 increase in Staff Costs based on step increases and reflecting a short-term contract position to continue implementation of technology (Marmak) and business process change
- \$97,500 increase in Open Permit Fees and Deposits Forfeited reflecting implementation of two programs to manage outstanding Building Permits:
 - Follow-up with property owners on open Building Permits from 2006 to 2017 to complete inspection and close them. Annual fees charged to keep old permits open will generate \$70,000 in annual revenue.

Development Services – 2019 Operating Budget

- A 2016 program was implemented to require deposits on all Building Permits based on construction value to be held for a 3 year period. It is anticipated there will be \$20,000 in outstanding deposits that will come due at the end of the year.

Economic Development: Increase of \$39,511

- \$42,014 increase in Staff Costs for salary adjustments and the addition of a Youth Intern for assistance with Special Projects
- \$10,000 Community Contribution to Explorer's Edge (a Provincially funded regional tourism organization also referred to as RTO 12) specifically for the marketing of commercial air service out of the Muskoka Regional Airport
- \$4,500 increase in Special Project costs for in-year Economic Development initiatives, e.g. the Tourism Strategic Plan
- \$20,596 Federal Grant under the FedNor program to partially offset the cost of the Youth Intern

Community Revitalization: Increase of \$28,048

- \$54,596 for implementation of the recommendations coming out of the Wharf Revitalization Plan:
 - \$43,096 for a Wharf Revitalization Coordinator (contract position)
 - \$10,500 for project development and promotion
- \$26,548 Grant from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to support this program

Gravenhurst 365: Decrease of \$25,211

- December 31, 2018 marked the end of this project and the operational costs and Federal funding that was associated with it

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Development Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Development Services							
Planning							
Expenditures							
Staff Costs	602,886	591,417	663,326	657,200	675,500	18,300	
Professional Development	10,924	11,014	8,264	10,550	11,650	1,100	
Contribution to Reserve	10,000	10,000	10,000	10,000	10,000		
Contracted Services	1,105						
Consultant Services	5,660	1,979	1,593	3,000	5,000	2,000	
Legal Services	20,600	24,094	15,608	20,000	20,000		
Official Studies & Reviews	24,870	6,091		2,000	2,000		
Communications	870	747	1,396	1,000	1,200	200	
Advisory Committee	2,273	4,877	7,464	7,300	7,300		
Equipment		2,473					
Materials & Supplies	1,179	895	1,400	1,000	1,600	600	
Total Expenditures	680,367	653,587	709,051	712,050	734,250	22,200	3.1
Revenue							
Planning Fees	(176,866)	(206,925)	(197,317)	(191,351)	(187,143)	4,208	
Policy and Other Regulatory Fees	(1,610)	(3,185)	(4,550)	(2,451)	(3,115)	(664)	
Sales	(600)	(810)	(1,210)	(750)	(875)	(125)	
Unallocated Revenue		(400)	310				
Transfers From Reserves	(22,145)			(2,000)	(2,000)		
Total Revenue	(201,221)	(211,320)	(202,767)	(196,552)	(193,133)	3,419	(1.7)
Total Planning & Zoning	479,146	442,267	506,284	515,498	541,117	25,619	5.0
Age Friendly Active Transportation							
Expenditures							
Professional Development	281						
Transfers To/From Other Department	237						
Official Studies & Reviews	27,935						

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Development Services

Description	2016	2017	2018	2018	2019	\$ Change from	% Change from
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget	2018 Budget	2018 Budget
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	493,441	536,698	579,202	620,000	647,100	27,100	
Labour Charges	1,761	1,220	71	2,500	1,500	(1,000)	
Professional Development	11,629	10,345	13,774	14,595	14,055	(540)	
Contribution to Reserve		267,713					
Contracted Services	683	365	31	500	100	(400)	
Communications	2,562	1,223	3,105	4,000	2,500	(1,500)	
Equipment	21,424	20,959	28,664	21,100	25,000	3,900	
Materials & Supplies	2,925	3,209	3,352	4,500	3,500	(1,000)	
Total Expenditures	534,425	841,732	628,199	667,195	693,755	26,560	4.0
Revenue							
Planning Fees	(1,409)	(1,290)	(2,870)	(1,400)	(2,600)	(1,200)	
Open Permit Fees and Deposits Forfeited	(19,160)	(27,350)	(68,195)	(17,500)	(115,000)	(97,500)	
Permits	(575,131)	(924,483)	(650,247)	(657,000)	(650,000)	7,000	
Fines	(5,150)	(500)		(2,500)	(2,500)		
Total Revenue	(600,850)	(953,623)	(721,312)	(678,400)	(770,100)	(91,700)	13.5
Total Building Inspection	(66,425)	(111,891)	(93,113)	(11,205)	(76,345)	(65,140)	581.3
By-Law							
Expenditures							
Staff Costs	185,965	184,070	204,924	204,300	206,400	2,100	
Labour Charges	438	232	493	3,000	2,500	(500)	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Development Services

Description	2016	2017	2018	2018	2019	\$ Change from	% Change from
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget		
Fleet/Equipment Charges			524				
Professional Development	5,028	5,702	5,633	7,150	7,150		
Contracted Services	1,553	8,010	8,707	8,500	9,500	1,000	
Communications	2,173	1,252	836	2,000	1,500	(500)	
Equipment	5,206	8,054	9,448	8,000	9,670	1,670	
Materials & Supplies	1,606	3,451	3,828	4,500	4,500		
Total Expenditures	201,969	210,771	234,393	237,450	241,220	3,770	1.6
Revenue							
Licences		(2,795)	(3,060)	(2,800)	(3,000)	(200)	
Fines	(8,092)	(9,269)	(11,597)	(9,200)	(10,500)	(1,300)	
Total Revenue	(8,092)	(12,064)	(14,657)	(12,000)	(13,500)	(1,500)	12.5
Total By-Law	193,877	198,707	219,736	225,450	227,720	2,270	1.0
Animal Control							
Expenditures							
Contracted Services	55,039						
Materials & Supplies	195						
Total Expenditures	55,234						
Revenue							
Licences	(2,500)						
Total Revenue	(2,500)						
Total Animal Control	52,734						
Crossing Guards							
Expenditures							
Staff Costs	10,715	10,957	9,074	11,700	11,700		
Professional Development				50	50		
Materials & Supplies		91	244	100	100		
Total Expenditures	10,715	11,048	9,318	11,850	11,850		
Total Crossing Guards	10,715	11,048	9,318	11,850	11,850		

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Development Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Economic Development							
Expenditures							
Staff Costs	137,976	138,417	176,624	171,800	213,814	42,014	
Community Support	3,434	2,456	1,085	2,200	12,200	10,000	
Professional Development	8,715	8,309	11,922	9,190	9,190		
Contracted Services	60,689	56,246	56,432	59,465	58,258	(1,207)	
Communications	2,309	1,950	2,130	3,300	5,850	2,550	
Special Projects	8,000	984	4,583	6,000	10,500	4,500	
Equipment		1,604		250	250		
Materials & Supplies	205	557	93	350	1,850	1,500	
Total Expenditures	221,328	210,523	252,869	252,555	311,912	59,357	23.5
Revenue							
Grants	(11,407)				(20,596)	(20,596)	
Unallocated Revenue	(500)		(750)	(1,000)	(250)	750	
Total Revenue	(11,907)		(750)	(1,000)	(20,846)	(19,846)	1,984.6
Total Economic Development	209,421	210,523	252,119	251,555	291,066	39,511	15.7
Downtown Revitalization							
Expenditures							
Staff Costs	16,362				43,096	43,096	
Community Support	1,771				5,000	5,000	
Contracted Services	2,576						
Consultant Services					5,000	5,000	
Communications	233						
Special Projects	34,436						
Materials & Supplies					1,500	1,500	
Total Expenditures	55,378				54,596	54,596	
Revenue							
Grants	(22,473)				(26,548)	(26,548)	
Total Revenue	(22,473)				(26,548)	(26,548)	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Development Services

Description	2016	2017	2018	2018	2019	\$ Change from	% Change from
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget	2018 Budget	2018 Budget
Total Downtown Revitalization	32,905				28,048	28,048	
Gravenhurst365							
Expenditures							
Community Support	2,544		6,393	12,147		(12,147)	
Consultant Services	44,340	5,758	21,587	28,232		(28,232)	
Communications	13,330	14,383	3,485	10,043		(10,043)	
Materials & Supplies		1,993					
Total Expenditures	60,214	22,134	31,465	50,422		(50,422)	(100.0)
Revenue							
Grants	(29,009)	(11,711)	(16,209)	(25,211)		25,211	
Total Revenue	(29,009)	(11,711)	(16,209)	(25,211)		25,211	(100.0)
Total Gravenhurst365	31,205	10,423	15,256	25,211		(25,211)	(100.0)
Muskoka Regional Centre							
Expenditures							
Professional Development		206					
Consultant Services	4,891	25,440					
Legal Services		16,419					
Communications	4,645						
Total Expenditures	9,536	42,065					
Total Muskoka Regional Centre	9,536	42,065					
Total Development Services	956,567	803,142	909,600	1,018,359	1,023,456	5,097	0.5

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



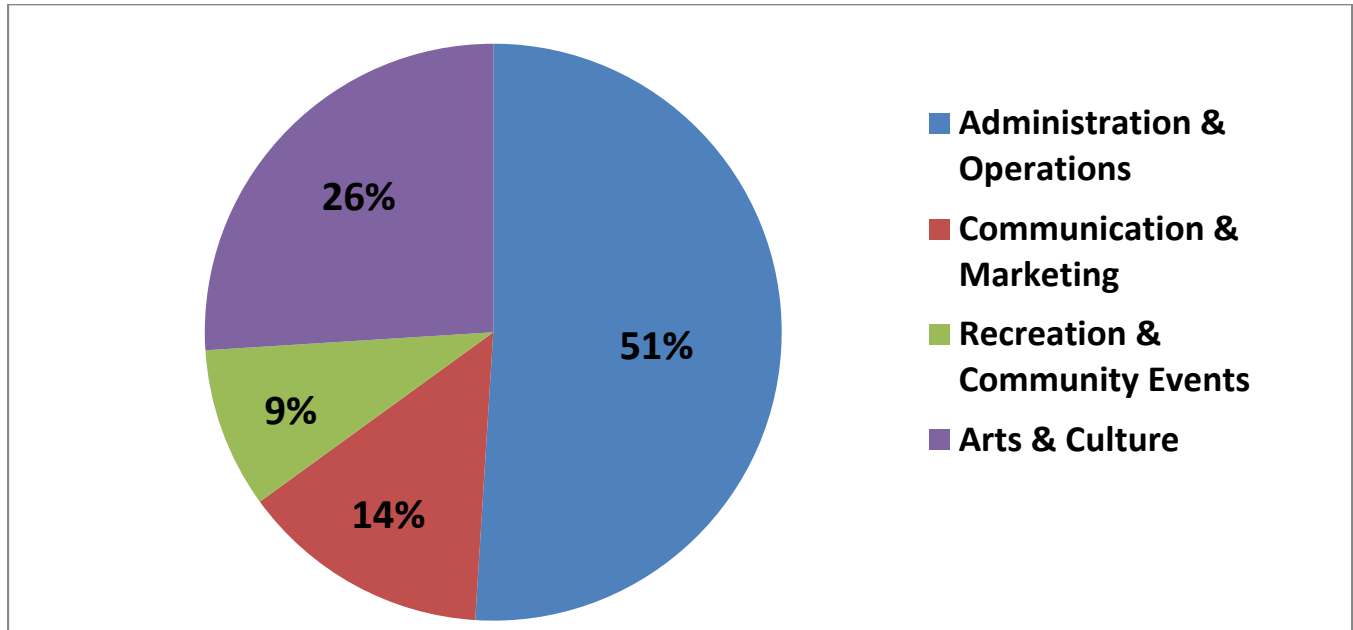
**2019 Operating Budget
Communications, Culture &
Recreation**

Communications, Culture & Recreation

– 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$1,635,469 which is an increase of \$294,068 or a 21.9% increase from 2018.



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 advice on service provision through various reports and associated policy frameworks
- Administer the service contract with the YMCA

Communications, Culture & Recreation

– 2019 Operating Budget

Communications & Marketing
<ul style="list-style-type: none">• Implement Corporate Communication plans, including 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 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 initiatives
<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
<ul style="list-style-type: none">• Oversee the coordination of the Music on the Barge Program, now in its 70th year

Communications, Culture & Recreation

– 2019 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)

2018 ACCOMPLISHMENTS

- **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**
- Developed Town Kiosk design and promotional protocol for boards located at Gull Lake, Rotary Park, Kinsmen Park, Post Office and Library
- **Overhaul of the Town’s website including the addition of responsive design elements**
- **Assisted with the successful implementation of several corporate and community based events (ribbon cuttings, commemorative, community and special events)**
- **Continued participation in the community based radio program called “Lake Effect” on Hunters Bay Radio 88.7FM which features a variety of Town related topical discussions**
- **Developed a partnership between Culture Days and Doors Open with the hopes of further combining resources and expanding each event in the future**
- Provided an exceptional variety of high quality and affordable theater programming at the Opera House
- The Summer Theatre musical, “The World Goes ‘Round” was toured to the Gayety Theatre in Collingwood making it the largest show the Opera House has toured thus far

Communications, Culture & Recreation

– 2019 Operating Budget

- Capital Seat Levy program contribution continues to grow with \$2 from each ticket purchased being placed into reserves for Opera House capital initiatives, \$43,000 in reserves raised over 3 years
- Enhanced connections with school board staff was achieved in hopes of evolving that relationship. Hosted the 3rd Annual Christmas production for secondary students in a professional theatre environment at no cost. Also provided elementary school students the opportunity to attend the dress rehearsals.
- In addition to the regular series scheduled, Music on the Barge offered a full day of programming in conjunction with other Canada Day festivities
- **Opera House customer survey indicated that almost 100% of respondents took in dinner or shopping before or after the show**
- **Initiated the conversion of Volunteers to Ambassadors to better engage them as part of the success of the Opera House**
- 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

DEFERRED 2018 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

KEY INITIATIVES FOR 2019

- **Align designated divisional activities and support outcomes with the Town of Gravenhurst Strategic Plan and Council priorities**
- Further develop relationships with local and regional service providers to maximize opportunities associated with service delivery
- Re-establish a corporate staff support group to effectively manage the Town's web content after completion of the overall update in 2018

Communications, Culture & Recreation

– 2019 Operating Budget

- **Investigate the development of a Communications Strategy as a means of providing new and expanded forums for citizen engagement on municipal initiatives**
- Develop enhanced tools to effectively communicate Council highlights and Corporate initiatives with internal and external stakeholders
- **Determine annual corporate marketing priorities, to include department specific projects, and establish an annual corporate marketing plan**
- In partnership with Economic Development, launch new marketing materials and tactics to increase rental of space in Town facilities
- **Investigate the status of the Cultural Roundtable as a means of enhancing 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
- Establish and promote a variety of Opera House pricing packages that are attractive to tourists and provide affordable options to residents
- **Implement Opera House Membership program to increase advocacy within the community**
- **Continue to educate and empower Opera House Ambassadors to further improve community awareness and advocacy**
- **Develop new marketing strategies and brand awareness campaign, transferring from transactional to experiential messaging for the Opera House**
- Support the continuing tradition of Music on the Barge in its 70th season and explore new program enhancements and partnerships
- **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
- Create and Implement new events/programs for the community
- **Complete and seek Council endorsement of an “Events Policy”**

These initiatives meet the following Strategic Plan Objectives:

- **Objective 1B - More Effective Marketing**
- **Objective 2B – A Well-Planned, Healthy, Green and Livable Community**

Communications, Culture & Recreation

– 2019 Operating Budget

- 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	2017	2018	Projected 2019
Corporate website page views	431,810	405,980	450,000
Corporate social media “Likes” (Facebook)	2,766	3,646	4,400
Corporate social media followers (Twitter)	4,100	4,485	5,000
Corporate new releases issued	232	199	220
Opera House shows webpage views	16,154	12,767	15,500
Opera House social media “Likes” (Facebook)	3,100	3,376	3,714
Opera House total annual ticket sales	12,924	10,562	12,180
Opera House summer theatre ticket sales	6,604	4,301	5,300
Opera House total visitation (includes ticketed and not ticketed events)	20,527	14,991	18,000
Culture Day visitors	200	250	350
Music on the Barge attendance	7,800	8,200	7,800
Participants registered in municipally-organized recreation programs	904	712	900
Centennial Centre booked facility hours	4,596	4,489	4,500

Communications, Culture & Recreation

– 2019 Operating Budget

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	11	11		No change
Casual and P/T positions in operational areas	5.88	6.00		A slight increase to reflect operational requirements

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

CCR Administration: Net increase of \$284,370

- \$16,500 reduction in Staff Costs largely resulting from the movement of costs related to the Program Assistant position to Child/Youth Programs under Recreation Programs.
- \$300,000 increase as a result of the movement of the Management Fees paid to the YMCA to this department. There is an off-setting reduction in the Aquatic Centre facility budget in Infrastructure Services.

Centennial Centre: Net decrease of \$19,887

- \$5,000 reduction for Labour Charges as Infrastructure Services assistance with ice removal no longer required
- \$15,000 increase in arena rentals revenue based on facility usage

Recreation Programs: Net increase of \$13,100

- \$9,700 increase in Staff Costs for the Program Assistant previously charged to CCR Administration and now moved to the more appropriate cost centre

Waterfront Recreation Programs: Net increase of \$7,026

- \$6,900 increase in Staff Costs largely related to the addition of swim lessons at Bass Lake as a pilot project in 2019

Community Events: Net Increase of \$7,500

- \$4,500 in increased Labour/Fleet charges for event-related support
- \$4,500 increase in communication and marketing costs for new events (e.g. Children's Festival)

Communications, Culture & Recreation

– 2019 Operating Budget

Winter Carnival: No Change

- The 2020 Carnival represents the 50th anniversary and the Committee would like to enhance the product. This would be offset by revenue collected in 2019 and planned for 2020

Opera House: Net increase of \$6,900

- \$20,000 reduction in performance fees or programming expenses due to elimination of Artistic Director fee and reduced summer programming schedule
- \$20,000 reduction in Opera House Sales based on a 3 year average
- \$ 5,000 reduction in Other Rentals (theatre rental and concessions) also based on a 3 year average

Communications & Marketing: Net decrease of \$5,051

- \$15,136 increase in Staff Costs related to use of P/T media/communications expertise to complete phases related to the web-site upgrade and support marketing needs
- \$18,837 reduction in eSolutions Web Hosting and related fees which will be budgeted in Corporate Administration under Information Technology in 2019

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Communications, Culture & Recreation							
CCR Administration							
Expenditures							
Staff Costs	411,410	363,146	316,829	433,200	416,700	(16,500)	
Professional Development	8,138	8,649	9,469	9,300	10,970	1,670	
Transfers To/From Other Department	(1,000)	(1,000)	(2,000)	(1,000)	(1,000)		
Contracted Services	4	(596)	2,200	1,000	2,200	1,200	
Financial Expenses	11,698	14,000	14,005	14,000	14,000		
Management Fees					300,000	300,000	
Communications	12,517	13,625	12,833	14,500	14,500		
Other Services	363	1,452	1,452	4,000	2,000	(2,000)	
Equipment	150	1,792	158	1,000	1,000		
Materials & Supplies	2,993	4,485	5,789	6,000	6,000		
Total Expenditures	446,273	405,553	360,735	482,000	766,370	284,370	59.0
Revenue							
Advertising Recovery	(5,476)	(6,540)	(6,980)	(7,000)	(7,000)		
Total Revenue	(5,476)	(6,540)	(6,980)	(7,000)	(7,000)		
Total CCR Administration	440,797	399,013	353,755	475,000	759,370	284,370	59.9
Centennial Centre							
Expenditures							
Staff Costs	280,593	272,211	257,245	275,350	278,918	3,568	
Labour Charges		(7,174)	(1,588)	5,000		(5,000)	
Fleet/Equipment Charges				500		(500)	
Professional Development	4,551	2,409	913	3,700	3,755	55	
Communications	4,029	3,602	3,617	3,700	3,700		
Other Services	3,388	3,287	1,880	4,000	4,000		
Equipment	34,851	31,029	26,590	33,200	30,200	(3,000)	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016	2017	2018	2018	2019	\$ Change from	% Change from
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget		
Materials & Supplies	12,245	12,559	9,362	13,500	13,500		
Total Expenditures	339,657	317,923	298,019	338,950	334,073	(4,877)	(1.4)
Revenue							
Other Fees	(1,716)	(1,834)	(1,302)	(1,700)	(1,700)		
Facility Rental	(4,426)	(4,457)	(2,900)	(4,800)	(4,800)		
Arena Rental	(222,354)	(255,145)	(279,625)	(230,000)	(245,000)	(15,000)	
Other Rentals	(12,130)	(10,975)	(12,230)	(15,000)	(15,000)		
Public Skating	(4,328)	(3,296)	(3,903)	(3,000)	(3,000)		
Donations/Sponsorships	(5,000)						
Total Revenue	(249,954)	(275,707)	(299,960)	(254,500)	(269,500)	(15,000)	5.9
Total Centennial Centre	89,703	42,216	(1,941)	84,450	64,573	(19,877)	(23.5)
Recreations Programs							
Expenditures							
Staff Costs	12,755	7,525	5,548	9,100	18,800	9,700	
Contracted Services	7,131	3,534	4,866	4,500	6,400	1,900	
Materials & Supplies	21,825	6,807	6,995	16,500	17,000	500	
Total Expenditures	41,711	17,866	17,409	30,100	42,200	12,100	40.2
Revenue							
Program Fees	(52,562)	(34,826)	(30,923)	(29,500)	(28,500)	1,000	
Transfers From Reserves	(2,806)			(10,000)	(10,000)		
Donations/Sponsorships	(1,498)	(885)		(1,000)	(1,000)		
Total Revenue	(56,866)	(35,711)	(30,923)	(40,500)	(39,500)	1,000	(2.5)
Total Recreation Programs	(15,155)	(17,845)	(13,514)	(10,400)	2,700	13,100	(126.0)
Waterfront Recreations Programs							
Expenditures							
Staff Costs	37,614	37,983	26,841	41,600	48,500	6,900	
Professional Development	292	97	98	350	376	26	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016	2017	2018	2018	2019	\$ Change from 2018	% Change from 2018
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget		
Contracted Services	650	1,095	890	1,000	600	(400)	
Communications	391	432	406	400	400		
Equipment	2,537		131	250	750	500	
Materials & Supplies	3,305	3,273	3,217	3,500	3,500		
Total Expenditures	44,789	42,880	31,583	47,100	54,126	7,026	14.9
Revenue							
Program Fees	(18,664)	(16,454)	(11,902)	(17,000)	(17,000)		
Total Revenue	(18,664)	(16,454)	(11,902)	(17,000)	(17,000)		
Total Waterfront Recreations Programs	26,125	26,426	19,681	30,100	37,126	7,026	23.3
Community Events							
Expenditures							
Labour Charges	21,676	25,163	27,154	25,000	27,500	2,500	
Fleet/Equipment Charges	7,061	8,293	11,107	8,000	10,000	2,000	
Transfers To/From Other Department	3,460	1,500	2,800				
Contracted Services	22,264	20,779	17,422	21,000	21,000		
Communications	27,335	21,762	29,948	27,000	31,500	4,500	
Equipment	3,785	859		2,500	1,000	(1,500)	
Materials & Supplies	4,950	5,775	4,527	2,500	2,500		
Total Expenditures	90,531	84,131	92,958	86,000	93,500	7,500	8.7
Revenue							
Unallocated Revenue		(110)					
Total Revenue		(110)					
Total Community Events	90,531	84,021	92,958	86,000	93,500	7,500	8.7
Winter Carnival							
Expenditures							
Labour Charges	1,225						
Fleet/Equipment Charges	282						

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016	2017	2018	2018	2019	\$ Change from	% Change from
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget		
Community Support		4,000	3,000				
Transfers To/From Other Department		100					
Contracted Services	2,036	16,762	25,300	20,500	25,000	4,500	
Communications	3,822	5,941	3,507	5,000	7,500	2,500	
Equipment	720	331					
Materials & Supplies		2,831	3,015		3,000	3,000	
Total Expenditures	8,085	29,965	34,822	25,500	35,500	10,000	39.2
Revenue							
Donations/Sponsorships	(1,000)	(29,964)	(34,824)	(25,500)	(35,500)	(10,000)	
Total Revenue	(1,000)	(29,964)	(34,824)	(25,500)	(35,500)	(10,000)	
Total Winter Carnival	7,085	1	(2)	0	0	0	
Opera House							
Expenditures							
Staff Costs	331,538	331,733	349,097	350,100	350,500	400	
Professional Development	2,786	2,924	2,250	3,400	3,400		
Contribution to Reserve	16,083	18,268	14,000	17,000	17,000		
Transfers To/From Other Department	(1,219)	(475)	(760)				
Contracted Services	10,653	11,643	9,698	11,000	11,000		
Financial Expenses	10,603	10,536	8,616	11,000	11,000		
Insurance							
Performance Fees	236,221	251,791	266,278	250,000	230,000	(20,000)	
Communications	48,755	52,254	51,618	49,600	49,600		
SOCAN Fees	1,136	625	4,795	1,000	4,000	3,000	
Equipment	12,462	11,309	16,501	14,000	15,000	1,000	
Materials & Supplies	7,080	4,665	1,820	7,800	5,800	(2,000)	
Purchases for resale	8,453	10,790	7,474	10,000	10,000		
Total Expenditures	684,551	706,063	731,387	724,900	707,300	(17,600)	(2.4)
Revenue							

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016	2017	2018	2018	2019	\$ Change from 2018 Budget	% Change from 2018 Budget
	Actuals	Actuals	Actuals Note 1	Budget	Recommended Budget		
Handling Fees and Service Charges	(11,115)	(13,706)	(12,771)	(12,000)	(13,000)	(1,000)	
Opera House Sales	(210,616)	(264,768)	(197,149)	(252,000)	(232,000)	20,000	
Sales	(177)	(411)	(142)	(300)	(300)		
Other Rentals	(36,252)	(29,699)	(30,964)	(39,000)	(34,000)	5,000	
Donations/Sponsorships	(3,520)	(5,365)	(2,835)	(5,000)	(4,500)	500	
Total Revenue	(261,680)	(313,949)	(243,861)	(308,300)	(283,800)	24,500	(7.9)
Total Opera House	422,871	392,114	487,526	416,600	423,500	6,900	1.7
Barge Concerts							
Expenditures							
Staff Costs	6,426	6,382	8,022	6,800	6,800		
Labour Charges	1,602			2,000	1,000	(1,000)	
Contracted Services	601		290				
Performance Fees	21,630	22,935	22,866	24,000	24,000		
Communications	2,211	880	884	2,000	1,500	(500)	
Other Services			2,997	500	1,100	600	
Equipment				500	500		
Materials & Supplies	180			500	500		
Total Expenditures	32,650	30,197	35,059	36,300	35,400	(900)	(2.5)
Revenue							
Donations/Sponsorships	(17,591)	(13,379)	(12,555)	(16,500)	(15,500)	1,000	
Total Revenue	(17,591)	(13,379)	(12,555)	(16,500)	(15,500)	1,000	(6.1)
Total Barge Concerts	15,059	16,818	22,504	19,800	19,900	100	0.5
Municipal Cultural Plan							
Expenditures							
Materials & Supplies	570	215		5,000	5,000		
Total Expenditures	570	215		5,000	5,000		
Total Municipal Cultural Plan	570	215		5,000	5,000		0.0

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Communications, Culture & Recreation

Description	2016 Actuals	2017 Actuals	2018 Actuals <small>Note 1</small>	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Communications & Marketing							
Expenditures							
Staff Costs	71,433	170,454	204,496	181,964	197,100	15,136	
Professional Development	2,561	2,078	4,101	4,050	4,500	450	
Contracted Services	18,291	16,342	4,066	25,337	6,500	(18,837)	
Communications	643	17,514	15,802	18,500	15,700	(2,800)	
Equipment	25	4,498	1,296	2,500	3,500	1,000	
Materials & Supplies		3,330	1,224	2,500	2,500		
Total Expenditures	92,953	214,216	230,985	234,851	229,800	(5,051)	(2.2)
Total Communications & Marketing	92,953	214,216	230,985	234,851	229,800	(5,051)	(2.2)
Total Communications, Culture & Recreation	1,170,539	1,157,195	1,191,952	1,341,401	1,635,469	294,068	21.9

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements

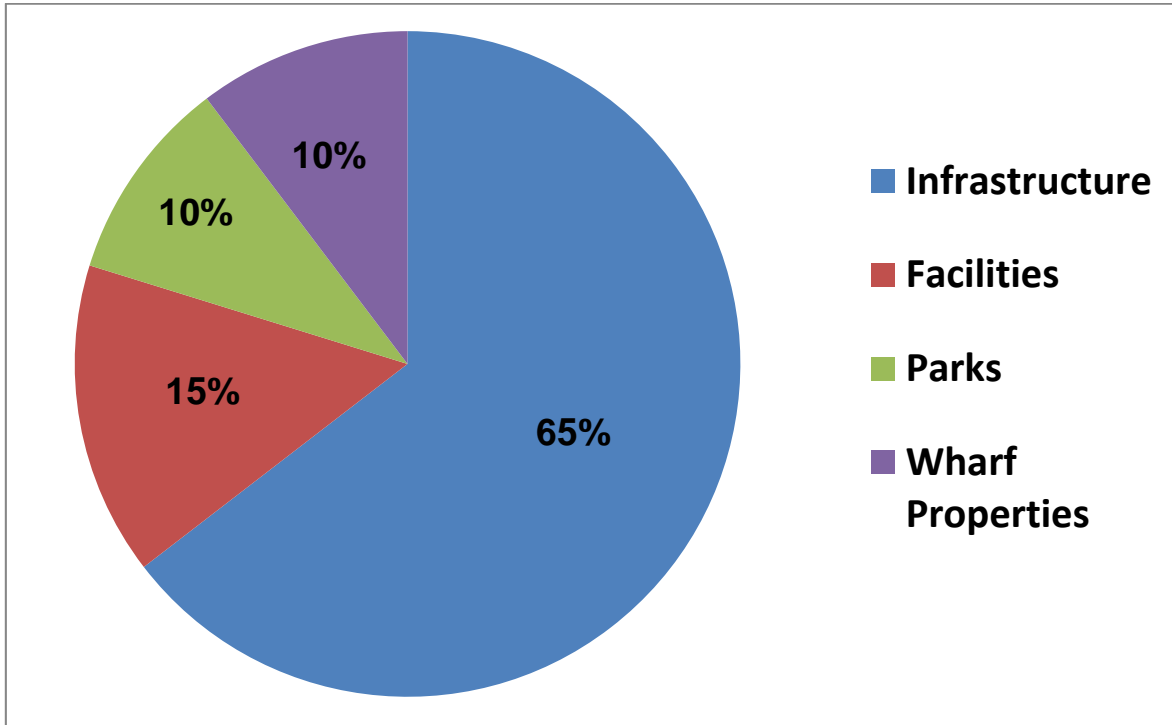


2019 Operating Budget Infrastructure Services

Infrastructure Services – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$4,631,123 which is a decrease of \$58,360 or 1.2% decrease from 2018.



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

Infrastructure Services – 2019 Operating Budget

Facilities
<ul style="list-style-type: none">• Develop and administer service contracts to ensure continuity of facility operations
<ul style="list-style-type: none">• Initiate building mechanical and structural audits
<ul style="list-style-type: none">• Prepare long-term facility capital plans to sustain and extend building life cycles
<ul style="list-style-type: none">• Energy demand and conservation planning in accordance with the Green Energy Act
<ul style="list-style-type: none">• Oversee maintenance activities at all municipal facilities

Parks/Wharf
<ul style="list-style-type: none">• Provide routine maintenance of the Town’s sports fields, fine turf areas and water landings
<ul style="list-style-type: none">• Collaborate with various internal departments and community stakeholders to support the effective delivery of community events
<ul style="list-style-type: none">• Recruit, train and supervise part-time seasonal staff

Public Works
<ul style="list-style-type: none">• Oversee infrastructure and capital construction programs, monitor processes and facilitates the resolution of any problematic issues
<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• Implementation and supervision of the overall Fleet Management program including the acquisition and maintenance of vehicles for the Department

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

Infrastructure Services – 2019 Operating Budget

2018 ACCOMPLISHMENTS

- Finalization and project close out of 36 Council approved Capital Projects
- Developed in house detailed engineering specifications and associated tender documentation necessary for the procurement and Contract Administration of 14 new Council approved Capital initiatives
- Continued collaboration and consultation with the District of Muskoka on the development of a updated Salt Management Plan for the responsible disposal and application of winter salt
- Successful recruitment of departmental staffing priorities for the Infrastructure Technologist and Manager of Operations roles (Technologist incumbent left for a new employment opportunity)
- Strategic development of a 5 year Capital Plan with a strong focus on maintaining service levels provided through Town owned Assets within the areas of Roads, Fleet, Parks, Cemeteries, Facilities and information technology
- Investigated opportunities for greater alignment of the Town's planned annual roads improvement program with the District's capital initiatives focusing on joint capital ventures to the extent feasible
- Pursued various green energy improvements which resulted in a net decrease of \$64,000 in hydro costs over 2017; aligning with the Towns Energy Demand and Conservation Plan
- Participated and contributed in the fulsome review of the District of Muskoka Area Road Maintenance Agreement with the Town for the delivery of maintenance on area roads under the jurisdiction of the upper tier
- Conducted a detailed review and provided Council with professional recommendations as it pertains to the proposed downloading of a portion of the District of Muskoka road network to the Town
- Became a contributing member to the District of Muskoka Salt Management Task Committee with a core focus on reducing the impacts of salt usage on the environment
- Implementation of a new OMS (Operational Management System) with a focus on building efficiencies within the tracking and delivery of service levels and payroll processes
- Reviewed and provided engineering expertise for single lot developments, zoning applications, minor variances and Draft Plans of Subdivisions

ONGOING 2018 INITIATIVES

- North Morrison Landing Improvements
- Municipal Office and Council Chambers Design
- Nelson Yard Sand Dome replacement
- Highway 11 Corridor Signage

Infrastructure Services – 2019 Operating Budget

- Sniders Bay Bridge Improvements
- Kilworthy Road Improvements Southwood to McCormick
- Urban Storm Sewer Investigation
- Park Signage Program
- Various Sidewalk Improvements
- Kahshe Bridge Improvements

KEY INITIATIVES FOR 2019

- Formalization and Development of Divisional Operational Control Plans
- Development of Terms of Reference for the establishment of a Utility Coordination Working Group
- Transition the organization, in partnership with the Manager of Operations, to a more streamlined, customer-focused operation
- Tendering and contract administration of 57 planned Capital Projects approved by Council
- **Continued implementation of a new OMS (Operational Management System) with a focus on Inventory Control and Fleet Management**
- Collaboration with Legislative Services for the planned transition of Cemetery Records into the Stone Orchard Cemetery Management System

These initiatives meet the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019
# of Entrance Permits Issued	23	27	25
# of Road Occupation Permits Issued	48	63	55
Culvert Improvements	15	9	10
Ditching operations per lane kilometer	18	3	10
Brushing operations per lane kilometer	18	30	30
Gravel road improvements per lane kilometer	10	10	5
Project Management - Capital	35	44	57

Infrastructure Services – 2019 Operating Budget

STAFFING CHANGES IN 2019 BUDGET

Staff	2018 FTE	2019 FTE	Change	Comment
Full Time	29	29	0	No Change
Part Time	1	1	0	Seasonal Operators – No Change
Other:	8	8	0	Summer Students – No Change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

Roads & Parking Lots: Increase of \$170,415 (highlighted in purple)

Road Administration: Increase of \$19,330

- \$11,730 reduction in Labour Recoveries due to a reduced capacity to charge out labour as a result of extensive lieu time earned during extended winter operations and utilized in the summer months
- \$ 6,000 increase in Equipment charges for maintenance and replacement of small tools adjusted to reflect 3 year average expenditure

Road Maintenance: Increase of \$85,060

- \$25,390 increase in Fleet/Equipment charges to better align with identified Labour Charges and 3 year average usage for this activity
- \$11,700 increase in Contracted Services for bridge deck cleaning activities and the increase in tendered asphalt and dust suppressant unit rates for 2019
- \$53,600 increase in Materials/Supplies due to need for the stocking of larger quantities of winter abrasives as a direct result of changing winter conditions

Road Allowance Maintenance: Increase of \$29,060

- \$15,500 increase in Labour and \$ 8,560 increase in Fleet/Equipment Charges based on 3 year average expenditure and related to the expansion of sidewalk winter maintenance route during weekends
- \$8,000 increase in Contracted Services based on increased need for Urban Tree maintenance

Infrastructure Services – 2019 Operating Budget

Parking Lots: Increase of \$41,900

- \$32,700 increase in Contracted Services to sustain current 3 year average spending levels on winter maintenance requirements of parking lots

Cemeteries: Decrease of \$4,935

- Projected cemetery revenues increase based on average sales over the past three years

District Road Maintenance: No net increase (highlighted in pink)

- \$15,000 increase in Labour Charges, \$20,710 increase in Contracted Services and \$17,900 reduction in Materials/Supplies are adjustments to better reflect our experience over the past two years
- 2019 Budget is higher by \$17,810 reflecting the increased cost of Winter Control
- All costs related to this activity are fully recovered from the District of Muskoka

Town Facilities: Decrease of \$237,605 (highlighted in blue)

Facility-wide: Increase of \$74,500 in Building & Ground Maintenance fees*

- Facilities include: Town Hall (3-5 Pineridge Gate), Fire HQ (190 Harvie Street), 1622 Barkway Road, Roads Shop, Centennial Centre, the Discovery Centre and the Opera House
- Projected increases in facility maintenance contract fees for the provision of cleaning services and management of the building automation systems are offset partially by a reduction in planned 2019 Communication Tower maintenance requirements

**Highlighted in yellow as the comment applies to multiple facilities*

101 Centennial Drive: Decrease of \$15,000 in Utilities

- Reduction is due to savings as a result of the lighting retrofit for the entire building

Aquatic Centre: Decrease of \$260,000

- \$27,300 reduction in Utilities offset by a \$27,300 reduction in Cost Recovery at the Aquatic Centre from the YMCA as part of their management agreement
- \$275,000 reduction in Management Fees at the Aquatic Centre transferred to CCR-Administration - the department that manages the relationship with the YMCA to whom these fees are paid

Infrastructure Services – 2019 Operating Budget

Wharf Marina: Decrease of \$13,705

- \$31,090 increase in budgeted Boat Slip rentals for 2019 with the entire amount being transferred to the Wharf Capital Reserve to fund future capital improvements to the docks and the Wharf
- \$13,705 reduction in the operating costs for the Wharf Marina as a result of tighter management of expenditures and a projected increase in Gas Sales

Parks: Decrease of \$18,570 (highlighted in green)

- \$9,070 net reduction in Expenditures on Parks based on adjustments to Labour, Fleet and Contracted Services
- \$9,500 increase in revenues based on historical 3 year averages

Fleet: Increase \$23,900 (highlighted in brown)

Fleet - Licensed Vehicles: Increase of \$66,000

- \$75,000 in increased costs to maintain the aging fleet to better respond to increased operational demands during the winter season
- \$9,000 increase in Fleet Recoveries partially offsets the increased costs

Fleet - Unlicensed Vehicles: Decrease of \$42,100

- \$50,000 increase in Fleet Recoveries based on increasing ability to charge out these vehicles

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Infrastructure Services							
Roads and Parking Lots							
Roads Administration							
Expenditures							
Staff Costs	2,355,147	2,363,566	2,566,097	2,654,800	2,658,200	3,400	
Labour Charges	(1,774,185)	(1,543,954)	(1,618,944)	(1,580,080)	(1,568,350)	11,730	
Professional Development	20,161	15,633	18,277	20,300	21,500	1,200	
Contracted Services	5,648	7,847	177				
Consultant Services		1,787	2,885				
Financial Expenses	989	988	990	1,000	1,000		
Communications	7,958	5,786	8,614	7,050	7,550	500	
Other Services	2,475	3,542	3,682	7,000	4,500	(2,500)	
Equipment	9,124	8,126	9,960	3,000	9,000	6,000	
Materials & Supplies	26,907	37,731	17,271	24,300	23,300	(1,000)	
Total Expenditures	654,224	901,052	1,009,009	1,137,370	1,156,700	19,330	1.7
Revenue							
Permits	(5,135)	(9,173)	(6,286)	(6,000)	(6,000)		
Unallocated Revenue	(16,349)	(14,672)	(20,426)	(21,000)	(21,000)		
Total Revenue	(21,484)	(23,845)	(26,712)	(27,000)	(27,000)		
Total Roads Administration	632,740	877,207	982,297	1,110,370	1,129,700	19,330	1.7
Road Maintenance							
Expenditures							
Labour Charges	710,031	582,608	509,389	588,630	583,000	(5,630)	
Fleet/Equipment Charges	497,643	485,286	481,177	451,610	477,000	25,390	
Contracted Services	466,005	389,713	365,788	455,300	467,000	11,700	
Materials & Supplies	142,692	141,995	160,469	98,400	152,000	53,600	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Total Expenditures	1,816,371	1,599,602	1,516,823	1,593,940	1,679,000	85,060	5.3
Total Road Maintenance	1,816,371	1,599,602	1,516,823	1,593,940	1,679,000	85,060	5.3
Road Allowance Maintenance							
Expenditures							
Labour Charges	87,736	69,992	82,300	58,500	74,000	15,500	
Fleet/Equipment Charges	59,535	48,484	59,167	45,440	54,000	8,560	
Contracted Services	35,860	31,817	24,955	20,000	28,000	8,000	
Materials & Supplies	1,178	3,955	2,727	6,000	3,000	(3,000)	
Total Expenditures	184,309	154,248	169,149	129,940	159,000	29,060	22.4
Total Road Allowance Maintenance	184,309	154,248	169,149	129,940	159,000	29,060	22.4
Parking Lots							
Expenditures							
Labour Charges	18,149	9,597	14,682	10,200	15,000	4,800	
Fleet/Equipment Charges	28,885	13,508	23,574	15,600	20,000	4,400	
Contracted Services	97,429	110,264	100,696	67,300	100,000	32,700	
Materials & Supplies	313						
Total Expenditures	144,776	133,369	138,952	93,100	135,000	41,900	45.0
Total Parking Lots	144,776	133,369	138,952	93,100	135,000	41,900	45.0
Cemeteries							
Expenditures							
Labour Charges	112,829	99,104	117,163	103,000	110,000	7,000	
Fleet/Equipment Charges	45,595	45,757	34,450	45,000	41,000	(4,000)	
Professional Development	170	204	275	200	275	75	
Utilities	2,359	2,418	2,459	2,500	2,500		
Building & Grounds Maintenance	4,247	4,665	7,325	5,000	5,000		
Contracted Services	2,584	6,981	2,480	6,500	6,500		
Communications	1,710	1,512	1,151	1,400	1,400		

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Equipment	290	329	851	400	400		
Materials & Supplies	870	466	668	600	600		
Total Expenditures	170,654	161,436	166,822	164,600	167,675	3,075	1.9
Revenue							
Cemetery Fees	(26,148)	(25,650)	(22,914)	(23,150)	(23,300)	(150)	
Permits	390						
Sales	(35,555)	(16,960)	(33,542)	(20,560)	(28,420)	(7,860)	
Investment Income	(9,918)	(8,728)	(8,973)	(8,500)	(8,500)		
Total Revenue	(71,231)	(51,338)	(65,429)	(52,210)	(60,220)	(8,010)	15.3
Total Cemeteries	99,423	110,098	101,393	112,390	107,455	(4,935)	(4.4)
Total Roads and Parking Lots	2,877,619	2,874,524	2,908,614	3,039,740	3,210,155	170,415	5.6
District Road Maintenance							
Expenditures							
Labour Charges		249,483	220,144	220,000	235,000	15,000	
Fleet/Equipment Charges		203,511	160,880	175,000	175,000		
Contracted Services		102,435	143,568	100,000	120,710	20,710	
Materials & Supplies		123,037	122,195	140,900	123,000	(17,900)	
Total Expenditures		678,466	646,787	635,900	653,710	17,810	2.8
Revenue							
Upper Tier Recovery		(673,340)	(664,104)	(635,900)	(653,710)	(17,810)	
Total Revenue		(673,340)	(664,104)	(635,900)	(653,710)	(17,810)	2.8
Total District Roads Maintenance		5,126	(17,317)				
Town Facilities							
3-5 Pineridge Gate							
Expenditures							
Labour Charges	5,512	499	142				

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Fleet/Equipment Charges	2,410	121	38				
Utilities	58,540	62,195	66,243	65,150	66,700	1,550	
Building & Grounds Maintenance	102,825	90,091	100,017	89,000	105,000	16,000	
Materials & Supplies	2,293	47					
Total Expenditures	171,580	152,953	166,440	154,150	171,700	17,550	11.4
Revenue							
Facility Rental	(142,902)	(158,945)	(154,811)	(155,000)	(155,000)		
Unallocated Revenue			(2,135)				
Total Revenue	(142,902)	(158,945)	(156,946)	(155,000)	(155,000)		
Total 3-5 Pineridge Gate	28,678	(5,992)	9,494	(850)	16,700	17,550	(2,064.7)
Seniors Building							
Expenditures							
Labour Charges		166					
Fleet/Equipment Charges		32					
Utilities	15,774	12,175	11,583	15,300	12,100	(3,200)	
Building & Grounds Maintenance	20,485	18,387	14,463	17,500	17,500		
Total Expenditures	36,259	30,760	26,046	32,800	29,600	(3,200)	(9.8)
Revenue							
Facility Rental	(3)	(3)	(3)	(3)	(3)		
Total Revenue	(3)	(3)	(3)	(3)	(3)		
Total Seniors Building	36,256	30,757	26,043	32,797	29,597	(3,200)	(9.8)
C.N. Station							
Expenditures							
Labour Charges	1,869		20				
Fleet/Equipment Charges	710		6				
Utilities	9,862	9,522	9,087	10,900	9,500	(1,400)	
Building & Grounds Maintenance	7,318	3,822	5,398	7,400	7,400		

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Total Expenditures	19,759	13,344	14,511	18,300	16,900	(1,400)	(7.7)
Revenue							
Facility Rental	(30,445)	(31,119)	(31,817)	(30,000)	(31,000)	(1,000)	
Total Revenue	(30,445)	(31,119)	(31,817)	(30,000)	(31,000)	(1,000)	3.3
Total C.N. Station	(10,686)	(17,775)	(17,306)	(11,700)	(14,100)	(2,400)	20.5
Ryde School							
Expenditures							
Community Support	8,740						
Total Expenditures	8,740						
Revenue							
Donations/Sponsorships	(9,140)						
Total Revenue	(9,140)						
Total Ryde School	(400)						
Terence Haight Carnegie Arts Centre							
Expenditures							
Labour Charges	663						
Fleet/Equipment Charges	170						
Utilities	9,871	9,058	8,630	10,100	9,000	(1,100)	
Building & Grounds Maintenance	9,754	9,744	9,513	10,000	10,000		
Communications	1,171	1,171	1,171	1,200		(1,200)	
Total Expenditures	21,629	19,973	19,314	21,300	19,000	(2,300)	(10.8)
Revenue							
Facility Rental	(15,929)	(20,629)	(20,629)	(15,929)	(15,929)		
Total Revenue	(15,929)	(20,629)	(20,629)	(15,929)	(15,929)		
Total Terence Haight Carnegie Arts Ce	5,700	(656)	(1,315)	5,371	3,071	(2,300)	(42.8)
Communication Towers							
Expenditures							

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Building & Grounds Maintenance	590	590	590	6,500		(6,500)	
Total Expenditures	590	590	590	6,500		(6,500)	(100.0)
Total Communication Towers	590	590	590	6,500		(6,500)	(100.0)
190 Harvie Street							
Expenditures							
Labour Charges	985						
Fleet/Equipment Charges	434						
Utilities	20,183	20,929	21,196	22,300	21,800	(500)	
Building & Grounds Maintenance	23,247	27,164	26,134	27,000	35,000	8,000	
Total Expenditures	44,849	48,093	47,330	49,300	56,800	7,500	15.2
Total 190 Harvie Street	44,849	48,093	47,330	49,300	56,800	7,500.0	15.2
1030 Kilworthy Road							
Expenditures							
Labour Charges	859						
Fleet/Equipment Charges	354						
Utilities	10,775	11,450	13,971	11,300	12,600	1,300	
Building & Grounds Maintenance	5,339	9,757	5,976	11,000	14,000	3,000	
Total Expenditures	17,327	21,207	19,947	22,300	26,600	4,300	19.3
Revenue							
Unallocated Revenue	(1,000)	(2,000)	(1,000)				
Total Revenue	(1,000)	(2,000)	(1,000)				
Total 1030 Kilworthy Road	16,327	19,207	18,947	22,300	26,600	4,300	19.3
1622 Barkway Road							
Expenditures							
Labour Charges	477						
Fleet/Equipment Charges	249						
Utilities	6,249	8,742	6,228	8,500	7,000	(1,500)	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Building & Grounds Maintenance	8,911	7,927	7,096	8,000	12,000	4,000	
Total Expenditures	15,886	16,669	13,324	16,500	19,000	2,500	15.2
Total 1622 Barkway Road	15,886	16,669	13,324	16,500	19,000	2,500	15.2
Roads Shop							
Expenditures							
Utilities	33,056	35,271	35,785	36,000	36,600	600	
Building & Grounds Maintenance	20,386	20,158	18,855	20,000	30,000	10,000	
Total Expenditures	53,442	55,429	54,640	56,000	66,600	10,600	18.9
Total Roads Shop	53,442	55,429	54,640	56,000	66,600	10,600	18.9
Cemetery Shop							
Expenditures							
Utilities	2,011	2,339	2,430	2,350	2,700	350	
Building & Grounds Maintenance	2,251	1,143	5,178	3,500	5,000	1,500	
Total Expenditures	4,262	3,482	7,608	5,850	7,700	1,850	31.6
Total Cemetery Shop	4,262	3,482	7,608	5,850	7,700	1,850	31.6
101 Centennial Drive							
Expenditures							
Labour Charges	14,174		233				
Fleet/Equipment Charges	7,330		49				
Utilities	204,490	217,436	195,938	225,500	210,500	(15,000)	
Building & Grounds Maintenance	99,205	69,801	76,557	80,000	90,000	10,000	
Total Expenditures	325,199	287,237	272,777	305,500	300,500	(5,000)	(1.6)
Revenue							
Facility Rental	(19,440)	(19,440)	(19,440)	(19,000)	(19,000)		
Total Revenue	(19,440)	(19,440)	(19,440)	(19,000)	(19,000)		
Total 101 Centennial Drive	305,759	267,797	253,337	286,500	281,500	(5,000)	(1.7)
Aquatic Centre							

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Expenditures							
Utilities	294,861	320,171	282,517	333,500	306,200	(27,300)	
Building & Grounds Maintenance	60,779	44,456	48,071	50,000	65,000	15,000	
Management Fees	230,233	244,000	280,203	275,000		(275,000)	
Total Expenditures	585,873	608,627	610,791	658,500	371,200	(287,300)	(43.6)
Revenue							
Cost Recovery	(313,854)	(320,171)	(282,516)	(333,500)	(306,200)	27,300	
Total Revenue	(313,854)	(320,171)	(282,516)	(333,500)	(306,200)	27,300	(8.2)
Total Aquatic Centre	272,019	288,456	328,275	325,000	65,000	(260,000)	(80.0)
Wharf Marina							
Expenditures							
Labour Charges		26,792	21,446	35,100	30,000	(5,100)	
Contribution to Reserve		132,764	140,391	105,410	136,500	31,090	
Utilities		644	928	700	900	200	
Building & Grounds Maintenance	10,072	3,348	2,557	5,000	3,000	(2,000)	
Contracted Services		2,523	5,390	2,000	2,000	0	
Financial Expenses		3,114	2,553	3,105	3,000	(105)	
Communications		475	390	500	500	0	
Materials & Supplies		3,894	9,399	3,400	3,200	(200)	
Purchases for resale		67,219	71,801	70,000	70,000	0	
Total Expenditures	10,072	240,773	254,855	225,215	249,100	23,885	10.6
Revenue							
Sales		(100,718)	(102,631)	(100,000)	-106,500	(6,500)	
Facility Rental	(22,535)	(1,779)					
Dock Rentals		(132,764)	(140,391)	(105,410)	-136,500	(31,090)	
Total Revenue	(22,535)	(235,261)	(243,022)	(205,410)	-243,000	(37,590)	18.3
Total Wharf Marina	(12,463)	5,512	11,833	19,805	6,100	(13,705)	(69.2)

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Discovery Centre							
Expenditures							
Labour Charges	1,064	269	471				
Fleet/Equipment Charges	170	74	488				
Building & Grounds Maintenance	47,394	29,250	44,927	36,000	45,000	9,000	
Management Fees	130,000	130,000	130,000	130,000	130,000		
Communications	390	390	390	400		(400)	
Total Expenditures	179,018	159,983	176,276	166,400	175,000	8,600	5.2
Total Discovery Centre	179,018	159,983	176,276	166,400	175,000	8,600	5.2
180 Sharpe St-Library							
Expenditures							
Labour Charges	867		299				
Fleet/Equipment Charges	371		49				
Utilities	10,246	9,989	9,983	10,900	10,800	(100)	
Building & Grounds Maintenance	26,687	31,825	35,712	30,000	35,000	5,000	
Total Expenditures	38,171	41,814	46,043	40,900	45,800	4,900	12.0
Total 180 Sharpe St-Library	38,171	41,814	46,043	40,900	45,800	4,900	12.0
295 Muskoka Road S-Opera House							
Expenditures							
Labour Charges	2,386	7,164	1,669	7,000		(7,000)	
Fleet/Equipment Charges	838	32					
Utilities	49,148	49,226	45,900	55,300	51,000	(4,300)	
Building & Grounds Maintenance	41,114	46,624	54,412	41,000	50,000	9,000	
Total Expenditures	93,486	103,046	101,981	103,300	101,000	(2,300)	(2.2)
Total 295 Muskoka Road S-Opera Hou	93,486	103,046	101,981	103,300	101,000	(2,300)	(2.2)
Total Town Facilities	1,070,894	1,016,412	1,077,100	1,123,973	886,368	(237,605)	(21.1)

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Wharf Properties							
Expenditures							
Labour Charges	140,137	117,846	137,225	138,000	138,000		
Fleet/Equipment Charges	65,002	51,958	69,809	59,000	62,000	3,000	
Contribution to Reserve	29,356						
Utilities	40,964	42,032	37,810	41,700	41,700		
Building & Grounds Maintenance	16,981	18,170	19,095	17,600	19,600	2,000	
Contracted Services	52,376	59,253	22,738	26,500	26,500		
Communications	1,632	1,011	1,216	1,500	1,500		
Other Services	9,085	5,611	5,611	5,700	5,700		
Equipment	1,045	1,490	2,098	1,500	2,000	500	
Materials & Supplies	15,866	16,276	17,001	14,500	14,500		
Total Expenditures	372,444	313,647	312,603	306,000	311,500	5,500	1.8
Revenue							
Facility Rental	(14,070)	(14,689)	(14,957)	(15,000)	(15,000)		
Other Rentals	(29,356)						
Donations/Sponsorships	(500)		-400				
Total Revenue	(43,926)	(14,689)	(15,357)	(15,000)	(15,000)		
Total Wharf Properties	328,518	298,958	297,246	291,000	296,500	5,500	1.9
Parks							
Expenditures							
Labour Charges	194,527	215,878	229,934	250,000	233,000	(17,000)	
Fleet/Equipment Charges	81,088	98,837	104,435	100,000	95,000	(5,000)	
Professional Development	1,188	2,461	845	2,170	2,300	130	
Utilities	11,713	11,744	12,816	12,000	12,300	300	
Building & Grounds Maintenance	22,087	19,192	28,033	20,000	23,000	3,000	

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Contracted Services	53,104	45,611	53,861	45,000	50,000	5,000	
Communications	1,031	690	1,200	1,000	1,000		
Other Services	1,122	1,057	347	600	600		
Equipment	2,379	5,470	1,497	3,000	3,000		
Materials & Supplies	17,134	16,671	22,333	13,500	18,000	4,500	
Total Expenditures	385,373	417,611	455,301	447,270	438,200	(9,070)	(2.0)
Revenue							
Sales	(7,094)	(6,958)	(9,919)	(5,000)	(8,000)	(3,000)	
Facility Rental	(29,270)	(31,925)	(40,967)	(30,000)	(34,000)	(4,000)	
Donations/Sponsorships	(1,643)	(3,636)	(9,061)	(1,500)	(4,000)	(2,500)	
Total Revenue	(38,007)	(42,519)	(59,947)	(36,500)	(46,000)	(9,500)	26.0
Total Parks	347,366	375,092	395,354	410,770	392,200	(18,570)	(4.5)
Communities in Bloom							
Expenditures							
Labour Charges	353			400	400		
Fleet/Equipment Charges	118			100	100		
Professional Development	235	998		1,000	1,000		
Materials & Supplies	299	1,437	530	1,000	1,000		
Total Expenditures	1,005	2,435	530	2,500	2,500		
Total Communities in Bloom	1,005	2,435	530	2,500	2,500		
Downtown Maintenance							
Expenditures							
Labour Charges	3,576	41,332	38,093	41,000	40,000	(1,000)	
Fleet/Equipment Charges	1,084	17,298	17,293	17,000	17,000		
Contracted Services		4,265	1,809		3,000	3,000	
Materials & Supplies		4,201	4,484	3,000	4,000	1,000	
Total Expenditures	4,660	67,096	61,679	61,000	64,000	3,000	4.9

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Total Downtown Maintenance	4,660	67,096	61,679	61,000	64,000	3,000	4.9
Total Parks	353,031	444,623	457,563	474,270	458,700	(15,570)	(3.3)
Fleet							
Fleet - Licensed Vehicles							
Expenditures							
Labour Charges	95,012	77,452	89,331	66,400	86,400	20,000	
Contracted Services	134,907	195,589	156,914	145,000	165,000	20,000	
Materials & Supplies	205,309	275,753	254,074	200,000	235,000	35,000	
Total Expenditures	435,228	548,794	500,319	411,400	486,400	75,000	18.2
Revenue							
Fleet Recoveries	(848,223)	(636,523)	(642,929)	(630,000)	(639,000)	(9,000)	
Total Revenue	(848,223)	(636,523)	(642,929)	(630,000)	(639,000)	(9,000)	1.4
Total Fleet - Licensed Vehicles	(412,995)	(87,729)	(142,610)	(218,600)	(152,600)	66,000	(30.2)
Fleet - Unlicensed Vehicles							
Expenditures							
Labour Charges	37,720	20,377	15,397	24,100	25,000	900	
Contracted Services	34,052	31,037	31,540	30,000	32,000	2,000	
Materials & Supplies	63,114	61,614	56,444	55,000	60,000	5,000	
Total Expenditures	134,886	113,028	103,381	109,100	117,000	7,900	7.2
Revenue							
Fleet Recoveries	(284,705)	(339,841)	(348,623)	(290,000)	(340,000)	(50,000)	
Total Revenue	(284,705)	(339,841)	(348,623)	(290,000)	(340,000)	(50,000)	17.2
Total Fleet - Unlicensed Vehicles	(149,819)	(226,813)	(245,242)	(180,900)	(223,000)	(42,100)	23.3
Total Fleet	(562,814)	(314,542)	(387,852)	(399,500)	(375,600)	23,900	(6.0)
Street Lights							
Expenditures							

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Infrastructure Services

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Labour Charges	3,676	1,626					
Fleet/Equipment Charges	568	222					
Utilities	132,892	100,144	91,329	100,000	95,000	(5,000)	
Equipment	74,553	56,020	61,205	60,000	60,000		
Total Expenditures	211,689	158,012	152,534	160,000	155,000	(5,000)	(3.1)
Total Street Lights	211,689	158,012	152,534	160,000	155,000	(5,000)	(3.1)
Total Infrastructure Services	4,278,937	4,483,113	4,487,888	4,689,483	4,631,123	(58,360)	(1.2)

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



2019 Operating Budget Corporate Administration

Corporate Administration – 2019 Operating Budget

RECOMMENDED 2019 BUDGET

\$5,153,774 which is a net increase of \$422,132 or a 8.9% increase from 2018

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 Leadership Development budget managed by the Manager of Human Resources.
- **Contribution to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrears notices and related items. Shredding of Town documents as per records retention policy.
- **Consultant Services:** Consulting costs for corporate projects. In 2019 this budget will be used to develop a new Town Strategic Plan as well as to negotiate a new agreement with the YMCA for the management of the pool and fitness centre.
- **Debit Machine Fees:** Fees for the acceptance of credit/debit payments and related banking fees.
- **Legal Services:** Corporate legal expenses related to a wide cross-section of issues. This budget also includes a provision for the activities of the Integrity Commissioner.

Corporate Administration – 2019 Operating Budget

Table 1

<u>Contribution to Reserves in 2019 Budget</u>		
<u>Reserves</u>	<u>Amount</u>	<u>Purpose</u>
Facilities	\$ 970,000	Capital financing from tax levy
Roads & Bridges	\$ 1,183,630	Capital financing from tax levy
IT	\$ 150,000	Capital financing from tax levy
Fleet	\$ 180,000	Capital financing from tax levy
Fire	\$ 200,000	Capital financing from tax levy
Elections Reserve	\$ 22,750	For 2022 Elections
Total Contributions	<u>\$ 2,706,380</u>	

- **Audit:** Services related to providing an audit opinion attached to our annual year-end financial statements
- **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:** Cost of Town Page that is published every Thursday in the Gravenhurst Banner; corporate media buys, Town postage requirements for mailing notices/tax bills and the cost of the Town Hall switchboard and 16 phone lines.
- **Other Services:** Cost to enable compliance with the Accessibility for Ontarians with Disabilities (OADA) legislation, former lease costs for two large photocopier/printers and the postage machine at Town Hall.
- **Materials & Supplies:** General offices supplies for Town Hall.

Corporate Administration – 2019 Operating Budget

Revenues

- **Grants:** Annual operating grant from the province under the Ontario Municipal Partnership Fund (OMPF). Included a one-time Federal grant in 2018.
- **Tax Penalties & Fees:** Penalties and interest charged on outstanding taxes.
- **Accounts Receivable Fees:** Interest charged on outstanding accounts other than property tax.
- **Other Fees and Rebates:** Facility user insurance fees, rebate from the Local Authority Services Ltd (LAS) Natural Gas Program, and tax-related recoveries from court.
- **Transfers from Reserve:** Transfer of \$2.6 million from the Community Reinvestment Reserve to pay off the balloon payment that comes due in November 2019.
- **Investment Income:** Interest earned on funds held in Town bank accounts and allocated to operations as per existing policy.
- **Supplementary Taxes:** In-year tax revenues from supplementary assessment and properties that were not on the return of the tax roll at the end of the previous year.
- **Taxes Written Off:** Taxes written off in year for a number of reasons including assessment appeals and settlements with the Municipal Property Assessment Corporation (MPAC).

2. INTERNAL FINANCING

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

Corporate Administration – 2019 Operating Budget

3. EXTERNAL FINANCING

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

As of December 31, 2018 the Town has \$18,437,359 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, the loan coming due November 2019 in the amount of \$2,600,000 will be paid off in full from the Community Reinvestment Reserve Fund.

Description	Debenture / Loan Amount	Balance at Start of 2019	2019 Payments	Balance at End of 2019	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	3,389,701	674,685	2,900,870	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	5,488,515	362,900	5,337,115	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	4,621,000	344,346	4,436,000	Dec 2024 (a)
Health Unit Purchase	4,000,000	2,600,000	2,720,900	-	Nov 2019 (b)
Town Hall & Clinic Build/Renovate	2,900,000	2,338,173	179,949	2,245,274	Dec 2036
Total External Financing	\$ 26,950,000	\$ 18,437,389	\$ 4,282,780	\$ 14,919,259	
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	3,452,976	407,757	3,191,412	Jun 2030
Infrastructure	4,966,008	4,248,653	778,902	3,571,734	various
Infrastructure Fleet	1,286,253	546,966	153,688	405,920	various
Infrastructure Equipment	749,216	479,624	166,726	321,443	various
Fire Department Vehicles	1,397,593	670,285	134,112	553,365	various
Facilities	3,002,459	2,139,656	441,304	1,744,894	various
Total Internal Financing	\$ 17,667,767	\$ 11,538,161	\$ 2,082,489	\$ 9,788,767	
Total Debenture and Internal Financing	44,617,767	29,975,550	6,365,269	24,708,026	

Notes

- (a) There will be \$3,640,000 owing at end of term
- (b) There will be \$2,600,000 + interest paid in 2019 to fulfill obligation

Corporate Administration – 2019 Operating Budget

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 3 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.
<ul style="list-style-type: none"> • Monitor and stay apprised of activities, events, weather situations etc. that may have an impact on the community and maintain appropriate communications with partners and stakeholders.
<ul style="list-style-type: none"> • Work to ensure ongoing public education and awareness activities.
<ul style="list-style-type: none"> • 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.

2018 ACCOMPLISHMENTS – EMERGENCY MANAGEMENT

- Projected to achieve Annual Compliance with Emergency Management Ontario as required and outlined in the *Emergency Management and Civil Protection Act*
- Transitioned Primary Emergency Management Coordinator responsibilities to Fire and Emergency Services
- Quarterly meetings of the Gravenhurst Emergency Program Committee (GEMPC)
- Monthly meetings of Community Emergency Management Coordinators (CEMCs) to enhance knowledge and information sharing and planning activities
- Attended and participated with all Muskoka municipalities at Muskoka Emergency Response Committee (MERC) Meetings
- Participation in Monthly Teleconference Meetings hosted by Emergency Management Ontario and other training webinars offered to maintain currency with activities and incidents across the Province

Corporate Administration – 2019 Operating Budget

- Attended the Farmers Market throughout the operating season and delivered Emergency Preparedness messaging
- Started public messaging over social media and received over 200,000 impressions
- Delivery of Annual Training and Exercise to Emergency Control Group as required under the *Emergency Management and Civil Protection Act*

KEY INITIATIVES FOR 2019 – EMERGENCY MANAGEMENT

- **Achieve Annual Compliance with Emergency Management Ontario as required and outlined in the *Emergency Management and Civil Protection Act***
- **Develop 2019 Annual Work Plan for approval of the Emergency Management Program Committee**
- **Continue to enhance public awareness and education activities by attending public events, use of social media 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**

ACTIVITY INDICATORS – EMERGENCY MANAGEMENT

Measurable	2016	2017	2018	Projected 2019
Achieving Annual Compliance	YES	YES	YES (Projected)	YES
# of GEMPC Meetings	4	6	5	6
Internal Meetings of CEMCs		10	9	12

Corporate Administration – 2019 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2018 BUDGET

1. Corporate Items

Contribution to Reserves: Increase of \$333,600

- 1% increase in the tax levy to fund capital reserves
- \$180,000 in principal repayment for the \$2,600,000 balloon payment that is being repaid in 2019 redirected to capital reserves as per the approved Asset Management Plan.

Consultant Services: Increase of ~~\$50,000~~ \$10,000

- Strategic Plan priorities engagement with new Council; new Strategic Plan development and negotiations with the YMCA for a new partnership agreement in 2019.

Legal Services: Reduction of \$37,000

- Three year average spend on corporate legal expenses managed corporately through the Office of the CAO
- \$5,000 added for costs related to the newly appointment Integrity Commissioner.

Insurance: Increase of \$13,800

- Estimated 6% increase in premiums for the 2019-20 renewal based on the experience of others in the municipal sector adjusted for the deductible portion of claims.

Information Technology Services: Increase of \$19,233

- \$24,000 as a result of new annual fee structure for Adobe Acrobat licenses and the consolidation of software licensing costs for eSolutions (Town web-site). An offsetting reduction for the eSolutions costs can be found in the Communications budget in the Communications, Culture & Recreation department.
- \$5,000 reduction to in-year IT-related expenses outside of agreement with Town.

Grants: Decrease of \$15,000

- OMPF grant projection unchanged. Removal of one-time Fednor grant of \$15,000 for the Aerospace Attraction Strategy (at the Muskoka District airport).

Transfers from Reserves: Increase of \$2,600,000

- Transfer from the Community Reinvestment Reserve Fund to pay off debt balloon payment that comes due November 2019.

Investment Income: Increase of \$31,000

- Higher interest rates in 2019 partially offset by lower cash balances.

Supplementary Taxes: Increase of \$11,000

- Reflects the three year average for supplementary taxes.

Corporate Administration – 2019 Operating Budget

2. Internal Financing

Internal Financing: Increase of \$307,200

- Increase of 2% on the tax levy for repayment of principal and interest to the Community Reinvestment Reserve Fund for borrowings related to the 2018 Capital Budget

3. External Financing

External Financing: Increase of \$2,412,489

- Payment of debt balloon payment \$2,600,000 that comes due November 2019
- Partially offset by reduction of \$180,000 in the principal payment for 2019 for this debt payment.

4. Emergency Management

Nominal increase.

COUNCIL RESOLUTION: WEDNESDAY, APRIL 3, 2019

#113 BE IT RESOLVED THAT the Consultant Fees within the Corporate Administration operating budget be reduced from \$90,000 to \$50,000.

CARRIED

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Corporate Administration

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Corporate Administration							
Corporate Items							
Expenditures							
Staff Costs			(38,224)				
Community Support	47,142	47,142	47,142	47,142	47,142		
Professional Development	33,932	41,933	44,360	37,800	38,300	500	
Contribution to Reserve	1,537,550	1,940,750	2,372,780	2,372,780	2,706,380	333,600	
Contribution To Endowment			343				
Contracted Services	5,130	6,998	7,456	8,800	9,600	800	
Consultant Services	20,078		50,000	40,000	50,000	10,000	
Debit Machine Fees	14,903	18,011	19,909	20,000	19,000	(1,000)	
Legal Services	6,183	32,785	17,726	60,000	23,000	(37,000)	
Audit	18,062	23,947	18,571	23,000	19,000	(4,000)	
Insurance	435,114	402,907	475,168	434,500	448,300	13,800	
Information Technology Services	386,840	380,377	365,962	386,700	405,933	19,233	
Communications	75,833	74,536	76,469	82,000	80,000	(2,000)	
Other Services	12,034	6,067	1,550				
Equipment	4,860	4,374					
Materials & Supplies	22,928	17,101	21,039	21,515	21,000	(515)	
Total Expenditures	2,620,589	2,996,928	3,480,251	3,534,237	3,867,655	333,418	9.4
Revenue							
Grants	(1,634,000)	(1,780,500)	(1,908,500)	(1,913,500)	(1,898,500)	15,000	
Tax Penalties & Fees	(442,281)	(375,062)	(374,626)	(400,000)	(400,000)		
Accounts Receivable Fees	(998)	(1,554)	(1,011)	(1,400)	(900)	500	
Other Fees and Rebates	(10,392)	(13,428)	(19,518)	(10,300)	(14,000)	(3,700)	
Transfers From Reserves					(2,600,000)	(2,600,000)	
Investment Income	(56,481)	(51,372)	(74,317)	(49,000)	(80,000)	(31,000)	
Total Revenue	(2,144,152)	(2,221,916)	(2,377,972)	(2,374,200)	(4,993,400)	(2,619,200)	110.3
Total Corporate Items	476,437	775,012	1,102,279	1,160,037	(1,125,745)	(2,285,782)	(197.0)

TOWN OF GRAVENHURST
2019
Recommended Operating Budget
Corporate Administration

Description	2016 Actuals	2017 Actuals	2018 Actuals Note 1	2018 Budget	2019 Recommended Budget	\$ Change from 2018 Budget	% Change from 2018 Budget
Supplementary Taxes/Write-offs							
Revenue							
Supplementary Taxes	(122,282)	(136,998)	(135,789)	(120,000)	(131,000)	(11,000)	
Taxes Written Off	65,843	74,510	97,040	35,000	35,000		
Total Revenue	(56,439)	(62,488)	(38,749)	(85,000)	(96,000)	(11,000)	12.9
Supplementary Taxes/Write-offs	(56,439)	(62,488)	(38,749)	(85,000)	(96,000)	(11,000)	12.9
Internal Financing							
Internal Financing	1,218,469	1,487,269	1,775,289	1,775,289	2,082,489	307,200	17.3
External Financing							
External Financing	1,863,586	1,863,722	1,870,291	1,870,291	4,282,780	2,412,489	129.0
Emergency Management							
Expenditures							
Community Support		3,636		600	1,000	400	
Professional Development	593	3,643	395	4,350	4,300	(50)	
Contracted Services		5,092	509				
Consultant Services				5,000	2,500	(2,500)	
Communications	1,292	557	866	775	1,250	475	
Equipment	1,922		5,072		800	800	
Materials & Supplies	285	295	956	300	400	100	
Total Expenditures	4,092	13,223	7,798	11,025	10,250	(775)	(7.0)
Total Emergency Management	4,092	13,223	7,723	11,025	10,250	(775)	(7.0)
Total Corporate Administration	3,506,145	4,076,738	4,716,833	4,731,642	5,153,774	422,132	8.9

Note 1. Actuals for 2018 are not final and may change in the audited 2018 year-end financial statements



**2019 Operating Budget
Reserve, Reserve Funds &
Endowments**

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Estimated Balances as of Dec 31 2018

Description	Balance Dec 31 2017	2018 Revenues/ Contributions	2018 Expenditures	Outstanding Commitments Against Balances	Estimated Available Balance Dec 31 2018
-------------	------------------------	------------------------------------	----------------------	---	--

Reserves/Reserve Funds

Working Fund	(1,352,096)				(1,352,096)
Tax Stabilization	(517,518)	(151,754)			(669,272)
Employee Benefit	(291,426)	(15,452)	4,164		(302,714)
Strategic Property	(56,587)	(70,000)			(126,587)
Election	(80,838)	(22,750)	55,534		(48,054)
Accessibility	(14,371)				(14,371)
Hall of Fame	(22,194)				(22,194)
Community Improvement Plan	(73,739)	(55,000)	36,461		(92,278)
Planning	(12,006)	(10,000)			(22,006)
Fleet & Heavy Equipment	(229,030)	(258,347)	111,070		(376,307)
Furniture & Light Equipment	(154,135)	(73,957)			(228,092)
Information Systems	(209,027)	(237,395)	165,032		(281,390)
Facilities	(1,194,578)	(835,209)	535,103	385,537	(1,109,147)
Fire & Emergency Services	(168,765)	(212,715)	20,839	355,000	(5,641)
Infrastructure	(1,328,994)	(906,501)	1,311,245	771,567	(152,683)
Wharf Capital	(326,215)	(6,127)	34,653		(297,689)
Gravenhurst Public Library	(37,352)	(703)			(38,055)
Opera House Capital Improvements	(22,373)	(12,987)		15,000	(20,360)
Gravenhurst BIA	(29,415)	(552)			(29,967)
Community Reinvestment Fund	(4,969,492)	(2,403,277)	1,591,367	1,924,132	(3,857,270)
Total	(11,090,152)	(5,272,726)	3,865,468	3,451,236	(9,046,173)

Obligatory Reserve Funds

Federal Gas Tax	(64,399)	(387,024)	173,381		(278,042)
Parkland Dedication	(233,065)	(37,565)			(270,630)
Development Charges	(1,207,964)	(140,777)	75,250	6,500	(1,266,991)
Building Permit	(267,713)	(4,681)			(272,394)
Total	(1,773,141)	(570,047)	248,631	6,500	(2,088,057)

Reserves & Reserve Funds

Total	(12,863,293)	(5,842,773)	4,114,099	3,457,736	(11,134,230)
--------------	---------------------	--------------------	------------------	------------------	---------------------

Endowments

Terence Haight (Town)	(979,575)	(10,516)	20,000		(970,090)
Henderson (GPLB)	(450,636)	0	25,000		(425,636)

NOTES:

1. Reserve activity and balances are not final and are subject to year end adjustments and audit
2. \$2.6 million from the Community Reinvestment Fund will be used to pay down debt that comes due in 2019
3. This schedule was prepared February 22, 2019