



Town of Gravenhurst 2020 Operating Budget

**2020 OPERATING BUDGET
COUNCIL RESOLUTIONS
FEBRUARY 6, 2020**

#46 BE IT RESOLVED THAT a revenue line of \$1,900 be included in the Council Operating budget to offset expenses for Conference and Training fees for District Councillors in accordance with the District of Muskoka Policy No. FI-011-2015: Conference and Seminar Attendance for District of Council Members;
AND THAT Administration be directed to apply for the recovery of the applicable fees in accordance with the policy.

CARRIED

#47 BE IT RESOLVED THAT the Council budget be adjusted downwards by \$3,500 to reflect the decision of Council to decline to take a cost-of-living salary increase for 2020.

CARRIED

#48 BE IT RESOLVED THAT we wish to limit the library board increases to satisfy step increases and current staff cost of living increases in the Public Library Board allocation be reduced by \$26,000.

CARRIED

#49 BE IT RESOLVED THAT the 2020 budget increase of 1% in contribution to capital reserves in the sum of \$161,000 be removed from the 2020 operating budget.

CARRIED

#50 WHEREAS the Recommended 2020 Budget for the Town of Gravenhurst was tabled on December 18, 2019;

AND WHEREAS the public was provided with an opportunity to directly address Council on the 2020 Budget at a Special Council meeting January 18, 2020;

AND WHEREAS Council has had the opportunity to review the budget, seek clarification and make changes to the 2020 Budget at its meetings February 3, 4, 5, 6, 2020;

BE IT RESOLVED THAT the 2020 Budget, which consists of the 2020 Capital Budget and Multi-Year Plan and the 2020 Operating Budget, be received;

THAT the 2020 Capital Budget of \$6,481,653 as laid out in the 2020 Capital Budget and Multi-Year Plan be approved (as amended);

THAT the 2020 Community Improvement Program (CIP) project in the 2020 Capital Budget and Multi-Year Plan of \$65,000 be approved;

**2020 OPERATING BUDGET
COUNCIL RESOLUTIONS
FEBRUARY 6, 2020**

THAT the 2020 Gross Operating Budget exclusive of the Gravenhurst Business Improvement Area (GBIA) and the Community Improvement Program (CIP) of \$\$23,904,960 with a net Town General Tax Levy impact of \$16,720,769 as laid out in the 2020 Operating Budget be approved (as amended);

THAT the 2020 Gross Operating Budget for the Gravenhurst Business Improvement Area (GBIA) of \$57,300 with a net GBIA Tax Levy impact of \$49,552 be approved;

THAT the 2020 Gross Operating Budget for the Community Improvement Program (CIP) of \$65,000 with a net CIP Tax Levy impact of \$65,000 be approved;

AND THAT staff be directed to prepare the 2020 Tax Rates for the Town General Levy and Gravenhurst Business Improvement Area (GBIA) Levy on this basis.

Town of Gravenhurst				
Approved 2020 Operating Budget				
All numbers in \$ 000's				
Description	2019 Budget	2020 Budget	\$ change	% change
Town of Gravenhurst				
Council	281,679	282,989	1,310	0.5%
Community Partnerships	732,828	781,730	48,902	6.7%
Office of the CAO	345,620	372,037	26,417	7.6%
Legislative Services	461,825	489,200	27,375	5.9%
Corporate Services	954,890	992,400	37,510	3.9%
Fire & Emergency Services	966,290	1,005,120	38,830	4.0%
Community Growth and Development	2,579,975	2,594,626	14,651	0.6%
Infrastructure Services	4,631,123	4,731,532	100,409	2.2%
Corporate Administration	5,143,524	5,585,687	442,163	3.5%
2020 Net Tax Levy	16,097,754	16,835,321	737,567	4.6%
			Less Increase in assessment	-3.0%
			Increase to 2020 Tax Rate	1.6%



Town of Gravenhurst 2020 Operating Budget

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TOWN OF GRAVENHURST

Approved 2020 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>\$</u> <u>change</u>	<u>%</u> <u>change</u>
Council	281.7	282.9	1.3	0.5%
Community Partnerships	732.8	781.7	48.9	6.7%
Office of the CAO	345.6	372.0	26.4	7.6%
Legislative Services	461.8	489.2	27.4	5.9%
Corporate Services	954.9	992.4	37.5	3.9%
Fire & Emergency Services	966.3	1,005.1	38.8	4.0%
Community, Growth & Development	2,580.0	2,594.6	14.7	0.6%
Infrastructure Services	4,631.1	4,731.5	100.4	2.2%
Corporate Administration	5,143.5	5,585.7	442.1	3.5%
Net Tax Levy	16,097.8	16,835.3	737.6	4.6%
Less: Increase in Assessment				3.0%

2020 Tax Rate Increase

1.6%



2020 Operating Budget Council

Council – 2020 Operating Budget

APPROVED 2020 BUDGET

\$282,989 which is an increase of \$1,310 or 0.5% from 2019.

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

KEY INITIATIVES FOR 2020

- Continued participation in establishing Council strategic priorities and confirm direction for a future Strategic Plan
- Ongoing orientation/board development sessions including external professional development opportunities
- Building and sustaining connections with the Community – Open Doors, Town Hall, Mayor’s Tea, Meetings, Newsletters, etc.
- Continued involvement in Community Events and stakeholder relations

ACTIVITY INDICATORS

Measurable	2016	2017	2018	2019	Projected 2020
Council meetings	12	12	11	12	12
Planning Council meetings	12	12	10	11	11
Budget meetings	5	6	5	7	6
Special meetings	1	6	4	7	3

Council – 2020 Operating Budget

Special occasion plaques / certificates	39	14	10	12	12
Mayor's Open Door Fridays	-	-	3	11	12

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Professional Development: Increase of \$5,505

- Additional professional development funding for conferences and events requested specifically by individual Councillors related to:
 - ROMA (Rural Ontario Municipal Association)
 - OGRA (Ontario Good Roads Association)
 - AMO (Association of Municipalities in Ontario)
 - OSUM (Ontario Small Urban Municipalities)

Council Resolutions February 6th, 2020

#46 BE IT RESOLVED THAT a revenue line of \$1,900 be included in the Council Operating budget to offset expenses for Conference and Training fees for District Councillors in accordance with the District of Muskoka Policy No. FI-011-2015: Conference and Seminar Attendance for District of Council Members; **AND THAT** Administration be directed to apply for the recovery of the applicable fees in accordance with the policy.

CARRIED

#47 BE IT RESOLVED THAT the Council budget be adjusted downwards by \$3,500 to reflect the decision of Council to decline to take a cost-of-living salary increase for 2020.

CARRIED

**TOWN OF GRAVENHURST
2020
Operating Budget Council**

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Council							
Expenditures							
Staff Costs	216,571	230,100	238,240	265,400	262,500	-2,900	
Community Support	5,656	4,332	1,585	2,450	2,800	350	
Professional Development	6,606	7,755	9,516	12,000	15,605	3,605	
Communications	286	1,093	1,146	1,654	1,834	180	
Materials & Supplies		305	89	175	250	75	
Total Expenditures	229,119	243,585	250,576	281,679	282,989	1,310	0.5
Total Council	229,119	243,585	250,576	281,679	282,989	1,310	0.5%



2020 Operating Budget Community Partnerships



2020 Operating Budget Community Contributions

Community Contributions – 2020 Operating Budget

APPROVED 2020 BUDGET

\$77,000 which is an increase of \$10,000 or 14.9% from 2019.

Ryde Community Hub

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

Severn Bridge Hall

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

Terence Haight Grants

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

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.

CIP Program

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

Now entering its 8th year the demand for dollars has continued to outpace available funding. The program receives approximately 22 applications each year and on average in 2019, for every \$1.00 provided through this program an additional \$22.68 will be invested by the business owners.

In 2020 it is recommended that the Town contribution through the program be increased by \$10,000, from \$55,000 to \$65,000, to address outstanding demand and encourage increased participation.

**TOWN OF GRAVENHURST
2020
Operating Budget Community
Contributions**

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 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	19,624	20,000	19,949	20,000	25,000	5,000	
Total Expenditures	19,624	20,000	19,949	20,000	25,000	5,000	25.0
Revenue							
Transfers From Reserves	(20,000)	(20,000)	(19,949)	(20,000)	(25,000)	(5,000)	
Total Revenue	(20,000)	(20,000)	(19,949)	(20,000)	(25,000)	(5,000)	25.0
Total Terence Haight Grants	(376)						
CIP Program							
Expenditures							
Contribution to Reserve	55,000	55,000	55,000	55,000	65,000	10,000	
Total Expenditures	55,000	55,000	55,000	55,000	65,000	10,000	18.2
Total CIP Program	55,000	55,000	55,000	55,000	65,000	10,000	18.2
Total Community Contributions	66,624	67,000	67,000	67,000	77,000	10,000	14.9%



2020 Operating Budget Community Policing

Community Policing – 2020 Operating Budget

APPROVED 2020 BUDGET

\$2,800 which is an increase of \$100 from 2019.

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. This practice continues.

2019 ACCOMPLISHMENTS

- Ongoing efforts to improve the aesthetics of the work environment have continued. Otherwise the program was status quo for 2019.

2020 INITIATIVES

- No new formal initiatives are contemplated for 2020.
- Continue to work with the OPP on improving the work-space.

TOWN OF GRAVENHURST
2020
Operating Budget
Community Policing

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Community Policing							
Expenditures							
Utilities	2,587	2,620	1,977	2,700	2,700		
Building & Grounds Maintenance	3,174	3,230	3,960	3,000	2,500	(500)	
Insurance	2,992	3,141	3,448	3,200	3,800	600	
Communications	3,035	2,729	1,921	3,000	3,000		
Total Expenditures	11,788	11,720	11,306	11,900	12,000	100	0.8
Revenue							
Upper Tier Recovery	(9,482)	(9,200)	-9,200	(9,200)	(9,200)		
Total Revenue	(9,482)	(9,200)	-9,200	(9,200)	(9,200)		
Total Community Partnerships	2,306	2,520	2,106	2,700	2,800	100	3.7%

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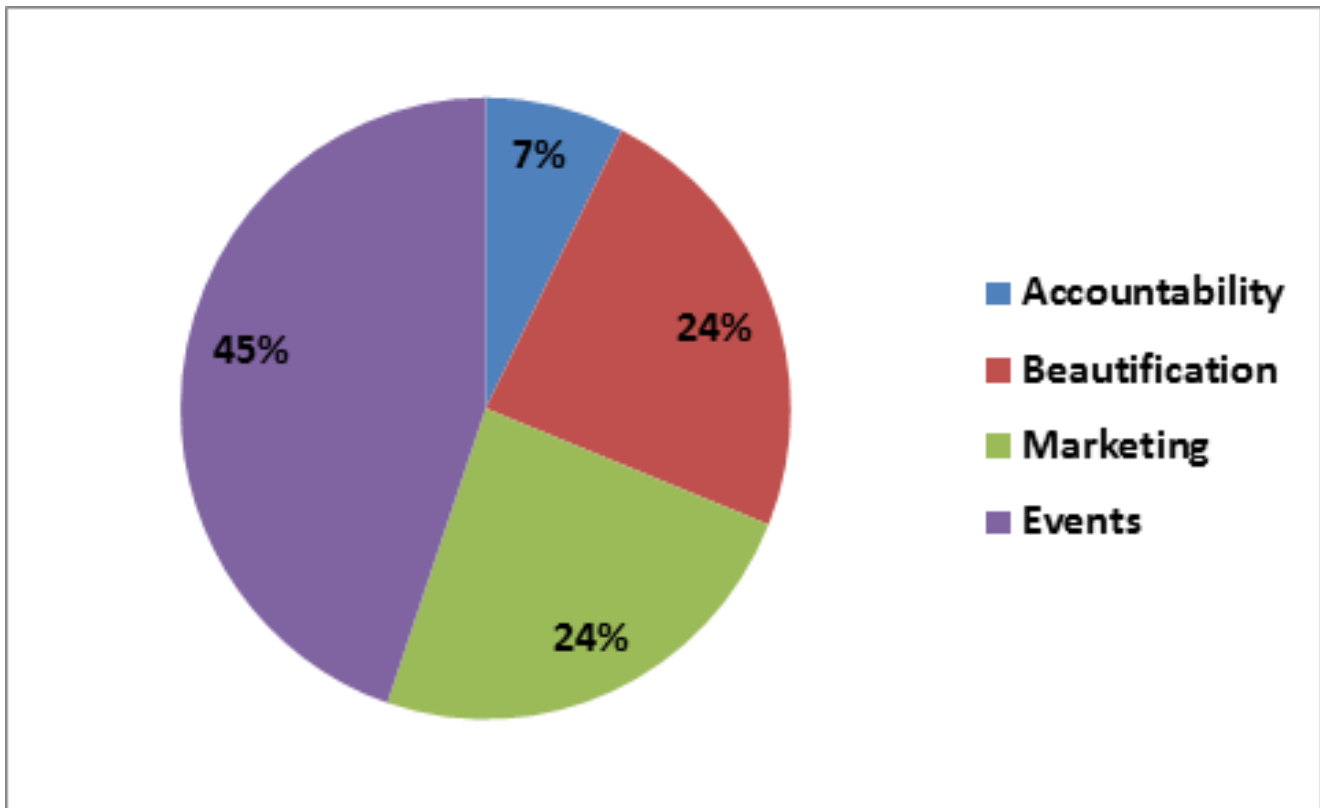


**2020 Operating Budget
Gravenhurst Business
Improvement Area**

Business Improvement Area – 2020 Operating Budget

APPROVED 2020 BUDGET

\$49,552 which is unchanged from 2019.



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 – 2020 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

2019 ACCOMPLISHMENTS

- Developed a Strategic Plan under the guidance of OMAFRA.
- Restructured BIA administrative needs from staff employee to contract event planners to maximize budget available for BIA priorities – beautification, events and out of town marketing.
- 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.

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

KEY INITIATIVES FOR 2020

- Develop work plan and action items from Strategic Plan.
- Continue initiatives for Digital Main Street Muskoka Grant to enhance Muskoka businesses’ use of technology.
- Additional targeted destination marketing of Gravenhurst - to be determined.
- Continue beautification projects including replacement of trees in downtown and new project, crosswalk paintings.

Business Improvement Area – 2020 Operating Budget

- Continued improvement of communication with community partners, BIA members and potential visitors to the downtown.
- Focused efforts on Board recruitment.
- Continued updating and improvement of events with the additional efforts of event planners.

Scheduled 2020 Events	Date
Gravenhurst Winter Carnival – “Event”	February 2020
Fresh Fashion Show	September 2020
Spring into Summer Art Crawl	June 2020
Celebrate Gravenhurst Sidewalk Sale	August 2020
Let the Spirits Rise in Downtown Gravenhurst	October 2020
Black Friday Sales & Annual Tree Lighting	November 2020

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Part-Time	.50	0	-.50	No employee in 2020

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Decrease of \$27,800:

- Decrease of \$27,800 for part time employee as part of the restructuring to contract event planners.

Community Support: Decrease of \$12,550:

- Event related marketing costs have been moved to contracted services.

Contracted Services: Increase of \$30,500:

- Contracted services have increased with the addition of the contract event planners and the consolidation of event related marketing costs moved from Community Support.

**TOWN OF GRAVENHURST
2020
Operating Budget
Gravenhurst Business Improvement Area**

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Gravenhurst Business Improvement Area							
Expenditures							
Staff Costs	28,311	29,388	21,306	27,800		(27,800)	
Community Support	27,526	37,680	16,108	35,450	22,900	(12,550)	
Professional Development	1,325	3,394	566	2,200	700	-1,500	
Transfers To/From Other Department	(1,025)	(2,040)		(3,000)	-3,000	0	
Contracted Services	5,341	8,118	7,068	5,400	35,900	30,500	
Communications	299	568	273	350	350		
Materials & Supplies	788	257	578	250	450	200	
Total Expenditures	62,565	77,365	45,899	68,450	57,300	(11,150)	(16.3)
Revenue							
Transfers From Reserves	(228)	(8,487)		(9,000)	(2,748)	6,252	
Donations/Sponsorships/Fundraising	(14,732)	(20,813)	(9,649)	(9,900)	(5,000)	4,900	
Total Revenue	(14,960)	(29,300)	(9,649)	(18,900)	(7,748)	11,152	(59.0)
Total Gravenhurst Business Improvement Area	47,605	48,065	36,250	49,550	49,552	2	0.0%



**2020 Operating Budget
Gravenhurst Public Library
Board**

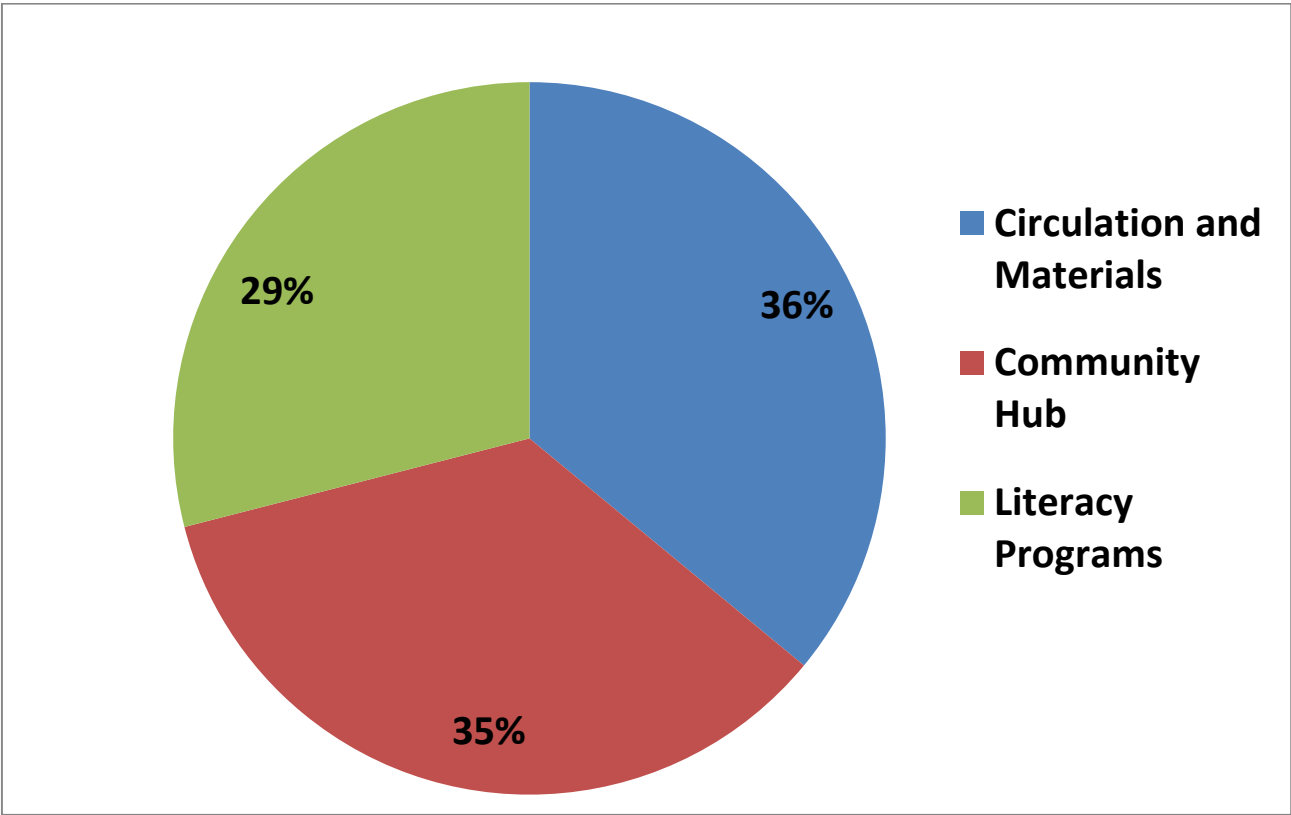
Gravenhurst Public Library Board – 2020 Budget

APPROVED 2020 BUDGET

\$652,378 which is an increase of \$38,800 or 6.3% from 2019.

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 – 2020 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 Wi-Fi, collection of fees and fines, program registrations, room and equipment rentals and exam proctoring
- 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, puzzles, audiobooks, online resources, electronic devices, fiction, and non-fiction books that include topics like business and digital literacy
- 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 readers' advisory services to library users that reflect comprehensive knowledge of the library's collection and an understanding of individual library user's preferences
- Deliver friendly, efficient, and responsive customer service to all who walk through our doors

Gravenhurst Public Library Board – 2020 Budget

Community Hub

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

Literacy Programming

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

Gravenhurst Public Library Board – 2020 Budget

2019 ACCOMPLISHMENTS

- Presented facility/site study findings and recommendations to Town Council.
- Approved policies in areas of governance, personnel, library services and facility.
- Tied collection development plan to budgeted allocations for materials in specific areas and continued to weed in areas needing attention.
- Added new digital resources including Consumer Reports and RB Digital Streaming (Acorn TV, The Great Courses Library Collection, Indie Flix, Pongalo Novela Club, Stingray Qello, and ACT/SAT Method Test Prep).
- Launched the Books and Brews Book Club in conjunction with Sawdust City Brewing Inc. which meets on a monthly basis.
- Partnered with the Gravenhurst Archives on a series of local history talks attracting a total of 228 attendees.
- Developed and provided maker madness programming for children ages 8 to 12.
- Continued to enhance the heavily used teen collection and provided programming for youth including a new four week Strong Girls teen program series.
- Attended robotics fair at Gravenhurst High School to demonstrate the mobile maker lab.
- 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.
- Provided regular monthly Tech Time Training workshops on a variety of topics including Facebook, Pinterest, Fake News and Internet Safety.
- Partnered with the OPP to provide a special workshop for parents on Understanding and Preventing Cyberbullying: How to keep your kids safe online.
- Continued to offer monthly library materials exchanges at local seniors' residences.
- Participated in Muskoka-wide #Readfor15Muskoka literacy event in conjunction with public libraries throughout the District.
- Played host to the Gravenhurst Chamber's November Afterhours event.
- Encouraged and facilitated environmental literacy with a seed swap and a program with ASH Muskoka.
- 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 community activities including Winter Carnival, the Chamber of Commerce Car Show, Canada Day, Cinema Under the Stars, Sawdust City Music Festival, Ryde Heritage Day and Let the Spirits Rise.
- Developed and delivered additional lifelong learning opportunities for adults including: several author talks; community income tax clinics; low income retirement planning workshop; card making classes; and social media training.

Gravenhurst Public Library Board – 2020 Budget

- Partnered with other community organizations to provide services, offer programming or promote activities including: the Alzheimer Society of Muskoka; Beechgrove School; Community Volunteer Tax Program (District of Muskoka); Friends of Muskoka Watershed; Granite Ridge; Gravenhurst Against Poverty; Gravenhurst BIA; Gravenhurst Chamber of Commerce; Gravenhurst High School; Gravenhurst Manor; Gravenhurst Public School; Gravenhurst Seniors’ Centre; Gravenhurst Women’s Centre; KP Manson School; Legacy Writing Partners; Muskoka Discovery Centre; Muskoka public libraries; Muskoka Triple P Partnership; the OPP; Probus; Ryde Co-op; Sawdust City Brewing and the Town of Gravenhurst.

KEY INITIATIVES FOR 2020

- Implementation of a new four year strategic plan for 2020-2024 – ENGAGE – ENHANCE - EXPAND - to include next steps related to facility/site study findings and recommendations:**
 - Upgrade library search and discovery software from the Horizon Internet Portal to the more intuitive and secure Enterprise discovery tool
 - Installation of point of sale system to accept debit and credit card payments
 - Replacement of early literacy workstations
 - Launch wireless hotspot and device lending
 - Expand outreach and programming opportunities geared to older children, tweens, and teens including Thinkers and Tinkers Lab for children ages 6 to 10
 - Establish Friends of the Library group to assist with fundraising efforts for a library expansion and renovation
- Development of memo of understanding between the Town of Gravenhurst and the GPL Board.**
- Continue to enhance partnerships with local community organizations to deliver services and programming opportunities for Gravenhurst residents.**

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019*	Projected 2020
Number of active cardholders	5,193	5,262	5,050	5,200
Number of people visiting the Library	75,815	77,372	74,350**	78,000
Number of physical items in collection	51,983	50,673	52,124	52,800
Number of times items were circulated	103,926	103,055	101,500	103,500
Number of interlibrary loans received	2,152	2,076	1,400**	2,100
Number of interlibrary loans lent	3,417	3,578	2,200**	3,750

Gravenhurst Public Library Board – 2020 Budget

Measurable (continued)	2017	2018	Projected 2019*	Projected 2020
Number of programs/ number of times offered	558	568	550	580
Number of people in attendance at programs	8,392	8,557	8,400	8,700
Number of e-visits (website)	21,949	26,553	31,000	32,000
Number of e-visits (social media)	157,701	89,777	92,000	93,000
Number of people using workstations	5,958	5,700	5,200	5,300
Number of people using Wi-Fi	3,729	9,720	11,000	12,000

*2019 Activity Indicators projected based on previous 11 months of statistics collection

**Statistics for Visitors to the library, interlibrary loans received and interlibrary loans lent are lower due to changes to the interlibrary loan service

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full Time	5	5	0	No change
Part Time	2.6	3.2	0.6	Addition of part time Children's and Youth Services Librarian
Other: Summer students for 10-14 weeks	0.4	0	-0.4	

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of ~~\$60,000~~ \$44,000

- Addition of a permanent P/T Children's and Youth Services Librarian position; salary adjustments based on step increases and a cost-of-living adjustment.

Transfers from Reserves: Increase of \$10,500

- Increase in transfer from reserves to offset costs associated with new children's programming equipment and the one time cost of migrating to a new discovery tool for searching the library's collection.

Gravenhurst Public Library Board – 2020 Budget

Council Resolution February 6th, 2020

- #48** **BE IT RESOLVED THAT** we wish to limit the library board increases to satisfy step increases and current staff cost of living increases in the Public Library Board allocation be reduced by \$26,000.

CARRIED

TOWN OF GRAVENHURST
2020
Operating Budget
Gravenhurst Public Library Board

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Gravenhurst Public Library Board							
Expenditures							
Staff Costs	465,482	498,795	469,188	520,000	564,000	44,000	
Professional Development	8,360	7,754	5,978	9,300	9,300		
Transfers To/From Other Department	1,000	1,000	94	1,200	1,200		
Contracted Services	1,499	1,316	1,287	1,500	1,500		
Financial Expenses	27,906	10,502	10,139	20,000	20,000		
Legal Services				500	500		
Information Technology Services	71,907	76,170	67,505	84,000	88,500	4,500	
Communications	3,143	3,498	4,980	5,200	8,800	3,600	
Other Services		10	10	150	150		
Equipment	14,062	14,051	3,711	13,500	12,000	-1,500	
Materials & Supplies	7,633	6,379	4,954	7,075	7,075		
Library Collection	63,668	67,756	55,594	72,600	73,800	1,200	
Total Expenditures	664,660	687,231	623,440	735,025	786,825	51,800	7.0
Revenue							
Grants	-43,298	-41,304	-2,682	-42,947	-44,947	-2,000	
Fines	-6,645	-6,655	-5,844	-8,500	-8,500		
Sales	-7,983	-8,048	-8,856	-8,500	-9,000	-500	
Facility Rental	-860	-1,533	-1,306	-2,000	-2,000		
Transfers From Reserves	-44,479	-38,992	-40,139	-56,000	-66,500	-10,500	
Investment Income	-56	-30					
Donations/Sponsorships	-2,028	-1,548	-1,009	-3,500	-3,500		
Total Revenue	-105,349	-98,110	-59,836	-121,447	-134,447	-13,000	10.7
Total Gravenhurst Public Library Board	559,311	589,121	563,604	613,578	652,378	38,800	6.3%



2020 Operating Budget Town Departments



2020 Operating Budget Office of the CAO

Office of the CAO – 2020 Operating Budget

APPROVED 2020 BUDGET

\$372,037 which is an increase of \$26,417 or 7.6% from 2019.

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

2019 ACCOMPLISHMENTS

- **Council Strategic Priority Setting and Strategic Plan**
 - In partnership with StrategyCorp, engaged new Council in identifying priorities for Council term.
 - Continued refinement of Strategic Plan reporting mechanisms for administrative purposes and information sharing with Council and the public.
- **Council Orientation / Board Development**
 - Supported the Clerk in continued orientation/board development sessions. With the new Council added Working Sessions have been undertaken (e.g. Planning, Budget, Fire Operations) to help with the learning curve. A conscious effort has gone into assessing Council's progress and its areas of focus.
- **Muskoka Regional Centre**
 - Represented the Town interest in discussions around the disposition/development of the lands, bringing timely advice to Council related to the future purchase/development of these lands, work with

Office of the CAO – 2020 Operating Budget

Council in a strong local advocacy role. Regular updates have been given to Council with respect to changing Provincial positions and the involvement of the District in the process.

- **Management of Community Relationships/Partnerships**
 - Continued oversight for the negotiation of a new operational agreement with the YMCA for ongoing operations at the Aquatic & Fitness Centre.
 - Liaises regularly with Gravenhurst Public Library CEO.
 - Regular and ongoing engagement with area CAO's including the District.
- **Regional Government Review**
 - Monitored progress and outcome of the review directed by the Province of Ontario. Initiated linkage with District and area CAO's to discuss collaborative opportunities for efficiency review within the Municipal Modernization Program announcement. Direction from Council in that regard sought in December.
- **Monitoring of Legislative/Regulatory Changes Affecting Municipalities**
 - Ongoing monitoring of decisions/directions of the Province of Ontario and potential impacts to operations.

DEFERRED 2019 INITIATIVES

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

KEY INITIATIVES FOR 2020

- **Council Strategic Priority Setting and Strategic Plan – Full strategic plan renewal as current plan concludes.**
- **Muskoka Regional Centre Lands – Continued monitoring and participation in discussions.**
- **Management of community relationships/partnerships -**
 - Completion of Operational Agreement with YMCA
 - Ongoing relationship with Gravenhurst Public Library

These initiatives meet the following Strategic Plan Objectives:

- **Objective 1A: Build Economic & Employment Opportunities**
- **Objective 2A: A Safer Community**

Office of the CAO – 2020 Operating Budget

- Objective 2B: A Well-Planned, Healthy, Green and Livable Community
- Objective 3A: A More Connected Community – A Vibrant Town Supported by Solid and Active Partnerships
- Objective 5A: Exceptional Municipal Customer Service
- Objective 5B: Exceptional Municipal Management & Operational

ACTIVITY INDICATORS

Measurable	2017	2018	2019	Projected 2020
Meetings with Members of Council	4	30	37	40
Meetings with Directors	104	108	109	110
Senior Leadership Team Meetings	16	17	17	20
Area CAO Meetings	7	4	2	4
District ITSC Meetings	3	4	4	4
Briefing Notes to Council		18	7	10

STAFFING CHANGES IN 2019 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full Time	1	1	0	
Contract	1	1	0	No change as per Council direction April 2019

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$26,368

- Most of this increase is due to an incorrect assumption that was made for the 2019 Operating Budget in relation to the contract nature of the EA position.

TOWN OF GRAVENHURST
2020
Operating Budget
CAO

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
CAO							
Expenditures							
Staff Costs	304,921	335,204	308,082	335,600	361,968	26,368	
Professional Development	8,281	7,697	5,441	9,120	8,914	(206)	
Communications	603	871	1,568	900	1,115	215	
Materials & Supplies	73	60	40		40	40	
Total Expenditures	313,878	343,832	315,131	345,620	372,037	26,417	7.6
Total CAO	313,878	343,832	315,131	345,620	372,037	26,417	7.6%

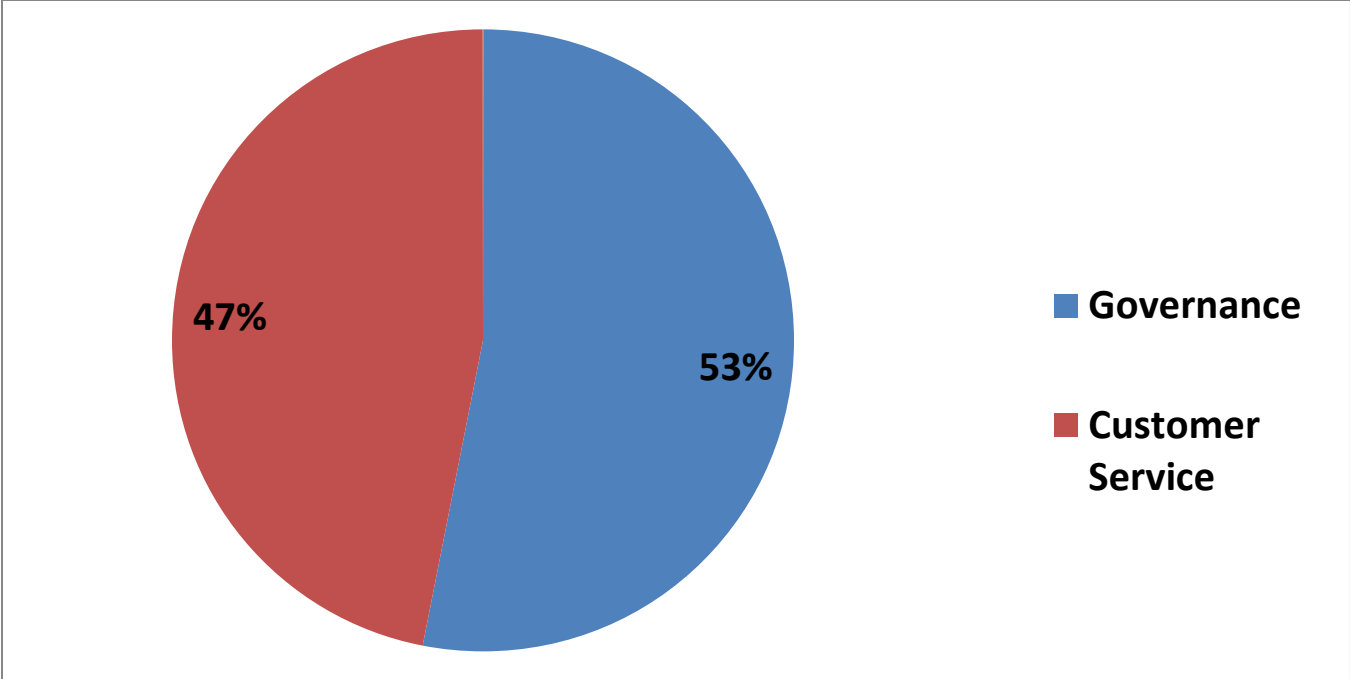


2020 Operating Budget Legislative Services

Legislative Services – 2020 Operating Budget

APPROVED 2020 BUDGET

\$489,200 which is an increase of \$27,375 or 5.9% from 2019.



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

Legislative Services – 2020 Operating Budget

Customer Service
<ul style="list-style-type: none"> • General reception including directing calls, responding to general inquiries via telephone and email
<ul style="list-style-type: none"> • 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"> • Commissioner of Oath (internal, external)
<ul style="list-style-type: none"> • Booking and hosting of civil marriage ceremonies
Corporate Communications
<ul style="list-style-type: none"> • Implement and oversee the corporate communications program
<ul style="list-style-type: none"> • Prepare and implement and communication plans on key corporate projects
<ul style="list-style-type: none"> • Manage the corporation’s web portal and intranet
<ul style="list-style-type: none"> • Coordinate media relations and prepare news releases and advisories
<ul style="list-style-type: none"> • Provide communication support to all corporate divisions

2019 ACCOMPLISHMENTS

- Completed the requirements of the 2018 Municipal Elections event including review and publication of candidate and third-party advertiser’s financial statements. No applications were received for further review by the Compliance Audit Committee.
- Continued the corporate Records Management Program including:
 - Comprehensive review of 700 historic maps and technical drawings which were located at an off-site storage location. Included at this location were maps of items such as municipal facilities, highways, infrastructure projects, subdivisions and other similar types of schematic drawings. The purpose of this review was to determine applicability of these records. Of the 700 reviewed, 97 (or 14%) were deemed as relevant and applicable and moved to a secure appropriate location for everyday use.
 - Internal training and emphasis on email management training resulting in a net decrease of 100,000 redundant and transitory email records out of the corporation’s network.
 - Annual physical destruction of 60 bankers boxes of records in accordance with the Records Retention By-law.

Legislative Services – 2020 Operating Budget

- Conducted audits of corporate network drives for clean-up, removal and applicable retention to prepare for the implementation of a comprehensive EDRMS.
- Participation in discussions for the implementation of the EDRMS including a comprehensive risk assessment and external legal opinion regarding cloud or on-premises solutions.
- Recruited and presented for Council's appointment applications for the Town's subcommittees including Winter Carnival, Library Board, Heritage Advisory, Youth Council, Environmental Advisory, Accessibility Advisory, CIP, Terence Haight Financial Assistance, Community Spirit Awards, Committee of Adjustment and Lions Sports Hall of Fame. Provided comprehensive orientation for the various subcommittees including roles, responsibilities and procedure.
- Conducted a comprehensive review and re-write of the corporate Business Licensing program including streamlining and modernizing the program and presented to Council for consideration.
- Completed an RFP and appointment of the Integrity Commissioner as required by the Municipal Act.
- Developed and presented for adoption Council policies as required by amendments to the Municipal Act including Parental Leave for Council and Council Staff Relations. Updated the Council Code of Conduct based on recommendations of the Integrity Commissioner.
- Conducted Council Board Developments sessions for the professional and organization development of Council including roles of Council and Council Code of Conduct.
- Recruited and filled the positions of Deputy Clerk / Committee Coordinator and Administrative Clerk 2 – Legislative Services. Incorporated the Corporate Communications program and the Communication Specialist into the department.
- Organized and conducted a corporate information and training program on the role of corporate communications including internal and external communications. Organized media training for key spokespeople.
- Re-established the corporate staff support group to effectively manage the Town's web content including an updated Terms of Reference.

DEFERRED 2019 INITIATIVES

- Development and implementation of the administrative ownership of the municipal Cemetery Program including record keeping, program monitoring and legislative compliance.

Legislative Services – 2020 Operating Budget

- Initiate phase III of the comprehensive corporate records management program including the procurement and implementation of the Electronic Document Records Management System in collaboration with the Records Consortium (District of Muskoka, Town of Bracebridge).

KEY INITIATIVES FOR 2020

- Continue to organize and host several Council Board Development sessions to enhance Council operations, debate and decision making.
- Development and implementation of the administrative ownership of the municipal Cemetery Program including record keeping, program monitoring and legislative compliance.
- Initiate phase III of the comprehensive corporate records management program including the procurement and implementation of the Electronic Document Records Management System in collaboration with the Records Consortium (District of Muskoka, Town of Bracebridge).
- **Finalize revisions to the Corporate Communications Handbook to reflect internal organizational changes and best internal communication practices.**
- Develop and administer a comprehensive Emergency Management Communications plan for internal and external planning, outreach and provincial compliance.

ACTIVITY INDICATORS

Measurable	2017	2018	Projected 2019	Projected 2020
Governance				
• Meetings	49	41	42	45
• Deputations	50	33	53	-
• Reports Considered	201	176	174	-
• Resolutions Passed	251	312	399	-
• By-laws Passed	142	105	87	-
Licensing				
• Business (other than taxi drivers)	23	35 + 4	28 + 2	30
• Taxi Drivers	22	26	20	n/a
• Lottery	21 + 3*	16 + 2	22	20

Legislative Services – 2020 Operating Budget

Measurable (continued)	2017	2018	Projected 2019	Projected 2020
• Marriage	81	81	82	80
• Civil Marriage Ceremonies	43	40	29	35
• Burial Permits / Deaths Registered	137	147	115	125
Other Department Activities				
• Information Requests	5	10	13	10
• Commissioning	115	106	67	100
Corporate Communications				
• Corporate website page views	431,810	405,980	516,633	525,000
• Corporate social media “likes” (Facebook)	2,766	3,646	4,418	5,550
• Corporate social media followers (Twitter)	4,100	4,485	4,781	5,000
• Media releases, advisories, notifications	232	199	296	250

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full Time	5	5		Due to the significant impact of required corporate resources for the implementation of the EDRMS, Administration are recommending the re-instatement of the Records and Information Assistant contract for a two year term with a commitment to evaluate and report back on the future of this position.
Contract	1	1		

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$21,600

- Salary adjustments based on step increases, cost-of-living increases and inclusion of a full year’s salary for the Records and Information Assistant contract.

TOWN OF GRAVENHURST
2020
Operating Budget
Legislative Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Legislative Services							
Expenditures							
Staff Costs	330,462	392,455	399,968	475,200	496,800	21,600	
Professional Development	6,324	6,318	7,772	10,100	11,200	1,100	
Contracted Services	9,954	9,668	8,680	11,300	11,800	500	
Communications	1,056	890	1,538	1,725	1,900	175	
Materials & Supplies	3,162	5,136	5,600	5,750	5,750		
Total Expenditures	350,958	414,467	423,558	504,075	527,450	23,375	4.6
Revenue							
Other Fees	(1,616)	(1,116)	(985)	(1,250)	(1,250)		
Permits	(1,430)	(1,470)	(1,100)	(1,350)	(1,350)		
Licences	(42,785)	(41,695)	(35,550)	(39,650)	(35,650)	4,000	
Cost Recovery			(7,210)				
Total Revenue	(45,831)	(44,281)	(44,845)	(42,250)	(38,250)	4,000	(9.5)
Total Legislative Services	305,127	370,186	378,713	461,825	489,200	27,375	5.9%

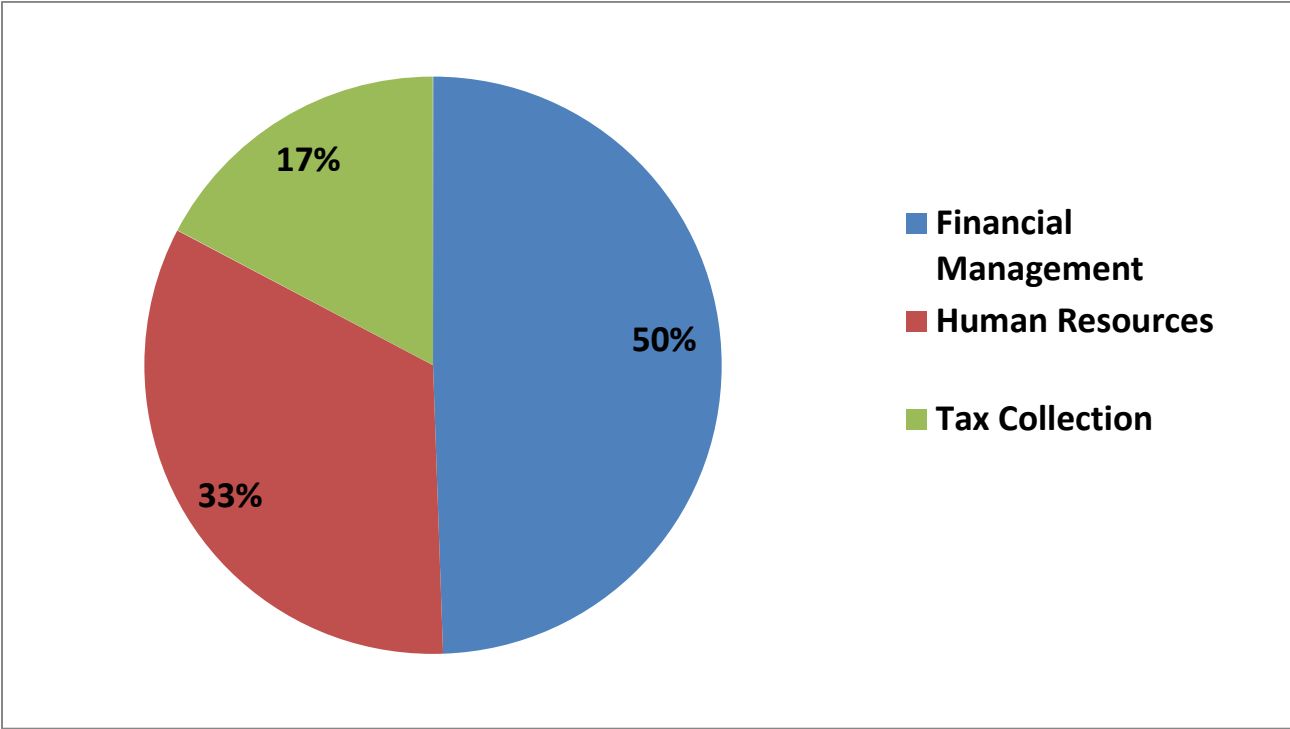


2020 Operating Budget Corporate Services

Corporate Services – 2020 Operating Budget

APPROVED 2020 BUDGET

\$992,400 is an increase of \$37,510 or 3.9% from 2019.



Financial Management
• Lead the development and approval process for the operating and capital budgets
• Provide financial advice and guidance to Council, the CAO and senior management
• Coordinate IT resources for the corporation
• Manage corporate financial and budgeting controls and systems
• Responsible for strategic and financial reporting to Council, departments and external agencies
• Champion Risk Management in the organization
• Lead engagement with external auditors
• Administer Procurement By-Law and procurement processes

Corporate Services – 2020 Operating Budget

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

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

2019 ACCOMPLISHMENTS

- Led the process for approval of the 2019 Capital and Operating Budgets with the new Council.
- Led the process to table the 2020 Capital and Operating Budgets by December 2019.
- **Supported a strategic plan validation process with the new Council.**
- Brought forward an updated Investments Policy to maximize returns, preserve capital, maintain adequate liquidity and adhere to statutory requirements.
- **Brought forward a Strategic Asset Management Policy to provide an ongoing guiding framework to enable a consistent approach to asset management throughout the organization.**
- Brought forward an updated Reserve and Reserve Fund policy to address Town operating and capital needs.
- **Facilitated the adoption of new Development Charges By-laws by Council.**

Corporate Services – 2020 Operating Budget

- **Lead the review of the current relationship with the YMCA for the management of the Centennial Centre pool and fitness centre and the subsequent re-write of the draft operating agreement.**
- Improved the financial planning and project accountability components of the new capital budgeting system.
- **Facilitated corporate training initiatives, in areas including Leadership, Customer Service, Building Relationships with Council; Transforming Toxic Teams; Resiliency; Media Training.**
- Organized the Global Challenge, a workplace wellness challenge for staff.
- Provided Health & Safety Training in areas including Ergonomics training for the JHSC, Ladder Safety training for the JHSC, JHSC Refresher training, Mental Health First Aid Training, WHMIS 2015, AODA, Ministry of Labour Health and Safety Awareness Training, Human Rights, Defensive Driver Training, First Aid training.
- **Continued to lead initiatives to engage, support and provide a network for the middle management team (referred to as the Corporate Management Team) resulting in development of a Terms of Reference, team building and professional development.**
- Developed new corporate policies/guidelines for employee expenses and cellular devices and flexible work arrangements.
- Initiated a new student orientation program.
- **Led a successful 2019 recruitment program filling key positions in the organization including Manager of Planning Services, Planners, Wharf Revitalization Coordinator, Deputy Clerk/Committee Coordinator, Executive Assistant and others.**
- Planned and hosted Take Our Kids to Work Day.
- **Supported Mayor and Council on the performance management process for the CAO including training.**

DEFERRED 2019 INITIATIVES

- **Lead the development of a new Town Strategic Plan in 2020.**
- 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.

KEY INITIATIVES FOR 2020

- **Bring forward a new operating agreement with the YMCA with improved financial accountability, transparency and operating efficiency.**
- **Evaluate options to track strategic initiatives in a practical, intuitive manner.**
- Continue to champion risk management and update the policies surrounding Town events including obtaining certificates of insurance, and implementing a wider use of the facilities user insurance program.

Corporate Services – 2020 Operating Budget

- Review and bring forward an updated Procurement Policy to ensure cost efficiencies and fairness.
- Conduct Request for Proposals for Insurance and Auditing services to seek out best value and services in the market.
- Conduct an organization-wide compensation market review.
- Continue review and updating of Health & Safety policies and processes.
- **Work with SLT to develop a suitable proposal for submission under the Municipal Modernization Program.**
- Develop a framework for corporate Succession Planning.
- **Continue to lead initiative to better support and engage the middle management team.**

Highlighted initiatives meet the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

Measurable	2017	2018	2019	Projected 2020
# of Invoices Processed	6,350	6,421	6,100	6,200
Electronic Funds Transfers (EFTs) as a % of total payments	62%	66%	68%	70%
# of claims against the Town currently being coordinated	31	31	30	30
# of receipts issued at front counter	10,592	10,293	10,302	10,300
# of receipts received electronically	10,367	10,809	11,267	11,700
# of tax bills issued	20,003	20,001	20,312	20,400
% of taxes uncollected	1.92%	2.40%	2.16%	2.15%
Final demand letters prior to tax sale	57	62	72	65
Tax sales	21	0	0	5

Corporate Services – 2020 Operating Budget

Measurable (continued)	2017	2018	2019	Projected 2020
Recruitments	35	64	63	60
Grievances	5	3	3	3
Turnover Rate	n/a	n/a	8.9%	n/a
Average Tenure of Full-time Staff (in years)	n/a	n/a	7.17	n/a
Average Age of Full-time Staff (in years)	n/a	n/a	43.35	n/a
Health & safety legislative compliance training	100%	100%	100%	100%

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full Time	9	9	-	No change
Other	0.33	0.33	-	HR summer student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Finance: Net increase of \$15,510

- Staff Costs: Increase of \$24,300 for salary and benefit adjustments for staff moving through the compensation grid.
- Arrears Notice and Mortgage Fees: Increase of \$7,000 based on 3 year experience and projected activity for 2020.

Human Resources: Net increase of \$22,000

- Staff Costs:
 - Increase of \$10,000 for staff overlap for a maternity leave.
 - Increase of \$9,000 in Retiree Benefits for Town retired employees until age 65.

TOWN OF GRAVENHURST

2020

Operating Budget Corporate Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Corporate Services							
Finance							
Expenditures							
Staff Costs	642,499	681,527	608,628	694,300	718,600	24,300	
Professional Development	13,083	13,396	12,174	14,700	13,600	(1,100)	
Tax Registration	1,125	(141)	387				
Communications	1,598	2,351	1,936	2,100	2,350	250	
Materials & Supplies	2,667	1,763	938	1,700	1,700		
Total Expenditures	660,972	698,896	624,063	712,800	736,250	23,450	3.3
Revenue							
Tax Certificate and Registration Fees	(40,056)	(31,564)	(31,187)	(33,760)	(34,700)	(940)	
Arrears Notice and Mortgage Fees	(94,259)	(65,385)	(70,734)	(68,900)	(75,900)	(7,000)	
Unallocated Revenue	(129)	(349)	(550)				
Total Revenue	(134,444)	(97,298)	(102,471)	(102,660)	(110,600)	(7,940)	7.7
Total Finance	526,528	601,598	521,592	610,140	625,650	15,510	2.5
Human Resources (HR)							
Expenditures							
Staff Costs	254,466	305,243	253,940	276,800	298,200	21,400	
Community Support	1,498	4,027	365	4,000	4,600	600	
Professional Development	11,828	11,538	9,900	15,000	15,000		
Consultant Services	20,184	20,617	20,981	18,500	18,500		
Legal Services	45,572	9,545	16,155	20,000	20,000		
Communications	9,971	10,287	5,080	9,600	9,600		
Equipment				150	150		
Materials & Supplies	733	397		700	700		
Total Expenditures	344,252	361,654	306,421	344,750	366,750	22,000	6.4
Revenue							
Grants	(1,197)						
Total Revenue	(1,197)						
Total Human Resources (HR)	343,055	361,654	306,421	344,750	366,750	22,000	6.4
Total Corporate Services	869,583	963,252	828,013	954,890	992,400	37,510	3.9%

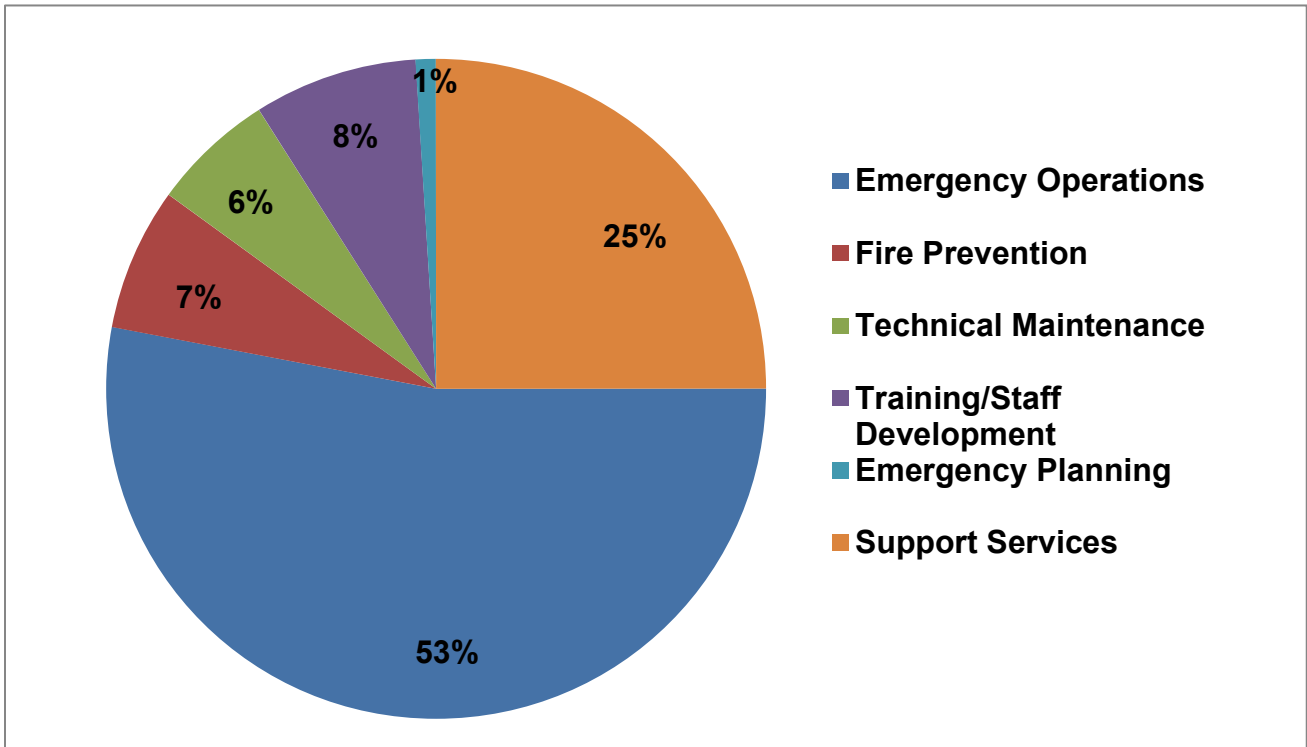


2020 Operating Budget Fire & Emergency Services

Fire & Emergency Services – 2020 Operating Budget

APPROVED 2020 BUDGET

\$1,005,120 which is an increase of \$38,830 or 4.0% from 2019.



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 – 2020 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 causal 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 including fleet
- Develops and maintains all written and/or electronic documentation and records for all moveable operational assets and equipment

Training and Staff Development Division

- Organizes and conducts all regular “in-service” and externally-delivered training and development programs including all written and/or electronic documentation
- Facilitates and delivers the comprehensive “Recruit Training Program” in collaboration with the other Muskoka-based fire services
- Organizes and conducts training programs including officer development, driver training, 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 – 2020 Operating Budget

Emergency Planning Division
<ul style="list-style-type: none">• Provides leadership and guidance to the Town’s “Emergency Management Program Committee” including required training elements for key staff members
<ul style="list-style-type: none">• Ensures that the Municipality complies with all aspects of the <i>Emergency Management and Civil Protection Act</i> including the maintenance of the Town’s Emergency Plan and for the submission of all related documents to the Province attesting to compliance with the <i>Act</i>
<ul style="list-style-type: none">• Organizes, plans and facilitates the annual emergency exercise of the Municipality and coordinates the participation of FES in the annual emergency exercise conducted at the Muskoka Airport
<ul style="list-style-type: none">• Maintains relationships with Emergency Management Ontario, the District of Muskoka including participation at the Muskoka Emergency Response Committee (MERC); and other local municipalities to further Emergency Planning best practices and interoperability
<ul style="list-style-type: none">• Conducts public education initiatives aimed specifically at emergency preparedness spring freshet, 72 hour preparedness kits, power outages etc.

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">• Ensures compliance with mandated requirements of the <i>Fire Protection and Prevention Act</i>

Fire & Emergency Services – 2020 Operating Budget

2019 ACCOMPLISHMENTS

- Researched, drafted, finalized and issued or revised twelve (12) new Operational Guidelines (OG's) in keeping with a continuous review of new and existing Ministry of Labour Section 21 Committee Guidance Notes.
- **Organized and hosted “Muskoka Leadership Summit” for peer group fire service leaders.**
- **Will have responded to an estimated 235 emergency incidents with no loss of life to either members of the public or firefighters. Notably, Station 3 Firefighters saved the life of a young Barkway woman when they rescued her from a house fire in February.**
- Continued implementation of the “Preventable False Alarm” program impacted the number of unnecessary responses.
- Conducted annual recruiting initiatives which resulted in the hiring of nine (9) new volunteer firefighters in September.
- Graduated ten (10) new firefighters from the Muskoka Joint Recruit Training Program in September.
- Facilitated the training of four (4) new drivers for the Department’s fleet of heavy vehicles.
- Conducted 100+ hours of in-service training for all emergency operations staff.
- Under the auspices of the Muskoka Joint Training Program, trained fourteen (14) existing staff members to the NFPA 1041 – Fire Instructor Level One standard, and four (4) existing line officers to the NFPA 1021 – Fire Officer Level One standard.
- **Recertified 15 members of our Technical Rescue Team (Water & Ice Rescue, Low-slope Rescue).**
- All FES staff participated in two significant training events during the summer – “live fire” training at the Ontario Fire College, and site visitation training at the Budget Propane bulk distribution facility on Beiers Road.
- 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, Severn Bridge Fall Fair, Muskoka Thunder Emergency Services Night and ten (10) separate seniors’ wellness fairs.**
- **Started the “Coffee with a Firefighter” program in concert with McDonalds on the final Friday of each month. Fire Safety and Emergency Planning information is shared with the public in this relaxed, informal setting.**
- **Began a regular “First Friday Fire Safety” information program via radio broadcast with Country 102.**

Fire & Emergency Services – 2020 Operating Budget

- Conducted the annual “Twelve Days of Christmas Fire Safety” program with YOURTV.
- Collaborated with Muskoka Paramedic Services to deliver four free “Community CPR Clinics” to teach community members how to perform “Compressions Only CPR”.
- During the summer months, conducted a community “Have Your Say” survey of attitudes and impressions of the services that FES provides to the community.
- Investigated and successfully resolved eleven (11) fire safety complaints received from members of the public or allied agencies, often in concert with other town staff and enforcement agencies.
- Sixteen (16) charges were laid under the “*Fire Protection and Prevention Act*” where compliance with fire safety regulations could not be achieved voluntarily with property owners, or where violations warranted charges.
- Completed a comprehensive re-write of the “Simplified Risk Assessment” for the community to guide future Fire Prevention Division activities.
- Reviewed and provided comments on sixty-four (64) planning and development applications from a fire safety and response/incident mitigation perspective.
- Managed the delivery and commissioning of new breathing air purification system at Station 1 which included renovations to existing space.
- A new water supply truck (Tanker) was received and commissioned early in the new year which required extensive staff familiarization and training.
- Maintained the FES fleet and equipment inventory including annual certification for fire department pumping apparatus, ladders and Self-Contained Breathing Apparatus.
- Initiated a comprehensive, multi-year hose replacement program for the Department’s stock of fire attack and water supply hose.
- Collaborated with the Rotary Club of Gravenhurst as they re-introduced their “First Responders Recognition Program”.
- Achieved full compliance with the mandated requirements of the *Emergency Management and Civil Protection Act*.
- Successfully conducted an annual emergency exercise which tested the Town’s emergency plan and ability to respond to a severe weather event.
- Participated in a Federally mandated annual emergency exercise in collaboration with other first responders at the Muskoka Airport.
- 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.

Fire & Emergency Services – 2020 Operating Budget

- Initiated a “Take your Spouse to Work” event and weekly “Yoga” instruction within the department as ways to help combat the effects of response related occupational stress.
- Continued the migration of FES records to new corporate TOMRMS standard.

DEFERRED 2018 INITIATIVES

- All planned activities were completed.

KEY INITIATIVES FOR 2020

- 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.
- Explore Automatic Aid Agreements with communities on our southern border in an attempt to identify efficiencies to provide better service delivery.
- Enhance engagement with other community safety partners (police and paramedics) to affect better intra-departmental program delivery to the community across the spectrum of community safety-related issues.
- Explore refreshed outreach programming as a way to more effectively address fire safety for seniors and primary-school aged children.

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	2017	2018	2019*	Projected 2020
Total emergency incidents	235	251	214	250
Number of civilian injuries/deaths	0	0	1/0	-

Fire & Emergency Services – 2020 Operating Budget

Measurable (continued)	2017	2018	2019*	Projected 2020
Estimated buildings/structural damage due to fires (\$)	741,500	338,500	2,077,000	-
Number of recruit firefighters in training	19	16	15	15
Training hours offered (regular in-service)	105	105	105	105
Number of fire inspections conducted	144	225	85	85
Number of media/public education events conducted	28	84	83	85
Formal fire cause determination investigations	1	0	2	-

* as of November 25, 2019

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 2019 BUDGET

Staff Costs: Increase of \$28,653

- Reflects staff cost increases approved by Council, the step increases for the Deputy Fire Chief and Fire Prevention Officers positions, and anticipated costs for increased emergency response activities.

TOWN OF GRAVENHURST
2020
Operating Budget
Fire & Emergency Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Fire & Emergency Services							
Fire Department							
Expenditures							
Staff Costs	580,679	670,582	706,169	739,247	767,900	28,653	
Labour Charges				50		(50)	
Fleet/Equipment Charges				50		(50)	
Community Support	2,971	5,744	3,080	4,250	4,000	(250)	
Professional Development	24,039	20,286	18,753	22,565	19,230	(3,335)	
Contribution to Reserve	17,054	6,148	885	10,500	11,000	500	
Contracted Services	43,915	48,918	45,909	52,473	53,800	1,327	
Consultant Services	7,494	2,702	265	5,500	4,300	(1,200)	
Communications	11,261	11,720	11,598	9,800	11,250	1,450	
Other Services	25,281	30,051	31,005	31,005	33,390	2,385	
Equipment	158,176	152,428	91,201	86,300	88,200	1,900	
Materials & Supplies	42,847	45,816	49,504	50,300	56,800	6,500	
Total Expenditures	913,717	994,395	958,369	1,012,040	1,049,870	37,830	3.7
Revenue							
Fire Fees	(63,269)	(50,676)	(50,892)	(56,000)	(55,000)	1,000	
Donations/Sponsorships	(5,232)	(11,100)					
Total Revenue	(68,501)	(61,776)	(50,892)	(56,000)	(55,000)	1,000	(1.8)
Total Fire Department	845,216	932,619	907,477	956,040	994,870	38,830	4.1

TOWN OF GRAVENHURST
2020
Operating Budget
Fire & Emergency Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Emergency Management							
Expenditures							
Community Support	3,636		283	1,000	500	(500)	
Professional Development	3,643	395	1,697	4,300	4,400	100	
Contracted Services	5,092	509	330		500	500	
Consultant Services				2,500	2,500		
Communications	557	866	966	1,250	1,150	(100)	
Equipment		5,072		800	800		
Materials & Supplies	295	956		400	400		
Total Expenditures	13,223	7,798	3,276	10,250	10,250		
Revenue							
Grants		(75)					
Total Revenue		(75)					
Total Emergency Management	13,223	7,723	3,276	10,250	10,250		
Total Fire & Emergency Services	858,439	940,342	910,753	966,290	1,005,120	38,830	4.0%

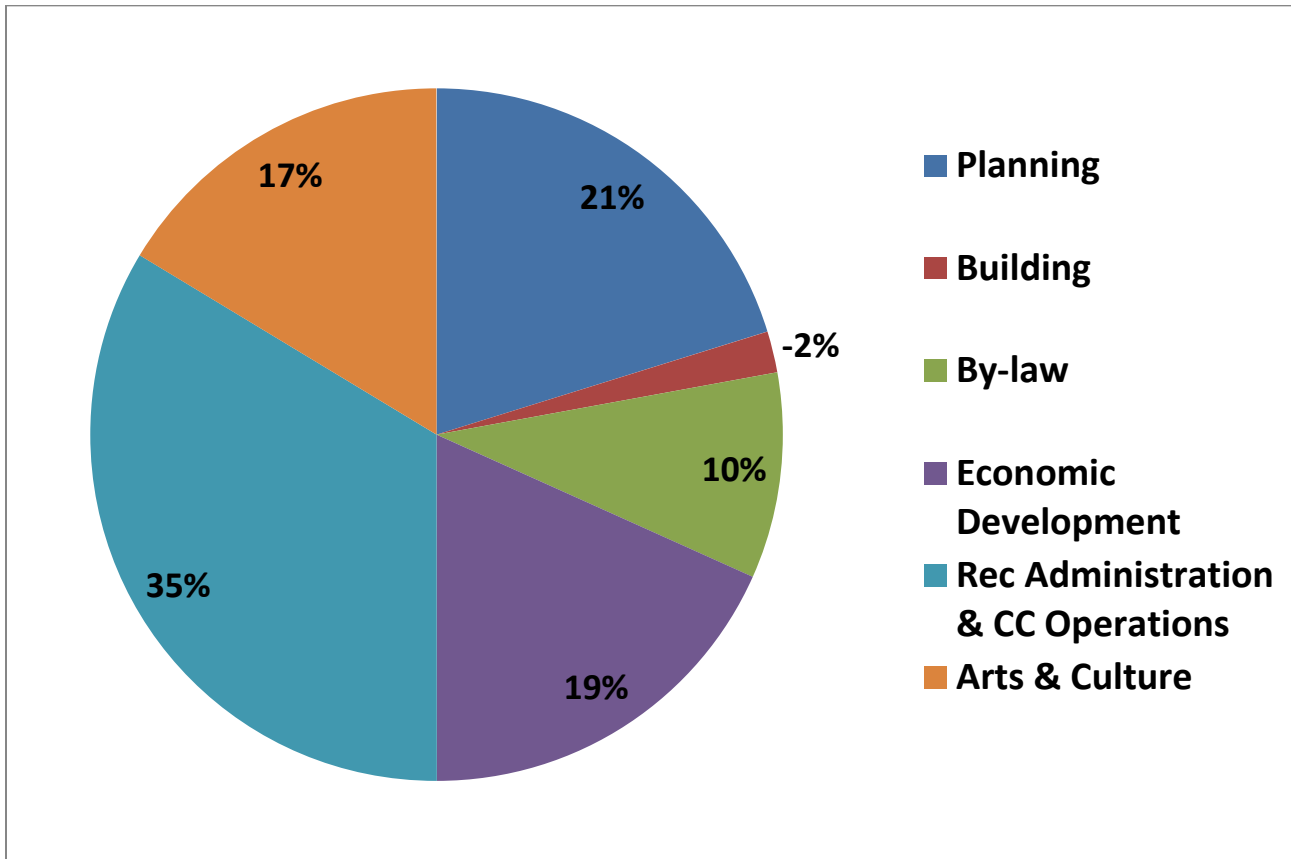


2020 Operating Budget Community, Growth and Development

Community Growth & Development – 2020 Operating Budget

APPROVED 2020 BUDGET

\$2,594,626 is an increase of \$14,651 or 0.6% from 2019.



Planning
<ul style="list-style-type: none"> • Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
<ul style="list-style-type: none"> • Provide professional advice to a number of legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Environmental Advisory Committee)
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Assist and provide customer service to property owners in understanding applicable land use regulations and associated development rights

Community Growth & Development – 2020 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

Economic Development, Marketing & Tourism

- 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 economic development related partnerships to promote, support and sustain economic prosperity
- Seek, initiate and assist departments with grant applications to leverage external funding opportunities
- Administration of the Community Improvement Plan (CIP) funding program
- Participate in the development of tourism strategy and respond to filming inquiries

Community Growth & Development – 2020 Operating Budget

- Develop and implement a corporate marketing plan to effectively promote Town operated programs and services
- Develop social media policy and monitor social media channels
- Graphic and design support for corporate projects
- Work collaboratively with community stakeholders to promote Gravenhurst as a year-round tourism destination
- Manage Town database of photography, images, graphics and online events content

By-law

- Enforce municipal By-laws
- Involved in the development and education of municipal by-laws
- Assist in prosecution for building, zoning and municipal by-law litigation
- Assist internal and external operations from a municipal enforcement standpoint (e.g. special events, Santa 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.

Recreation Administration & Centennial Centre Operations

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

Community Growth & Development – 2020 Operating Budget

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

Community Growth & Development – 2020 Operating Budget

2019 ACCOMPLISHMENTS

- Merged the Development Services Department with much of the Communications, Culture and Recreation Department and aligned activities
- Reviewed and updated procedures in relation to 911 Addressing
- Continued to update the Comprehensive Zoning By-law to bring it into conformity with the Town's recently approved Official Plan
- Monitored and responded to increased provincial changes in legislation including Bill 108
- Built on the current GIS inventory (e.g. aerial photography acquisition, digitizing snowplow route maps, mapping heritage structures)
- Reviewed options and reported to Council on encouraging additional housing (affordable or otherwise), primarily in the urban centre
- Have been participating in the Housing Task Force initiated through the District of Muskoka
- Evaluated and implemented e-commerce opportunities through the website (e.g. parking ticket and dog tag online payment options now available)
- Evaluated technology-based building inspection methods (e.g. tablets and online permitting)
- Worked on key development initiatives including, but not limited to, the Muskoka Regional Centre, Wharf Developments, Loon Call, Beechwood, Muskoka Bay, Skyline and other development approvals
- Continued preparation of Building/By-law educational material (e.g. accessory apartment guidebook)
- Prepared set fines for Tree Preservation, Site Alteration and Tree Control By-laws.
- Completed a Parking Control By-law office consolidation
- Completed Town core and Wharf parking audit
- Conducted a survey related to open-air burning regulations
- Developed a Tourism Destination Strategy (anticipate presentation to Council in early 2020)
- Initiated Wharf Revitalization Plan (anticipate presentation to Council in early 2020)
- Investigated the provision of new and expanded forums for citizen engagement on municipal initiatives
- Prepared a policy related to disposition of surplus municipal lands
- Established a corporate marketing policy to focus and efficiently utilize resources
- Established and promote a variety of Opera House pricing packages that are attractive to tourists and provide affordable options to residents

Community Growth & Development – 2020 Operating Budget

- The Opera House and Music on the Barge hosted the 3rd annual Sawdust City Music Festival (now the Muskoka Music Festival)
- Implemented Opera House Membership program to increase advocacy within the community
- Enhanced visibility through opportunities such as having staff regularly attend the Farmer’s Market, visit local businesses and attend the Ontario Motor Coach Association Marketplace in partnership with the Muskoka Steamships and Discovery Centre
- Supported the continuing tradition of Music on the Barge in its 70th season and explored new program enhancements and partnerships
- **Worked on the review of the Town’s operational agreement with the YMCA to ensure stronger transparency and accountability**
- Continued supporting the implementation of quality recreation programs and administer the utilization of quality assessment tools (PRO High Five)
- Conducted a successful pilot project by conducting swimming lessons at Bass Lake
- **Increased collaborative programming and services in partnership with the YMCA to grow community involvement and strengthen membership base**
- Supported and promoted YMCA Launch of the Youth Quest Leadership Program
- Created and implemented new events/programs for the community, including the Children’s Festival
- Completed the now Council approved “Event Sponsorship Policy”

DEFERRED 2019 INITIATIVES

- Establish a Social Media Policy
- Create Development Standards Guidelines

KEY INITIATIVES FOR 2020

- **Implement re-allocation of resources following the merging of the DEV and CCR Departments including:**
 - **Recruiting a Community Services Position**
 - **Acquiring a software platform to enhance community engagement along with solidifying the implementing resource (i.e. the 0.5 FTE to support this and other redistributed functions including tourism and revitalization implementation)**
- Support cross-divisional projects
- Initiate further general amendments to the Town Zoning By-law 10-04 as a means of aligning it with the recently approved Official Plan

Community Growth & Development – 2020 Operating Budget

- Continue participating in the Housing Task Force and begin implementation techniques to begin tackling the housing issue in the community
- Analyze further streamlining alternatives as it relates to development process
- Complete a Development Standards Guideline as a means of achieving the above
- Implement MARMAK in additional divisions in the department
- Complete training on extensive code updates with staff and conduct a contractor / designer information session as well
- Work with the District of Muskoka and software providers to advance the concept of e-permitting
- Bring the results of the Open-air Burning By-law Survey to Council for their consideration and to seek regulatory direction
- Implement a revised Business Licensing By-law. Repeal/refresh one other By-law
- Implement disposition of surplus lands policy
- Advance workforce development programming
- Complete, and implement direction coming out of the Wharf Revitalization Plan and Tourism Destination Strategy
- Develop a social media policy and implement a more focused community engagement strategy/platform
- Initiate the development of a Recreation, Parks and Trails Master Plan to ensure programs and infrastructure is meeting the needs of the community now and for the foreseeable future
- Build on the momentum for more diverse programs in the community in concert with the YMCA program offerings and increase “offseason” usage of the Centennial Centre
- Increase youth engagement through assistance with the Youth Council and through the provision of youth spaces and opportunities at the Centennial Centre and Opera House
- Initiate the Opera House Business Plan Update as a 5-10 year game plan for what occurs in the facility
- Assess pricing and increase packaging opportunities at the Opera House with other business/tourism/cultural stakeholders in (and beyond) the community
- Continue strengthening relationships with local community partners to enhance curriculum based school programming at the Opera House

Highlighted 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

Community Growth & Development – 2020 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	Projected 2020
Planning applications	266	265	275	280
Building permit applications	675	611	670	690
Building permit values (\$)	69,127,408	59,000,000	42,000,000	56,000,000
Complaint files opened (By-law)	418	441	400	420
Complaint files closed	407	400	375	394
By-law Charges - Part I / II / III	3 / 251 / 2	20 / 255 / 0	10 / 260 / 1	11 / 255 / 1
Vehicles checked for timed parking	N/A	1755	1430	1590
Illegal signs removed	150	300 +	150	200
Committee meetings	30 (DEV only)	27 (DEV only)	60	64
Septic re-inspections	373	350	747	500
Economic opportunity files opened	53	172	179	140
Direct Spending from Filming	-	\$179,500	\$37,000	\$100,000
CIP grants (submissions/approved)	21/17	22/16	24/17	20/15

Community Growth & Development – 2020 Operating Budget

Measurable (continued)	2017	2018	Projected 2019	Projected 2020
Corporate grant dollars received	\$126,360	\$157,745	\$933,190	\$150,000
Social Media Views	1,950,000	2,025,315	2,273,426	2,410,000
Marketing Requests Completed	N/A	238	297	315
Opera House shows webpage views	16,154	12,767	16,200	16,575
Opera House social media “Likes” (Facebook)	3,100	3,376	3,700	3,972
Opera House total annual ticket sales	12,924	10,562	10,950	11,480
Opera House summer theatre ticket sales	6,604	4,301	3,770	4,890
Opera House total visitation (includes ticketed and not ticketed events)	20,527	14,991	16,220	17,245
Music on the Barge attendance	7,800	8,200	12,090	9,365
Participants registered in municipally-organized recreation programs	904	712	819	850
Centennial Centre booked facility hours	4,596	4,489	4,411	4,500

Community Growth & Development – 2020 Operating Budget

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full time	28.5	29	0.5	A result of the re-distribution of resources after the Director of CCR was not replaced. Even so, the resultant financial impact saw a decrease of \$25,000
Casual and P/T positions in operational areas	6.00	6.00	0	No change
Contract	1	1	0	Two positions: Wharf Revitalization Coordinator (50% funded by a grant) and Youth Intern (90% funded by a grant) in Economic Development. Approx. 6-months each
Summer students	0.83	0.83	0	2 By-law students (April-August)
	0.83	0.83	0	1 Building/1 Planning student (April-August)

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Planning and Zoning: Staff Cost Increase of \$24,200

- \$13,000 increase in Staff Costs are for salary adjustments based on step and annual increases, with the other \$11,000 being attributed to the transfer of a student position from the Building Division to the Planning Division. The overall impact is anticipated to be offset to some extent through a mild increase in revenue and the corresponding decrease in the Building Division budget for Staff Costs.

Community Growth & Development – 2020 Operating Budget

By-law: Staff Cost Increase of \$12,800

- \$12,800 increase in Staff Costs based on step and annual increases.

Economic Development, Marketing & Tourism: Staff Costs and Communications

- Increases are primarily related to the merging of the two budget areas as Economic Development and Marketing now function as one Division.

Community Revitalization: Decrease in Staff Costs of \$11,096

- The \$11,096 decrease in Staff Costs is reflective of the remaining months on a one-year contract position for the Wharf Revitalization project that is partially funded by OMAFRA.

CCR Administration: Decrease in Staff Costs of \$25,400

- \$25,400 reduction in Staff Costs is largely a result of re-allocating resources following the merging of the DEV and CCR Departments. In essence, the financial resources related to the vacated Director position will now be redirected as follows (while also realizing a \$25,000 budget savings):
 - Recruiting a Community Services-type position with an emphasis on non-core project work/advocacy as directed by Council, project management (e.g. the Opera House Business Plan Review, Recreation, Parks and Trails Master Plan), social services, homelessness/poverty reduction, public transportation, service delivery review, etc.
 - Acquiring a software platform to enhance/focus community engagement along with solidifying the implementing resources to ensure the program is managed effectively and efficiently (i.e. the 0.5 FTE to support this and other redistributed functions including tourism and revitalization implementation).

Centennial Centre: Increase in Arena Rental revenue of \$10,000

- Based on a three-year average, with anticipated enhanced usage in the “off-season”.

Recreation Programs: Decrease of \$10,000

- This reserve transfer was envisioned to be used for alterations to the Lions Hall of Fame. With little in the way of progress on project details, the reserve transfer has been removed for 2020.

Community Growth & Development – 2020 Operating Budget

Waterfront Recreation Programs: Increase in Staff Costs of \$10,100

- Largely related to the addition of swim lessons at Bass Lake, which was initiated as a pilot project in 2019.

Community Events: Cost Centre Adjustment

- There are two identified amounts of approximately \$20,000 that reflect a movement of budget to a line that more accurately reflects the spending. This is the implementation funding associated with the recently approved Event Sponsorship Policy.

Opera House: Decrease in Performance Fees of \$25,000 and Sales of \$21,250

- \$25,000 reduction in performance fees or programming expenses due to an adjusted programming schedule.
- \$21,250 reduction in Opera House Sales based on a three-year average.

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Community Growth and Development							
Planning							
Expenditures							
Staff Costs	591,417	663,326	586,801	675,500	699,700	24,200	
Professional Development	11,014	8,264	5,878	11,650	12,300	650	
Contribution to Reserve	10,000	10,000	10,000	10,000	10,000		
Consultant Services	1,979	1,593		5,000	3,000	(2,000)	
Legal Services	24,094	15,608	24,123	20,000	21,000	1,000	
Official Studies & Reviews	6,091			2,000		(2,000)	
Communications	747	1,396	1,036	1,200	1,638	438	
Other Services	4,877	7,464	5,327	7,300	7,300		
Equipment	2,473		49				
Materials & Supplies	895	1,400	296	1,600	1,350	(250)	
Total Expenditures	653,587	709,051	633,510	734,250	756,288	22,038	3.0
Revenue							
Planning Fees	(206,925)	(197,317)	(166,616)	(187,143)	(193,780)	(6,637)	
Policy and Other Regulatory Fees	(3,185)	(4,550)	(4,317)	(3,115)	(4,000)	(885)	
Sales	(810)	(1,210)	(954)	(875)	(991)	(116)	
Unallocated Revenue	(400)	310	(350)				
Transfers From Reserves				(2,000)		2,000	
Total Revenue	(211,320)	(202,767)	(172,237)	(193,133)	(198,771)	(5,638)	2.9
Total Planning	442,267	506,284	461,273	541,117	557,517	16,400	3.0
Building Inspection							
Expenditures							
Staff Costs	536,698	579,202	601,248	647,100	656,800	9,700	
Labour Charges	1,220	71	386	1,500	1,000	(500)	
Professional Development	10,345	13,774	7,884	14,055	13,700	(355)	
Contribution to Reserve	267,713						
Contracted Services	365	31	96	100	150	50	

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Legal Services			213				
Communications	1,223	3,105	1,425	2,500	2,200	(300)	
Equipment	20,959	28,664	12,952	25,000	22,400	(2,600)	
Materials & Supplies	3,209	3,352	2,224	3,500	4,000	500	
Total Expenditures	841,732	628,199	626,428	693,755	700,250	6,495	0.9
Revenue							
Planning Fees	(1,290)	(2,870)	(2,235)	(2,600)	(2,600)		
Open Permit Fees and Deposits Forfeited	(27,350)	(68,195)	(103,404)	(115,000)	(120,000)	(5,000)	
Permits	(924,483)	(650,247)	(529,741)	(650,000)	(645,500)	4,500	
Fines	(500)			(2,500)	(1,500)	1,000	
Total Revenue	(953,623)	(721,312)	(635,380)	(770,100)	(769,600)	500	(0.1)
Total Building Inspection	(111,891)	(93,113)	(8,952)	(76,345)	(69,350)	6,995	(9.2)
By-Law							
Expenditures							
Staff Costs	184,070	204,924	190,885	206,400	219,200	12,800	
Labour Charges	232	493	325	2,500	1,500	(1,000)	
Fleet/Equipment Charges		524	204				
Professional Development	5,702	5,633	5,021	7,150	7,550	400	
Contracted Services	8,010	8,707	7,211	9,500	10,000	500	
Communications	1,252	836	1,041	1,500	1,500		
Equipment	8,054	9,448	7,638	9,670	8,670	(1,000)	
Materials & Supplies	3,451	3,828	1,302	4,500	4,500		
Total Expenditures	210,771	234,393	213,627	241,220	252,920	11,700	4.9
Revenue							
Licences	(2,795)	(3,060)	(2,844)	(3,000)	(2,800)	200	
Fines	(9,269)	(11,597)	(11,000)	(10,500)	(10,600)	(100)	
Total Revenue	(12,064)	(14,657)	(13,844)	(13,500)	(13,400)	100	(0.7)
Total By-Law	198,707	219,736	199,783	227,720	239,520	11,800	5.2

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Crossing Guards							
Expenditures							
Staff Costs	10,957	9,074	8,095	11,700	12,900	1,200	
Professional Development				50	50		
Materials & Supplies	91	244	274	100	100		
Total Expenditures	11,048	9,318	8,369	11,850	13,050	1,200	10.1
Total Crossing Guards	11,048	9,318	8,369	11,850	13,050	1,200	10.1
Economic Development							
Expenditures							
Staff Costs	138,417	176,624	199,168	213,814	348,500	134,686	
Community Support	2,456	1,085	12,013	12,200	2,700	(9,500)	
Professional Development	8,309	11,922	6,741	9,190	16,554	7,364	
Contracted Services	55,554	56,432	45,439	58,258	65,295	7,037	
Communications	1,950	2,130	2,169	5,850	25,700	19,850	
Special Projects	984	4,583	1,719	10,500	19,000	8,500	
Equipment	1,604			250	3,500	3,250	
Materials & Supplies	557	93	766	1,850	2,000	150	
Total Expenditures	209,831	252,869	268,015	311,912	483,249	171,337	54.9
Revenue							
Grants			(3,813)	(20,596)	(21,000)	(404)	
Unallocated Revenue		(750)	(250)	(250)		250	
Total Revenue		(750)	(4,063)	(20,846)	(21,000)	(154)	0.7
Total Economic Development	209,831	252,119	263,952	291,066	462,249	171,183	58.8
Marketing							
Expenditures							
Staff Costs	170,454	204,496	107,651	121,300		(121,300)	
Professional Development	2,078	4,101	2,005	2,700		(2,700)	
Contracted Services	16,342	3,972	5,219	6,500		(6,500)	
Communications	17,514	15,802	11,319	14,850		(14,850)	

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Equipment	4,498	1,296		3,500		(3,500)	
Materials & Supplies	3,330	1,224	3,154	2,000		(2,000)	
Total Expenditures	214,216	230,891	129,348	150,850		(150,850)	(100.0)
Total Marketing	214,216	230,891	129,348	150,850		(150,850)	(100.0)
Community Revitalization							
Expenditures							
Staff Costs				43,096	32,000	(11,096)	
Community Support			1,765	5,000	5,000		
Consultant Services			1,044	5,000	5,000		
Materials & Supplies				1,500		(1,500)	
Total Expenditures			2,809	54,596	42,000	(12,596)	(23.1)
Revenue							
Grants				(26,548)	(17,500)	9,048	
Total Revenue				(26,548)	(17,500)	9,048	(34.1)
Total Community Revitalization			2,809	28,048	24,500	(3,548)	(12.6)
Gravenhurst365							
Expenditures							
Community Support		6,393					
Consultant Services	5,758	21,587					
Communications	14,383	3,485					
Materials & Supplies	1,993						
Total Expenditures	22,134	31,465					
Revenue							
Grants	(11,711)	(16,209)					
Total Revenue	(11,711)	(16,209)					
Total Gravenhurst365	10,423	15,256					

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Muskoka Regional Centre Acquisition							
Expenditures							
Professional Development	206						
Consultant Services	25,440						
Legal Services	16,419						
Total Expenditures	42,065						
Total Muskoka Regional Centre Acquisition	42,065						
Recreation Administration							
Expenditures							
Staff Costs	363,146	316,829	232,363	416,700	391,300	(25,400)	
Professional Development	8,649	9,469	11,606	10,970	11,070	100	
Transfers To/From Other Department	(1,000)	(2,000)		(1,000)		1,000	
Contracted Services	(596)	2,200	170	2,200	2,000	(200)	
Financial Expenses	14,000	14,005	13,336	14,000	14,000		
Management Fees				300,000	300,000		
Communications	13,625	12,833	10,096	14,500	14,500		
Other Services	1,452	1,452	2,170	2,000	2,000		
Equipment	1,792	158	70	1,000	1,250	250	
Materials & Supplies	4,485	5,789	1,873	6,000	4,000	(2,000)	
Total Expenditures	405,553	360,735	271,684	766,370	740,120	(26,250)	(3.4)
Revenue							
Advertising Recovery	(6,540)	(6,980)	(6,340)	(7,000)	(7,000)		
Total Revenue	(6,540)	(6,980)	(6,340)	(7,000)	(7,000)		
Total Recreation Administration	399,013	353,755	265,344	759,370	733,120	(26,250)	(3.5)
Centennial Centre							
Expenditures							
Staff Costs	272,211	257,245	227,613	278,918	271,600	(7,318)	
Labour Charges	(7,174)	(1,588)					
Professional Development	2,409	913	4,255	3,755	6,155	2,400	

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Communications	3,602	3,617	2,521	3,700	3,700		
Other Services	3,287	1,880	1,614	4,000	4,200	200	
Equipment	31,029	26,590	30,664	30,200	30,150	(50)	
Materials & Supplies	12,559	9,362	10,384	13,500	14,500	1,000	
Total Expenditures	317,923	298,019	277,051	334,073	330,305	(3,768)	(1.1)
Revenue							
Other Fees	(1,834)	(1,302)	(1,538)	(1,700)	(1,700)		
Facility Rental	(4,457)	(2,900)	(900)	(4,800)	(2,500)	2,300	
Arena Rental	(255,145)	(279,625)	(223,877)	(245,000)	(255,000)	(10,000)	
Other Rentals	(10,975)	(12,230)	(3,481)	(15,000)	(14,000)	1,000	
Public Skating	(3,296)	(3,903)	(2,706)	(3,000)	(3,000)		
Total Revenue	(275,707)	(299,960)	(232,502)	(269,500)	(276,200)	(6,700)	2.5
Total Centennial Centre	42,216	(1,941)	44,549	64,573	54,105	(10,468)	(16.2)
Recreation Programs							
Expenditures							
Staff Costs	7,525	5,548	12,305	18,800	17,200	(1,600)	
Contracted Services	3,534	4,866	3,641	6,400	7,300	900	
Materials & Supplies	6,807	6,995	4,123	17,000	8,000	(9,000)	
Total Expenditures	17,866	17,409	20,069	42,200	32,500	(9,700)	(23.0)
Revenue							
Program Fees	(34,826)	(30,923)	(18,467)	(28,500)	(31,000)	(2,500)	
Transfers From Reserves				(10,000)		10,000	
Donations/Sponsorships	(885)			(1,000)		1,000	
Total Revenue	(35,711)	(30,923)	(18,467)	(39,500)	(31,000)	8,500	(21.5)
Total Recreation Programs	(17,845)	(13,514)	1,602	2,700	1,500	(1,200)	(44.4)

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Waterfront							
Expenditures							
Staff Costs	37,983	26,841	34,537	48,500	58,600	10,100	
Professional Development	97	98	292	376	400	24	
Contracted Services	1,095	890	669	600	750	150	
Communications	432	406	358	400	400		
Equipment		131		750		(750)	
Materials & Supplies	3,273	3,217	3,015	3,500	3,500		
Total Expenditures	42,880	31,583	38,871	54,126	63,650	9,524	17.6
Revenue							
Program Fees	(16,454)	(11,902)	(13,187)	(17,000)	(17,000)		
Total Revenue	(16,454)	(11,902)	(13,187)	(17,000)	(17,000)		
Total Waterfront	26,426	19,681	25,684	37,126	46,650	9,524	25.7
Community Events							
Expenditures							
Labour Charges	25,163	27,154	24,884	27,500	25,000	(2,500)	
Fleet/Equipment Charges	8,293	11,107	6,891	10,000	8,500	(1,500)	
Community Support					20,000	20,000	
Transfers To/From Other Department	1,500	2,800					
Contracted Services	20,779	17,422	19,512	21,000	21,000		
Communications	21,762	29,948	26,748	31,500	10,000	(21,500)	
Equipment	859		773	1,000		(1,000)	
Materials & Supplies	5,775	4,527	2,105	2,500	4,000	1,500	
Total Expenditures	84,131	92,958	80,913	93,500	88,500	(5,000)	(5.3)
Revenue							
Unallocated Revenue	(110)		(610)				
Total Revenue	(110)		(610)				
Total Community Events	84,021	92,958	80,303	93,500	88,500	(5,000)	(5.3)

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Winter Carnival							
Expenditures							
Community Support	4,000	3,000					
Contracted Services	16,862	25,300	20,832	25,000	26,000	1,000	
Communications	5,941	3,507	5,010	7,500	6,000	(1,500)	
Materials & Supplies	3,162	3,015	1,876	3,000	3,000		
Total Expenditures	29,965	34,822	27,718	35,500	35,000	(500)	(1.4)
Revenue							
Donations/Sponsorships	(29,965)	(34,822)	(23,748)	(35,500)	(35,000)	500	
Total Revenue	(29,965)	(34,822)	(23,748)	(35,500)	(35,000)	500	(1.4)
Total Winter Carnival			3,970				
Opera House							
Expenditures							
Staff Costs	331,733	349,097	311,163	350,500	356,400	5,900	
Professional Development	2,924	2,250	4,410	3,400	3,900	500	
Contribution to Reserve	18,268	14,000	14,147	17,000	15,750	(1,250)	
Transfers To/From Other Department	(475)	(760)	(94)				
Contracted Services	11,643	9,698	10,773	11,000	11,000		
Financial Expenses	10,536	8,616	9,088	11,000	10,000	(1,000)	
Performance Fees	251,791	266,278	182,495	230,000	205,000	(25,000)	
Communications	52,254	51,618	38,079	49,600	49,100	(500)	
SOCAN Fees	625	4,795	1,171	4,000	4,000		
Equipment	11,309	16,501	12,915	15,000	14,500	(500)	
Materials & Supplies	4,665	1,820	3,457	5,800	5,000	(800)	
Purchases for resale	10,790	7,474	5,793	10,000	8,000	(2,000)	
Total Expenditures	706,063	731,387	593,397	707,300	682,650	(24,650)	(3.5)
Revenue							
Handling Fees and Service Charges	(13,706)	(12,771)	(13,341)	(13,000)	(13,000)		
Opera House Sales	(264,768)	(197,149)	(166,873)	(232,000)	(210,750)	21,250	

TOWN OF GRAVENHURST
2020
Operating Budget
Community Growth & Development

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Sales	(411)	(142)	(455)	(300)	(300)		
Other Rentals	(29,699)	(30,964)	(24,154)	(34,000)	(30,000)	4,000	
Donations/Sponsorships	(5,365)	(2,835)	(6,250)	(4,500)	(6,000)	(1,500)	
Total Revenue	(313,949)	(243,861)	(211,073)	(283,800)	(260,050)	23,750	(8.4)
Total Opera House	392,114	487,526	382,324	423,500	422,600	(900)	(0.2)
Municipal Cultural Plan							
Expenditures							
Materials & Supplies	215			5,000		(5,000)	
Total Expenditures	215			5,000		(5,000)	(100.0)
Total Municipal Cultural Plan	215			5,000		(5,000)	(100.0)
Barge Concerts							
Expenditures							
Staff Costs	6,382	8,022	6,898	6,800	7,000	200	
Labour Charges				1,000		(1,000)	
Building & Grounds Maintenance					2,000	2,000	
Performance Fees	22,935	23,156	23,779	24,000	24,000		
Communications	880	884	1,525	1,500	1,500		
Other Services		2,997		1,100	1,100		
Equipment				500		(500)	
Materials & Supplies				500	500		
Total Expenditures	30,197	35,059	32,202	35,400	36,100	700	2.0
Revenue							
Donations/Sponsorships	(13,379)	(12,555)	(20,392)	(15,500)	(15,435)	65	
Total Revenue	(13,379)	(12,555)	(20,392)	(15,500)	(15,435)	65	(0.4)
Total Barge Concerts	16,818	22,504	11,810	19,900	20,665	765	3.8
Total Community Growth and Development	1,959,644	2,101,460	1,872,168	2,579,975	2,594,626	14,651	0.6%

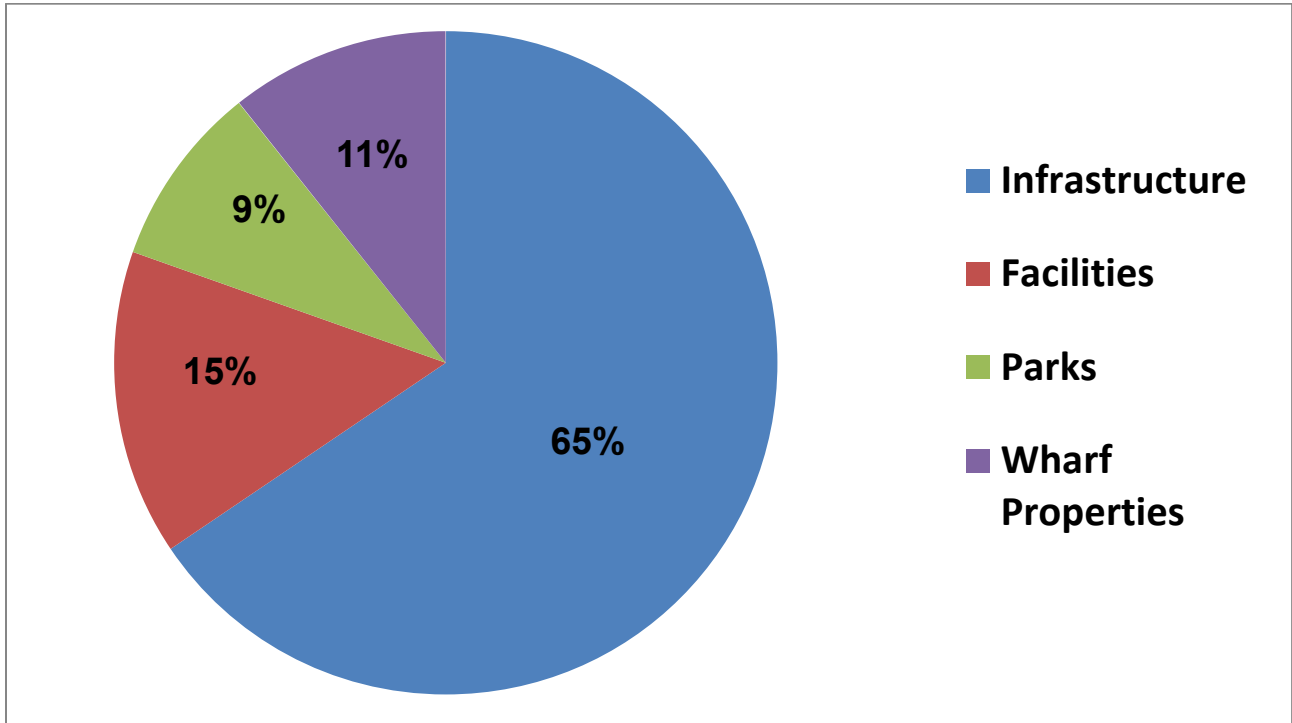


2020 Operating Budget Infrastructure Services

Infrastructure Services – 2020 Operating Budget

APPROVED 2020 BUDGET

\$4,731,532 which is an increase of \$100,409 or 2.2% from 2019.



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

Infrastructure Services – 2020 Operating Budget

Performance Measurement Program (MPMP) and municipal benchmarking
<ul style="list-style-type: none">• Research, identify and implement process improvements and best practices strategies

Facilities
<ul style="list-style-type: none">• Develop and administer service and construction 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, water landings and the Wharf
<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
<ul style="list-style-type: none">• Develop and administer service and construction contracts as they relate to park operations

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
<ul style="list-style-type: none">• Develop and administer service and construction contracts as they relate to public works operations

Infrastructure Services – 2020 Operating Budget

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
<ul style="list-style-type: none"> • Maintain records as they relate to burial plots, cremations and mortuary

2019 ACCOMPLISHMENTS

- Finalization and project close out of 51 Council approved Capital Projects, with an additional 30 projects being between 50% to 90% complete
- Developed in house detailed specifications and associated tender ready packages for the procurement of 30 contracts
- **Refinement 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**
- Alignment of the Town’s annual roads improvement strategy with the District’s capital initiatives focusing on joint capital ventures to the extent feasible
- **Ongoing implementation of green energy improvements; aligning with the Towns Energy Demand and Conservation Plan**
- Internal process review related to inventory control and financial reconciliations
- Development of a comprehensive Parks Operations Plan, for the purpose of establishing divisional performance parameters and expectations
- **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**
- 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 2019 INITIATIVES

- North Morrison Landing Improvements
- Barkway Road Reconstruction – Doe Lake Road to Seehaver
- Jones Road Reconstruction – Elwell Park Road to Winhara

Infrastructure Services – 2020 Operating Budget

- Municipal Office and Council Chambers Design
- Fuel Management Systems Implementation
- Stone Orchard Cemetery
- Highway 11 Corridor Signage
- Sniders Bay Bridge Improvements
- Urban Storm Sewer Investigation
- Trail Head Signage Program
- Opera House Tech Deck

KEY INITIATIVES FOR 2020

- Continued mentoring of Divisional Corporate Management Team
- Tendering and contract administration of 63 new planned Capital Projects approved by Council
- Structural Inspection of the Public Works Shop, Aquatic Centre Pool, Centennial Centre trusses
- **Business model review of the Gravenhurst Wharf Gas Bar**
- **Public engagement on the future use of the Gravenhurst Train Station**
- **Research and Assessment of Electronic Vehicle Charging Stations within Gravenhurst**
- Collaboration with Legislative Services for the ongoing 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	2018	2019	Projected 2020
# of Entrance Permits Issued	27	25	25
# of Road Occupation Permits Issued	48	71	50
Culvert Improvements	9	10	20
Ditching operations per lane kilometer	3	10	10
Brushing operations per lane kilometer	18	30	30
Gravel road improvements per lane kilometer	10	5	5

Infrastructure Services – 2020 Operating Budget

STAFFING CHANGES IN 2020 BUDGET

Staff	2019 FTE	2020 FTE	Change	Comment
Full Time	29	29	0	No Change
Part Time	1	1	0	Seasonal Operators – No Change
Other:	8	4.5	0	Summer Students – Reduction of six (6) positions with funds being reallocated towards an alternate pilot landscape maintenance strategy.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Roads & Parking Lots: Increase of \$60,554 (highlighted in pink)

Road Administration: Increase of \$12,204

- \$15,504 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.
- \$17,800 reduction in Staff Costs as a result of a temporary contract position brought onboard in 2019 to assist with the implementation of the Operations Management System not being carried forward into 2020.

Road Maintenance: Increase of \$35,250

- \$35,000 decrease in Labour charges and \$36,500 decrease in Fleet/Equipment charges based on intent to align the public works departmental work plan with the Town's capital road rehabilitation strategy for the purpose of undertaking various culvert installations using in-house resources.
- \$105,500 increase in Contracted Services for the purpose of renting an additional urban street sweeper and contracting out of the rural street sweeping program.

Parking Lots: Increase of \$2,000

- \$10,000 increase in Contracted Services to sustain current 3 year average spending levels on winter maintenance requirements of parking lots.

Infrastructure Services – 2020 Operating Budget

Cemeteries: Decrease of \$7,000

- \$10,000 decrease in Labour Charges to reflect multiyear spending levels necessary for the operation of the Town's cemeteries.

District Road Maintenance: No net increase

- \$60,000 decrease in Labour Charges, \$25,000 decrease in Fleet/Equipment Charges and \$103,304 increase in Contracted Services to better reflect our experience over the past winter season.
- All costs related to this activity are fully recovered from the District of Muskoka.

Town Facilities: Decrease of \$1,245

101 Centennial Drive: Decrease of \$22,400 in Utilities

- Reduction is due to savings as a result of green energy lighting retrofit program referencing historical delivery rates.

Aquatic Centre: Decrease of \$32,100 in Utilities

- Reduction is due to savings as a result of green energy lighting retrofit program, referencing historical delivery rates.

Wharf Properties: Increase of \$24,100 (highlighted in orange)

- \$25,900 increase in Building and Grounds Maintenance necessary to prolong the life cycle and safe use of various gazebo structures, and sections of interlocking and wooden pathways in advance of capital replacement.

Parks: Decrease of \$38,500 (highlighted in green)

- \$38,000 net reduction in Expenditures in Parks based on adjustments to Labour, Fleet and Contracted Services.

Fleet: Increase \$51,000 (highlighted in brown)

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

- \$35,000 increase in Contracted Services to sustain current spending levels necessary to maintain the aging fleet to better respond to increased operational demands during the winter season.
- \$19,000 decrease in Fleet Recoveries partially offsets the increased costs.

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Infrastructure Services							
Roads Administration							
Expenditures							
Staff Costs	2,363,566	2,565,881	2,339,478	2,658,200	2,640,400	(17,800)	
Labour Charges	(1,543,954)	(1,618,944)	(1,332,406)	(1,568,350)	(1,552,846)	15,504	
Professional Development	15,633	18,277	18,915	21,500	27,000	5,500	
Contracted Services	7,847	2,468	4,955				
Consultant Services	1,787	2,885					
Financial Expenses	988	990	858	1,000	1,000		
Legal Services			986				
Communications	5,786	8,614	7,925	7,550	9,050	1,500	
Other Services	3,542	3,682	7,122	4,500	7,000	2,500	
Equipment	8,126	9,960	15,616	9,000	14,000	5,000	
Materials & Supplies	37,731	17,271	19,521	23,300	23,300		
Total Expenditures	901,052	1,011,084	1,082,970	1,156,700	1,168,904	12,204	1.1
Revenue							
Permits	(9,173)	(6,286)	(7,661)	(6,000)	(6,000)		
Other Services	(14,672)	(21,745)	(31,455)	(21,000)	(21,000)		
Total Revenue	(23,845)	(28,031)	(39,116)	(27,000)	(27,000)		
Total Roads Administration	877,207	983,053	1,043,854	1,129,700	1,141,904	12,204	1.1
Road Maintenance							
Expenditures							
Labour Charges	582,608	509,389	519,115	583,000	548,000	(35,000)	
Fleet/Equipment Charges	485,286	481,177	458,032	477,000	440,500	(36,500)	
Contracted Services	389,713	365,788	526,687	467,000	572,500	105,500	
Materials & Supplies	141,995	160,469	150,629	152,000	153,250	1,250	
Total Expenditures	1,599,602	1,516,823	1,654,463	1,679,000	1,714,250	35,250	2.1
Total Road Maintenance	1,599,602	1,516,823	1,654,463	1,679,000	1,714,250	35,250	2.1

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Road Allowance Maintenance							
Expenditures							
Labour Charges	69,992	82,300	74,432	74,000	79,000	5,000	
Fleet/Equipment Charges	48,484	59,167	55,310	54,000	61,000	7,000	
Contracted Services	31,817	24,955	9,588	28,000	30,000	2,000	
Materials & Supplies	3,955	2,727	3,788	3,000	3,000		
Total Expenditures	154,248	169,149	143,118	159,000	173,000	14,000	8.8
Total Road Allowance Maintenance	154,248	169,149	143,118	159,000	173,000	14,000	8.8
Parking Lots							
Expenditures							
Labour Charges	9,597	14,682	3,660	15,000	12,000	(3,000)	
Fleet/Equipment Charges	13,508	23,574	5,291	20,000	15,000	(5,000)	
Contracted Services	110,264	100,696	103,407	100,000	110,000	10,000	
Total Expenditures	133,369	138,952	112,358	135,000	137,000	2,000	1.5
Total Parking Lots	133,369	138,952	112,358	135,000	137,000	2,000	1.5
Cemetery							
Expenditures							
Labour Charges	99,104	117,163	98,669	110,000	100,000	(10,000)	
Fleet/Equipment Charges	45,757	34,450	30,957	41,000	41,000		
Professional Development	204	275	1,231	275	275		
Utilities	2,418	2,459	2,018	2,500	2,500		
Building & Grounds Maintenance	4,665	7,325	1,341	5,000	5,000		
Contracted Services	6,981	2,480	7,741	6,500	9,500	3,000	
Communications	1,512	1,151	782	1,400	1,400		
Equipment	329	851	720	400	400		
Materials & Supplies	466	668	214	600	600		
Total Expenditures	161,436	166,822	143,673	167,675	160,675	(7,000)	(4.2)

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Revenue							
Cemetery Fees	(25,650)	(23,254)	(20,085)	(23,300)	(22,700)	600	
Sales	(16,960)	(32,982)	(31,345)	(28,420)	(25,420)	3,000	
Investment Income	(8,728)	(14,202)	(649)	(8,500)	(8,000)	500	
Total Revenue	(51,338)	(70,438)	(52,079)	(60,220)	(56,120)	4,100	(6.8)
Total Cemetery	110,098	96,384	91,594	107,455	104,555	(2,900)	(2.7)
District Roads Maintenance							
Expenditures							
Labour Charges	249,483	220,144	179,567	235,000	175,000	(60,000)	
Fleet/Equipment Charges	203,511	160,880	107,894	175,000	150,000	(25,000)	
Contracted Services	102,435	143,568	324,654	120,710	224,014	103,304	
Materials & Supplies	123,037	122,195	114,153	123,000	123,000		
Total Expenditures	678,466	646,787	726,268	653,710	672,014	18,304	2.8
Revenue							
Upper Tier Recovery	(673,340)	(664,104)	(898,217)	(653,710)	(672,014)	(18,304)	
Total Revenue	(673,340)	(664,104)	(898,217)	(653,710)	(672,014)	(18,304)	2.8
Total District Roads Maintenance	5,126	(17,317)	(171,949)				
Town Facilities							
3-5 Pineridge Gate							
Expenditures							
Labour Charges	499	142					
Fleet/Equipment Charges	121	38					
Utilities	62,195	66,243	44,743	66,700	63,400	(3,300)	
Building & Grounds Maintenance	90,138	100,017	82,953	105,000	110,000	5,000	
Total Expenditures	152,953	166,440	127,696	171,700	173,400	1,700	1.0

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Revenue							
Facility Rental	(158,945)	(154,811)	(171,120)	(155,000)	(155,000)		
Unallocated Revenue		(2,135)					
Total Revenue	(158,945)	(156,946)	(171,120)	(155,000)	(155,000)		
Total 3-5 Pineridge Gate	(5,992)	9,494	(43,424)	16,700	18,400	1,700	10.2
Seniors Building							
Expenditures							
Labour Charges	166						
Fleet/Equipment Charges	32						
Utilities	12,175	11,583	8,517	12,100	11,000	(1,100)	
Building & Grounds Maintenance	18,387	14,463	15,068	17,500	19,000	1,500	
Total Expenditures	30,760	26,046	23,585	29,600	30,000	400	1.4
Revenue							
Facility Rental	(3)	(3)	(3)	(3)		3	
Total Revenue	(3)	(3)	(3)	(3)		3	(100.0)
Total Seniors Building	30,757	26,043	23,582	29,597	30,000	403	1.4
C.N. Station							
Expenditures							
Labour Charges		20					
Fleet/Equipment Charges		6					
Utilities	9,522	9,087	5,320	9,500	9,600	100	
Building & Grounds Maintenance	3,822	5,398	5,129	7,400	7,400		
Total Expenditures	13,344	14,511	10,449	16,900	17,000	100	0.6
Revenue							
Facility Rental	(31,119)	(31,817)	(29,678)	(31,000)	(31,000)		
Total Revenue	(31,119)	(31,817)	(29,678)	(31,000)	(31,000)		
Total C.N. Station	(17,775)	(17,306)	(19,229)	(14,100)	(14,000)	100	(0.7)

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Terence Haight Carnegie Arts Centre							
Expenditures							
Utilities	9,058	8,630	6,430	9,000	8,900	(100)	
Building & Grounds Maintenance	9,744	9,513	11,363	10,000	12,500	2,500	
Communications	1,171	1,171	878				
Total Expenditures	19,973	19,314	18,671	19,000	21,400	2,400	12.6
Revenue							
Facility Rental	(20,629)	(20,629)	(18,910)	(15,929)	(15,930)	(1)	
Total Revenue	(20,629)	(20,629)	(18,910)	(15,929)	(15,930)	(1)	
Total Terence Haight Carnegie Arts Centre	(656)	(1,315)	(239)	3,071	5,470	2,399	78.1
Communication Towers							
Expenditures							
Building & Grounds Maintenance	590	590	590				
Total Expenditures	590	590	590				
Total Communication Towers	590	590	590				
190 Harvie Street							
Expenditures							
Utilities	20,929	21,196	17,969	21,800	24,500	2,700	
Building & Grounds Maintenance	27,164	26,134	33,072	35,000	40,000	5,000	
Total Expenditures	48,093	47,330	51,041	56,800	64,500	7,700	13.6
Total 190 Harvie Street	48,093	47,330	51,041	56,800	64,500	7,700	13.6
1030 Kilworthy Road							
Expenditures							
Utilities	11,450	13,971	7,234	12,600	12,700	100	
Building & Grounds Maintenance	9,757	5,976	10,954	14,000	14,000		
Total Expenditures	21,207	19,947	18,188	26,600	26,700	100	0.4

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Revenue							
Donations/Sponsorships	(2,000)	(1,000)	(1,000)				
Total Revenue	(2,000)	(1,000)	(1,000)				
Total 1030 Kilworthy Road	19,207	18,947	17,188	26,600	26,700	100	0.4
1622 Barkway Road							
Expenditures							
Utilities	8,742	6,228	4,915	7,000	6,800	(200)	
Building & Grounds Maintenance	7,927	7,096	3,350	12,000	12,000		
Total Expenditures	16,669	13,324	8,265	19,000	18,800	(200)	(1.1)
Total 1622 Barkway Road	16,669	13,324	8,265	19,000	18,800	(200)	(1.1)
Roads Shop							
Expenditures							
Utilities	35,271	35,785	20,972	36,600	34,000	(2,600)	
Building & Grounds Maintenance	20,158	18,855	26,119	30,000	37,500	7,500	
Total Expenditures	55,429	54,640	47,091	66,600	71,500	4,900	7.4
Total Roads Shop	55,429	54,640	47,091	66,600	71,500	4,900	7.4
Cemetery Shop							
Expenditures							
Utilities	2,339	2,430	2,100	2,700	2,900	200	
Building & Grounds Maintenance	1,143	5,178	2,471	5,000	5,000		
Total Expenditures	3,482	7,608	4,571	7,700	7,900	200	2.6
Total Cemetery Shop	3,482	7,608	4,571	7,700	7,900	200	2.6
101 Centennial Drive							
Expenditures							
Labour Charges		233					
Fleet/Equipment Charges		49					
Utilities	217,436	195,938	126,086	210,500	188,100	(22,400)	
Building & Grounds Maintenance	69,801	76,557	56,182	90,000	90,000		
Total Expenditures	287,237	272,777	182,268	300,500	278,100	(22,400)	(7.5)

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Revenue							
Facility Rental	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
Total Revenue	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
Total 101 Centennial Drive	267,797	253,337	164,448	281,500	259,100	(22,400)	(8.0)
Aquatic Centre							
Expenditures							
Utilities	320,171	282,517	202,820	306,200	274,100	(32,100)	
Building & Grounds Maintenance	44,456	48,071	48,903	65,000	65,000		
Management Fees	244,000	280,203	150,000				
Total Expenditures	608,627	610,791	401,723	371,200	339,100	(32,100)	(8.6)
Revenue							
Cost Recovery	(320,171)	(282,516)	(147,937)	(306,200)	(274,100)	32,100	
Total Revenue	(320,171)	(282,516)	(147,937)	(306,200)	(274,100)	32,100	(10.5)
Total Aquatic Centre	288,456	328,275	253,786	65,000	65,000		
180 Sharpe St-Library							
Expenditures							
Labour Charges		299					
Fleet/Equipment Charges		49					
Utilities	9,989	9,983	5,730	10,800	10,053	(747)	
Building & Grounds Maintenance	31,825	35,712	22,689	35,000	42,500	7,500	
Total Expenditures	41,814	46,043	28,419	45,800	52,553	6,753	14.7
Total 180 Sharpe St-Library	41,814	46,043	28,419	45,800	52,553	6,753	14.7

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
295 Muskoka Road S-Opera House							
Expenditures							
Labour Charges	7,164	1,669					
Fleet/Equipment Charges	32						
Utilities	49,226	45,900	30,906	51,000	48,100	(2,900)	
Building & Grounds Maintenance	46,624	54,412	29,718	50,000	50,000		
Total Expenditures	103,046	101,981	60,624	101,000	98,100	(2,900)	(2.9)
Total 295 Muskoka Road S-Opera House	103,046	101,981	60,624	101,000	98,100	(2,900)	(2.9)
Total Town Facilities	850,917	888,991	596,713	705,268	704,023	(1,245)	(0.2)
Wharf Properties							
Expenditures							
Labour Charges	117,846	137,225	97,956	138,000	138,000		
Fleet/Equipment Charges	51,958	69,809	47,267	62,000	62,000		
Utilities	42,032	37,810	22,845	41,700	35,700	(6,000)	
Building & Grounds Maintenance	18,170	19,095	36,312	19,600	45,500	25,900	
Contracted Services	59,253	22,738	27,798	26,500	26,500		
Communications	1,011	1,216	1,060	1,500	1,500		
Other Services	5,611	5,611	5,611	5,700	5,700		
Equipment	1,490	2,098	599	2,000	2,000		
Materials & Supplies	16,276	17,001	19,835	14,500	18,700	4,200	
Total Expenditures	313,647	312,603	259,283	311,500	335,600	24,100	7.7
Revenue							
Facility Rental	(14,689)	(14,957)	(15,002)	(15,000)	(15,000)		
Donations/Sponsorships		(400)					
Total Revenue	(14,689)	(15,357)	(15,002)	(15,000)	(15,000)		
Total Wharf Properties	298,958	297,246	244,281	296,500	320,600	24,100	8.1

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Wharf Marina							
Expenditures							
Labour Charges	26,792	21,446	21,500	30,000	30,000		
Contribution to Reserve	132,764	140,391	129,436	136,500	134,000	(2,500)	
Utilities	644	928	720	900	400	(500)	
Building & Grounds Maintenance	3,348	2,557	1,998	3,000	3,000		
Contracted Services	2,523	5,390	14	2,000	2,000		
Financial Expenses	3,114	2,553	2,280	3,000	3,000		
Communications	475	390	293	500	500		
Materials & Supplies	3,894	9,399	514	3,200	1,700	(1,500)	
Purchases for resale	67,219	71,801	43,589	70,000	70,000		
Total Expenditures	240,773	254,855	200,344	249,100	244,600	(4,500)	(1.8)
Revenue							
Sales	(100,718)	(102,631)	(88,044)	(106,500)	(100,000)	6,500	
Facility Rental	(1,779)						
Dock Rentals	(132,764)	(140,391)	(129,436)	(136,500)	(134,000)	2,500	
Total Revenue	(235,261)	(243,022)	(217,480)	(243,000)	(234,000)	9,000	(3.7)
Total Wharf Marina	5,512	11,833	(17,136)	6,100	10,600	4,500	73.8
Discovery Centre							
Expenditures							
Labour Charges	269	471					
Fleet/Equipment Charges	74	488					
Building & Grounds Maintenance	29,250	44,927	27,380	45,000	45,000		
Management Fees	130,000	130,000	65,000	130,000	130,000		
Communications	390	390	293				
Total Expenditures	159,983	176,276	92,673	175,000	175,000		
Total Discovery Centre	159,983	176,276	92,673	175,000	175,000		
Total Wharf Properties	464,453	485,355	319,818	477,600	506,200	28,600	6.0

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Parks							
Expenditures							
Labour Charges	215,878	229,934	196,551	233,000	145,000	(88,000)	
Fleet/Equipment Charges	98,837	104,435	78,266	95,000	75,000	(20,000)	
Professional Development	2,461	845	343	2,300	2,300		
Utilities	11,744	12,816	7,474	12,300	12,300		
Building & Grounds Maintenance	19,192	28,033	20,180	23,000	23,000		
Contracted Services	45,611	53,861	38,790	50,000	120,000	70,000	
Communications	690	1,200	661	1,000	1,000		
Other Services	1,057	347	1,397	600	600		
Equipment	5,470	1,497	2,180	3,000	3,000		
Materials & Supplies	16,671	22,333	15,588	18,000	18,000		
Total Expenditures	417,611	455,301	361,430	438,200	400,200	(38,000)	(8.7)
Revenue							
Sales	(6,958)	(9,919)	(7,923)	(8,000)	(8,000)		
Facility Rental	(31,925)	(40,967)	(38,406)	(34,000)	(34,000)		
Donations/Sponsorships	(3,636)	(9,061)	(2,045)	(4,000)	(4,000)		
Total Revenue	(42,519)	(59,947)	(48,374)	(46,000)	(46,000)		
Total Parks	375,092	395,354	313,056	392,200	354,200	(38,000)	(9.7)
Communities in Bloom							
Expenditures							
Labour Charges			266	400	400		
Fleet/Equipment Charges			90	100	100		
Professional Development	998			1,000	1,000		
Materials & Supplies	1,437	530	97	1,000	500	(500)	
Total Expenditures	2,435	530	453	2,500	2,000	(500)	(20.0)
Total Communities in Bloom	2,435	530	453	2,500	2,000	(500)	(20.0)

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Downtown Maintenance							
Expenditures							
Labour Charges	41,332	38,093	43,812	40,000	40,000		
Fleet/Equipment Charges	17,298	17,293	16,035	17,000	17,000		
Contracted Services	4,265	1,809	672	3,000	3,000		
Materials & Supplies	4,201	4,484	8,734	4,000	4,000		
Total Expenditures	67,096	61,679	69,253	64,000	64,000		
Total Downtown Maintenance	67,096	61,679	69,253	64,000	64,000		
Total Parks	444,623	457,563	382,762	458,700	420,200	(38,500)	(8.4)
Fleet							
Fleet - Licensed Vehicles							
Expenditures							
Labour Charges	77,452	89,331	57,881	86,400	86,400		
Contracted Services	195,589	156,914	245,321	165,000	200,000	35,000	
Materials & Supplies	275,753	254,074	141,293	235,000	235,000		
Total Expenditures	548,794	500,319	444,495	486,400	521,400	35,000	7.2
Revenue							
Fleet Recoveries	(636,523)	(642,929)	(514,979)	(639,000)	(620,000)	19,000	
Total Revenue	(636,523)	(642,929)	(514,979)	(639,000)	(620,000)	19,000	(3.0)
Total Fleet - Licensed Vehicles	(87,729)	(142,610)	(70,484)	(152,600)	(98,600)	54,000	(35.4)
Fleet - Unlicensed Vehicles							
Expenditures							
Labour Charges	20,377	15,397	15,664	25,000	22,000	(3,000)	
Contracted Services	31,037	31,540	70,766	32,000	32,000		
Materials & Supplies	61,614	56,444	45,415	60,000	60,000		
Total Expenditures	113,028	103,381	131,845	117,000	114,000	(3,000)	(2.6)

TOWN OF GRAVENHURST
2020
Operating Budget
Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Revenue							
Fleet Recoveries	(339,841)	(348,623)	(291,259)	(340,000)	(340,000)		
Total Revenue	(339,841)	(348,623)	(291,259)	(340,000)	(340,000)		
Total Fleet - Unlicensed Vehicles	(226,813)	(245,242)	(159,414)	(223,000)	(226,000)	(3,000)	1.3
Total Fleet	(314,542)	(387,852)	(229,898)	(375,600)	(324,600)	51,000	(13.6)
Street Lights							
Expenditures							
Labour Charges	1,626						
Fleet/Equipment Charges	222						
Utilities	100,144	91,329	61,847	95,000	95,000		
Equipment	56,020	61,205	53,031	60,000	60,000		
Total Expenditures	158,012	152,534	114,878	155,000	155,000		
Total Street Lights	158,012	152,534	114,878	155,000	155,000		
Total Infrastructure Services	4,483,113	4,483,635	4,057,711	4,631,123	4,731,532	100,409	2.2%



2020 Operating Budget Corporate Administration

Corporate Administration – 2020 Operating Budget

APPROVED 2020 BUDGET

\$5,585,687 which is a net increase of \$442,163 or 8.6% from 2019.

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.

1. CORPORATE ITEMS

Expenditures

- **Community Support:** South Muskoka Memorial Hospital contribution approved by Council in 2014. This payment will end in 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:** In 2020 external consulting services will be used to fund an IT services review in partnership with the Town of Bracebridge; a market review conducted every three years by Human Resources; and engagement of an expert to evaluate the most appropriate business model for the long term operation of the Wharf Marina.
- **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 – 2020 Operating Budget

Table 1

Contribution to Reserves in 2020 Budget		
<u>Reserves</u>	<u>Contribution</u>	<u>Purpose</u>
Elections	\$ 22,750	For 2022 municipal elections
Planning	\$ 75,000	Funding for corporate studies
Information Systems and Technology	\$ 100,000	Capital financing from tax levy
Fleet and Heavy Equipment	\$ 300,000	Capital financing from tax levy
Fire and Emergency Services	\$ 300,000	Capital financing from tax levy
Facilities	\$ 800,000	Capital financing from tax levy
Infrastructure	\$ 1,390,630	Capital financing from tax levy
Total Contributions to Reserves	\$ 2,988,380	

- **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, Help-Desk support and software upgrades.
- **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.

Revenues

- **Grants:** Annual operating grant from the province under the Ontario Municipal Partnership Fund (OMPF).

Corporate Administration – 2020 Operating Budget

- **Tax Penalties & Fees:** Penalties and interest charged on outstanding taxes.
- **Accounts Receivable Fees:** Interest charged on outstanding accounts other than property tax.
- **Other Fees and Rebates:** Facility user insurance fees, rebate from the Local Authority Services Ltd (LAS) Natural Gas Program, and tax-related recoveries from court.
- **Transfers from Reserve:** Transfers from corporate reserves recommended by the Treasurer. In 2019 a transfer of \$2.6 million from the Community Reinvestment Reserve was recommended to pay off the balloon payment that came 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.

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, 2019 the Town has \$14,919,259 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.

Corporate Administration – 2020 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

1. Corporate Items

Contribution to Reserves: Increase of ~~\$282,000~~ \$121,000

- 1% increase in the tax levy to fund capital reserves.
- \$121,000 in interest payment for repayment of the \$2,600,000 outstanding loan paid off in 2019 redirected to capital reserves as per the approved Asset Management Plan.

Legal Services: Increase of \$7,000

- Estimated based on the past three year's actual costs (note: 2019 is YTD not full-year).

Insurance: Increase of \$123,000

- As previously identified to Council insurance premiums for the Town increased substantially in August 2019. In 2020 the Town will be doing an RFP seeking competitive quotes for insurance and risk management services. The 2020 increase also reflects a conservative provision for deductible costs payable on outstanding claims.

Information Technology Services: Increase of \$22,282

- An increase of 5% to the cost of our shared IT services budget mainly in the areas of Personnel and Applications.

Grants: Increase of \$42,200

- The Province deferred a decision on reductions to OMPF grants for 2020 while urging municipalities to look at internal efficiencies and operational savings. The Town will see a small increase to this grant in 2020.

Tax Penalties & Fees: Reduction of \$35,000

- Tax Penalties and Fees are projected to decline further in 2020, in part because of an active program to reduce outstanding taxes payable and encourage timely payment of taxes through either on-line transfers or the preauthorized payment program. .

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

- In 2019 there was a one-time transfer of \$2.6 million from the Community Reinvestment Reserve to pay off the balloon payment that came due in November 2019.

Investment Income: Increase of \$12,000

- Higher interest rates in 2020 will be partially offset by lower cash balances.

Supplementary Taxes: Increase of \$10,000

- Projection reflects the three year average for supplementary taxes.

Corporate Administration – 2020 Operating Budget

2. Internal Financing

Internal Financing: Increase of \$322,000

- Increase of 2% on the tax levy for repayment of principal and interest to the Community Reinvestment Reserve Fund for borrowings related to the 2019 Capital Budget.

3. External Financing

External Financing: Reduction of \$2,720,895

- Payment of debt balloon payment \$2,600,000 plus outstanding interest that came due November 2019.

TOWN OF GRAVENHURST
2020
Operating Budget Corporate
Services

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Corporate Administration							
Corporate Administration							
Expenditures							
Staff Costs			-1,560				
Community Support	47,142	47,142	47,142	47,142	47,142		
Professional Development	41,933	44,360	32,917	38,300	38,300		
Contribution to Reserve	1,940,750	2,372,780	2,706,380	2,706,380	2,827,380	121,000	
Contribution To Endowment		343					
Contracted Services	6,998	7,456	9,137	9,600	9,600		
Consultant Services		50,000	34,637	50,000	50,000		
Debit Machine Fees	18,011	19,909	18,399	19,000	19,750	750	
Legal Services	32,785	17,726	28,771	23,000	30,000	7,000	
Audit	23,947	18,571	13,518	19,000	19,000		
Insurance	402,907	475,168	461,834	448,300	571,300	123,000	
Information Technology Services	380,377	369,294	349,847	405,933	428,215	22,282	
Communications	74,536	76,469	63,431	80,000	76,000	-4,000	
Other Services	18,278	1,550	3,155		2,000	2,000	
Equipment	4,374						
Materials & Supplies	17,101	21,039	16,784	21,000	21,000		
Total Expenditures	3,009,139	3,521,807	3,784,392	3,867,655	4,139,687	272,032	7.0
Revenue							
Grants	-1,780,500	-1,908,500	-1,935,400	-1,898,500	-1,940,700	-42,200	
Tax Penalties & Fees	-375,062	-374,626	-301,301	-400,000	-365,000	35,000	
Accounts Receivable Fees	-1,898	-1,143	-826	-900	-674	226	
Other Fees and Rebates	-13,084	-15,221	-42,990	-14,000	-14,000		
Transfers From Reserves			-2,600,000	-2,600,000		2,600,000	
Investment Income	-51,372	-74,317	-105,682	-80,000	-92,000	-12,000	
Total Revenue	-2,221,916	-2,373,807	-4,986,199	-4,993,400	-2,412,374	2,581,026	(51.7)
Total Corporate Administration	787,223	1,148,000	-1,201,807	-1,125,745	1,727,313	2,853,058	(253.4)

**TOWN OF GRAVENHURST
2020
Operating Budget Corporate
Services**

Description	2017 Actuals	2018 Actuals	2019 YTD Actuals	2019 Budget	2020 Budget	\$ Change from 2019 Budget	% Change from 2019 Budget
Town							
Revenue							
Supplementary Taxes	-136,998	-135,789	-149,921	-131,000	-141,000	-10,000	
Taxes Written Off	74,510	97,040	56,239	35,000	33,000	-2,000	
Total Revenue	-62,488	-38,749	-93,682	-96,000	-108,000	-12,000	12.5
Total Town	-62,488	-38,749	-93,682	-96,000	-108,000	-12,000	12.5
Total Corporate Items	724,735	1,109,251	-1,295,489	-1,221,745	1,619,313	2,841,058	(232.5)
Total Internal Financing	1,487,269	1,775,289	2,082,489	2,082,489	2,404,489	322,000	15.5
Total External Financing	1,863,722	1,860,477	4,282,782	4,282,780	1,561,885	-2,720,895	(63.5)
Total Corporate Administration	4,075,726	4,745,017	5,069,782	5,143,524	5,585,687	442,163	8.6%

Note: Emergency Management program moved to Fire and Emergency Services Department in 2020.



**2020 Operating Budget
Reserve, Reserve Funds &
Endowments**

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Balances as of Dec 10 2019 & Projected Expenditures

Description	Balance Dec 31 2018	Outstanding Commitments Against Balances	2019 Revenues/ Contributions	2019 Expenditures	Balance Dec 31 2019
Reserves/Reserve Funds					
Working Fund	-1,352,096				-1,352,096
Tax Stabilization	-799,272		-664,110		-1,463,382
Employee Benefit	-345,101				-345,101
Strategic Property	-126,587		-55,000		-181,587
Election	-45,151		-22,750		-67,901
Accessibility	-14,371				-14,371
Hall of Fame	-22,194				-22,194
Community Improvement Plan	-92,278	65,000	-55,000		-82,278
Planning	-22,006	4,500	-10,000		-27,506
Fleet & Heavy Equipment	-514,834	187,309	-189,840		-517,365
Furniture & Light Equipment	-228,091	26,985	-4,475		-205,582
Information Systems	-284,722	198,190	-157,127		-243,659
Facilities	-1,525,271	1,294,901	-1,004,734		-1,235,104
Fire & Emergency Services	-360,640	510,000	-208,160		-58,800
Infrastructure	-1,167,263	2,003,029	-1,276,951		-441,185
Wharf Capital	-472,734	54,321	-138,439		-556,852
Gravenhurst Public Library	-38,055		-747		-38,802
Opera House Capital Improvements	-36,880	31,295	-14,868		-20,453
Gravenhurst BIA	-21,479		-438		-21,917
Community Reinvestment	-5,541,503	3,837,197	-2,676,215	2,600,000	-1,780,521
Total	-13,010,529	8,212,728	-6,478,853	2,600,000	-8,676,655
Obligatory Reserve Funds					
Federal Gas Tax	-229,283	510,280	-767,541		-486,544
Parkland Dedication	-271,291		-34,884		-306,174
Development Charges	-1,341,824	102,272	-133,534	30,000	-1,343,087
Building Permit	-272,394		-5,345		-277,739
Total	-2,114,792	612,552	-941,304	30,000	-2,413,544
Reserves & Reserve Funds	-15,125,321	8,825,280	-7,420,157	2,630,000	-11,090,199
Endowments					
Terence Haight (Town)	-975,070		-48,740	19,949	-1,003,861
Henderson (GPLB)	-439,847		-15,137	10,139	-444,845

Notes:

1. Reserve activity and balances are not final and are subject to year end adjustment and audit.
2. This schedule was prepared on December 10, 2019.