

Attachment A: Recommended 2021 Budget Package



Town of Gravenhurst

RECOMMENDED

2021 BUDGET



Town of Gravenhurst

Recommended 2021 Budget

Table of Contents

Corporate Overview

Corporate Summary

2021 Budget Presentation

Operating Budget

Council.....	1
Community Partnerships	
Community Contributions.....	3
Gravenhurst Public Library Board (GPLB)	5
Gravenhurst Business Improvement Area (GBIA).....	13
Community Policing	17
YMCA.....	19
Muskoka Discovery Centre	23
Chamber of Commerce	27
Town Departments	
Office of the CAO	29
Legislative Services.....	33
Corporate Services	37
Fire & Emergency Services	41
Community Growth & Development	47
Infrastructure Services	63
Corporate Administration	
Corporate Administration	79
Reserves / Reserve Funds / Endowments.....	89



Capital Budget

Capital Budget Summary & Financing.....	91
Capital Budget Summary by Budget Group	93
Capital Budget Summary by Location	101
Bridges.....	111
Cemeteries	113
Facilities.....	115
Furniture Fixtures & Equipment	127
Fire & Emergency Services	129
Fleet	133
Information Technology.....	139
Parks.....	145
Roads.....	151
Special Projects	161



2021 CORPORATE OVERVIEW

TOWN OF GRAVENHURST

Recommended 2021 Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>\$</u> <u>change</u>	<u>%</u> <u>change</u>
Council	283.0	285.5	2.5	0.9%
Community Partnerships	1,381.0	1,449.5	68.5	5.0%
Office of the CAO	372.0	366.1	(5.9)	-1.6%
Legislative Services	489.2	508.3	19.1	3.9%
Corporate Services	992.4	997.7	5.3	0.5%
Fire & Emergency Services	1,005.1	1,029.2	24.1	2.4%
Community Growth & Development	2,240.8	2,303.2	62.4	2.8%
Infrastructure Services	4,486.1	4,713.4	227.3	5.1%
Corporate Administration	5,585.7	5,550.5	(35.2)	-0.6%
Net Tax Levy	16,835.3	17,203.4	368.1	2.2%
Less: Increase in Assessment				1.0%
2020 Tax Rate Increase				1.2%



Town of Gravenhurst

Recommended 2021 Budget

November 26, 2020



Agenda

- Background
- Process to Date
- 2021 Operating
- 2021 Capital and Multi-Year Plan
- Impact on 2021 Tax Rate
- Next Step - Council Deliberations



Background



The Town Delivers a Mix of Services

- **Core municipal services:** road corridor maintenance, snow clearing, fire protection
- **Quality of life:** parks, library, trails, sports fields, recreation programs
- **Regulation:** planning framework, building inspections, by-law enforcement
- **Revenue collection:** property taxes, permit fees, fines
- **Community differentiators:** Opera House, Muskoka Wharf, economic development initiatives, planning framework
- **Governance/Accountability:** public Council meetings, elections, financial reporting, public procurement processes
- **Support Services:** IT, human resources, facilities, financial control, legal, risk management and training

The Budget

- Municipal budgets are required by the Municipal Act
 - ✓ Part VII – Financial Administration
- A municipal budget, addressing capital and operating needs, is one of the most significant policy tools that Council deals with each year
- Municipal budgets follow a calendar year and may be approved prior to, or in the budget year
- Through the budget Council:
 - ✓ approves a work-plan for the organization
 - ✓ provides funding for capital reserves and pays down debt
 - ✓ funds the day-to-day activities of the Town
 - ✓ establishes a tax levy for the year, which in turn determines a tax rate for municipal services



Process to Date



Summary of Budget Process to Date

- March - COVID-19 drastically changed Town operations
- August 11 Budget Working Session of Council
 - ✓ Preliminary discussion of timelines and guideline for 2021 Budget
 - ✓ Council asked for more time to continue deliberations
- September 17 – Special Council Meeting:
 - ✓ Approved budget review dates
 - ✓ Provided a 2021 Budget guideline for Administration
 - ✓ Made a decision on the Fire fleet replacement option to include in the 2021 Capital Budget

Comments from *Engage Gravenhurst*

- Reconsider decision re. Aerial fire truck
- Get the YMCA open as soon as possible
- We need speed bumps in areas where there are multiple cross streets with no STOP signs, e.g. Sarah St.
- Does anyone focus on attracting young families and entrepreneurs to Gravenhurst?
- Establish a Youth Wellness Centre to deal with health, education, housing and addiction
- Invest in the Library!
- Do something to lower rents so families and individuals raised here can afford to stay in Gravenhurst



2021 Operating Budget



What's New in the Budget?

- Addition of 2017 Actuals in the department financials in order to provide three years of comparable financial information
- Isolation of COVID-19 impact on department budgets to be funded with Federal/Provincial Safe Restart Agreement funds
- Addition of the Chamber of Commerce, YMCA and Discovery Centre to the Community Partners section for increased profile and transparency
- Use of Development Charges to fund growth-related debt as per the 2019 Development Charges Background Study and By-law

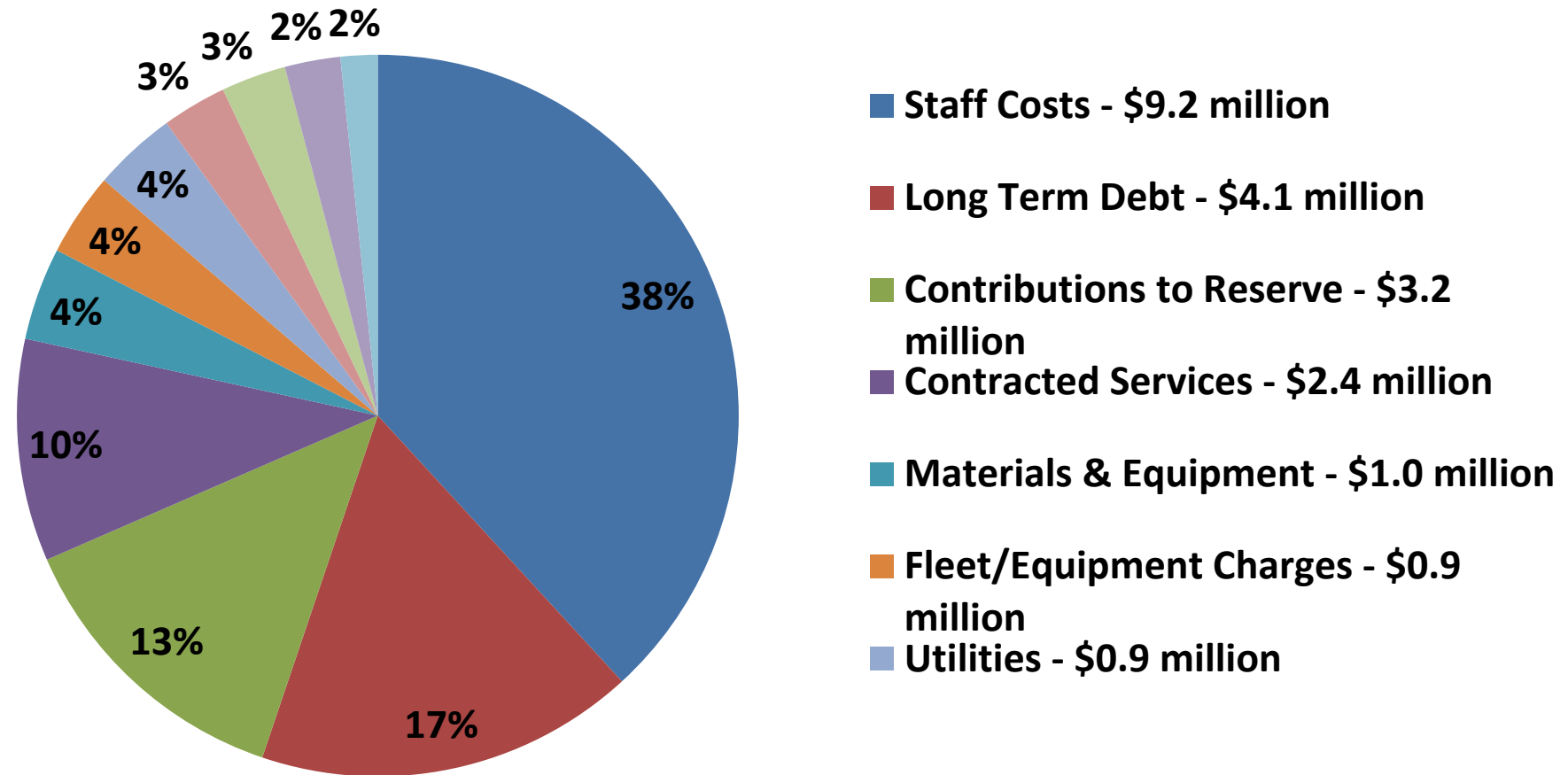
Goals for the Budget

- Keep 2021 Tax Rate increase under 1.5%
 - ✓ Tax Rate in recommended 2021 Budget is 1.2%

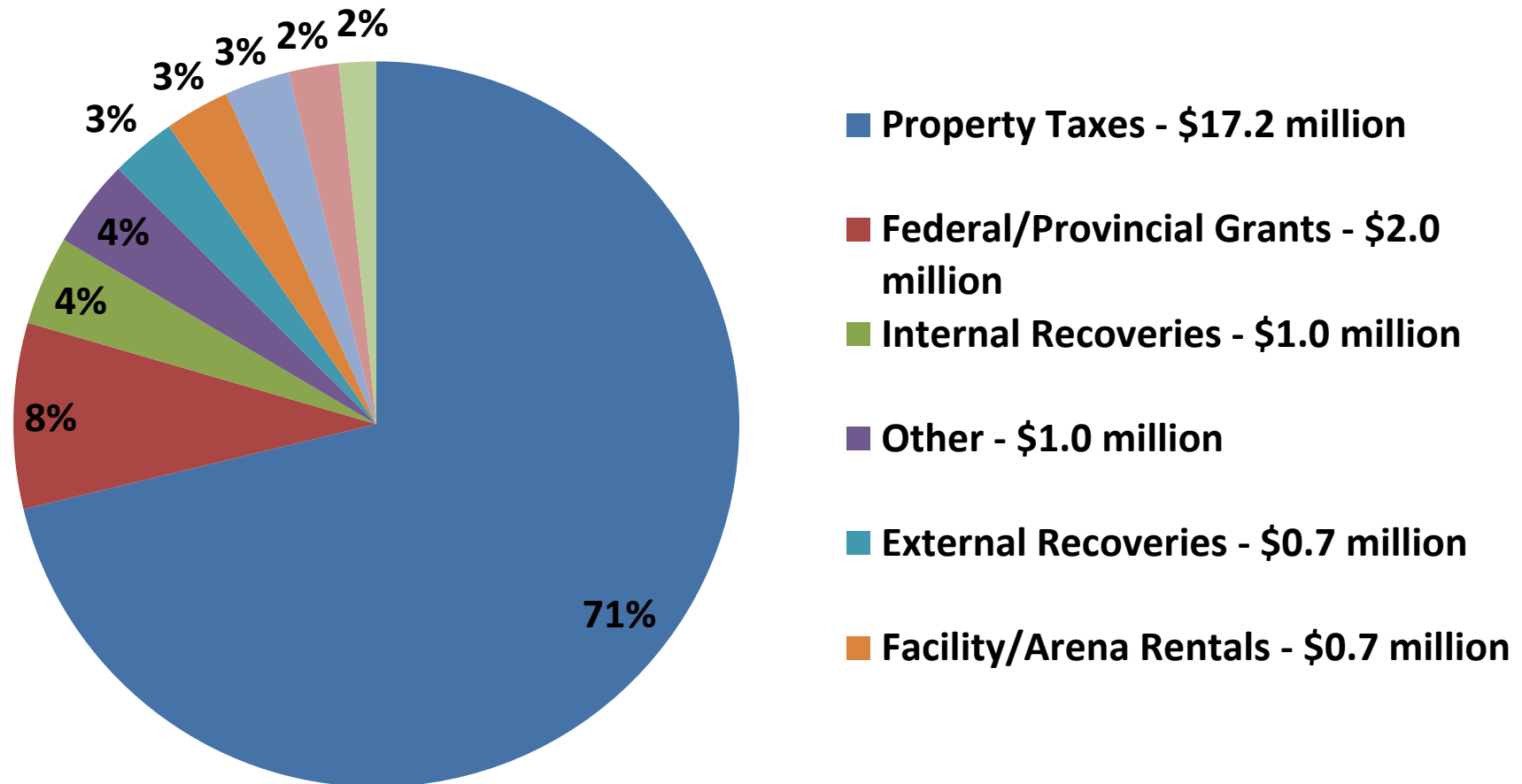
- Simplify Budget Documents:
 - ✓ 2021 Budget package includes Operating and Capital

- Budget Approval before Christmas
 - ✓ As per approved schedule budget will be approved December 10

2021 Gross Expenditures \$24.1 million



2021 Gross Revenues \$24.1 million



Staffing by Department

Department	2020	2021
Office of the CAO	2.0	2.0
Legislative Services	6.0	6.0
Corporate Services	9.0	9.0
Fire & Emergency Services	5.0	5.0
Community Growth & Development	30.0	30.0
Infrastructure Services	29.0	29.0
Total	81.0	81.0

Notes:

1. Includes all permanent and contract positions (shown as FTE)
2. Does not include staff at the Gravenhurst Public Library Board and other Community Partners
3. Does not include volunteers, students and casual
4. Correction to Community, Growth & Development number shown as 31 last year.

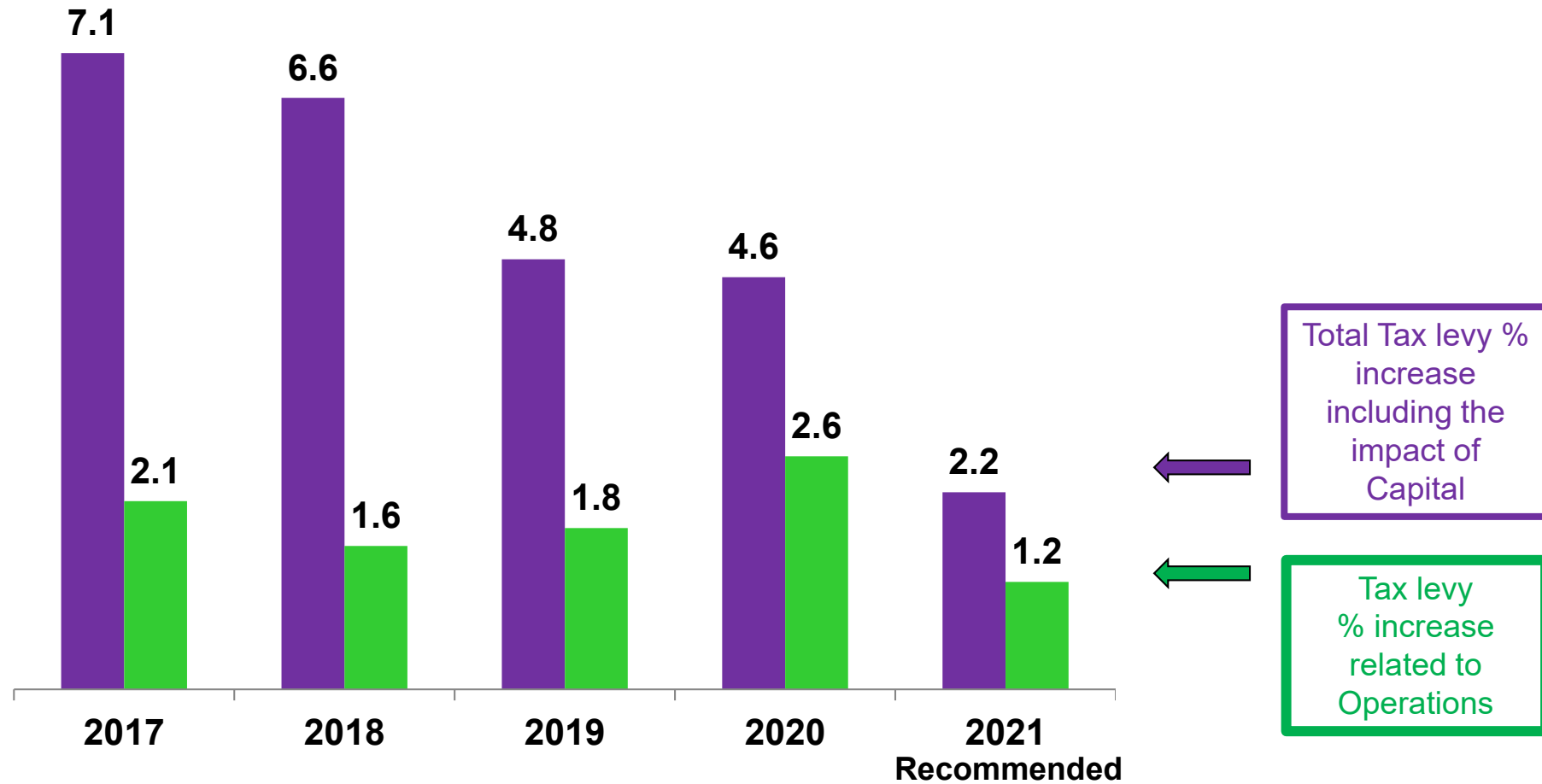
TOWN OF GRAVENHURST
Recommended 2021 Operating Budget
All numbers in \$ 000's

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Corporate Administration	5,585.7	5,550.5	(35.2)	-0.6%
Net Tax Levy	16,835.3	17,203.4	368.1	2.2%
Less: Increase in Assessment				1.0%
2021 Tax Rate Increase				1.2%

Note: As a result of restructuring the 2020 Budget has been restated to ensure comparability with 2021. There is no change to the overall net tax levy.

Capital Has Driven Tax Levy Increases

Percentage (%) increases 2017 – 2021



Tax Rate Increase

Historical

- 1.0% contribution to Capital Reserves
- 2.0% contribution to CRRF (Community Reinvestment Reserve Fund)

- 1.1 to 2.7% increase for Operations

- (3.0 to 3.3 % Assessment Growth)

- 1.6 to 2.8% Tax Rate Increase

Recommended 2021 Budget

- ✓ NO contribution to Capital Reserves
- ✓ 1.0% contribution to CRRF

- ✓ 1.2% increase for Operations
- ✓ **1.8% increase for COVID-19**
- ✓ (1.8%) Safe Re-start Agreement funding offset

- ✓ (1.0% Assessment Growth)

- ✓ **1.2% Town Tax Rate Increase**

TOWN OF GRAVENHURST

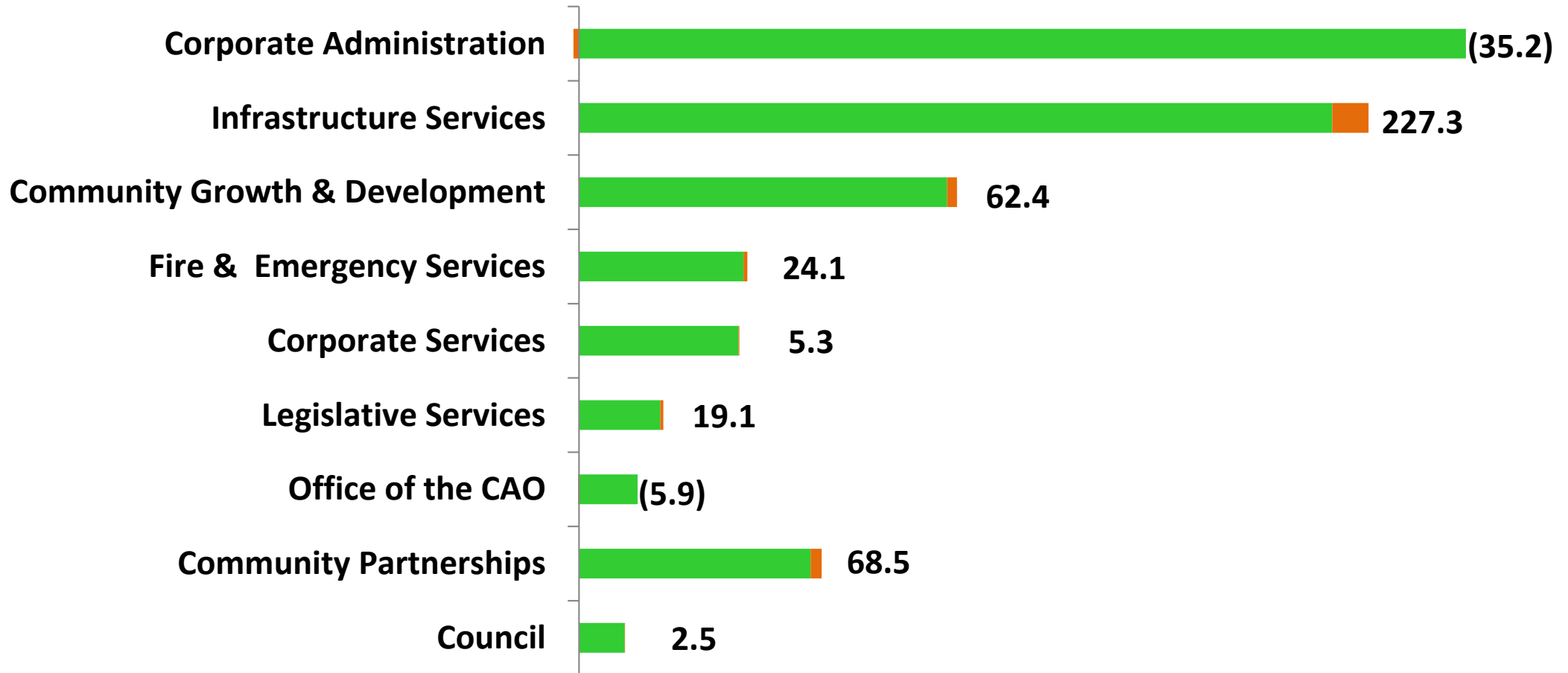
Impact of COVID-19 on 2021 Budget

All numbers in \$ 000's

<u>Description</u>	<u>COVID-19</u> <u>impact</u>
Council	0
Community Partnerships	66,800
Office of the CAO	0
Legislative Services	0
Corporate Services	5,000
Fire & Emergency Services	29,596
Community Growth & Development	117,266
Infrastructure Services	79,500
Corporate Administration	(298,162)
Net Tax Levy Increase	0

2021 Budget Increases by Department

in \$ thousands





2021 Capital and Multi-Year Plan



Why Is Capital Still A Priority?

- Historical investment in maintaining assets has been low
- Since 2017 the Town has an Asset Management Plan approved by Council that addresses this issue over a 20 year time-frame
- The Capital Budget and Multi-Year Plan has grown over time but a gap still exists, and Town assets will continue to deteriorate more rapidly without increased financial investment in capital
- This is reflected in the Town 2019 financial statements where our assets are being amortized (used up) at the rate of \$6.1 million* whereas recorded investment in assets was \$4.7 million*
- Until we address the existing infrastructure deficit there will be limited opportunities to consider “new” capital investments

** 2019 Consolidated Financial Statements for the Town of Gravenhurst*

Overview - 2021 Capital Budget

- Investment of \$7.4 million in Town Assets
- Includes 48 projects
- Financed largely through two sources:
 - ✓ Capital Reserves: 58%
 - ✓ Internal Borrowing: 34%
- Studies and major maintenance activities also included in the multi-year plan.
- First 3 years of multi-year plan relatively firm
- Reflects a balanced approach to addressing capital repair and replacement needs within current available funding and staff resource capacity

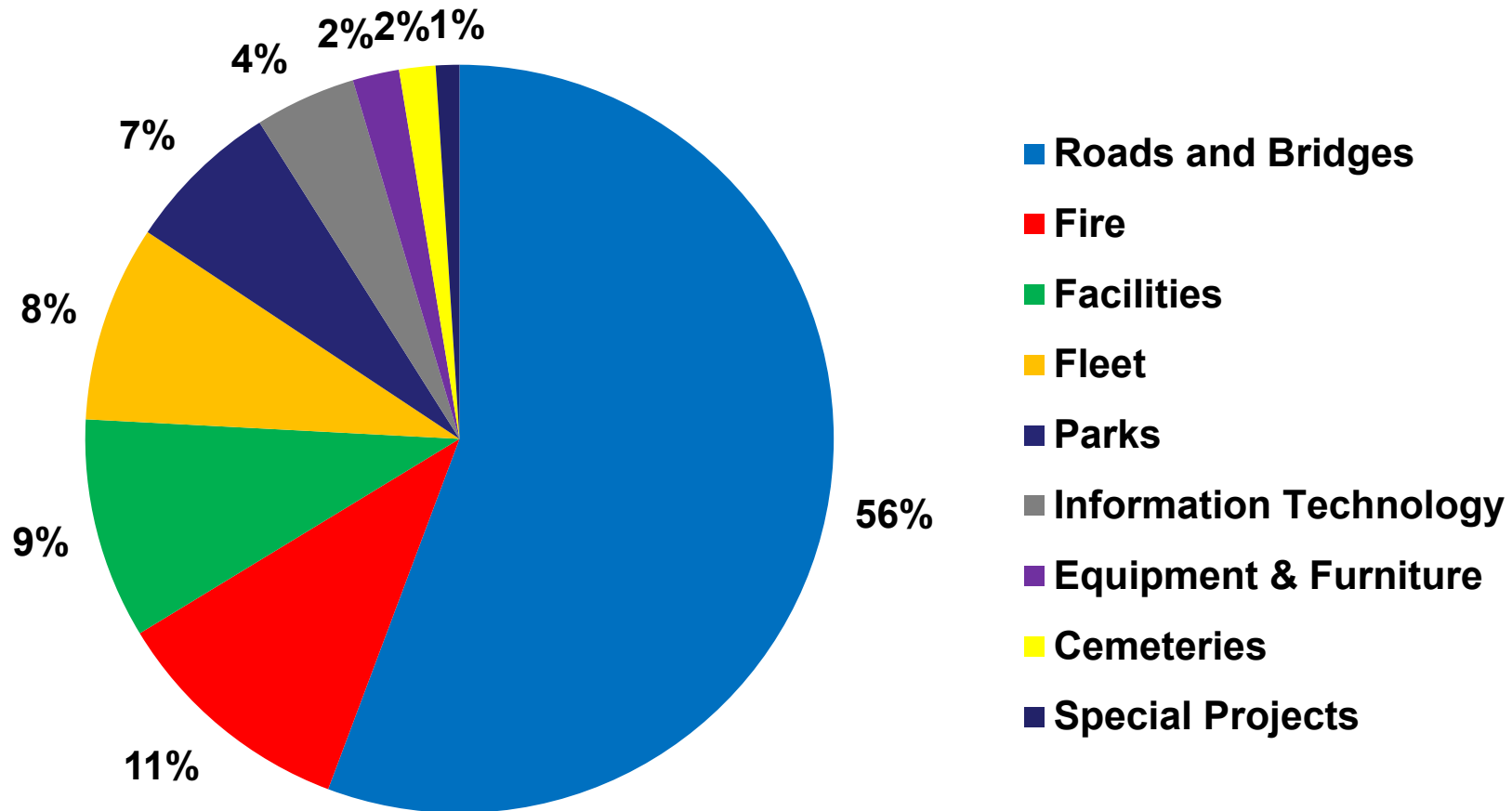
Highlights – 2021 Capital Budget

- Roads and related infrastructure account for the single largest component of the 2021 Capital Budget (56%)
- This year a pumper will be replaced in the Fire department fleet
- Public Works fleet replacements, which include a single axle plow and a sidewalk machine, will directly impact on Town service delivery
- Continued investment in the Opera House, Centennial Centre, Library and other Town facilities ensure they are safe and maintained to industry standards
- Installation of perimeter fencing will continue at Town cemeteries
- The Electronic Data and Records Management System (EDRMS) implementation already underway will be transformative
- Safety related investments at Town facilities and parks

2021 Capital Budget & Multi-Year Plan Expenditures

<u>Category</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>5 Year Average</u>
Bridges	\$ 385,000	\$ 30,000	\$ 144,000
Cemeteries	\$ 191,000	\$ 117,000	\$ 46,600
Facilities	\$ 866,000	\$ 711,000	\$ 1,087,000
Furniture, Fixtures & Equipment	\$ 172,000	\$ 150,000	\$ 81,000
Fire	\$ 120,000	\$ 790,000	\$ 346,000
Fleet	\$ 940,000	\$ 633,000	\$ 605,200
Information Technology	\$ 318,000	\$ 326,000	\$ 145,000
Parks	\$ 848,000	\$ 500,500	\$ 406,100
Roads	\$ 2,439,153	\$ 4,125,000	\$ 4,805,360
Special Projects	\$ 267,500	\$ 76,000	\$ 110,200
Total	\$ 6,546,653	\$ 7,458,500	\$ 7,776,460

2021 Capital Budget - \$7.4 million

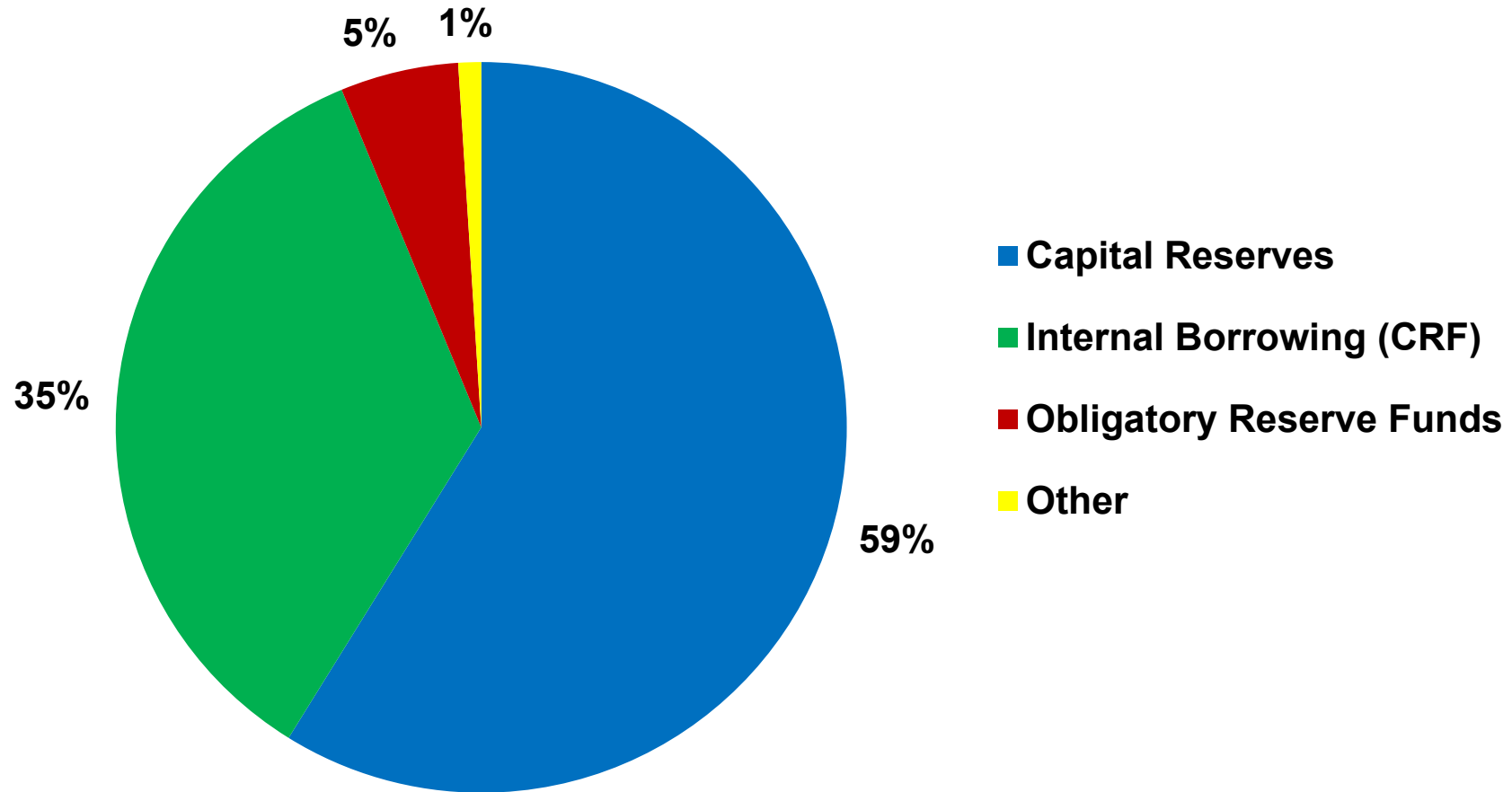


2021 Capital Budget & Multi-Year Plan

Financing

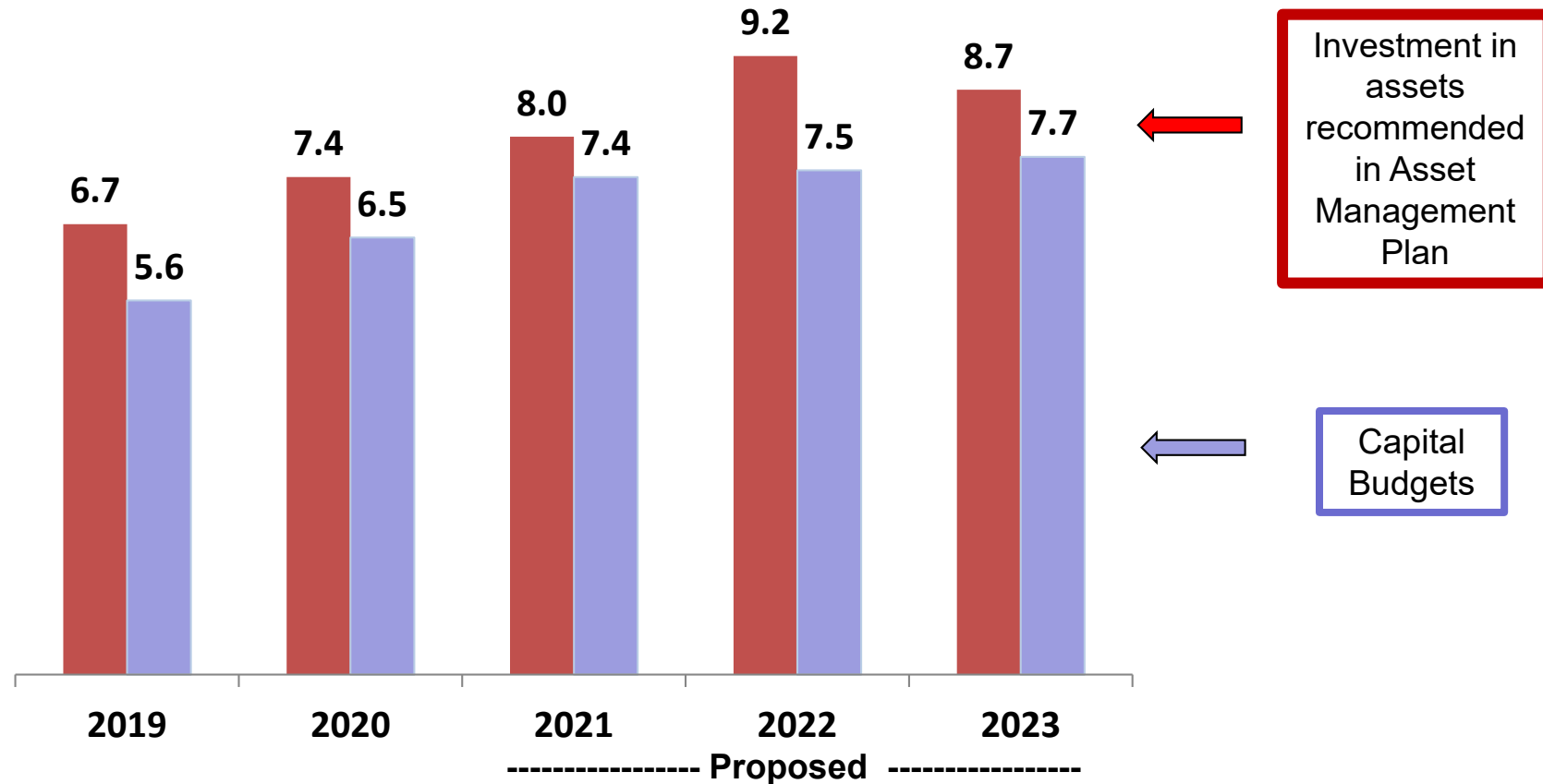
<u>Reserves/Reserve Funds</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>5 Year Average</u>
Community Reinvestment (loan)	\$ 2,672,045	\$ 2,559,803	\$ 3,228,860
Capital Reserves	\$ 2,869,863	\$ 4,312,000	\$ 3,745,490
Obligatory Reserve Funds	\$ 443,000	\$ 383,197	\$ 637,310
Wharf Reserve	\$ 255,000	\$ -	\$ -
Community Improvement Plan	\$ 65,000	\$ 70,000	\$ 42,000
Opera House Improvements	\$ 25,000	\$ -	\$ 6,000
Planning	\$ 64,000	\$ -	\$ 18,000
Building Permit Reserve	\$ 40,000	\$ 75,000	\$ 44,600
Elections	\$ 2,500	\$ 6,000	\$ 32,200
Municipal Modernization		\$ 52,500	\$ 12,000
External Financing	\$ -	\$ -	\$ 10,000
Provincial Grants	\$ 110,245	\$ -	\$ -
Total	\$ 6,546,653	\$ 7,458,500	\$ 7,776,460

2021 Capital Financing - \$7.4 million



Capital Program Continues to Increase

but still lags recommendations in Council's Asset Management Plan
in \$ millions



Long Term Capital Goals

- Put in place a plan to address the outstanding infrastructure deficit
- Recommend a financially sustainable and deliverable multi-year capital program
- Proactively address the needs of the community within fiscal restraints
- Establish an appropriate level of capital financing from the tax levy
- Use internal borrowing from the Community Reinvestment reserve in lieu of external borrowing wherever possible
- Build up reasonable capital reserves to support timely replacement, repair and rehabilitation of Town assets

Checking the Boxes

Risk Factors

1. Impact of costs for core activities
2. Inadequate funding for capital reserves
3. Capacity to repay internal borrowings and provide for repayment of external debt in 2024
4. Addressing COVID-19 financial impacts without raising taxes

Recommended Actions

- ✓ Impact of operations at 1.2% increase
- ✓ Municipal Modernization funding used to free up capital reserves
- ✓ 1.0% levy increase for contribution to CRF included in 2021 Budget
- ✓ Safe Restart Agreement funds used to offset COVID-19 related costs in 2021.

Summarizing this Budget

- Operating Departments have worked within the Council guideline
- Cost increases in Corporate Administration including:
 - Provision for Assessment at Risk and COLA wage projections
 - Insurance premiums and related costs
 - IT Services as a result of support costs for the new EDRMS system
- Use of reserves to “manage” impacts on tax rate
- Capital Program reflects higher costs and advancement of priority needs
- NOT included in the 2021 Budget:
 - Funding for hospitals pending Council direction
 - Resources for issues discussed recently that require a Report back to Council



Impact on 2021 Tax Rate



How Property Taxes Are Calculated

- Property Assessment x Tax Rate = Property Taxes
- Property assessment is established by MPAC (Municipal Property Assessment Corporation) which is independent from the Town of Gravenhurst. Every four years MPAC does a re-assessment based on market and other factors. Property values may go up or down
- If the assessment for a property changes by:
 - ❑ **more than** the average assessment for that property class in Gravenhurst taxes payable on the property will increase. Assessment increases are spread over 4 years.
 - ❑ **less than** the average assessment for that property class in Gravenhurst taxes payable on the property will decrease. Assessment decreases are immediately applied.
- **Many queries about large property tax increases are directly related to changes in assessment and not the tax rate**

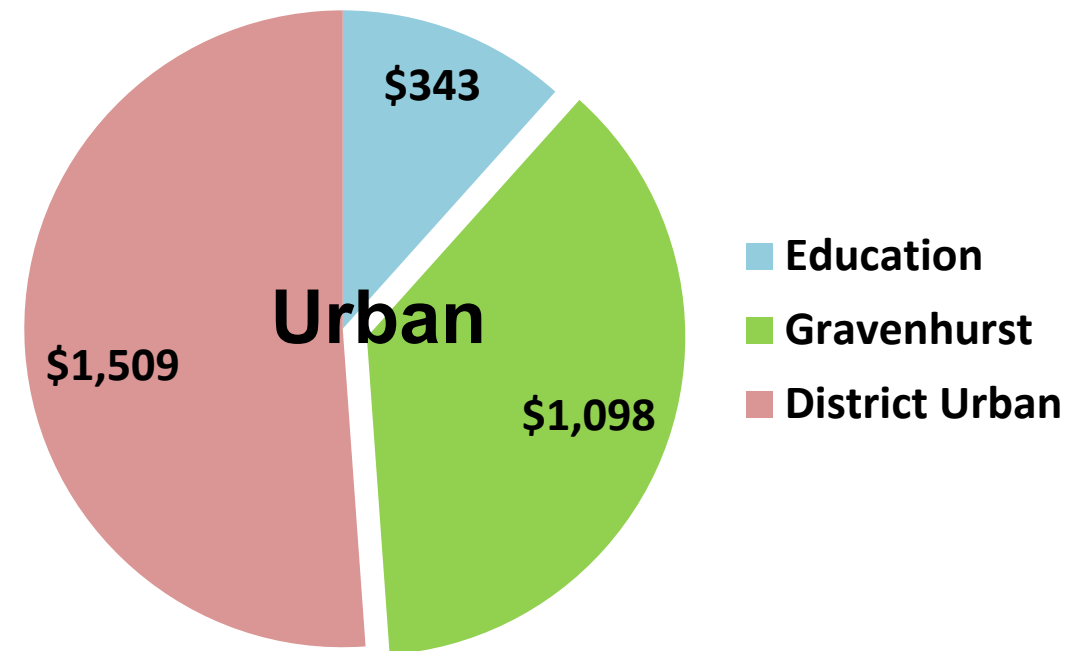
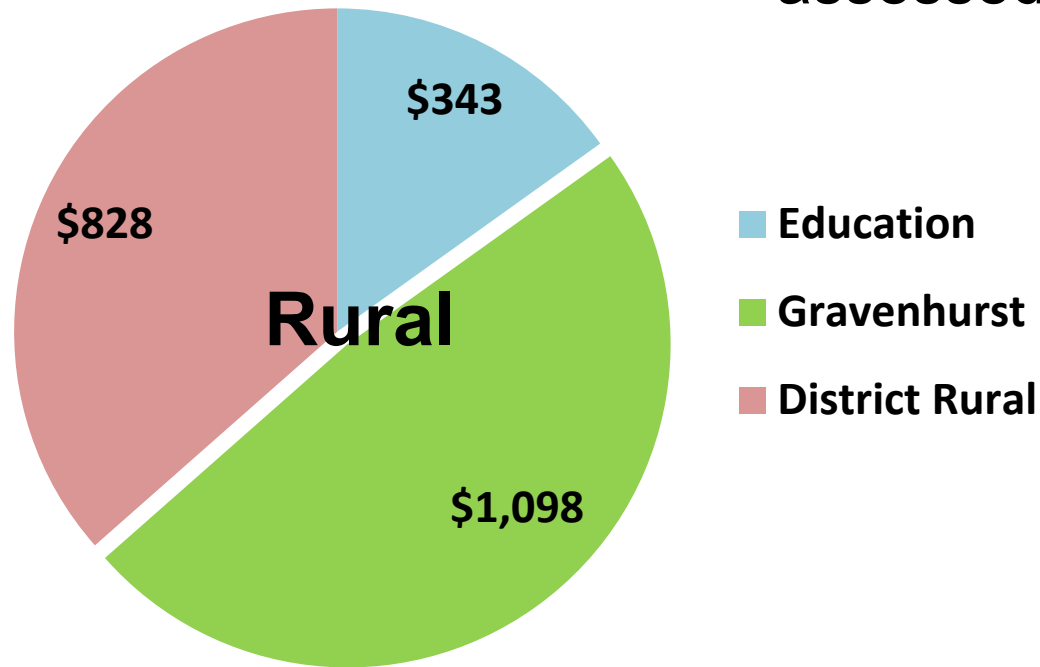
Projected Impact on Town Property Tax Bill

- Increase of \$5.50 per \$100,000 of assessment on the Town share of the Gravenhurst property tax bill
- 48% of a rural Town of Gravenhurst property tax bill and 37% of an urban Town of Gravenhurst property tax bill comes to the Town
- Estimated “all in” 2021 Gravenhurst Property Tax Bill* increases:
 - ✓ \$14 per \$100,000 of assessment on an urban property
 - ✓ \$ 6 per \$100,000 of assessment on a rural property
- What residents should expect to see on their 2021 Property Tax Bill*:
 - ✓ 1.2% increase for urban properties
 - ✓ 0.6% increase for rural properties

** For illustrative purposes only. Final tax rates may vary. Based on the recommended Town increase, District guideline for 2021 and the 3 year trend in Education taxes for a single family home in Gravenhurst.*

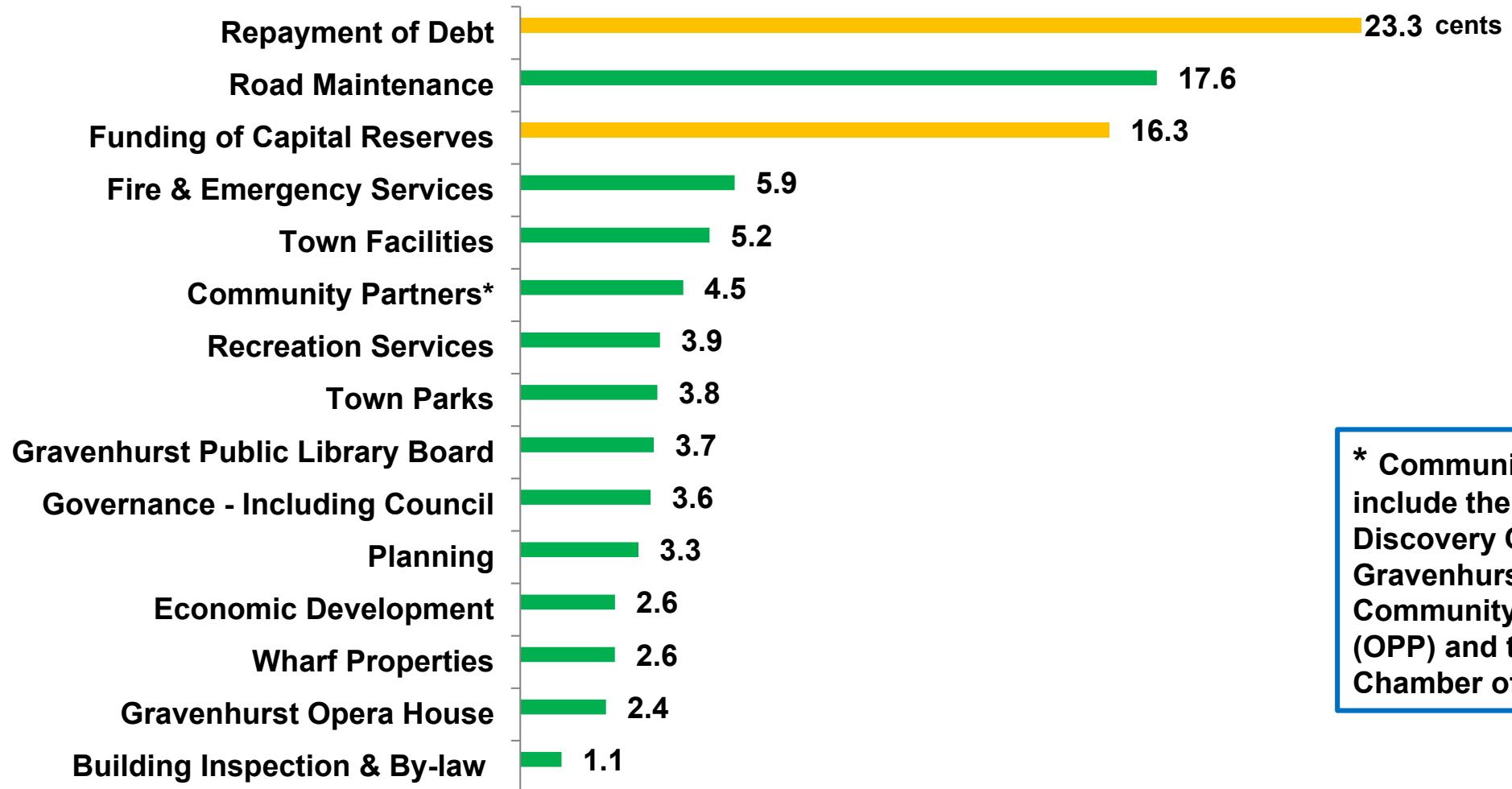
Share of Property Tax Bill

for a median single family home
assessed at \$236,000



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

Where Your Property Tax Dollar Goes



* Community Partners include the YMCA, Discovery Centre, Gravenhurst BIA, Community Policing (OPP) and the Chamber of Commerce

Next Step – Council Deliberations

2021 Budget Review Timeline

Activity	Timeline
Council Working Session – 2021 Budget	August 11
Report to Council – 2021 Fee By-Law	September 15
Special Council Meeting – 2021 Target/Timelines	September 17
Considering the Recommended 2021 Budget	
- Special Council Meeting - Table 2021 Budget	November 26
- Special Council Meetings – 2021 Budget Review	December 8-10
- Special Council Meeting – 2021 Budget Approval	December 10



Budget Deliberations – Tuesday, December 8

Town Departments

- **Start Time: 9:00am**
 - ✓ Review of the protocols for the budget process

- Department Reviews (break for lunch at 12 noon):
 - ✓ Corporate Administration
 - ✓ Infrastructure Services
 - ✓ Community, Growth and Development
 - ✓ Fire and Emergency Services
 - ✓ Corporate Services
 - ✓ Legislative Services
 - ✓ Office of the CAO
 - ✓ Council

- **End Time: 4:00pm**

Budget Deliberations – Wednesday, December 9

Community Partners/Capital

- **Start Time: 9:00am**
 - ✓ Review of the protocols for the budget process
- **Community Partners:**
 - ✓ Gravenhurst Public Library Board
 - ✓ Gravenhurst Business Improvement Area (BIA)
 - ✓ Community Policing
 - ✓ YMCA
 - ✓ Discovery Centre
 - ✓ Chamber of Commerce
- **2021 Capital Budget and Multi-Year Plan**
- **End Time: 4:00pm**

Budget Deliberations – Thursday, December 10

Capital (continued) / Budget Approval

- **Start Time: 9:00am**
 - ✓ Review of the protocols for the budget process
- 2021 Capital Budget and Multi-Year Plan (continued if necessary)
- Tabling of Council Resolutions related to 2021 Budget
- Council debate and approval of the 2021 Budget
- **End Time: To be determined by Chair**

Improving the Quality of Budget Deliberations

- Budget Chair protocol should allow the meeting to flow without too much disruption
- Questions?
 - ✓ Email the Director of Corporate Services and Chief Financial Officer - preferably before December 4 - to allow sufficient time to coordinate and prepare a response by Administration
 - ✓ Questions and responses will be shared with all of Council
- Allow for some flexibility with the budget schedule based on the ebb and flow of the discussions
- Not sure how to word a resolution? The Clerk and the Senior Leadership Team can assist



Thank You





Town of Gravenhurst

2021 OPERATING BUDGET



GRAVENHURST
GATEWAY TO MUSKOKA

2021 Operating Budget

COUNCIL



2021 Operating Budget

Council

Council – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$285,500 which is an increase of \$2,511 or 0.9% from 2020

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

KEY INITIATIVES FOR 2021

- Continued participation in establishing and directing Council strategic priorities and confirming direction for the community
- Ongoing orientation/board development sessions including external professional development opportunities
- Building and sustaining connections with the community
- Continued involvement in community events and stakeholder relations

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

None.

COVID-19 IMPACT ON 2021 BUDGET

None.

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Council

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Council								
Expenditures								
Staff Costs	216,571	230,100	258,013	224,234	262,500	263,500	1,000	
Community Support	5,656	4,332	1,746	716	2,800	2,950	150	
Professional Development	6,606	7,755	10,200	11,468	17,505	18,800	1,295	
Communications	286	1,093	1,301	463	1,834	1,900	66	
Materials & Supplies		305	89		250	250		
Total Expenditures	229,119	243,585	271,349	236,881	284,889	287,400	2,511	
Revenue								
Upper Tier Recovery			(1,652)		(1,900)	(1,900)		
Total Revenue			(1,652)		(1,900)	(1,900)		
Total Council	229,119	243,585	269,697	236,881	282,989	285,500	2,511	0.9%



2021 Operating Budget

COMMUNITY PARTNERSHIPS



2021 Operating Budget

Community Contributions

Community Contributions – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$77,000 which is unchanged from 2020

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. In 2020 we 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 9th year this program continues to show its merits. The 2020 program was delayed in light of COVID-19 however it generally receives approximately 22 applications each year. On average, for every \$1.00 provided through this program an additional \$22.68 will be invested by the business owners.

In 2021, it is recommended that the Town contribution remain constant with a payment of \$65,000 to address outstanding demand and encourage increased participation.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Community Contributions

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Community Contributions								
Ryde Community Hub								
Expenditures								
Community Support	6,000	6,000	6,000	6,000	6,000	6,000		
Total Expenditures	6,000	6,000	6,000	6,000	6,000	6,000		
Total Ryde Community Hub	6,000	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	6,000		
Total Expenditures	6,000	6,000	6,000	6,000	6,000	6,000		
Total Severn Bridge Hall	6,000	6,000	6,000	6,000	6,000	6,000		
Terence Haight Grants								
Expenditures								
Community Support	19,624	20,000	13,704	13,283	25,000	25,000		
Total Expenditures	19,624	20,000	13,704	13,283	25,000	25,000		
Revenue								
Transfers From Reserves	(19,624)	(20,000)	(13,704)	(13,283)	(25,000)	(25,000)		
Total Revenue	(19,624)	(20,000)	(13,704)	(13,283)	(25,000)	(25,000)		
Total Terence Haight Grants								
CIP Program								
Expenditures								
Contribution to Reserve	55,000	55,000	55,000	65,000	65,000	65,000		
Total Expenditures	55,000	55,000	55,000	65,000	65,000	65,000		
Total CIP Program	55,000	55,000	55,000	65,000	65,000	65,000		
Total Community Contributions	67,000	67,000	67,000	77,000	77,000	77,000	-	0.0%



2021 Operating Budget

Gravenhurst Public

Library Board

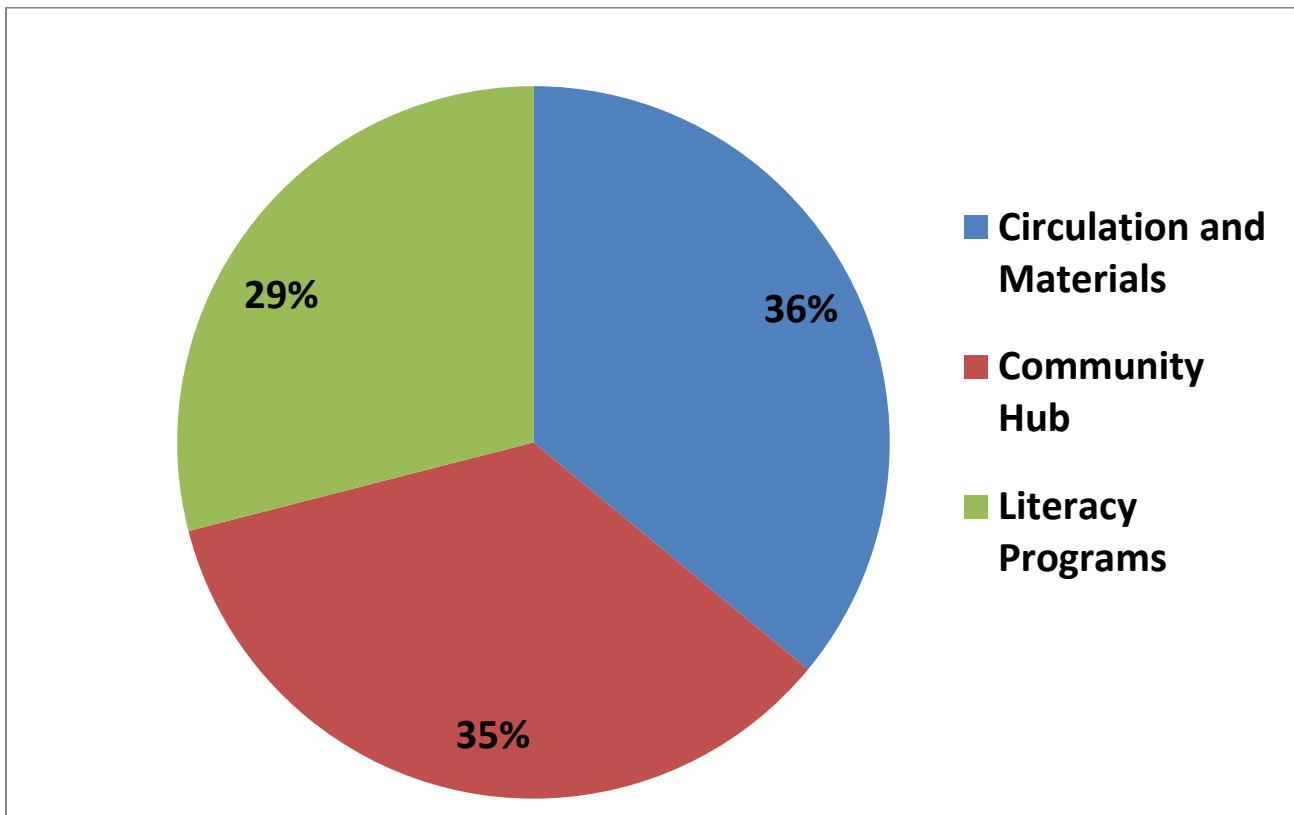
Gravenhurst Public Library Board – 2021 Budget

RECOMMENDED 2021 BUDGET

\$667,225 which is an increase of \$14,847 or a 2.3% increase from 2020

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 Heritage, Sport, Tourism, and Culture Industries and is eligible for other provincial and federal funding.



Gravenhurst Public Library Board – 2021 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 – 2021 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 – 2021 Budget

KEY INITIATIVES FOR 2021

- Revise four-year strategic plan for 2020-2024 – ENGAGE – ENHANCE – EXPAND – to reflect COVID-19 impacts
- Expand virtual programming opportunities geared to all ages including older children, tweens, and teens. Offer S.T.E.A.M. based programming for children ages 6 to 10
- Provide virtual outreach opportunities to community partners
- Investigate library-based technology projects including RFID self-checkout service
- Establish Friends of the Library group to assist with fundraising efforts for a library expansion
- Develop a memorandum of understanding between the Town of Gravenhurst and the GPL Board
- Continue to enhance partnerships with local community organizations to deliver services and digital programming opportunities for Gravenhurst residents

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change FTE	Comment
Full-time	5	6	+1	Part-time Child and Youth Services Librarian position to increase to Full-time
Part-time	3.2	2.2	-1	Reduction of part-time positions and hours

Two professional librarian positions were not filled in 2020 in order to offset the COVID-19 financial challenges. Recruitment for the Collections and Digital Literacy Librarian and the Child and Youth Services Librarian positions will be initiated at the beginning of 2021.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Professional Development: Decrease of \$5,500

- Reduction in professional development fees reflect projected change in annual conference and webinar attendance in 2021

Contracted Services: Increase of \$2,300

- \$2,000 in additional costs related to COVID-19

Gravenhurst Public Library Board – 2021 Budget

Materials and Supplies: Increase of \$2,000

- Additional costs for supplies such as disposable protective equipment, decontamination/cleaning materials, and curbside pick-up service supplies related to COVID-19

Revenues: Decrease of \$20,947

- \$ 4,947 projected reduction in 2021 provincial grant
- \$11,500 decrease in revenue generated from the collection of fines, used book sales, meeting room and equipment rentals, and donations due to COVID-19
- \$ 4,500 reduction in Transfer from Endowment reserve

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020

COVID-19 IMPACT ON 2021 BUDGET

Financial

- \$4,000 in contracted services and materials and supplies as discussed above

Operational

- Continuation of touchless curbside pick-up service and increases in calls and emails associated with this service including heavy use of reader's advisory and the provision of reading recommendations
- Increase in use of touchless delivery service by home bound library users
- Use of programming room to quarantine library materials resulting in cancellation of some in-person programming
- Development of digital programming for different age groups and digital outreach with community partners
- Increased use of electronic resources such as Overdrive, Libby and RB Digital Streaming
- Access to in-person services by appointment which will include public computer access, Wi-Fi access, printing services and circulation of materials
- Suspension of one-on-one computer and device training

Gravenhurst Public Library Board – 2021 Budget

- Additional weekly meetings with the Town of Gravenhurst's Quick Response Team
- Cancellation of non-essential meetings, training and conferences
- Continued heavy use of social media to get the word out about changes to services, programming opportunities and new library materials

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Gravenhurst Public Library Board

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Gravenhurst Public Library Board								
Expenditures								
Staff Costs	465,482	498,795	521,457	380,214	564,000	566,300	2,300	
Professional Development	8,360	7,754	7,844	2,962	9,300	3,800	(5,500)	
Transfers To/From Other Department	1,000	1,000	(406)		1,200	1,000	(200)	
Contracted Services	1,499	1,316	1,353	582	1,500	3,800	2,300	
One-time Costs Funded from Endowment Reserve	27,906	10,502	10,267	32	20,000	20,000		
Legal Services					500	500		
Information Technology Services	71,907	76,170	79,007	68,931	88,500	82,000	(6,500)	
Communications	3,143	3,498	6,906	3,940	8,800	8,300	(500)	
Other Services		10	10	10	150	150		
Equipment	14,062	14,051	5,279	8,500	12,000	12,000		
Materials & Supplies	7,633	6,379	7,130	6,281	7,075	9,075	2,000	
Library Collection	63,668	67,756	69,793	57,401	73,800	73,800		
Total Expenditures	664,660	687,231	708,640	528,853	786,825	780,725	(6,100)	
Revenue								
Grants	(43,298)	(41,304)	(38,459)	(39,214)	(44,947)	(40,000)	4,947	
Fines	(6,645)	(6,655)	(6,568)	(1,415)	(8,500)	(4,500)	4,000	
Sales	(7,983)	(8,048)	(9,566)	(1,651)	(9,000)	(5,000)	4,000	
Facility Rental	(860)	(1,533)	(1,526)	(517)	(2,000)		2,000	
Transfers From Reserves	(44,479)	(38,992)	(37,741)		(66,500)	(62,000)	4,500	
Investment Income	(56)	(30)	(49)					
Donations/Sponsorships	(2,028)	(1,548)	(1,152)	(3,166)	(3,500)	(2,000)	1,500	
Total Revenue	(105,349)	(98,110)	(95,061)	(45,963)	(134,447)	(113,500)	20,947	
Total Gravenhurst Public Library Board	559,311	589,121	613,579	482,890	652,378	667,225	14,847	2.3%



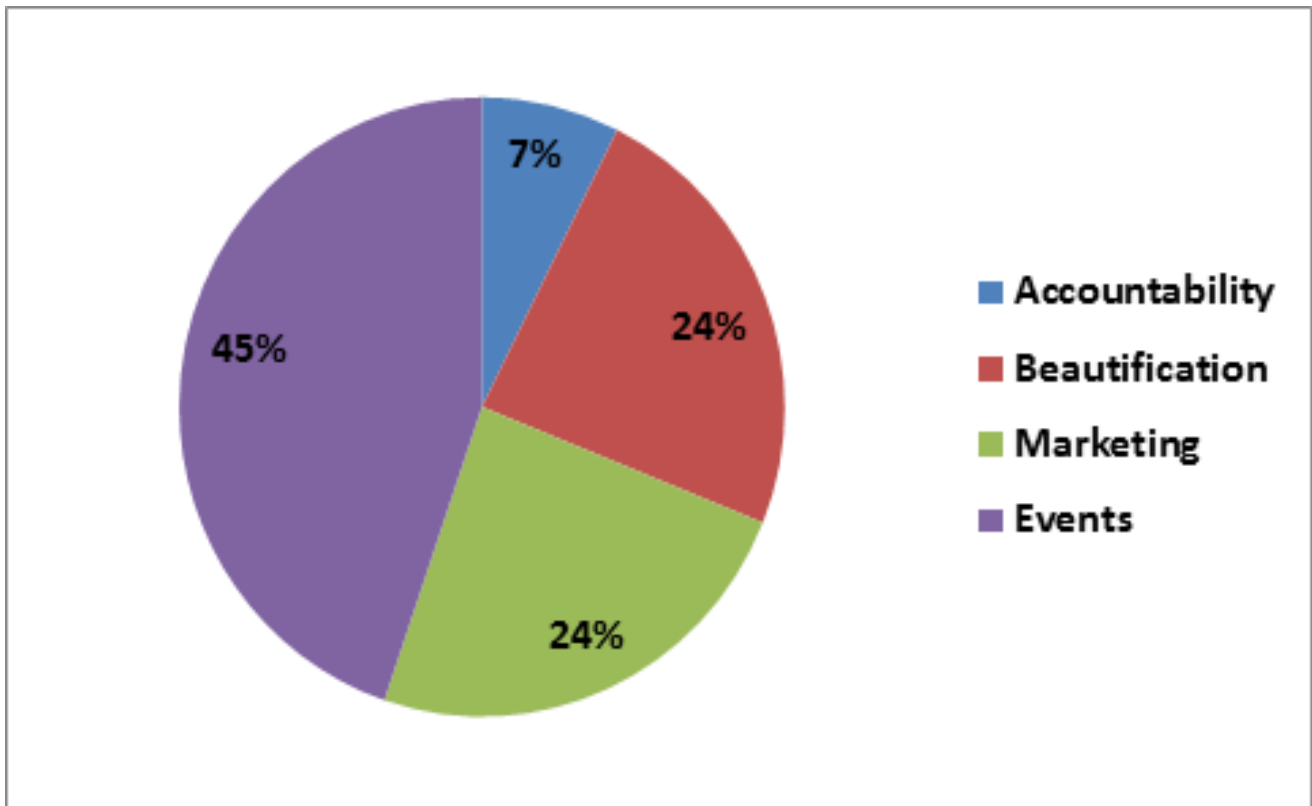
2021 Operating Budget

**Gravenhurst Business
Improvement Area**

Business Improvement Area – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$49,552 which is unchanged from 2020



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

Business Improvement Area – 2021 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

KEY INITIATIVES FOR 2021

- Continue beautification projects including replacement of trees in downtown and new project, crosswalk paintings
- Continued improvement of communication with community partners, BIA members and potential visitors to the downtown
- Focused efforts on Board recruitment
- Continued updating and improvement of events with the additional efforts of event planners

Scheduled 2021 Events	Date
Gravenhurst Winter Carnival – “Event”	CANCELLED
Fresh Fashion Show	September 2021
Spring into Summer Art Crawl	June 2021
Celebrate Gravenhurst Sidewalk Sale	August 2021
Let the Spirits Rise in Downtown Gravenhurst	October 2021
Black Friday Sales & Annual Tree Lighting	November 2021
Ultimate Giveaway	November 2021

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Part-time	0	0	0	No employee in 2021

Business Improvement Area – 2021 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Community Support: Increase of \$20,000:

- Any budget surplus will be used to source prizes for the Ultimate Giveaway draw from BIA businesses.
- Under consideration, and to be ratified by the membership at a special budgetary meeting in December, the 2020 budget surplus will be used to provide a COVID-19 partial rebate of the 2020 tax levy collected.

Donations/Sponsorships/Fundraising: Decrease of \$5,000:

- Fundraising activity has been deferred until such time it is considered viable.

Transfers From Reserves: Increase of \$19,300:

- Projected reserve balances at December 31, 2020 are projected to be sufficient to fund.

COVID-19 IMPACT ON 2021 BUDGET

Financial

- The 2020 budget surplus will be used to provide a COVID-19 partial rebate of the 2020 tax levy collected. This rebate notice will be mailed and applied in early 2021.
- Similar to what happened in 2020, if events have to be cancelled, savings will be used to source prizes for the Ultimate Giveaway draw from BIA businesses.
- On a conservative basis, no fundraising revenues have been budgeted for 2021.

Operational

- Events will proceed if it is deemed safe to do so by the Board given all relevant Provincial and Health guidelines.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Gravenhurst Business Improvement Area

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Gravenhurst Business Improvement Area								
Expenditures								
Staff Costs	28,311	29,388	21,306					
Community Support	27,526	37,680	22,656	6,233	22,900	42,900	20,000	
Professional Development	1,325	3,394	566	569	700	700		
Transfers To/From Other Department	(1,025)	(2,040)	(1,500)		(3,000)	(3,000)		
Contracted Services	5,341	8,118	8,268	5,825	35,900	35,200	(700)	
Communications	299	568	354	189	350	350		
Materials & Supplies	788	257	578	102	450	450		
Total Expenditures	62,565	77,365	52,228	12,918	57,300	76,600	19,300	
Revenue								
Transfers From Reserves	(228)	(8,487)	4,576		(2,748)	(27,048)	(24,300)	
Donations/Sponsorships/Fundraising	(14,732)	(20,813)	(8,149)		(5,000)		5,000	
Total Revenue	(14,960)	(29,300)	(3,573)		(7,748)	(27,048)	(19,300)	
Total Gravenhurst Business Improvement Area	47,605	48,065	48,655	12,918	49,552	49,552	-	0.0%



2021 Operating Budget

Community Policing

OPP

Community Policing (OPP) – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$2,600 which is a reduction of \$200 from 2020

This budget has traditionally covered the net operating costs to provide in-town office space for the Ontario Provincial Police (OPP). This space is used for meetings, communications and day-to-day operational activities of OPP officers working in Gravenhurst and its vicinity.

The District of Muskoka has traditionally funded costs associated with making this space available to the OPP as policing costs are a District responsibility. In October 2015, as part of a District review of Community Policing across Muskoka, it was noted that:

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

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

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Community Policing (OPP)

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Community Policing (OPP)								
Expenditures								
Utilities	2,587	2,620	2,241		2,700	2,700		
Contracted Services	3,174	3,230	4,519	1,512	2,500	2,500		
Insurance	2,992	3,141	3,448	4,128	3,800	4,600	800	
Communications	3,035	2,729	2,414	1,631	3,000	2,000	(1,000)	
Total Expenditures	11,788	11,720	12,622	7,271	12,000	11,800	(200)	
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 Policing (OPP)	2,306	2,520	3,422	7,271	2,800	2,600	(200)	-7.1%



2021 Operating Budget

YMCA

YMCA – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$420,000 which is an increase of \$55,000 or 15% from 2020

In 2012 the Town entered into an agreement with the YMCA of Simcoe-Muskoka for the operations of the Wellness Center portion of the Gravenhurst Centennial Centre. The Wellness Centre located within the Centennial Centre is home to a lap and leisure pool, fitness centre (including weight/cardio equipment and group classes) as well a gymnasium. As part of the agreement, the Town agreed to provide the YMCA with a financial contribution to support the operation of the facility.

The YMCA Gravenhurst location offers a variety of services for the community at the Wellness Centre including but not limited to swimming lessons, aquatic fitness, lap and open swims, groups fitness classes and programs like yoga, private trainers, weight and cardio equipment, child minding, youth leadership opportunities, summer day camps, and programs in the gymnasium such as Pickleball or youth activities such as basketball. Prior to COVID-19 the YMCA membership was close to 2,000 exclusive of day pass/drop-in users to the facility.

In 2019 and early 2020, the Town of Gravenhurst and the YMCA of Simcoe Muskoka engaged in a collaborative process to update the YMCA's operating agreement for the Town's Wellness Centre. Town's Administration and the YMCA had agreed in principle to the terms and conditions of a new agreement and were prepared to bring it forward for Council review and approval. However, the COVID-19 pandemic interrupted the process, and in response to provincial public health guidelines and restrictions, the YMCA closed the wellness centre on March 14, 2020, alongside the Centennial Centre/Graeme Murray Arena.

Town Administration and the YMCA have since been working together towards a common goal of reopening the Wellness Centre. As recommended to Council, for 2021 the Town and the YMCA will enter into a one-year interim agreement as the YMCA re-opens to the public.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Finance: Net increase of \$55,000

Starting in 2020 the Town will not be recovering utility costs from the YMCA. It is also not paying an operating grant to the YMCA for operation of the Wellness Centre. These amounts largely offset each other and simplify the financial relationship going forward.

The increased cost to the Town in the 2021 Budget is a result of the YMCA re-opening plan as impacted by COVID-19.

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Safe Restart Agreement funding received by the Town in 2020.

YMCA – 2021 Operating Budget

COVID-19 IMPACT ON 2021 BUDGET

Financial

At the October 20, 2020 Committee of the Whole meeting, the YMCA requested, and was approved for, an additional subsidy of \$62,000 to cover the financial impacts of COVID-19 in order to re-open in 2021.

Operational

The YMCA intends to re-open the facility in a phased-in manner in January of 2021. The operation will not be as it was pre-COVID-19, as there are Provincial regulations in place guiding facility numbers, equipment spacing, class sizes etc. Moving into re-opening in January 2021, the YMCA is hopeful to see a return rate of 30%-40% of their membership and will look to increase that number over time.

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

YMCA

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
YMCA								
Expenditures								
Utilities	320,171	282,517	301,712	165,602	274,100	293,000	18,900	
Building & Grounds Maintenance	44,456	48,071	61,260	52,597	65,000	65,000		
Community Support ^{Note 1}	244,000	280,203	300,000		300,000	62,000	(238,000)	
Total Expenditures	608,627	610,791	662,972	218,199	639,100	420,000	(219,100)	
Revenue								
Utilities Cost Recovery	(320,171)	(282,516)	(301,712)		(274,100)		274,100	
Total Revenue	(320,171)	(282,516)	(301,712)		(274,100)		274,100	
Total YMCA	288,456	328,275	361,260	218,199	365,000	420,000	55,000	15.1%

NOTE 1 - Community Support actuals 2019, 2020 and Budget 2020 moved from Recreation



2021 Operating Budget

Muskoka Discovery

Centre

Muskoka Discovery Centre – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$175,000 which is unchanged from 2020

In 2007 the Town of Gravenhurst (Town) and the Muskoka Steamships and Discovery Centre (MSDC) entered into a Management Services Agreement (Agreement) to operate the Muskoka Discovery Centre.

The Muskoka Discovery Centre (MDC) is a unique, year-round not-for-profit museum that values the natural sense of discovery and nurtures a community of learners. The exhibits, education and programming are fun, creative, foster curiosity, and inspire life-long learning through hands-on exploration. Inclusive educational, programming and exhibits plans are developed annually to engage the community which extends well beyond the borders of Muskoka. It leads many programs and events but also partners with other organizations to host events and programs. A comprehensive annual programming plan continues to build on the foundation of successes with the adults, youth and families in our community taking into consideration the socio-economic factors. Annual attendance is in excess of 20,000.

The newest permanent exhibit “Water Is Life” officially opened July 2020 and brings an Indigenous presence to the Muskoka Discovery Centre. The content was created by Rama First Nation and designed by Bouw Design. In the Summer of 2021 a 12,000 square foot expansion will increase the size of the Muskoka Discovery Centre by 50% and house three ‘state-of-the-art’ permanent exhibits. The Stanley Meek Gallery will offer a fascinating interpretive view of the history of Muskoka that will interest everyone. The Indigenous Gallery will be unique in Ontario and offer visitors an insight into the traditions and culture of Indigenous communities, told by Indigenous people. *Wanda III* will attract many people who will be able to get a glimpse of the opulence of a bygone era dominated by parties and custom wooden boats. These attractions, combined with what we have already, is expected to increase attendance by 30%.

This Agreement between the Town and the MSDC outlines the responsibilities of each party and the importance of the partnership for the ongoing benefits to the community. It also defines an annual payment of \$130,000 from the Town to MSDC to assist in covering the expenses of operations. If there are operating years in which the Muskoka Discovery Centre generates an operating surplus, then the amount will be split between the partners 50/50. In the 14 years of operation to date, there has been one year where a surplus was generated. In addition to the Agreement funding, the Town also provides in-kind support such as landscaping and other maintenance in and around the Muskoka Discovery Centre.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

None.

Muskoka Discovery Centre – 2021 Operating Budget

COVID-19 IMPACT ON 2021 BUDGET

Operational

In 2020 to date attendance has fallen by more than 70%. COVID-19 delayed the opening of the Muskoka Discovery Centre to August 1 with the exception of the Day Camp Program. Occupancy was reduced to 50 persons at any time and admissions fell significantly as a result of limited travel, COVID-19 concerns and reluctance to engage in indoor activity. Government programs and wage subsidies kept us open and hopefully will enable us to remain open all winter with our staff employed.

Our Business Planning for 2021 will include the same restrictions we saw in 2020 related to COVID-19. As a result, we will require significant government funding to avoid a large deficit. Until a vaccine is tested and circulated, our operations will require more community and government support than in any previous years.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Muskoka Discovery Centre

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Muskoka Discovery Centre								
Expenditures								
Building & Grounds Maintenance	29,983	46,276	29,783	23,753	45,000	45,000		
Community Support	130,000	130,000	130,000	130,000	130,000	130,000		
Total Expenditures	159,983	176,276	159,783	153,753	175,000	175,000		
Total Muskoka Discovery Centre	159,983	176,276	159,783	153,753	175,000	175,000	-	0.0%



2021 Operating Budget

**Gravenhurst Chamber
of Commerce**

Gravenhurst Chamber of Commerce 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$58,170 which is a decrease of \$1,090 or 1.8% from 2020

The Gravenhurst Chamber of Commerce has been a key partner in the promotion of the municipality and their involvement with tourism in the area since the beginning of 2012. The most recent term of a contract is set to expire on December 31, 2020. This previous Agreement was for a term of four years ranging from 2016 to 2020.

Over the last four years, the Chamber has provided updates and work plans on an annual basis that outlines the work that they have completed or intend to complete during that time period. Administration is working with the Chamber to develop this work plan to be presented in early 2021.

The partnership with the Gravenhurst Chamber of Commerce focuses on delivery of Visitor Information Services within the municipality. The Chamber provides a static visitor information as part of their office in Downtown Gravenhurst. Additional work is completed as part of their work plans including the development of various guides and events.

In late 2020 Administration began a negotiation process to update the agreement in place with the Gravenhurst Chamber. This agreement would outline similar financial arrangements as the previous agreement (base fee plus a 1% increase annually) and further clarify the responsibilities of the agreement.

Town Administration and the Gravenhurst Chamber of Commerce have been working together in regards to the municipalities role in tourism and the upcoming Tourism Destination Strategy which this partnership will have a key role in implementing.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

None.

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Chamber of Commerce

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Chamber of Commerce								
Expenditures								
Utilities	9,058	8,630	8,523	6,250	8,900	9,100	200	
Building & Grounds Maintenance	9,744	9,513	14,737	11,544	12,500	13,600	1,100	
Contracted Services ^{NOTE 1}	51,335	51,813	52,331	44,821	53,790	54,900	1,110	
Communications	1,171	1,171	1,171	734	0	1,200	1,200	
Total Expenditures	71,308	71,127	76,762	63,349	75,190	78,800	3,610	
Revenue								
Facility Rental	(20,629)	(20,629)	(20,629)	(18,910)	(15,930)	(20,630)	(4,700)	
Total Revenue	(20,629)	(20,629)	(20,629)	(18,910)	(15,930)	(20,630)	(4,700)	
Total Chamber of Commerce	50,679	50,498	56,133	44,439	59,260	58,170	(1,090)	-1.8%

NOTE 1 - Contracted Services costs reallocated from Economic Development Budget



2021 Operating Budget

TOWN DEPARTMENTS



2021 Operating Budget

Office of the CAO

Office of the CAO – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$366,109 which is a decrease of \$5,928 or 1.6% from 2020

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

KEY INITIATIVES FOR 2021

- **Manage COVID-19 pandemic response** – As the pandemic unfolds in 2021 there will be an ongoing need to plan for and react to the directions of the Province and SMDHU
- **Muskoka Regional Centre Lands** – Continued monitoring and participation in discussions as required
- **Management of Community Relationships/Partnerships:**
 - YMCA for ongoing operations at the Aquatic & Fitness Centre
 - Ongoing relationship with Gravenhurst Public Library
 - Liaison regularly with the Simcoe Muskoka District Health Unit (SMDHU)
 - Regular engagement with area CAO’s including the District
- **Municipal Modernization Program** – Monitor progress of specific projects
- **Retirement and Transition of New CAO** – Support Council and Staff in transition process and in preparation for departure by end of October 2021

Office of the CAO – 2021 Operating Budget

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Full Time	1	1	0	
Contract	1	1	0	

The position of Executive Assistant to the Mayor and CAO is currently funded for a two-year contract which will expire at the end of 2021. The position continues to provide significant value-add to the Town's operations by virtue of its support to the Mayor, CAO and Council itself. Logic would suggest that the position should be approved for permanent funding for 2022, however, unless Council directs otherwise, Administration will be recommending in the **2022 budget** that it be approved for a further year as a **one-year contract** to allow for the new CAO and incoming Council to consider options.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Professional Development: Reduction of \$3,150

- Reduction in professional development fees reflect projected change in annual conference and webinar attendance in 2021

COVID-19 IMPACT ON 2021 BUDGET

Financial

None.

Operational

- Additional Weekly Meetings including but not limited to the following: Quick Response Team (QRT), Minister of Health (MOH) Teleconferences, Area CAO Meetings, and Senior Leadership Meetings
- Cancellation of nonessential meetings, training, and conferences
- Additional reporting to Council on changes and status updates
- Initiate and approve emergency communications

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Office of the CAO

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
CAO								
Expenditures								
Staff Costs	304,921	335,204	347,148	305,930	361,968	359,000	(2,968)	
Professional Development	8,281	7,697	7,453	2,866	8,914	5,764	(3,150)	
Communications	603	871	1,801	659	1,115	1,245	130	
Materials & Supplies	73	60	85	13	40	100	60	
Total Expenditures	313,878	343,832	356,487	309,468	372,037	366,109	(5,928)	
Total CAO	313,878	343,832	356,487	309,468	372,037	366,109	(5,928)	-1.6%



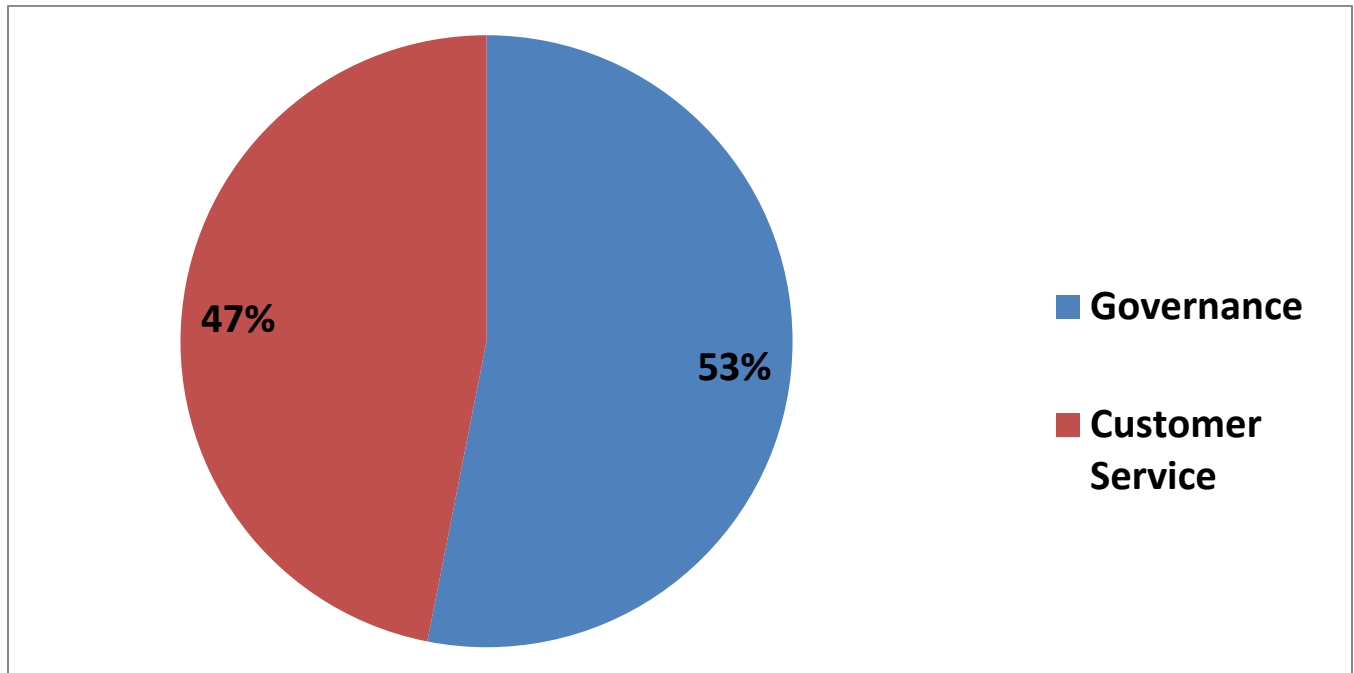
2021 Operating Budget

Legislative Services

Legislative Services – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$508,250 is an increase of \$19,050 or 3.9% from 2020



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 <i>AODA</i>

Legislative Services – 2021 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
<ul style="list-style-type: none"> • Oversee and administer the business licensing program for refreshment vehicles, transient traders and temporary vendors
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

KEY INITIATIVES FOR 2021

- Complete phase III of the comprehensive corporate records management program including finalizing the implementation of the SharePoint Electronic Document Records Management System project
- Design and implement various work-flow processes associated with the SharePoint system
- Develop and implement of the administrative ownership of the municipal Cemetery Program including record keeping, program monitoring and legislative compliance
- Develop and administer a comprehensive Emergency Management Communications plan for internal and external planning, outreach and provincial compliance
- Initiate the kick-off of the administrative preparation required for the 2022 municipal elections including procuring an election vendor and legislative required policies, processes and by-laws

Legislative Services – 2021 Operating Budget

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Full Time	5	5	0	No change
Contract	1	1	0	

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Staff Cost: Increase of \$13,100

- Salary adjustments based on step increases

Reduction of Licensing Revenues: Decrease of \$5,650

- Based on the Council-approved amended business licensing program, there is an anticipated decrease in revenues related to the discontinuation of the taxi licensing program and amended fees

COVID-19 IMPACT ON 2021 BUDGET

Financial

None.

Operational

None.

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Legislative Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommende Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Legislative Services								
Expenditures								
Staff Costs	330,462	392,455	438,713	356,034	496,800	509,900	13,100	
Professional Development	6,324	6,318	8,219	4,579	11,200	10,750	(450)	
Contracted Services	9,954	9,668	8,680	6,120	11,800	12,800	1,000	
Communications	1,056	890	1,849	789	1,900	1,900		
Materials & Supplies	3,162	5,136	5,681	113	5,750	5,750		
Total Expenditures	350,958	414,467	463,142	367,635	527,450	541,100	13,650	
Revenue								
Other Fees	(1,616)	(1,116)	(1,555)	(673)	(1,250)	(1,500)	(250)	
Permits	(1,430)	(1,470)	(1,190)	(1,320)	(1,350)	(1,350)		
Licences	(42,785)	(41,695)	(35,740)	(11,893)	(35,650)	(30,000)	5,650	
Total Revenue	(45,831)	(44,281)	(38,485)	(13,886)	(38,250)	(32,850)	5,400	
Total Legislative Services	305,127	370,186	424,657	353,749	489,200	508,250	19,050	3.9%



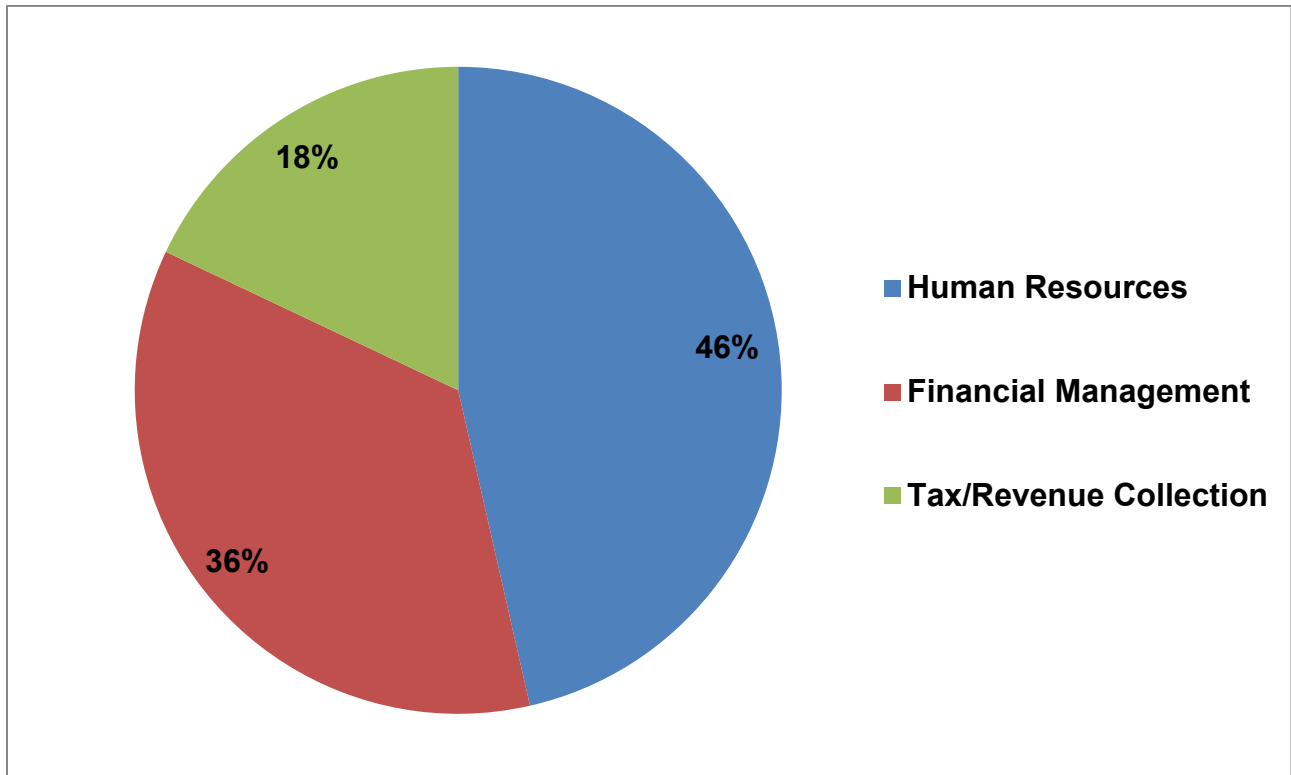
2021 Operating Budget

Corporate Services

Corporate Services – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$997,700 is an increase of \$5,300 or 0.5% from 2020



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 – 2021 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 and agreements
• Development charges by-law implementation and reporting
• Coordinate town user fee by-law

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

KEY INITIATIVES FOR 2021

- Continue to support organizational policy and support needs related to COVID-19
- Implement a new Unified Telephone System for the organization
- Lead bargaining with the unions for new collective agreements
- Support the organizational need to manage transition and change at the senior-most level of the organization
- Conduct a review of Council remuneration
- Review and update Human Resources/Health & Safety Policies
- Review and bring forward an updated Procurement Policy
- Conduct Request for Proposals for insurance and auditing services

Corporate Services – 2021 Operating Budget

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Full-time	9	9	-	No change
Other	0.33	0.33	-	HR summer student

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Finance: Net increase of \$2,100

- No significant change

Human Resources: Net increase of \$3,200

- \$5,000 increase in legal costs for COVID-19 related issues

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020

COVID-19 IMPACT ON 2021 BUDGET

Financial

- \$5,000 in Human Resources

Operational

- Access to in-person services at the tax counter by appointment only have resulted in a 100% increase in calls and a 25% increase in emails regarding properties and property taxes.
- Participants to our Preauthorized Monthly Payment Plan continue to rise.
- Request for proposal (RFP) for insurance services may be delayed again as the market may not provide competitive pricing in an unstable environment.
- The Tax Sale registration process was delayed in 2020 as a result of COVID-19. There may be two tax sales in 2021, one in the spring and one in the fall.
- Accounts payable and payroll functions have been digitized and are almost completely paperless. Physical cheques have been significantly reduced in favour of electronic funds transfers.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Corporate Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Corporate Services								
Finance								
Expenditures								
Staff Costs	642,499	681,527	670,941	568,945	718,600	720,000	1,400	
Professional Development	13,083	13,396	13,647	6,875	13,600	14,600	1,000	
Tax Registration	1,125	(141)		4,870				
Communications	1,598	2,351	2,169	1,807	2,350	3,350	1,000	
Materials & Supplies	2,667	1,763	1,660	1,471	1,700	1,700		
Total Expenditures	660,972	698,896	688,417	583,968	736,250	739,650	3,400	
Revenue								
Tax Certificates and Registration Fees	(40,056)	(31,564)	(32,837)	(34,346)	(34,700)	(36,000)	(1,300)	
Arrears Notice and Mortgage Fees	(94,388)	(65,734)	(73,177)	(32,395)	(75,900)	(75,900)		
Total Revenue	(134,444)	(97,298)	(106,014)	(66,741)	(110,600)	(111,900)	(1,300)	
Total Finance	526,528	601,598	582,403	517,227	625,650	627,750	2,100	
Human Resources (HR)								
Expenditures								
Staff Costs	254,466	305,243	281,126	245,527	298,200	296,400	(1,800)	
Community Support	1,498	4,027	3,681	701	4,600	4,600		
Professional Development	11,828	11,538	15,444	3,454	15,000	15,000		
Consultant Services	20,184	20,617	22,380	3,409	18,500	18,500		
Legal Services	45,572	9,545	24,200	31,717	20,000	25,000	5,000	
Communications	9,971	10,287	8,626	2,927	9,600	9,600		
Equipment				81	150	150		
Materials & Supplies	733	397		224	700	700		
Total Expenditures	344,252	361,654	355,457	288,040	366,750	369,950	3,200	
Total Human Resources (HR)	344,252	361,654	355,457	288,040	366,750	369,950	3,200	
Total Corporate Services	870,780	963,252	937,860	805,267	992,400	997,700	5,300	0.5%



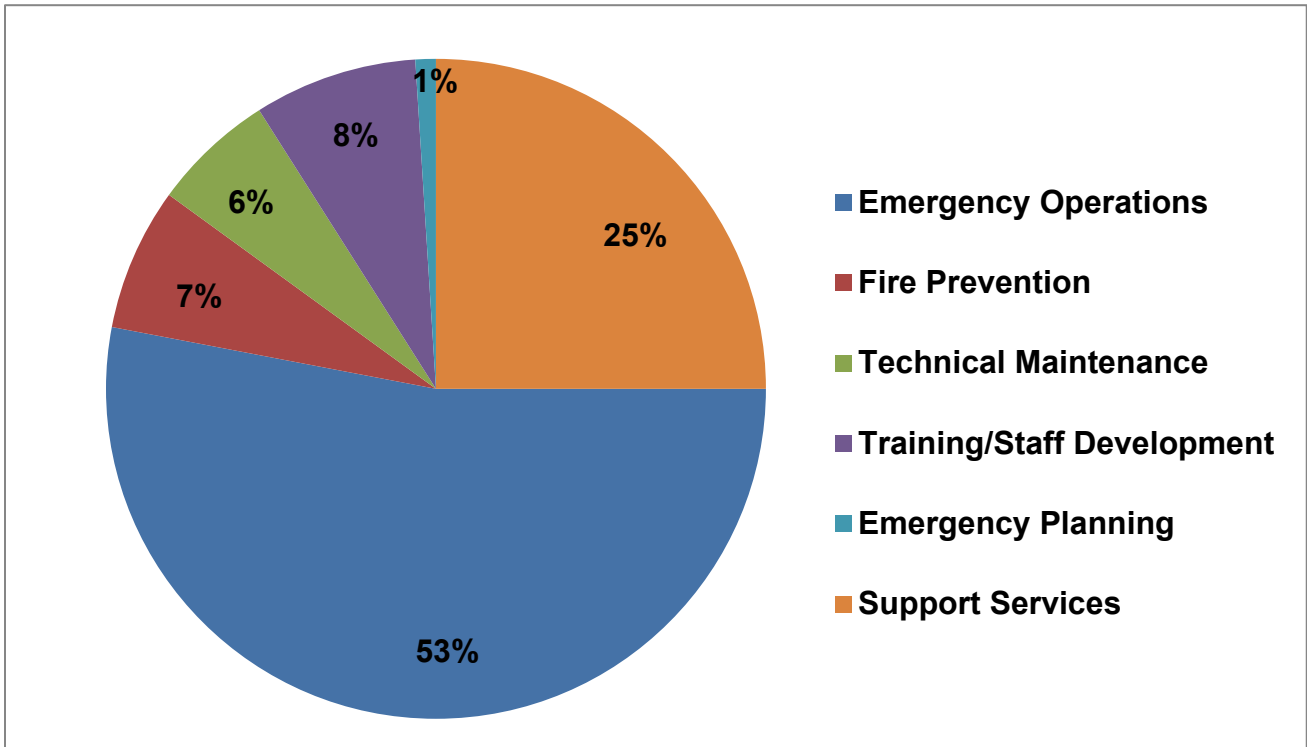
2021 Operating Budget

Fire & Emergency Services

Fire & Emergency Services (FES) – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$1,029,182 is an increase of \$24,062 or 2.4% from 2020



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 attended, checking for smoke and carbon monoxide alarm installations and providing alarms at no cost to ratepayers where needed

Fire & Emergency Services (FES) – 2021 Operating Budget

Fire Prevention Division

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

Technical Maintenance Division

- Facilitates all inspection, preventative maintenance and repair requirements for the specialized heavy vehicles in the fire department fleet, as well as the entire inventory of firefighting and rescue equipment (breathing apparatus, ladders, hose, hydraulic rescue equipment, thermal imaging cameras, saws, portable lighting equipment, etc.)
- Provides expertise and assistance with the development of technical specifications for the acquisition of specialized assets 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 front-line officers

Fire & Emergency Services (FES) – 2021 Operating Budget

Emergency Planning Division

- Provides leadership and guidance to the Town’s “Emergency Management Program Committee” including required training elements for key staff members
- Ensures that the Municipality complies with all aspects of the *Emergency Management and Civil Protection Act* 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 *Act*
- 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
- 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
- Conducts public education initiatives aimed specifically at emergency preparedness - spring freshet, 72 hour preparedness kits, power outages etc.

Support Services Division

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

Fire & Emergency Services (FES) – 2021 Operating Budget

KEY INITIATIVES FOR 2021

- 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
- Replacement of essential front-line FES Fleet element (Pump-Rescue)
- Continue operational equipment replacement program (hose and small equipment)
- Integrate new Fire Prevention Officer into Gravenhurst-centric service delivery practices
- Initiate planning for provincially legislated “Comprehensive Community Risk Assessment”
- Explore refreshed outreach programming as a way to more effectively address fire safety for seniors and primary-school aged children
- Initiate preparatory work for transition to next-gen 911 dispatching outcomes

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 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 2020 BUDGET

Staff Costs: Increase of \$38,206

- Staff cost increases for volunteer firefighters approved by Council and step increases for full-time staff of \$13,610 plus impacts for volunteer firefighter wages/benefits forecasted for potential incident volume increase as a result of COVID-19 of \$24,596

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020

Fire & Emergency Services (FES) – 2021 Operating Budget

COVID-19 IMPACT ON 2021 BUDGET

Financial

- \$29,596 which includes \$24,596 increase in staff costs and an additional \$5,000 for COVID-19 related supplies (disposable protective equipment, decontamination/cleaning supplies)

Operational

- An estimated 10% increase in emergency response related to additional calls for service

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Fire & Emergency Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Fire & Emergency Services								
Fire Department								
Expenditures								
Staff Costs	580,679	670,582	774,680	611,743	767,900	806,106	38,206	
Community Support	2,971	5,744	3,821	1,549	4,000	3,000	(1,000)	
Professional Development	24,039	20,286	23,531	5,532	19,230	12,455	(6,775)	
Contribution to Reserve	17,054	6,148	10,901	8,850	11,000	7,700	(3,300)	
Contracted Services	43,915	48,918	51,226	26,285	53,800	54,500	700	
Consultant Services	7,494	2,702	3,270	2,655	4,300	4,300		
Communications	11,261	11,720	13,909	6,449	11,250	11,250		
Other Services	25,281	30,051	31,005	33,390	33,390	34,821	1,431	
Equipment	158,176	152,428	106,412	51,691	88,200	82,550	(5,650)	
Materials & Supplies	42,847	45,816	52,688	39,062	56,800	58,800	2,000	
Total Expenditures	913,717	994,395	1,071,443	787,206	1,049,870	1,075,482	25,612	
Revenue								
Fire Fees	(63,269)	(50,676)	(62,996)	(71,986)	(55,000)	(54,000)	1,000	
Donations/Sponsorships	(5,232)	(11,100)						
Total Revenue	(68,501)	(61,776)	(62,996)	(71,986)	(55,000)	(54,000)	1,000	
Total Fire Department	845,216	932,619	1,008,447	715,220	994,870	1,021,482	26,612	2.67%
Emergency Management								
Expenditures								
Community Support	3,636		283	100	500	500		
Professional Development	3,643	395	3,186	261	4,400	2,800	(1,600)	
Contracted Services	5,092	509	484	804	500	1,800	1,300	
Consultant Services			3,053		2,500	1,000	(1,500)	
Communications	557	866	1,363	960	1,150	1,150		
Equipment		5,072	58	2,052	800	250	(550)	
Materials & Supplies	295	956			400	200	(200)	
Total Expenditures	13,223	7,798	8,427	4,177	10,250	7,700	(2,550)	
Revenue								
Grants		(75)						
Total Revenue		(75)						
Total Emergency Management	13,223	7,723	8,427	4,177	10,250	7,700	(2,550)	-24.88%
Total Fire & Emergency Services	858,439	940,342	1,016,874	719,397	1,005,120	1,029,182	24,062	2.4%



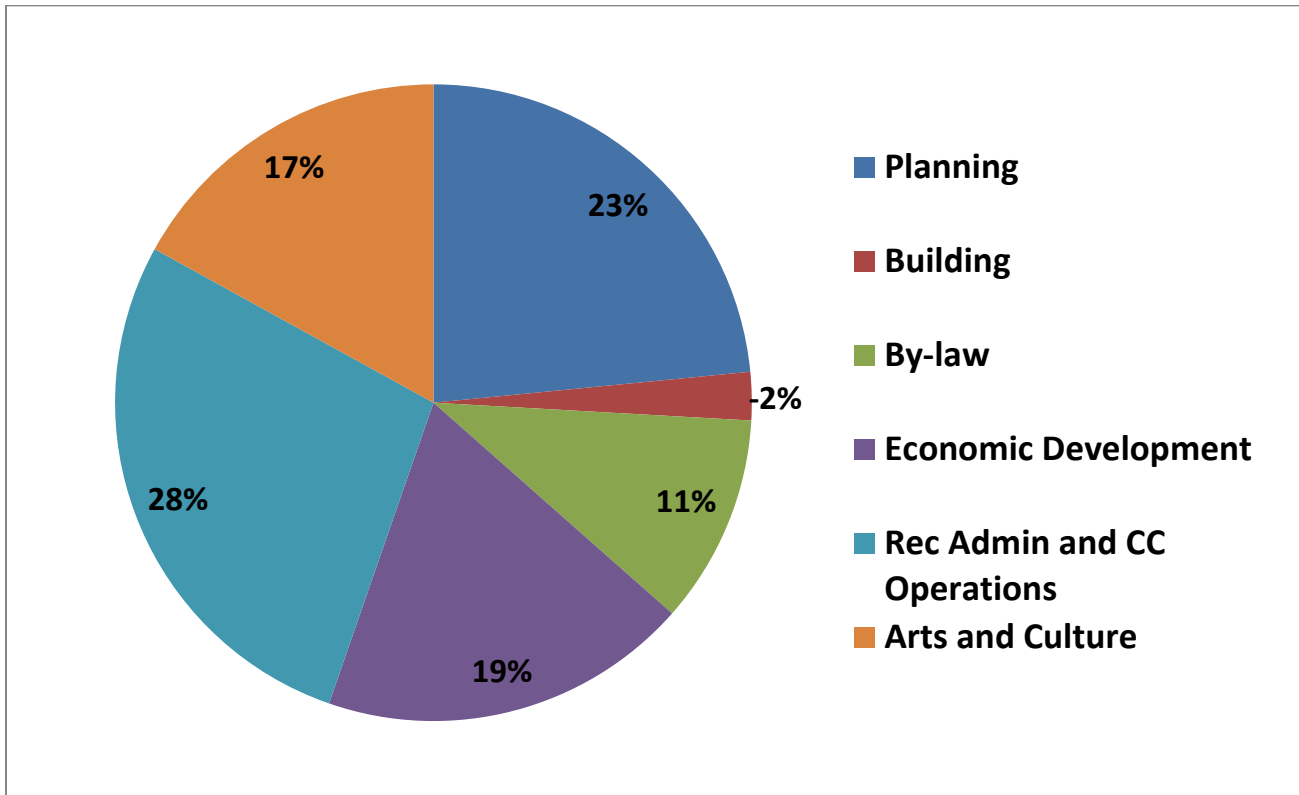
2021 Operating Budget

**Community, Growth &
Development**

Community Growth & Development – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$2,303,186 is an increase of \$62,350 or 2.8% from 2020



Planning

- Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
- Provide professional advice to a number of legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Environmental Advisory Committee)
- Review and process development applications including Official Plan and Zoning By-law amendments, plans of subdivisions and condominium, consents, minor variances and site plan agreements
- Assist and provide customer service to property owners in understanding applicable land use regulations and associated development rights
- Responsible for transactions or land-use agreements related to municipal property (e.g. original shore road allowances, deeming by-laws, licenses of occupation, surplus lands applications, road construction agreements, subdivision or consent agreements)

Community Growth & Development – 2021 Operating Budget

- 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
- Develop and implement a corporate marketing plan to effectively promote Town operated programs and services

Community Growth & Development – 2021 Operating Budget

<ul style="list-style-type: none"> • Develop social media policy and monitor social media channels
<ul style="list-style-type: none"> • Graphic and design support for corporate projects
<ul style="list-style-type: none"> • Work collaboratively with community stakeholders to promote Gravenhurst as a year-round tourism destination
<ul style="list-style-type: none"> • Manage Town database of photography, images, graphics and online events content
<p>By-law</p>
<ul style="list-style-type: none"> • Enforce municipal By-laws
<ul style="list-style-type: none"> • Involved in the development and education of municipal by-laws
<ul style="list-style-type: none"> • Assist in prosecution for building, zoning and municipal by-law litigation
<ul style="list-style-type: none"> • Assist internal and external operations from a municipal enforcement standpoint (e.g. special events, Santa Clause parade)
<ul style="list-style-type: none"> • Implement/enforce the Animal Control By-law (recently brought “in-house” from the OSPCA)
<ul style="list-style-type: none"> • Supervise crossing guard services at the Beechgrove Public School location on Muskoka Beach Rd.
<p>Recreation Administration & Centennial Centre Operations</p>
<ul style="list-style-type: none"> • Process and reconcile customer transactions to include ticket sales, program registrations, facility and sport field rentals
<ul style="list-style-type: none"> • Ensure our recreation facilities are safe, clean and welcoming for public use
<ul style="list-style-type: none"> • Develop and implement policies and procedures to comply with legislation and reduce corporate liability
<ul style="list-style-type: none"> • Research, analyze and provide professional advice on service provision through various reports and associated policy frameworks
<ul style="list-style-type: none"> • Administer the service contract with the YMCA including coordination of recreational opportunities for the community as a whole
<ul style="list-style-type: none"> • Provide subject matter expertise to committees of Council including Winter Carnival, Youth Council and the Spirit Awards Committee

Community Growth & Development – 2021 Operating Budget

Recreation & Community Events
<ul style="list-style-type: none"> • Deliver a variety of quality recreation programs for all ages that have minimal to no net impact on the municipal tax base
<ul style="list-style-type: none"> • Administer event application process, including sponsorship requests. Liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance
<ul style="list-style-type: none"> • Recruit, train and supervise part-time seasonal staff to ensure the competent delivery of programs and services
<ul style="list-style-type: none"> • Build collaborative partnerships to expand community programs and help sustain local not-for-profit recreation and sport organizations
<ul style="list-style-type: none"> • Coordinate opportunities for youth engagement, leadership development and skill enhancement
<ul style="list-style-type: none"> • Plan and implement community events & activities (e.g. Cinema Under The Stars, Make a Splash, Mayor’s Tea, Canada Day)
Arts & Culture/Opera House
<ul style="list-style-type: none"> • Work collaboratively with various community stakeholders to support and expand arts and cultural opportunities in Gravenhurst
<ul style="list-style-type: none"> • Provide leadership on the implementation of the municipal cultural initiatives
<ul style="list-style-type: none"> • Manage 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 – 2021 Operating Budget

KEY INITIATIVES FOR 2021

- Implement software platform (Bang the Table) to enhance community engagement
- Support cross-divisional projects and projects coordinated with other municipal partners (e.g. District Transportation Strategy, MERTF, Broadband Strategy)
- Initiate further general amendments to the Town Zoning By-law 10-04 as a means of aligning it with the recently approved Official Plan
- Continue to participate in the Housing Task Force and implement techniques to begin tackling the housing issue in the community
- Analyze and implement further streamlining alternatives as it relates to development process
- Complete a Development Standards Guideline as one means of achieving the above
- Implement MARMAK in additional divisions in the department to enhance cross-divisional information sharing
- Complete training on extensive Ontario Building Code updates
- Work with the District of Muskoka and software providers to advance the concept of e-permitting especially in light of COVID-19
- Bring a revised Burning Control By-law forward in accordance with Council direction
- Continue process improvements during COVID-19 for facility rentals, capacity and programs
- Transition from Red Cross to Lifesaving Society for the Waterfront programs
- Bring forward to Council, and begin implementation of the Tourism Destination Plan and the Wharf Revitalization Plan
- Develop a full advertising campaign for municipality to ensure the greatest return on investment
- Develop a Community Consultation Framework and a Social Media policy and strategy
- Implement the recently acquired Customer Relationship Management System
- Continue to work with area partners to launch a number of new workforce development programs
- Work with the YMCA to implement a 1-year interim agreement through 2021 and analyze the impact of COVID-19
- Continue engaging with the District as part of the Community Collaboration and Supports Group as a means of advocating for and communicating social supports in the community
- Increase youth engagement with assistance from the Youth Council and through the provision of youth spaces and opportunities at the Centennial Centre and Opera House
- Implement the Opera House safe reopening strategy, with a vision to slowly returning guests to programming that is both safe and financially viable

Community Growth & Development – 2021 Operating Budget

- Work with packaging partners to create safe experiences that contribute to economic recovery
- Identify new or alternative programming ideas via recording or live streaming
- Seek out new revenue opportunities as a small, licensed gathering venue

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Full-time	29	29	0	No change
Contract	1	1	0	<p>Conclusion of two contracts: Wharf Revitalization Coordinator (50% funded by a grant) and Youth Intern (90% funded by a grant) in Economic Development. Approx. 6 months each</p> <p>Contracted Arena Operator has been approved and retained in light of operational pressures due to COVID-19 (e.g. cleaning regiments)</p>
Casual and Part-time positions in operational areas	6.00	6.00	0	No change
Summer students	0.83	0.83	0	2 By-law students (April - August)
	0.83	0.83	0	1 Building and 1 Planning student (April - August)

Community Growth & Development – 2021 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Planning and Zoning: Staff Cost Increase of \$10,300

- \$10,300 attributed to step increases in the salary grid and reflects a student position that was not hired in 2020 as a result of COVID-19 financial challenges.

Economic Development: Increase of \$46,616

- Staff Cost Increase of \$15,300 reflects the addition of .5 FTE as approved in the 2020 Operating Budget (originally budgeted in CCR Administration), partially offset by the conclusion of the Youth Intern contract position (i.e. Tourism Intern).
- Special Projects increase of \$12,500, which includes implementation funding for the forthcoming Tourism Destination Strategy and Wharf Revitalization Plan. These costs are largely offset by conclusion of the Community Revitalization Program described below.
- Grants reduction of \$21,000 reflects the conclusion of the FEDNOR funding agreement for the above noted Youth Intern.

Community Revitalization: Decrease of \$24,500

- \$42,000 reduction for the conclusion of the Community Revitalization program that was partially funded by OMAFRA. It should be noted that funding for the implementation of the recommendations to Council is included in Economic Development - Special Projects above.
- Reduction in OMAFRA grant funding following conclusion of the program.

Recreation Administration: Decrease in Staff Costs of \$46,858

- This reflects a reallocation of resources (approved in 2020) from the vacated Director position to the Economic Development area (.5 FTE) for enhanced community engagement and marketing resources.

Centennial Centre – Increase of \$115,210

- \$45,210 increase in Staff Costs largely reflects the hiring of an additional Arena Operator as approved by Council in September 2020.
- \$9,000 in Materials and Supplies reflects additional COVID-19 related cleaning supplies and equipment.
- \$64,000 reduction in Arena Rental revenues relates to a substantial reduction in rental activity through individual organizer decisions (e.g. the South Muskoka Shield) and reduced ice availability based on between-use cleaning requirements. Additionally, this reflects a reduction in the rental of the Terry Fox Auditorium due to the limitations of numbers allowed due to COVID-19.

Community Growth & Development – 2021 Operating Budget

Recreation Programs: Increase of \$2,285

- Program Fees will be lower by \$3,500 as a direct result of the reduction of available spaces to register in recreation and leisure programs/workshops because of COVID-19.

Waterfront Recreation Programs: Decrease of \$7,398

- \$12,900 reduction in Staff Costs because of a shorter summer season based on the timing of Labour Day being a week earlier than in 2020.
- \$5,000 decrease in Program Fees as a result of fewer participants able to register for swim sessions due to restrictions in place for COVID-19.

Winter Carnival: No budget for 2021

- As a result of restricted gatherings due to COVID-19 the 2021 Winter Carnival has been cancelled.

Opera House: Decrease of \$39,450

- As a result of restricted gatherings due to COVID-19 significant programming changes have been made to adjust to this new reality resulting in less programming and related expenses and revenues. The significant changes to this budget are:
 - \$74,400 reduction in Staff Costs
 - \$60,000 reduction in Performance Fees
 - \$115,050 reduction in reduced Ticket Sales (Opera House Sales)
 - \$23,500 reduction in Rental Revenues (Other Rentals)

Music on the Barge: Increase of \$7,935

- \$7,935 reduction in Donations/Sponsorship as a result of restricted gatherings due to COVID-19. It is anticipated that smaller audiences will result in lower collections.

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020

Community Growth & Development – 2021 Operating Budget

COVID-19 IMPACT ON 2021 BUDGET

Financial

\$117,266 as discussed above.

Operational

Planning and Building – We anticipate near normal service standards, primarily being delivered through telephone, email and virtual means. Site inspections remain in person with appropriate safety protocols in place. Application activity is also anticipated to be close to normal, with a slight decrease based on direct and indirect (e.g. construction material cost) impacts of the pandemic.

By-law – 15-25% increase in complaints primarily based on greater population throughout the winter/spring, and during the week in the summer months. Response time is proportionately slower particularly as it relates to non-health and safety related enforcement activities as staffing levels have remained unchanged. Greater enforcement attention to public spaces (e.g. gathering monitoring) is also anticipated and is a variable in speed of service delivery in other areas.

Economic Development – No change to service delivery standards, although the area of focus will be on economic recovery and related supports for the business community in light of the pandemic.

Recreation – 20% reduction in capacity for ice time based on cleaning regiments. A similar reduction can be expected in other areas of recreation programming based on cleaning and gathering restrictions. The Activity Guide will continue to be put off given the uncertainty the pandemic has created.

Opera House – Ability to rent space and accommodate performances is largely reliant on indoor gathering restrictions, with expenditures and revenue largely offsetting each other. Planning and budgeting has occurred with cautious optimism.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Community Growth and Development

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Community Growth and Development								
Planning & Zoning								
Expenditures								
Staff Costs	591,417	663,326	642,538	571,853	699,700	710,000	10,300	
Professional Development	11,014	8,264	9,107	2,842	12,300	11,950	(350)	
Contribution to Reserve	10,000	10,000	10,000	10,000	10,000	10,000		
Consultant Services	8,070	1,593	8,374		3,000	3,000		
Legal Services	24,094	15,608	30,039	14,483	21,000	21,000		
Communications	747	1,396	1,289	1,051	1,638	2,067	429	
Other Services	4,877	7,464	6,038	1,337	7,300	5,800	(1,500)	
Materials & Supplies	3,368	1,400	3,300	128	1,350	1,350		
Total Expenditures	653,587	709,051	710,734	601,694	756,288	765,167	8,879	
Revenue								
Planning Fees	(206,925)	(197,317)	(211,850)	(154,086)	(193,780)	(191,895)	1,885	
Policy and Other Regulatory Fees	(3,585)	(4,240)	(16,690)	(5,280)	(4,000)	(5,000)	(1,000)	
Sales	(810)	(1,210)	(1,158)	(260)	(991)	(900)	91	
Total Revenue	(211,320)	(202,767)	(229,698)	(159,626)	(198,771)	(197,795)	976	
Total Planning & Zoning	442,267	506,284	481,036	442,068	557,517	567,372	9,855	2%
Building Inspection								
Expenditures								
Staff Costs	536,698	579,202	662,100	552,747	656,800	665,000	8,200	
Labour Charges	1,220	71	422	195	1,000	500	(500)	
Professional Development	10,345	13,774	10,645	6,900	13,700	12,500	(1,200)	
Contribution to Reserve	267,713							
Contracted Services	365	31	96		150		(150)	
Legal Services			452	1,053				
Communications	1,223	3,105	2,250	1,139	2,200	1,900	(300)	
Equipment	20,959	28,664	19,172	18,893	22,400	20,000	(2,400)	
Materials & Supplies	3,209	3,352	3,169	1,108	4,000	2,500	(1,500)	
Total Expenditures	841,732	628,199	698,306	582,035	700,250	702,400	2,150	

Community Growth and Development

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Revenue								
Planning Fees	(1,290)	(2,870)	(2,255)	(2,500)	(2,600)	(3,000)	(400)	
Open Permit Fees and Deposits Forfeited	(27,350)	(68,195)	(104,369)	(84,110)	(120,000)	(112,000)	8,000	
Permits	(924,483)	(650,247)	(595,518)	(582,894)	(645,500)	(645,000)	500	
Fines	(500)				(1,500)	(1,500)		
Total Revenue	(953,623)	(721,312)	(702,142)	(669,504)	(769,600)	(761,500)	8,100	
Total Building Inspection	(111,891)	(93,113)	(3,836)	(87,469)	(69,350)	(59,100)	10,250	-15%
By-Law								
Expenditures								
Staff Costs	184,070	204,924	209,575	187,347	219,200	225,700	6,500	
Labour Charges	232	493	325		1,500	1,000	(500)	
Fleet/Equipment Charges		524	204					
Professional Development	5,702	5,633	6,858	1,658	7,550	7,150	(400)	
Contracted Services	8,010	8,707	8,653	6,460	10,000	10,000		
Communications	1,252	836	1,504	833	1,500	1,500		
Equipment	8,054	9,448	10,122	6,212	8,670	8,670		
Materials & Supplies	3,451	3,828	3,217	978	4,500	2,500	(2,000)	
Total Expenditures	210,771	234,393	240,458	203,488	252,920	256,520	3,600	
Revenue								
Licences	(2,795)	(3,060)	(3,024)	(1,320)	(2,800)	(1,500)	1,300	
Fines	(9,269)	(11,597)	(11,793)	(8,272)	(10,600)	(10,600)		
Total Revenue	(12,064)	(14,657)	(14,817)	(9,592)	(13,400)	(12,100)	1,300	
Total By-Law	198,707	219,736	225,641	193,896	239,520	244,420	4,900	2%
Crossing Guards								
Expenditures								
Staff Costs	10,957	9,074	9,747	2,959	12,900	13,000	100	
Professional Development					50	50		
Materials & Supplies	91	244	274		100	100		
Total Expenditures	11,048	9,318	10,021	2,959	13,050	13,150	100	
Total Crossing Guards	11,048	9,318	10,021	2,959	13,050	13,150	100	1%

Community Growth and Development

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Economic Development								
Expenditures								
Staff Costs	308,871	381,120	322,010	281,641	348,500	363,800	15,300	
Community Support	2,456	1,085	12,440	600	2,700	2,700		
Professional Development	10,387	16,023	10,691	7,058	16,554	13,475	(3,079)	
Contracted Services ^{Note 1}	20,561	8,591	7,433	17,396	11,505	14,350	2,845	
Communications	19,464	17,932	14,096	4,227	25,700	25,250	(450)	
Special Projects	984	4,583	6,221		19,000	31,500	12,500	
Equipment	6,102	1,296	894		3,500	2,000	(1,500)	
Materials & Supplies	3,887	1,317	4,083	362	2,000	2,000		
Total Expenditures	372,712	431,947	377,868	311,284	429,459	455,075	25,616	
Revenue								
Grants		(750)	(12,786)	(17,058)	(21,000)		21,000	
Total Revenue		(750)	(12,786)	(17,058)	(21,000)		21,000	
Total Economic Development	372,712	431,197	365,082	294,226	408,459	455,075	46,616	11%
Community Revitalization								
Expenditures								
Staff Costs			26,297	29,096	32,000		(32,000)	
Community Support			2,019		5,000		(5,000)	
Consultant Services			1,044		5,000		(5,000)	
Total Expenditures			29,360	29,096	42,000		(42,000)	
Revenue								
Grants			(7,442)	(26,503)	(17,500)		17,500	
Total Revenue			(7,442)	(26,503)	(17,500)		17,500	
Total Community Revitalization			21,918	2,593	24,500		(24,500)	-100%
Recreation Administration								
Expenditures								
Staff Costs	363,146	316,829	256,037	229,066	391,300	344,442	(46,858)	
Professional Development	8,649	9,469	12,037	2,450	11,070	2,725	(8,345)	
Transfers To/From Other Department	(1,000)	(2,000)	500					
Contracted Services	(596)	2,200	951	793	2,000	1,000	(1,000)	
Debit Machine Fees	14,000	14,005	14,123	5,023	14,000	14,000		
Community Support ^{Note 2}								
Communications	13,625	12,833	17,245	6,534	14,500	7,500	(7,000)	
Other Services	1,452	1,452	2,170		2,000	1,500	(500)	
Equipment	1,792	158	105		1,250	1,000	(250)	
Materials & Supplies	4,485	5,789	2,935	550	4,000	4,000		
Total Expenditures	405,553	360,735	306,103	244,416	440,120	376,167	(63,953)	

Community Growth and Development

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Revenue								
Advertising Recovery	(6,540)	(6,980)	(6,340)	(1,000)	(7,000)	(3,000)	4,000	
Total Revenue	(6,540)	(6,980)	(6,340)	(1,000)	(7,000)	(3,000)	4,000	
Total Recreation Administration	399,013	353,755	299,763	243,416	433,120	373,167	(59,953)	-14%
Centennial Centre								
Expenditures								
Staff Costs	265,037	255,657	257,670	198,540	271,600	316,810	45,210	
Professional Development	2,409	913	4,348	302	6,155	3,655	(2,500)	
Communications	3,602	3,617	4,088	2,467	3,700	3,700		
Other Services	3,287	1,880	3,180	723	4,200	3,500	(700)	
Equipment	31,029	26,590	33,530	21,905	30,150	27,150	(3,000)	
Materials & Supplies	12,559	9,362	10,825	2,669	14,500	23,500	9,000	
Total Expenditures	317,923	298,019	313,641	226,606	330,305	378,315	48,010	
Revenue								
Other Fees	(1,834)	(1,302)	(1,598)	(184)	(1,700)	(1,500)	200	
Facility Rental	(4,457)	(2,900)	(1,128)		(2,500)	(2,000)	500	
Arena Rental	(255,145)	(279,625)	(278,015)	(67,491)	(255,000)	(191,000)	64,000	
Other Rentals	(10,975)	(12,230)	(10,425)	(623)	(14,000)	(11,500)	2,500	
Public Skating	(3,296)	(3,903)	(3,518)	(1,804)	(3,000)	(3,000)		
Total Revenue	(275,707)	(299,960)	(294,684)	(70,102)	(276,200)	(209,000)	67,200	
Total Centennial Centre	42,216	(1,941)	18,957	156,504	54,105	169,315	115,210	213%
Recreation Programs								
Expenditures								
Staff Costs	7,525	5,548	12,775	1,920	17,200	15,985	(1,215)	
Contracted Services	3,534	4,866	6,442	420	7,300	7,300		
Materials & Supplies	6,807	6,995	5,019	668	8,000	8,000		
Total Expenditures	17,866	17,409	24,236	3,008	32,500	31,285	(1,215)	
Revenue								
Program Fees	(35,711)	(30,923)	(19,854)	(1,254)	(31,000)	(27,500)	3,500	
Total Revenue	(35,711)	(30,923)	(19,854)	(1,254)	(31,000)	(27,500)	3,500	
Total Recreation Programs	(17,845)	(13,514)	4,382	1,754	1,500	3,785	2,285	152%

Community Growth and Development

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Opera House								
Expenditures								
Staff Costs	331,733	349,097	343,818	216,272	356,400	282,000	(74,400)	
Professional Development	2,924	2,250	4,772	941	3,900	1,550	(2,350)	
Contribution to Reserve	18,268	14,000	16,233	1,003	15,750	6,000	(9,750)	
Transfers To/From Other Department	(475)	(760)	(94)					
Contracted Services	11,643	9,698	12,959	1,621	11,000	11,000		
Debit Machine Fees	10,536	8,616	10,663	1,684	10,000	6,000	(4,000)	
Performance Fees	251,791	266,278	180,119	66,507	205,000	145,000	(60,000)	
Communications	52,254	51,618	48,531	32,542	49,100	39,100	(10,000)	
SOCAN Fees	625	4,795	4,509		4,000	1,000	(3,000)	
Equipment	11,309	16,501	13,867	956	14,500	7,000	(7,500)	
Materials & Supplies	4,665	1,820	4,125	481	5,000	1,500	(3,500)	
Purchases for resale	10,790	7,474	7,725	1,917	8,000	2,000	(6,000)	
Total Expenditures	706,063	731,387	647,227	323,924	682,650	502,150	(180,500)	
Revenue								
Grants				(6,623)				
Handling Fees and Service Charges	(13,706)	(12,771)	(15,496)	(4,102)	(13,000)	(6,000)	7,000	
Opera House Sales	(265,179)	(197,291)	(172,606)	(10,576)	(211,050)	(96,000)	115,050	
Other Rentals	(29,699)	(30,964)	(28,361)	(4,637)	(30,000)	(6,500)	23,500	
Donations/Sponsorships	(5,365)	(2,835)	(6,250)	(3,400)	(6,000)	(10,500)	(4,500)	
Total Revenue	(313,949)	(243,861)	(222,713)	(29,338)	(260,050)	(119,000)	141,050	
Total Opera House	392,114	487,526	424,514	294,586	422,600	383,150	(39,450)	-9%
Barge Concerts								
Expenditures								
Staff Costs	6,382	8,022	6,898	2,632	7,000	7,000		
Building & Grounds Maintenance					2,000	2,000		
Performance Fees	22,935	23,156	23,779	675	24,000	24,000		
Communications	880	884	1,525	1,572	1,500	1,500		
Other Services		2,997	583		1,100	1,100		
Materials & Supplies					500	500		
Total Expenditures	30,197	35,059	32,785	4,879	36,100	36,100		
Revenue								
Donations/Sponsorships	(13,379)	(12,555)	(20,392)		(15,435)	(7,500)	7,935	
Total Revenue	(13,379)	(12,555)	(20,392)		(15,435)	(7,500)	7,935	
Total Barge Concerts	16,818	22,504	12,393	4,879	20,665	28,600	7,935	38%
Total Community Growth and Development	1,855,606	2,034,391	1,974,639	1,564,309	2,240,836	2,303,186	62,350	2.8%

NOTE 1 - Chamber of Commerce Tourism contract costs moved to Chamber of Commerce budget page

NOTE 2 - YMCA Community Support moved to YMCA budget page



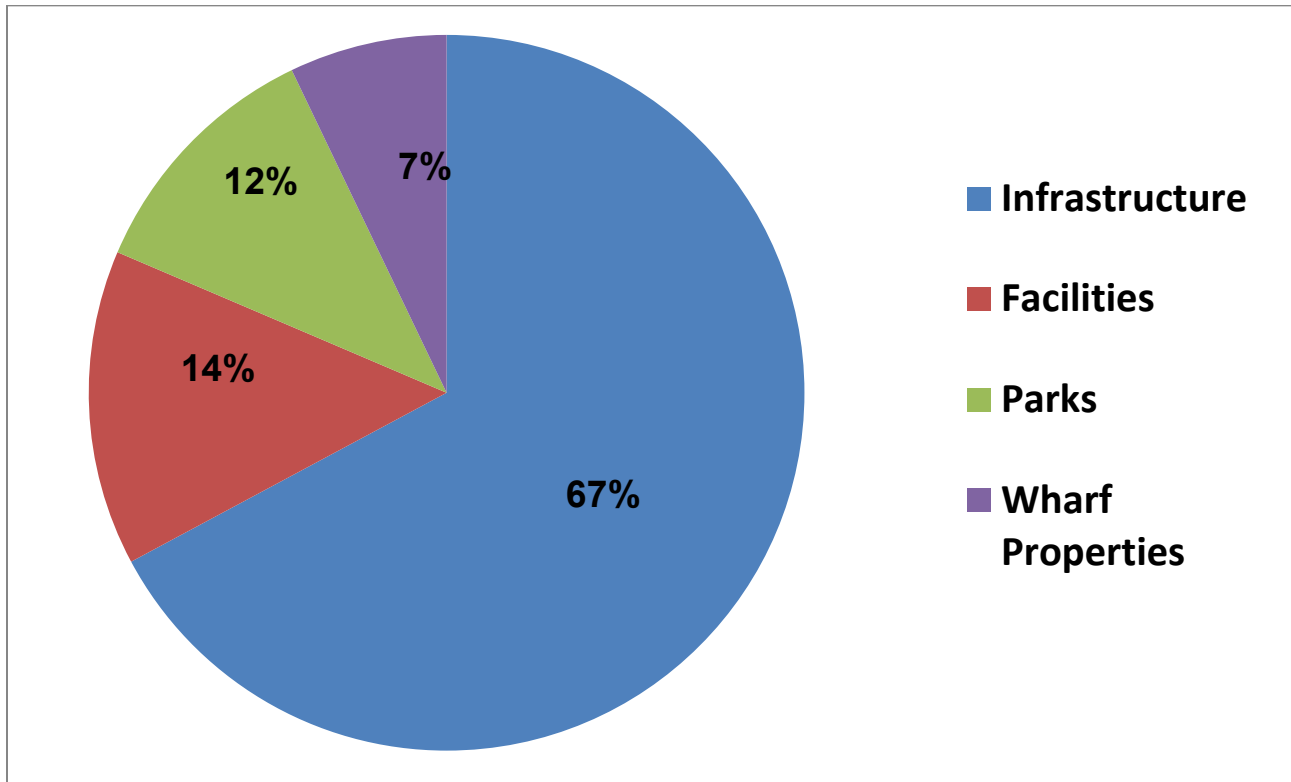
2021 Operating Budget

Infrastructure Services

Infrastructure Services (INF) – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$4,713,450 is an increase of \$227,388 or 5.1% from 2020



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

Infrastructure Services (INF) – 2021 Operating Budget

- Provide engineering advice related to capital projects, commercial, residential and industrial development reviews, infrastructure needs and life-cycle costing
- Develop and maintain performance measures for the Provincial Municipal Performance Measurement Program (MPMP) and municipal benchmarking
- Research, identify and implement process improvements, strategic initiatives and best practices strategies
- Facilitate land use agreement as it pertains to use of municipal recreational trails and road allowance corridors

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

- | Parks/Wharf |
|--|
| • Provide routine maintenance of the Town’s sports fields, fine turf areas, water landings and the Wharf |
| • Collaborate with various internal departments and community stakeholders to support the effective delivery of community events |
| • Recruit, train and supervise part-time seasonal staff |
| • Develop and administer service and construction contracts as they relate to park operations |

Infrastructure Services (INF) – 2021 Operating Budget

Public Works
<ul style="list-style-type: none"> • Oversee infrastructure and capital construction programs, monitor processes and facilitate 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"> • Implement and supervise 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
<ul style="list-style-type: none"> • Manage all municipal yards in a manner that optimizes operational efficiencies

Cemetery
<ul style="list-style-type: none"> • Manage and provide routine maintenance 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

KEY INITIATIVES FOR 2021

- Continue mentoring of Divisional Corporate Management Team
- Cross-departmental collaboration and support in the areas of Asset Management Software selection/implementation, ongoing transition of Cemetery Records into the Stone Orchard Cemetery Management System and Master Planning initiatives
- Develop engineered specifications, procurement documents and provision of contract administration oversight of 38 new planned Capital Projects approved by Council
- Implement and evaluate three (3) planned pilot strategies in the areas of landscape maintenance, hard top maintenance and the application of winter abrasives
- Participate in the collective bargaining process

Infrastructure Services (INF) – 2021 Operating Budget

STAFFING CHANGES IN 2021 BUDGET

Staff	2020 FTE	2021 FTE	Change	Comment
Full-time	28	28	0	No Change
Contract	1	1	0	No Change
Students	4.5	4.5	0	Reduction of six (6) positions from the original 2019 complement with funds being reallocated towards partially funding an alternate pilot landscape maintenance strategy

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2020 BUDGET

Roads & Parking Lots: Net Increase of \$94,653

Road Administration: Increase of \$44,653

- \$25,500 reduction in Staff Costs
- \$76,653 decrease in Labour Recoveries stemming from a reduced overall planned hourly wage and benefit expenditure in favour of an alternate service delivery strategy to be evaluated in 2021

Road Maintenance: Increase of \$50,000

- \$80,000 in Labour Charges have been transferred to Contracted Services for the retention of a service provider to assist with the frequency of and management of pot hole patching in response to Climate Change. This program is intended to free up in house resources for the purpose of performing more meaningful work in the areas of planned brushing and ditching initiatives.
- Contracted Services have been increased by \$50,000 to facilitate the mechanical cleaning of Town owned quality control devices. The responsibility for ensuring the Town's quality control devices are functioning effectively whereby adequately capturing suspended solids and contaminants is a mandatory requirement under the Town's Certificate of Approval issued previously through the Ministry of Environment.

Infrastructure Services (INF) – 2021 Operating Budget

- The result of moving the \$80,000 in Labour Charges added to the \$50,000 for contracted cleaning services is a collective difference of \$130,000 in planned Contracted Services and a net increase of \$50,000 in Road Maintenance.

Cemeteries: Net Increase of \$10,000

- \$15,000 increase in Contracted Services for the purpose of surveying Mickle Cemetery in an effort to sustain an inventory of available burial plots, which is nearing capacity.
- \$5,000 increase in Revenue based on a three-year trend.

District Road Maintenance: No net increase

- \$10,264 increase in Contracted Services which is budgeted through the District and reflects costs incurred over the past winter season.
- All costs related to this activity are fully budgeted and recovered from performing maintenance activities on behalf of the District of Muskoka as defined within the Area Maintenance Agreement.

Town Facilities: Net Increase of \$38,054

3-5 Pineridge Gate: Increase of \$20,200

- \$5,200 increase in utility costs based on current knowledge of projected utility rate increases being proposed for 2021.
- \$15,000 increase in cleaning costs related to the management and supply of corporate COVID-19 sanitization products and barrier provisions.

C.N. Station: Net Increase of \$200

- \$20,000 transfer from Strategic Property Reserve to offset funds required to retain the services of a marketing and real estate professional as directed by Council, for the purposes of attracting a viable business to the Town to occupy the available vacant unit at the Train Station.

190 Harvie Street: Net Increase of \$2,600

- \$1,100 increase in utility costs based on current knowledge of projected utility rate increases being proposed for 2021.
- \$1,500 increase in cleaning costs related to the management and supply of corporate COVID-19 sanitization products and barrier provisions.

Infrastructure Services (INF) – 2021 Operating Budget

101 Centennial Drive: Increase of \$14,400 in Utilities

- Increase in utility costs based on current knowledge of projected utility rate increases being proposed for 2021.

Wharf: Net Increase of \$4,496

Wharf Properties: Net Decrease of \$1,104

- \$1,104 decrease in utility costs based on current knowledge of projected utility rate increases being proposed for 2021.

Wharf Marina: Net Increase of \$5,600

- \$5,100 increase in student labour and benefit costs to reflect current payroll salary grid.

Parks: Net Increase of \$120,585

- \$60,000 realignment of historical student labour and benefit costs to Contracted Services for the purpose of facilitating a pilot landscape maintenance strategy with a strong emphasis of increasing both efficiency and productivity within the Parks Division.
- \$60,500 increase in Contracted Services related to COVID-19 provisions necessary to manage our greenspaces during the pandemic. These additional provisions consist of increased garbage collection and goose control, deployment of Code of Conduct Signage, and retention and distribution of Portable Washroom Facilities.

Licensed Fleet: Net Decrease of \$40,000

- \$50,000 reduction in Contracted Services to sustain the fleet, which is a reflection of the investment Council has made in planned fleet replacements strategies.
- \$10,000 increase in 2021 Insurance premiums related to fleet.

Note: The financial impact of COVID-19 will be offset corporately (see Corporate Administration budget) utilizing Federal/Provincial Safe Restart Agreement funding received by the Town in 2020

Infrastructure Services (INF) – 2021 Operating Budget

COVID-19 IMPACT ON 2021 BUDGET

Financial

- \$79,500 increase as discussed above

Operational

- Operators will continue to observe COVID-19 operational plans, including daily cleaning of equipment, staggering of shifts where feasible, continued physical distancing protocols through the assignment of dedicated equipment and segregation of assignments.
- Parks - Increased frequency of garbage collection, deployment of COVID-19 “Code of Conduct” signage in response to Provincial Orders, distribution of Portable Washroom Facilities at all historical public washroom sites.
- Service levels at the Muskoka Wharf Gas Bar will be reinstated for 2021, with the exception of “sanitary pump out services”.
- Full revenue recovery through Community Events has been assumed, with a change in service delivery, to that of a combination of in-house and external staff resourcing.
- Additional deep cleaning of corporate facilities as required.
- Management of sanitization and barrier products.

**TOWN OF GRAVENHURST
2021
Recommended Operating Budget**

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Infrastructure Services								
Roads & Parking Lots								
Roads Administration								
Expenditures								
Staff Costs	2,363,566	2,565,881	2,590,206	1,923,272	2,640,400	2,614,900	(25,500)	
Labour Charges	(1,543,954)	(1,618,944)	(1,557,479)	(1,028,605)	(1,552,846)	(1,476,193)	76,653	
Professional Development	15,633	18,277	26,261	8,989	27,000	21,000	(6,000)	
Contracted Services	7,847	2,468	9,287	1,624				
Consultant Services	1,787	2,885	393					
Debit Machine Fees	988	990	1,001	690	1,000	1,000		
Legal Services			986	901				
Communications	5,786	8,614	9,724	5,868	9,050	9,050		
Other Services	3,542	3,682	7,738	15,168	7,000	7,000		
Equipment	8,126	9,960	19,325	10,671	14,000	13,500	(500)	
Materials & Supplies	37,731	17,271	23,127	16,713	23,300	23,300		
Total Expenditures	901,052	1,011,084	1,130,569	955,291	1,168,904	1,213,557	44,653	
Revenue								
Permits	(9,173)	(6,286)	(14,206)	(5,263)	(6,000)	(6,000)		
Other Services	(14,672)	(21,745)	(35,093)	(31,007)	(21,000)	(21,000)		
Total Revenue	(23,845)	(28,031)	(49,299)	(36,270)	(27,000)	(27,000)		
Total Roads Administration	877,207	983,053	1,081,270	919,021	1,141,904	1,186,557	44,653	3.9%
Road Maintenance								
Expenditures								
Labour Charges	582,608	509,389	623,856	422,155	548,000	468,000	(80,000)	
Fleet/Equipment Charges	485,286	481,177	577,532	400,125	440,500	440,500		
Contracted Services	389,713	365,788	609,229	427,757	572,500	702,500	130,000	
Materials & Supplies	141,995	160,469	177,283	169,679	153,250	153,250		
Total Expenditures	1,599,602	1,516,823	1,987,900	1,419,716	1,714,250	1,764,250	50,000	
Total Road Maintenance	1,599,602	1,516,823	1,987,900	1,419,716	1,714,250	1,764,250	50,000	2.9%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Road Allowance Maintenance								
Expenditures								
Labour Charges	69,992	82,300	96,044	71,491	79,000	79,000		
Fleet/Equipment Charges	48,484	59,167	70,829	45,933	61,000	61,000		
Contracted Services	31,817	24,955	9,588	17,366	30,000	30,000		
Materials & Supplies	3,955	2,727	4,433	1,596	3,000	3,000		
Total Expenditures	154,248	169,149	180,894	136,386	173,000	173,000		
Total Road Allowance Maintenance	154,248	169,149	180,894	136,386	173,000	173,000		0.0%
Parking Lots								
Expenditures								
Labour Charges	9,597	14,682	6,536	7,606	12,000	12,000		
Fleet/Equipment Charges	13,508	23,574	5,291	8,226	15,000	15,000		
Contracted Services	110,264	100,696	136,148	58,934	110,000	110,000		
Total Expenditures	133,369	138,952	147,975	74,766	137,000	137,000		
Total Parking Lots	133,369	138,952	147,975	74,766	137,000	137,000		0.0%
Total Roads & Parking Lots	2,764,426	2,807,977	3,398,039	2,549,889	3,166,154	3,260,807	94,653	3.0%
Cemetery								
Expenditures								
Labour Charges	99,104	117,163	112,617	99,933	100,000	100,000		
Fleet/Equipment Charges	45,757	34,450	35,072	35,207	41,000	41,000		
Professional Development	204	275	1,231	281	275	275		
Utilities	2,418	2,459	2,402	2,143	2,500	2,500		
Building & Grounds Maintenance	4,665	7,325	1,341	612	5,000	5,000		
Contracted Services	6,981	2,480	8,241	8,732	9,500	24,500	15,000	
Communications	1,512	1,151	1,066	702	1,400	1,400		
Equipment	329	851	1,543	1,476	400	400		
Materials & Supplies	466	668	310	484	600	600		
Total Expenditures	161,436	166,822	163,823	149,570	160,675	175,675	15,000	
Revenue								
Cemetery Fees	(25,650)	(23,254)	(21,945)	(24,568)	(22,700)	(22,700)		
Sales	(16,960)	(32,982)	(30,655)	(47,061)	(25,420)	(30,420)	(5,000)	
Investment Income	(8,728)	(14,202)	(12,855)		(8,000)	(8,000)		
Total Revenue	(51,338)	(70,438)	(65,455)	(71,629)	(56,120)	(61,120)	(5,000)	
Total Cemetery	110,098	96,384	98,368	77,941	104,555	114,555	10,000	9.6%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
District Roads Maintenance								
Expenditures								
Labour Charges	249,483	220,144	221,449	134,431	175,000	175,000		
Fleet/Equipment Charges	203,511	160,880	138,187	79,327	150,000	150,000		
Contracted Services	102,435	143,568	394,382	226,230	224,014	225,000	986	
Materials & Supplies	123,037	122,195	164,924	90,238	123,000	133,264	10,264	
Total Expenditures	678,466	646,787	918,942	530,226	672,014	683,264	11,250	
Revenue								
Upper Tier Recovery	(673,340)	(664,104)	(923,991)	(449,810)	(672,014)	(683,264)	(11,250)	
Total Revenue	(673,340)	(664,104)	(923,991)	(449,810)	(672,014)	(683,264)	(11,250)	
Total District Roads Maintenance	5,126	(17,317)	(5,049)	80,416				0.0%
Town Facilities								
3-5 Pineridge Gate								
Expenditures								
Utilities	62,195	66,243	64,601	47,038	63,400	68,600	5,200	
Building & Grounds Maintenance	90,758	100,197	104,353	65,470	110,000	125,000	15,000	
Total Expenditures	152,953	166,440	168,954	112,508	173,400	193,600	20,200	
Revenue								
Facility Rental	(158,945)	(156,946)	(165,153)	(137,256)	(155,000)	(155,000)		
Total Revenue	(158,945)	(156,946)	(165,153)	(137,256)	(155,000)	(155,000)		
Total 3-5 Pineridge Gate	(5,992)	9,494	3,801	(24,748)	18,400	38,600	20,200	109.8%
Seniors Building								
Expenditures								
Utilities	12,175	11,583	10,836	7,507	11,000	11,500	500	
Building & Grounds Maintenance	18,585	14,463	17,788	9,667	19,000	19,000		
Total Expenditures	30,760	26,046	28,624	17,174	30,000	30,500	500	
Revenue								
Facility Rental	(3)	(3)	(3)	(3)		(3)	(3)	
Total Revenue	(3)	(3)	(3)	(3)		(3)	(3)	
Total Seniors Building	30,757	26,043	28,621	17,171	30,000	30,497	497	1.7%
C.N. Station								
Expenditures								
Utilities	9,522	9,087	6,556	3,507	9,600	9,800	200	
Building & Grounds Maintenance	3,822	5,424	5,241	2,666	7,400	7,400		
Consultant Services						20,000	20,000	
Total Expenditures	13,344	14,511	11,797	6,173	17,000	37,200	20,200	

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Revenue								
Facility Rental	(31,119)	(31,817)	(32,394)	(29,467)	(31,000)	(31,000)		
Transfer from Strategic Property Reserve						(20,000)	(20,000)	
Total Revenue	(31,119)	(31,817)	(32,394)	(29,467)	(31,000)	(51,000)	(20,000)	
Total C.N. Station	(17,775)	(17,306)	(20,597)	(23,294)	(14,000)	(13,800)	200	-1.4%
Communication Towers								
Expenditures								
Building & Grounds Maintenance	590	590	590	603		610	610	
Total Expenditures	590	590	590	603		610	610	
Total Communication Towers	590	590	590	603		610	610	0.0%
190 Harvie Street								
Expenditures								
Utilities	20,929	21,196	21,540	18,214	24,500	25,600	1,100	
Building & Grounds Maintenance	27,164	26,134	34,771	36,659	40,000	41,500	1,500	
Total Expenditures	48,093	47,330	56,311	54,873	64,500	67,100	2,600	
Total 190 Harvie Street	48,093	47,330	56,311	54,873	64,500	67,100	2,600	4.0%
1030 Kilworthy Road								
Expenditures								
Utilities	11,450	13,971	9,965	7,595	12,700	12,800	100	
Building & Grounds Maintenance	9,757	5,976	11,976	4,778	14,000	14,000		
Total Expenditures	21,207	19,947	21,941	12,373	26,700	26,800	100	
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	20,941	12,373	26,700	26,800	100	0.4%
1622 Barkway Road								
Expenditures								
Utilities	8,742	6,228	6,957	4,009	6,800	6,800		
Building & Grounds Maintenance	7,927	7,096	5,363	3,667	12,000	12,000		
Total Expenditures	16,669	13,324	12,320	7,676	18,800	18,800		
Total 1622 Barkway Road	16,669	13,324	12,320	7,676	18,800	18,800		0.0%
Roads Shop								
Expenditures								
Utilities	35,271	35,785	31,721	23,451	34,000	34,200	200	
Building & Grounds Maintenance	20,158	18,855	28,923	26,572	37,500	37,500		
Total Expenditures	55,429	54,640	60,644	50,023	71,500	71,700	200	
Total Roads Shop	55,429	54,640	60,644	50,023	71,500	71,700	200	0.3%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Cemetery Shop								
Expenditures								
Utilities	2,339	2,430	2,480	1,746	2,900	2,900		
Building & Grounds Maintenance	1,143	5,178	3,377	555	5,000	5,000		
Total Expenditures	3,482	7,608	5,857	2,301	7,900	7,900		
Total Cemetery Shop	3,482	7,608	5,857	2,301	7,900	7,900		0.0%
101 Centennial Drive								
Expenditures								
Utilities	217,436	195,938	203,750	98,337	188,100	202,500	14,400	
Building & Grounds Maintenance	69,801	76,839	71,355	63,846	90,000	90,000		
Total Expenditures	287,237	272,777	275,105	162,183	278,100	292,500	14,400	
Revenue								
Facility Rental	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
Total Revenue	(19,440)	(19,440)	(19,440)	(17,820)	(19,000)	(19,000)		
Total 101 Centennial Drive	267,797	253,337	255,665	144,363	259,100	273,500	14,400	5.6%
180 Sharpe St-Library								
Expenditures								
Utilities	9,989	9,983	7,651	5,745	10,053	10,100	47	
Building & Grounds Maintenance	31,825	36,060	29,490	25,203	42,500	41,500	(1,000)	
Total Expenditures	41,814	46,043	37,141	30,948	52,553	51,600	(953)	
Total 180 Sharpe St-Library	41,814	46,043	37,141	30,948	52,553	51,600	(953)	-1.8%
295 Muskoka Road S-Opera House								
Expenditures								
Utilities	49,226	45,900	43,472	31,986	48,100	48,300	200	
Building & Grounds Maintenance	53,820	56,081	41,592	35,535	50,000	50,000		
Total Expenditures	103,046	101,981	85,064	67,521	98,100	98,300	200	
Total 295 Muskoka Road S-Opera House	103,046	101,981	85,064	67,521	98,100	98,300	200	0.2%
Total Town Facilities	563,117	562,031	546,358	339,810	633,553	671,607	38,054	6.0%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Wharf								
Wharf Properties								
Expenditures								
Labour Charges	117,846	137,225	110,551	59,298	138,000	138,000		
Fleet/Equipment Charges	51,958	69,809	57,444	30,653	62,000	62,000		
Utilities	42,032	37,810	29,877	28,836	35,700	34,596	(1,104)	
Building & Grounds Maintenance	18,170	19,095	37,937	41,325	45,500	45,500		
Contracted Services	59,253	22,738	31,253	16,554	26,500	26,500		
Communications	1,011	1,216	1,428	1,210	1,500	1,500		
Other Services	5,611	5,611	5,611	5,710	5,700	5,700		
Equipment	1,490	2,098	599	144	2,000	2,000		
Materials & Supplies	16,276	17,001	21,415	10,828	18,700	18,700		
Total Expenditures	313,647	312,603	296,115	194,558	335,600	334,496	(1,104)	
Revenue								
Facility Rental	(14,689)	(15,357)	(15,002)	(15,212)	(15,000)	(15,000)		
Total Revenue	(14,689)	(15,357)	(15,002)	(15,212)	(15,000)	(15,000)		
Total Wharf Properties	298,958	297,246	281,113	179,346	320,600	319,496	(1,104)	-0.3%
Wharf Marina								
Expenditures								
Labour Charges	26,792	21,446	21,500		30,000	35,100	5,100	
Contribution to Reserve	132,764	140,391	129,436	121,416	134,000	134,000		
Utilities	644	928	866	632	400	900	500	
Building & Grounds Maintenance	3,348	2,557	1,998	491	3,000	3,000		
Contracted Services	2,523	5,390	14	194	2,000	2,000		
Debit Machine Fees	3,114	2,553	2,327	167	3,000	3,000		
Communications	475	390	390	280	500	500		
Materials & Supplies	3,894	9,399	514	401	1,700	1,700		
Purchases for resale	67,219	71,801	40,568		70,000	70,000		
Total Expenditures	240,773	254,855	197,613	123,581	244,600	250,200	5,600	
Revenue								
Sales	(102,497)	(102,631)	(88,044)		(100,000)	(100,000)		
Other Rentals	(132,764)	(140,391)	(129,436)	(121,416)	(134,000)	(134,000)		
Total Revenue	(235,261)	(243,022)	(217,480)	(121,416)	(234,000)	(234,000)		
Total Wharf Marina	5,512	11,833	(19,867)	2,165	10,600	16,200	5,600	52.8%
Total Wharf	304,470	309,079	261,246	181,511	331,200	335,696	4,496	1.4%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Parks								
Parks								
Expenditures								
Labour Charges	215,878	229,934	208,512	116,806	145,000	145,000		
Fleet/Equipment Charges	98,837	104,435	86,869	53,843	75,000	75,000		
Professional Development	2,461	845	343	170	2,300	2,300		
Utilities	11,744	12,816	10,209	5,406	12,300	12,385	85	
Building & Grounds Maintenance	19,192	28,033	23,093	7,804	23,000	23,000		
Contracted Services	45,611	53,861	52,548	159,481	120,000	240,500	120,500	
Communications	690	1,200	905	626	1,000	1,000		
Other Services	1,057	347	1,397	280	600	600		
Equipment	5,470	1,497	2,468	2,918	3,000	3,000		
Materials & Supplies	16,671	22,333	17,397	14,062	18,000	18,000		
Total Expenditures	417,611	455,301	403,741	361,396	400,200	520,785	120,585	
Revenue								
Sales	(6,958)	(9,919)	(7,923)		(8,000)	(8,000)		
Facility Rental	(31,925)	(40,967)	(38,406)	(610)	(34,000)	(34,000)		
Donations/Sponsorships	(3,636)	(9,061)	(2,315)	(4,031)	(4,000)	(4,000)		
Total Revenue	(42,519)	(59,947)	(48,644)	(4,641)	(46,000)	(46,000)		
Total Parks	375,092	395,354	355,097	356,755	354,200	474,785	120,585	34.0%
Communities in Bloom								
Expenditures								
Labour Charges			266		400		(400)	
Fleet/Equipment Charges			90		100	100		
Professional Development	998			250	1,000	500	(500)	
Materials & Supplies	1,437	530	97		500	500		
Total Expenditures	2,435	530	453	250	2,000	1,100	(900)	
Total Communities in Bloom	2,435	530	453	250	2,000	1,100	(900)	-45.0%
Downtown Maintenance								
Expenditures								
Labour Charges	41,332	38,093	47,670	30,644	40,000	40,000		
Fleet/Equipment Charges	17,298	17,293	19,422	10,776	17,000	17,000		
Contracted Services	4,265	1,809	1,641		3,000	3,000		
Materials & Supplies	4,201	4,484	9,770	3,842	4,000	4,000		
Total Expenditures	67,096	61,679	78,503	45,262	64,000	64,000		
Total Downtown Maintenance	67,096	61,679	78,503	45,262	64,000	64,000		0.0%

Infrastructure Services

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Fleet								
Fleet - Licensed Vehicles								
Expenditures								
Labour Charges	77,452	89,331	66,486	50,417	86,400	86,400		
Contracted Services	164,611	125,355	250,220	73,869	160,000	110,000	(50,000)	
Insurance	30,978	31,559	32,123	39,284	40,000	50,000	10,000	
Materials & Supplies	275,753	254,074	215,675	136,543	235,000	235,000		
Total Expenditures	548,794	500,319	564,504	300,113	521,400	481,400	(40,000)	
Revenue								
Fleet Recoveries	(636,523)	(642,929)	(649,482)	(551,063)	(620,000)	(620,000)		
Total Revenue	(636,523)	(642,929)	(649,482)	(551,063)	(620,000)	(620,000)		
Total Fleet - Licensed Vehicles	(87,729)	(142,610)	(84,978)	(250,950)	(98,600)	(138,600)	(40,000)	40.6%
Fleet - Unlicensed Vehicles								
Expenditures								
Labour Charges	20,377	15,397	18,339	16,402	22,000	22,000		
Contracted Services	28,437	28,751	76,553	29,423	29,000	29,000		
Insurance	2,600	2,789	2,847	3,215	3,000	3,500	500	
Materials & Supplies	61,614	56,444	60,994	30,982	60,000	60,000		
Total Expenditures	113,028	103,381	158,733	80,022	114,000	114,500	500	
Revenue								
Fleet Recoveries	(339,841)	(348,623)	(349,721)	(134,667)	(340,000)	(340,000)		
Total Revenue	(339,841)	(348,623)	(349,721)	(134,667)	(340,000)	(340,000)		
Total Fleet - Unlicensed Vehicles	(226,813)	(245,242)	(190,988)	(54,645)	(226,000)	(225,500)	500	-0.2%
Street Lights								
Expenditures								
Utilities	100,144	91,329	88,439	66,363	95,000	95,000		
Equipment	57,868	61,205	66,603	42,574	60,000	60,000		
Total Expenditures	158,012	152,534	155,042	108,937	155,000	155,000		
Total Street Lights	158,012	152,534	155,042	108,937	155,000	155,000		
Total Infrastructure Services	4,035,330	3,980,399	4,612,091	3,435,176	4,486,062	4,713,450	227,388	5.1%



GRAVENHURST
GATEWAY TO MUSKOKA

2021 Operating Budget

CORPORATE ADMINISTRATION



2021 Operating Budget

Corporate Administration

Corporate Administration – 2021 Operating Budget

RECOMMENDED 2021 BUDGET

\$5,550,489 which is a net reduction of \$35,198 or 0.6% from 2020

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 insurance premiums, IT services and transfers to capital reserves.

2. Internal Financing

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

3. External Financing

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

1. CORPORATE ITEMS

Expenditures

- **Community Support:** The annual contribution to the South Muskoka Memorial Hospital with an end date of 2020 that was approved by Council in 2014.
- **Professional Development:** Corporate Training and Leadership Development budget managed by the Manager of Human Resources.
- **Contribution to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrear notices and related items. Shredding of Town documents as per records retention policy.
- **Consultant Services:** Corporate consulting projects identified as a priority in the year. These projects are one-time in nature and vary from year to year.
- **Provision for Contingencies:** Provision to increase the allowance for assessment at risk from multi-year legacy appeals to the Assessment Review Board. Provision to increase union and non-union staff costs due to cost of living.
- **Debit Machine Fees:** Fees for the acceptance of credit/debit payments and related banking fees.

Corporate Administration – 2021 Operating Budget

- **Legal Services:** Corporate legal expenses related to a cross-section of issues including the Local Planning Appeals Tribunal (LPAT) and corporate governance. This budget also includes a provision for the activities of the Integrity Commissioner.

Table 1

Contribution to Reserves in 2021 Budget		
<u>Reserves</u>	<u>Contribution</u>	<u>Purpose</u>
Elections	\$ 22,750	For 2022 municipal elections
Information Systems and Technology*	\$ 150,000	Capital financing from tax levy
Fleet and Heavy Equipment	\$ 300,000	Capital financing from tax levy
Fire and Emergency Services*	\$ 55,000	Capital financing from tax levy
Facilities	\$ 300,000	Capital financing from tax levy
Infrastructure	\$ 2,000,000	Capital financing from tax levy
Total Contributions to Reserves	<u>\$ 2,827,750</u>	

- **Audit:** Services related to providing an audit opinion attached to our annual year-end financial statements.
- **Insurance:** Includes the insurance premiums payable by the Town for coverage related to Town facilities, infrastructure and services. Also includes an estimate for claims below the \$25,000 deductible based on last three-year trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration, Help-Desk support and software 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 photocopiers/printers and the postage machine at Town Hall.
- **Materials & Supplies:** General offices supplies for Town Hall.

Corporate Administration – 2021 Operating Budget

Revenues

- **Grants:** Annual operating grant from the province under the Ontario Municipal Partnership Fund (OMPF).
- **Tax Penalties & Fees:** Penalties and interest charged on outstanding taxes.
- **Accounts Receivable Fees:** Interest charged on outstanding accounts other than property tax.
- **Other Fees and Rebates:** Facility user insurance fees, rebate from the Local Authority Services Ltd (LAS) Natural Gas Program, and tax-related recoveries from court.
- **Transfers from Reserve:** Transfers from corporate reserves recommended by the Treasurer.
- **Investment Income:** Interest earned on funds held in Town bank accounts 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, 2020 the Town has \$13,958,486 in external debt on its books.

Corporate Administration – 2021 Operating Budget

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.

Table 2

Description	Debenture / Loan Amount	Balance at Start of 2021	2021 Payments	Balance at End of 2021	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	2,383,854	674,685	1,837,028	Oct 2024
Centennial Center & Aquatic Centre	6,400,000	5,179,783	362,900	5,016,288	Dec 2041
Centennial Center & Aquatic Centre (2012)	5,650,000	4,246,000	344,936	4,050,000	Dec 2024 (a)
Town Hall & Clinic Build/Renovate	2,900,000	2,148,848	100,085	2,048,764	Dec 2036
Total External Financing	\$ 22,950,000	\$ 13,958,486	\$ 1,482,606	\$ 12,952,080	
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	2,667,729	407,757	2,393,840	Jun 2030
Infrastructure	7,511,470	6,147,659	1,005,186	5,262,416	5 -10 years
Infrastructure Fleet	1,004,554	639,536	123,640	527,475	4 - 10 years
Infrastructure Equipment	677,944	394,723	131,067	271,229	4 - 10 years
Fire Department Vehicles	1,066,264	443,039	83,577	371,045	5 - 15 years
Facilities	3,014,370	1,600,552	303,056	1,330,128	5 - 15 years
On-going 2019 and 2020 projects			520,207		TBD (b)
Total Internal Financing	\$ 19,540,840	\$ 11,893,239	\$ 2,574,489	\$ 10,156,133	
Total Debenture and Internal Financing	42,490,840	24,708,026	4,057,096	23,108,212	

Notes

- (a) There will be \$3,640,000 owing at end of term.
- (b) On-going 2019 and 2020 capital projects will be financed over a 3-10 year period as appropriate at 2020 year-end.

Corporate Administration – 2021 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

1. Corporate Items

Community Support: Reduction of \$47,142

- The Town commitment to make an annual contribution of \$47,142 to the South Muskoka Memorial Hospital ended in 2020. Absent any direction from Council this amount has thus been removed from the 2021 Budget.

Professional Development: Increase of \$25,700

- The 2021 Professional Development budget is up \$25,000 as a result of the Lean Training initiative approved by Council September 2020.

Consultant Services: Increase of \$25,000

- There are a number of significant projects planned for 2021 including a Council remuneration review, Fire Service modernization, a business model for the Wharf Marina, completion of a YMCA agreement, and recruitment of a new CAO. It is anticipated that this is a one-time pressure and this budget will revert to 2020 levels.

Provision for Contingencies: Increase of \$100,000

- A \$100,000 provision for assessment at risk due to legacy appeals and a cost of living (COLA) increase to salaries and benefits for Town staff pending labour negotiations in the new year.

Legal Services: Increase of \$35,000

- The increase in the 2021 Budget is related to two things. First, the increased expenditures incurred in 2021 related to governance, the activities of the Integrity Commissioner and Local Planning Appeals Tribunal (LPAT). Second, additional costs anticipated in relation to labour negotiations with both unions scheduled for 2021.

Insurance: Increase of \$55,000

- As previously identified to Council insurance premiums for the Town increased substantially in August 2020. The 2020 increase also reflects a conservative provision for deductible costs payable on outstanding claims.

Information Technology Services: Increase of \$39,785

- Increase directly related to the IT support costs required for the new Town Electronic Data and Records Management System (EDRMS) that is presently being implemented.

Corporate Administration – 2021 Operating Budget

Grants: Increase of \$10,900

- The Province has (again) deferred a decision on reductions to the Ontario Municipal Partnership Fund (OMPF) grants for 2021 in light of COVID-19 and related financial pressures. The Town will see a small increase to this grant in 2021.

Tax Penalties & Fees: Reduction of \$17,000

- Tax Penalties and Fees are projected to decline further in 2021, 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: Increase of \$348,162

- This year the following transfers are recommended from reserves:
 - \$298,162 from the Federal/Provincial Safe Restart Program funding received by the Town of Gravenhurst to offset COVID-19 related costs in departments
 - \$ 25,000 from the Municipal Modernization funding received by the Town of Gravenhurst to offset the costs of the Lean program
 - \$ 25,000 from the Tax Stabilization Reserve to offset the increased consulting costs budgeted in 2021 on a one-time basis.

Supplementary Taxes: Increase of \$8,500

- Projection reflects the three-year average for supplementary taxes.

Taxes Written Off: Increase of \$7,000

- Projection reflects the reform of the Assessment Review Board's (ARB) acceleration of resolving legacy appeals and their settlement by 2021. A separate provision has also been made for anticipated future assessment at risk.

2. Internal Financing

Internal Financing: Increase of \$170,000

- Increase of 1% on the tax levy for repayment of principal and interest to the Community Reinvestment Reserve Fund for borrowings related to the 2020 Capital Budget. This allocation is down from the 2% increase annually budgeted for this purpose and is a one-time recommendation for 2021.

Corporate Administration – 2021 Operating Budget

3. External Financing

External Financing: Reduction of \$100,085

- Reflects a draw on the Development Charges reserve to reduce debt principal and interest costs related to Municipal Parking, the Muskoka Wharf and the Centennial Centre. These costs were identified and factored into the Development Charges Background Study and By-law. In effect, it reduces the financial burden on the existing taxpayer while utilizing funds collected from new development to partially pay for the “growth-related” components of this debt.

**TOWN OF GRAVENHURST
2021**

Recommended Operating Budget

Corporate Administration

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Corporate Administration								
Corporate Administration								
Expenditures								
Community Support	47,142	47,142	47,242	47,048	47,142		(47,142)	
Professional Development	41,933	44,360	38,617	10,208	38,300	64,000	25,700	
Contribution to Reserve	1,940,750	2,373,123	2,706,380	2,827,380	2,827,380	2,827,750	370	
Contracted Services	6,998	7,456	11,980	19,748	9,600	13,000	3,400	
Covid-19 Direct Costs				69,412				
Consultant Services		50,000	35,655	1,526	50,000	75,000	25,000	
Provision for Contingencies						100,000	100,000	
Debit Machine Fees	18,011	19,909	21,750	19,782	19,750	22,000	2,250	
Legal Services	32,785	17,726	33,370	50,678	30,000	65,000	35,000	
Audit	23,947	18,571	18,606	13,523	19,000	19,000		
Insurance	402,907	475,168	503,507	554,778	571,300	626,300	55,000	
Information Technology Services	380,377	369,294	418,582	348,449	428,215	468,000	39,785	
Communications	74,536	76,469	76,016	63,652	76,000	78,500	2,500	
Other Services	18,278	1,550	2,177	1,493	2,000	3,500	1,500	
Materials & Supplies	21,475	21,039	24,549	10,266	21,000	19,500	(1,500)	
Total Expenditures	3,009,139	3,521,807	3,938,431	4,037,943	4,139,687	4,381,550	241,863	
Revenue								
Grants	(1,780,500)	(1,908,500)	(1,940,839)	(1,940,700)	(1,940,700)	(1,951,600)	(10,900)	
Tax Penalties & Fees	(375,062)	(374,626)	(323,723)	(242,340)	(365,000)	(348,000)	17,000	
Accounts Receivable Fees	(1,898)	(1,143)	(942)	(1,150)	(674)	(1,088)	(414)	
Other Fees and Rebates	(13,084)	(15,221)	(45,365)	(951)	(14,000)	(13,000)	1,000	
Transfers From Reserves			(2,600,000)			(348,162)	(348,162)	
Investment Income	(51,372)	(74,317)	(173,859)	(75,299)	(92,000)	(96,000)	(4,000)	
Total Revenue	(2,221,916)	(2,373,807)	(5,084,728)	(2,260,440)	(2,412,374)	(2,757,850)	(345,476)	
Total Corporate Administration	787,223	1,148,000	(1,146,297)	1,777,503	1,727,313	1,623,700	(103,613)	-6.0%

Corporate Administration

Description	2017 Actuals	2018 Actuals	2019 Actuals	2020 YTD Actuals 31-Oct-20	2020 Budget	2021 Recommended Budget	\$ Change from from 2020 Budget	% Change from 2020 Budget
Town								
Revenue								
Supplementary Taxes	(140,075)	(138,732)	(172,340)	(118,675)	(141,000)	(149,500)	(8,500)	
Taxes Written Off	74,510	97,040	55,489	44,993	33,000	40,000	7,000	
Total Revenue	(65,565)	(41,692)	(116,851)	(73,682)	(108,000)	(109,500)	(1,500)	
Total Town	(65,565)	(41,692)	(116,851)	(73,682)	(108,000)	(109,500)	(1,500)	1.4%
Total Corporate Items	721,658	1,106,308	(1,263,148)	1,703,821	1,619,313	1,514,200	(105,113)	
Total Internal Financing ^{Note 1}	1,487,269	1,775,289	2,082,489	2,404,489	2,404,489	2,574,489	170,000	
Total External Financing ^{Note 2}	1,863,722	1,860,477	4,264,714	1,023,286	1,561,885	1,461,800	(100,085)	
Total Corporate Administration	4,072,649	4,742,074	5,084,055	5,131,596	5,585,687	5,550,489	(35,198)	-0.6%

Note 1 - Includes a 1% increase (\$170,000) for contribution to Capital and \$350,207 in financing to be determined for 2019 and 2020 projects

Note 2 - \$100,671 used from the Development Charge reserve for Principle repayments + \$1,461,800 = \$1,562,471 Total External Financing on the "External and Internal Financing Summary"



2021 Operating Budget

**Reserves, Reserve
Funds & Endowments**

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Balances as of Nov 12 2020 & Projected Expenditures

Description	Balance Dec 31 2019	Outstanding Commitments Against Balances	2020 Revenues/ Contributions	2020 Approved Capital	Balance Dec 31 2020	2021 Budgeted Capital and Operating	2021 Projected Revenue	Balance Dec 31 2021
Reserves/Reserve Funds								
Working Fund	(1,352,096)				(1,352,096)			(1,352,096)
Tax Stabilization	(1,403,382)	18,300	(522,500)	129,200	(1,778,382)	400,662		(1,377,720)
Employee Benefit	(345,101)				(345,101)			(345,101)
Strategic Property	(181,587)				(181,587)	20,000		(161,587)
Election	(63,185)		(21,750)	2,500	(82,435)	6,000	(22,750)	(99,185)
Accessibility	(14,371)				(14,371)			(14,371)
Hall of Fame	(22,194)				(22,194)			(22,194)
Community Improvement Plan	(96,160)		(65,000)	65,000	(96,160)	70,000	(65,000)	(91,160)
Planning	(28,138)	1,132	(80,000)	64,000	(43,006)		(10,000)	(53,006)
Fleet & Heavy Equipment	(395,751)		(287,676)	565,000	(118,427)	289,000	(300,000)	(129,427)
Furniture & Light Equipment	(215,996)	2,700	39,601	50,000	(123,695)	30,500		(93,195)
Information Systems	(380,021)	96,276	8,023	223,800	(51,922)	192,500	(150,000)	(9,422)
Facilities	(2,102,632)	670,903	(775,039)	1,255,000	(951,768)	886,000	(300,000)	(365,768)
Fire & Emergency Services	(103,372)	6,086	(294,250)	120,000	(271,536)	40,000	(62,700)	(294,236)
Infrastructure	(1,713,460)	955,558	(2,160,110)	496,863	(2,421,149)	2,874,000	(2,000,000)	(1,547,149)
Wharf Capital	(560,042)		(126,100)	255,000	(431,142)		(134,000)	(565,142)
Gravenhurst Public Library	(41,563)				(41,890)	6,000		(35,890)
Opera House Capital Improvements	(37,795)	13,400	(1,312)	25,000	(707)		(6,000)	(6,707)
Gravenhurst BIA	(26,626)		(20,209)		(46,835)		(27,048)	(73,883)
Community Reinvestment	(4,721,767)	1,412,023	(2,445,751)	2,672,045	(3,083,449)	2,559,803	(2,574,489)	(3,098,135)
Total	(13,805,238)	3,176,378	(6,752,402)	5,923,408	(11,457,854)	7,374,465	(5,651,987)	(9,735,376)

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Balances as of Nov 12 2020 & Projected Expenditures

Description	Balance Dec 31 2019	Outstanding Commitments Against Balances	2020 Revenues/ Contributions	2020 Approved Capital	Balance Dec 31 2020	2021 Budgeted Capital and Operating	2021 Projected Revenue	Balance Dec 31 2021
Obligatory Reserve Funds								
Federal Gas Tax	(670,388)	182,433	(385,733)		(873,688)	272,000	(390,527)	(992,215)
Parkland Dedication	(318,575)		(64,424)	254,000	(129,000)	1,500	(65,000)	(192,500)
Development Charges	(1,370,476)	75,792	(236,914)	189,000	(1,342,597)	145,697	(200,000)	(1,396,900)
Building Permit	(279,427)		(2,198)	40,000	(241,625)	75,000		(166,625)
Total	(2,638,867)	258,226	(689,269)	483,000	(2,586,910)	494,197	(655,527)	(2,748,240)
Reserves & Reserve Funds	(16,444,104)	3,434,603	(7,441,670)	6,406,408	(14,044,763)	7,868,662	(6,307,514)	(12,483,615)
Endowments								
Terence Haight (Town)	(1,013,211)		(19,527)	26,566	(1,006,172)	25,000	(20,000)	(1,001,172)
Henderson (GPLB)	(449,694)		(5,000)	0	(454,694)	20,000	(5,000)	(439,694)

Notes:

1. Reserve activity and balances are not final and are subject to year end adjustment and audit.
2. This schedule was prepared on November 12, 2020



Town of Gravenhurst

2021 CAPITAL BUDGET & MULTI-YEAR PLAN



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan
Recommended to Council

Capital Program	2021	2022	2023	2024	2025	5 - Year Avg
Bridges	30,000	280,000	375,000	35,000		144,000
Cemeteries	117,000			56,000	60,000	46,600
Facilities	711,000	1,106,500	1,487,500	1,145,000	985,000	1,087,000
Furniture, Fixtures & Equipment	150,000	95,000	55,000	105,000		81,000
Fire & Emergency Services	790,000	140,000	160,000	595,000	45,000	346,000
Fleet	633,000	938,000	749,000	706,000		605,200
Information Technology	326,000	171,000	56,000	56,000	116,000	145,000
Parks	500,500	746,000	313,500	263,000	207,500	406,100
Roads	4,125,000	3,800,300	4,327,000	5,168,500	6,606,000	4,805,360
Special Projects	76,000	247,500	225,000	2,500		110,200
Total Capital Programs	7,458,500	7,524,300	7,748,000	8,132,000	8,019,500	7,776,460



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan
Recommended to Council

Reserve / Reserve Fund	2021	2022	2023	2024	2025	5 - Year Avg
Community Reinvestment (Loan)	2,559,803	2,906,000	3,455,000	3,574,500	3,649,000	3,228,861
Facilities	886,000	1,178,500	679,500	326,000	1,045,000	823,000
Infrastructure	2,874,000	1,775,949	2,197,000	1,905,000	2,740,000	2,298,390
Information Systems & Technology	192,500	237,500	30,000	30,000	30,000	104,000
Fleet & Heavy Equipment	289,000	44,000	524,000	706,000		312,600
Fire & Emergency Services	40,000	40,000	85,000	595,000	45,000	161,000
Furniture & Equipment	30,500	101,000	61,500	32,000	7,500	46,500
Gas Tax Revenue (Federal)	272,000	329,785	325,000	855,000	477,000	451,757
Development Charges	109,697	586,566	216,000			182,453
Parkland Dedication	1,500		14,000			3,100
Community Improvement Plan (CIP)	70,000	70,000	70,000			42,000
Opera House Capital Improvements				30,000		6,000
Planning Reserve		40,000	50,000			18,000
Building Permit Reserve	75,000	70,000	26,000	26,000	26,000	44,600
Elections	6,000	137,500	15,000	2,500		32,200
Municipal Moderization Fund	52,500	7,500				12,000
External Financing				50,000		10,000
Total	7,458,500	7,524,300	7,748,000	8,132,000	8,019,500	7,776,460



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Bridges					
330B168 Bridge Study	30,000			35,000	
330B165 Robinsons Bridge		280,000			
330B150 Pinetree Rd Bridge Repairs			225,000		
330B167 Beau Creek Bridge			150,000		
Total Bridges	30,000	280,000	375,000	35,000	
Cemeteries					
550B009 St. James Cemetery - Perimeter Fencing	45,000				
550B008 Lakeview Cemetery - Perimeter Fencing	72,000				
550B004 Columbarium Garden # 2 - Phase 1				56,000	
550B005 Cemetery "Front Facing" Ornamental Fencing					60,000
Total Cemeteries	117,000			56,000	60,000
Facilities					
770B009 Discovery Centre Outside Decking Replacement	20,000				
770B011 Discovery Centre Humidifier	22,500				
160B003 Fire Halls 1, 2,3 - Interior Painting / Exterior Painting	30,000				
7901B004 Opera House Window Replacement	50,000				
7901B009 Opera House Interior Painting	50,000				
7901B005 Opera House Floor Upgrades	160,000				
3001B005 Public Works Structure	200,000				
160004 Facility Furnace Replacements	23,500	23,000			
160B012 Centennial Centre / YMCA TPO Roof Repair	15,000	15,000	15,000		
780102 Library - Interior Enhancements	45,000	40,000	70,000		
160B001 Unidentified Capital Expenditures Fund	95,000	100,000	100,000	100,000	
1603B003 CN Train Station Accessible Entrance and Washrooms		10,000			
1607B001 Terence Haight Carnegie Arts Centre - Front Door Replacement		12,000			
1602B008 Seniors Centre Accessible Washrooms		12,000			
1602B007 Seniors Centre Sidewalk / Railing Replacement / Repair - Ramp		15,000			
761B001 Wharf Office Interior/Exterior LED Lighting Retrofit		15,000			
160B010 Sports Building / Lions Pavilion Accessible Washroom Upgrade		20,000			



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Facilities					
160B011 Sports Building / Lions Pavilion LED Interior / Exterior Lighting Retrofit		20,000			
1607B003 Terence Haight Carnegie Arts Centre - Interior / Exterior Lighting Retrofit		22,000			
7101B001 Gull Lake Concession Building Improvements		35,000			
770B008 Discovery Centre Carpet Replacement		35,000			
3001B003 Public Works Concrete Repairs		45,000			
770B007 Discovery Centre Accessible Washroom Update		40,000			
1602B004 Seniors Centre Fire Detection System		50,000			
7201B008 YMCA Outside Exposed Beams (Clean, Prime, Paint)		50,000			
740B001 Gull Lake Barge Assessment		50,000			
770B004 Discovery Centre Interior Painting		50,000			
7101B003 Muskoka Bay / Beach Parks Washroom Upgrades		52,500			
160B006 Fire Station / Public Works Operational Needs Assessment		40,000			
1603B005 CN Train Station Sidewalk, Brick, Foundation Repair		75,000			
770B006 Discovery Centre Floor Treatment		100,000			
7101B002 Gull Lake - Barge Seating / Accessible Pathways		180,000			
770B010 Discovery Centre Exterior Lighting LED Retrofit			12,500		
790B005 Opera House AODA Upgrades			20,000		
1602B010 Seniors Centre Interlocking Stone			30,000		
1602B011 Seniors Centre East Parking Lot Concrete Slab			30,000		
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings			60,000		
7201B009 Centennial Centre - Main Street Floor Refinish			75,000		
7201B010 Centennial Centre - Paint Steel Trusses Over Rink			75,000		
1601B002 Municipal Office / Council Chambers Redesign			1,000,000		
1603B004 CN Train Station Interior / Exterior Lighting Retrofit				45,000	
1601B005 Municipal Office Front Lobby Improvement				1,000,000	
7201B013 YMCA Gym Floor Reline / Recoat					15,000
1602B012 Seniors Centre Roof Repair / Recoating					20,000
1607B004 THCAC - Roof Drainage Repair					30,000
7901B011 Opera House Ceiling Tile					42,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Facilities					
160B013 Municipal Office - Replacement of Fire Panels and Devices					60,000
7201B014 Centennial Centre Main Street Corridor Recoating					75,000
7901B010 Opera House Trillium Court Floor Resurfacing					93,000
7201B003 Centennial Centre Metal Roof Replacement					650,000
Total Facilities	711,000	1,106,500	1,487,500	1,145,000	985,000
Furniture, Fixtures & Equipment					
7901B013 Opera House - Theatre Seat Repair & Recovering	125,000				
160013 Furniture Replacement Program	25,000	25,000	25,000	25,000	
790016 Opera House Stage Lighting Equipment		15,000			
120030 Telephone System Replacment		25,000			
790B003 Opera House Sound Equipment Upgrade		30,000	30,000		
790B002 Opera House Grand Piano				80,000	
Total Furniture, Fixtures & Equipment	150,000	95,000	55,000	105,000	
Fire					
210016 Fire - Equipment Replacement	20,000	20,000	25,000	25,000	25,000
210017 Fire - Hose Replacement	20,000	20,000	20,000	20,000	20,000
210B004 Pumper Rescue Truck	750,000				
210B010 NG 911 Changeover		100,000			
210B013 Legislated Comprehensive Risk Assessment			40,000		
210B009 Car One			75,000		
210B012 Unit # 2				550,000	
Total Fire	790,000	140,000	160,000	595,000	45,000
Fleet					
335B007 Building Dept. - Pickups - Multi Yr. - 06, 30 (2021 & 2022)	44,000	44,000			
335B008 Pickups 1/2 Tons - Multi Yr. - 24, 29 (2021 & 2022)	44,000	44,000			
335B015 Pickups 1 Tons - Multi Yr. - 20, 28 (2021 & 2023)	75,000		75,000		
335B025 Sidewalk Winter Operations Machine - TR-05 (2021)	170,000				
335B013 Single Axles - Multi Yr. - 43, 44, 46, 47 (2021 to 2024)	300,000	300,000	300,000	310,000	
335B022 Road Grader - NEW (2022)		550,000			



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Fleet					
335B024 Pickups 1/2 Tons - Multi Yr. - 26, 27, 07, 14 (2023 & 2024)			44,000	132,000	
335B010 Tandem Axle Plow - 45 (2023)			330,000		
335B023 Lawn Tractors - LTR7, LTR8 (2024)				34,000	
335B014 Backhoe - TR13 (2025)				230,000	
Total Fleet	633,000	938,000	749,000	706,000	
Information Technology					
120016 Computer & Printer Annual Replacement	30,000	30,000	30,000	30,000	30,000
241001 Bldg Dept - e-Permitting Software	31,000	26,000	26,000	26,000	26,000
790B006 Opera House Camera, Streaming Equipment and Monitors	40,000				
7201B012 Centennial Centre / YMCA Security Camera System	50,000				
120029 Asset Management Software System	60,000	25,000			
120025 Records Management - Clerks	115,000				
700B001 Recreation and Facility Booking Software System		90,000			
7801B005 Library Security Camera System					30,000
7901B014 Opera House Security Camera System					30,000
Total Information Technology	326,000	171,000	56,000	56,000	116,000
Parks					
710B031 Picnic Table Multi-Yr. Replacements	5,500	6,000	6,500	7,000	7,500
710B015 Kinsmen Park - Playground Equipment & Fibremat	15,000				
710B060 Greavette St Boulevard Rehabilitation	30,000				
710B024 Turtle Lake Boat Launch Improvements	50,000				
710B057 Ditchburn Retaining Wall - Dock Rehabilitation	100,000				
710011 Muskoka Beach Park Retaining Wall	300,000				
710B032 Shade Structures - Skateboard Park and Splash Pad		20,000			
710B035 Hewitt Landing - Boat Launch Improvements		20,000			
710B036 Indian Landing - Boat Launch Improvements		30,000			
710B026 Urban Tree Assessment		70,000			
710B051 Gull Lake Rotary Park - Dock Repairs		200,000			
710B034 Wharf Boardwalk - Phase 2		400,000			



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Parks					
710B043 Wharf Ball Diamond - Infield Modifications			7,000		
710B044 Franklin Park - Holding Tank Replacement			15,000		
710B045 Bass Lake Park - Holding Tank Replacement			15,000		
710B040 Wharf Ball Diamond - Fence & Backstops			20,000		
710B039 Muskoka Bay Park - Ball Diamond - Fence & Backstops			25,000		
710B038 Gull Lake Park - Ball Diamond - Fence & Backstops			35,000		
710B041 Ungerman Park - Fence Replacement			50,000		
710B021 Gull Lake Rotary Park - Playground Equipment & Fibremat			140,000		
710B028 Franklin Park - Mobi Mat				12,000	
710B029 Muskoka Beach Park - Mobi Mat				12,000	
710B030 Muskoka Bay Park - Mobi Mat				12,000	
710B037 Heritage Square / Cenotaph Improvements - Design				20,000	
710B033 South Morrison Landing - Improvements				200,000	
710B046 Heritage Square / Cenotaph - Improvement Implementation					200,000
Total Parks	500,500	746,000	313,500	263,000	207,500
Roads					
330B169 Brydons Bay Pedestrian Crossing	30,000				
330B144 Road Needs Study	65,000				
330B106 Shamrock Marina Rd Reconstruction - Renee Dr to End	242,000				
330B161 Hewitt St - Resurfacing	285,000				
330B157 Reg Schell Rd - Surface works	303,000				
330B044 Merkley Rd Reconstruction - Hopkins Rd to 770m E of Hopkins Rd	337,000				
330B022 Kilworthy Rd Reconstruction - W. of Arthur Schultz Rd to Southwood Rd	341,000				
330B010 Graham Rd Minor Rehab - Shamrock Marina Rd to Rockcastle Rd	444,000				
330B024 Pinetree Rd Major Rehabilitation - Pinetree Rd S-1 to Pinetree Bridge S-75	472,000				
330B049 Winhara Rd Major Rehabilitation - Jones Rd to Langford Dr	1,606,000				
330B020 Kilworthy Rd Minor Rehabilitation - Goldfinch Crt to Cardinal Cres		62,000			
330B046 Wagner St Major Rehabilitation - John St N to Mary St N		70,000			
330B054 N Muldrew Lk Rd Reconst - Indian Landing to 1323 N Muldrew Lk Rd		75,000			



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Roads					
330B047 Wellington St Major Rehabilitation - Evans Ave E to Catherine St E		85,000			
330B050 Hotchkiss St Minor Rehabilitation - Mary St S to Sarah St S		92,000			
330B042 Kilworthy Rd Major Rehabilitation - Road 7000 to Cyril Gill Dr		99,000			
330B021 Kilworthy Rd Minor Rehabilitation - Cardinal Cres to Hummingbird Ln		122,000			
330B025 Pinedale Rd Reconstruction - Kingswood Dr to Fairview Dr		150,000			
330B019 Kilworthy Rd Major Rehabilitation - Overpass to Xavier St		153,000			
330B160 Sniders Bay Rd - Resurfacing		164,000			
330517 Gravel Improvements		200,000			
330B031 Simpson Rd Major Rehabilitation - Bethune Dr N to End		203,000			
330B045 N Morrison Lk Rd Reconst - Southwood Rd to 519m S of Southwood Rd		233,300			
330B158 Jim Wood Lane - Southwood Rd to Green Halgh Rd		246,000			
330B038 Brydons Bay Rd Reconstruction - Mejemi Ln to Sunny Bay Ln		285,000			
330B036 Baseline Rd Major Rehabilitation - Four Seasons Rd to Canning Rd		500,000			
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End		512,000			
330B023 Narrows Rd Major Rehabilitation		549,000			
330B075 Hill Lane Minor Rehabilitation - Hill Lane to End			3,000		
330B066 McPherson St Major Rehabilitation - Readman St to End			21,000		
330B070 Third St Major Rehabilitation - Phillip St E to Bishop St			21,500		
330B065 Mary St N Major Rehabilitation - Farquhar St To Wagner St			24,000		
330B058 Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St			25,000		
330B078 S Morrison Lk Rd Minor Rehabilitation - West Lionshead Rd to Tara Ln			30,500		
330B071 Whitehead Rd Major Rehabilitation - Road 3600 to End			40,000		
330B076 John St N Minor Rehabilitation - Hughson St to Brown St			40,000		
330B077 Silver Birch Rd Minor Rehabilitation - Damin Rd to Pudden Rd			53,000		
330B061 Goldfinch Crt Reconstruction - Kilworthy Rd to End			53,000		
330B072 Beaver Ridge Rd Minor Rehabilitation - Sedore Rd to 228m NW of Sedore Rd			55,000		
330B073 First St N Minor Rehabilitation - Harvie St to Church St			60,000		
330B062 Hastings Dr Major Rehabilitation - Hastings Dr to End			67,000		
330B063 Industrial Dr Reconstruction - Jones Rd to Progress Rd			68,000		



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Roads					
330B068 Riley Lk Rd Major Reconstruction - Fire Rte 6C to Fire Rte 6D			75,000		
330B067 Pinedale Rd Major Rehabilitation - Rayner St to Pinedale Ln			87,000		
330B043 Lorne St Major Rehabilitation - Austin St To Louise St			150,000		
330B074 Graham Rd Minor Rehabilitation - Rockcastle Rd to Bowers Ln			199,000		
330B056 Severn River Rd Major Rehabilitation - East Severn River Rd to End			325,000		
330B057 Shady Ln Major Rehabilitation - Road 6000 to Silver Birch Rd			330,000		
330B064 Kilworthy Rd Reconstruction - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd			600,000		
330B145 Phillip St E - Bethune Dr to Sixth St			1,000,000		
330B151 Storm Sewer Upgrades - Estimated			1,000,000	1,500,000	4,000,000
330B086 North Kahshe Lk Rd Major Rehabilitation - S Sunny Crest Rd to North Sunny Crest Rd				22,000	
330B084 Kilworthy Rd Major Rehabilitation - Heron Land to Starling Blvd				22,500	
330B094 Pinegrove St Minor Rehabilitation - Pinedale Rd to Cres Dr				31,000	
330B081 George St Major Rehabilitation - Mary St N to Sarah St N				34,000	
330B093 Lofty Pines Dr Minor Rehabilitation - Muskoka Rd N to Walton Rd				45,000	
330B143 Engineering Design Isaac / John St				45,000	
330B089 Sophers Landing Rd Major Rehabilitation - Mutten Meadow Ln to Nesbitt Rd				53,000	
330B092 Lofty Pines Dr Minor Rehabilitation - Lofty Pines Cres to Musoka Beach Rd				53,000	
330B060 First St S Reconstruction - Phillip St E to Bishop St				55,000	
330B059 Cox Rd Reconstruction - Highway 11 South to End				70,000	
330B083 Kilworthy Rd Major Rehabilitation - Cyril Gill Dr to Heron Ln				101,000	
330B082 John St N Major Rehabilitation - Brown St to Peter St				102,000	
330B085 Little Norway Ln Reconstruction - Reay Rd to End				235,000	
330B091 Canning Rd Minor Rehabilitation - Baseline Rd to Southwood Rd				245,000	
330B080 Elzner Rd Reconstruction - Reay Rd to End				300,000	
330B090 Baseline Rd Minor Rehabilitation - Canning Rd to Sparrow Lk Rte D				300,000	
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End				305,000	
330B069 S Morrison Lk Rd Reconstruction - Cove Rd to Lorenz Rd				325,000	
330B088 Sophers Landing Rd Reconstruction - Sophers Landing Rd to End				330,000	
330B087 Sam Cook Rd Major Rehabilitation - Houseys Rapids Rd to Fire Rte 20C				375,000	



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Budget Group	2021	2022	2023	2024	2025
Roads					
330B055 Peninsula Road Reconstruction - W of N Muldrew Lk Rd to Juniper Dr				620,000	
330B112 Graham Rd Minor Rehabilitation - Pasture Ln to Shamrock Marina Rd					21,000
330B110 Catherine St W Minor Rehabilitation - Muskoka Beach Rd to Alexander St					24,000
330B099 Heron Lane Major Rehabilitation - Kilworth Rd to End					27,000
330B098 Hedgewood Ln Major Rehabilitation - Pineridge Gate to Stonehenge Close					41,000
330B114 Narrows Rd Minor Rehabilitation - Bear Bay Rd to S Sunset Bay Rd					51,000
330B096 Blueberry Ln Reconstruction - N Muldrew Lk Rd to End					72,000
330B111 Douglas St Minor Rehabilitation - Catherine St W to Palmer Dr					87,000
330B103 Kilworthy Rd Major Rehabilitation - McCormick Rd to Road 7000					94,000
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd					103,000
330B109 Barkway Rd Minor Rehabilitation - Thomas Rd (First Intersection) to 647m NE of Thomas Rd (First Intersection)					108,000
330B097 First St S Reconstruction - Veterans Way to Main St					110,000
330B113 John St N Minor Rehabilitation - Bay St to Hughson St					120,000
330B102 Juniper Dr Reconstruction - Peninsula Rd to End					132,000
330B108 Wenona Lodge Rd Reconstruction - Canning Rd to Rockwood Rd					221,000
330B104 N Kahshe Lk Rd Major Rehabilitation - Wigwam Lodge Rd to Negaya Dr					225,000
330B100 Jim Wood Ln Reconstruction - Southwood Rd to Jim Wood Ln					338,000
330B105 Progress Rd Major Rehabilitation - Industrial Dr to Jones Rd					355,000
330B107 Silver Lk Rd Reconstruction - Sunny Lk Rd to Chickadee Ln					477,000
Total Roads	4,125,000	3,800,300	4,327,000	5,168,500	6,606,000
Special Projects					
4130001 Municipal Elections	6,000	137,500	15,000	2,500	
4123031 Community Improvement Plan	70,000	70,000	70,000		
790B008 Opera House Conservation Plan		40,000			
790B007 Opera House Strategic Business Plan Update			40,000		
700B002 Recreation, Parks and Trails Master Plan			100,000		
Total Special Projects	76,000	247,500	225,000	2,500	
Total Capital Programs by Budget Group	7,458,500	7,524,300	7,748,000	8,132,000	8,019,500



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location

	2021	2022	2023	2024	2025	Total Over 5 years
Centennial Centre						
160B012 Centennial Centre / YMCA TPO Roof Repair	15,000	15,000	15,000			
710B032 Shade Structures - Skateboard Park and Splash Pad		20,000				
7201B003 Centennial Centre Metal Roof Replacement					650,000	
7201B008 YMCA Outside Exposed Beams (Clean, Prime, Paint)		50,000				
7201B009 Centennial Centre Main Street Floor Refinish			75,000			
7201B010 Centennial Centre - Paint Steel Trusses Over Rink			75,000			
7201B012 Centennial Centre / YMCA Security Camera System	50,000					
7201B013 YMCA Gym Floor Reline / Recoat					15,000	
7201B014 Centennial Centre Main Street Corridor Recoating					75,000	
Total Centennial Centre	65,000	85,000	165,000		740,000	1,055,000
Opera House						
710B037 Heritage Square / Cenotaph Improvements - Design				20,000		
710B046 Heritage Square / Cenotaph - Improvement Implementation					200,000	
790016 Opera House Stage Lighting Equipment		15,000				
7901B004 Opera House Window Replacement	50,000					
7901B005 Opera House Floor Upgrades	160,000					
7901B009 Opera House Interior Painting	50,000					
7901B010 Opera House Trillium Court Floor Resurfacing					93,000	
7901B011 Opera House Ceiling Tile					42,000	
7901B013 Opera House - Theatre Seat Repair & Recovering	125,000					
7901B014 Opera House Security Camera System					30,000	
790B002 Opera House Grand Piano				80,000		
790B003 Opera House Sound Equipment Upgrade		30,000	30,000			
790B005 Opera House AODA Upgrades			20,000			
790B006 Opera House Camera, Streaming Equipment and Monitors	40,000					
790B007 Opera House Strategic Business Plan Update			40,000			
790B008 Opera House Conservation Plan		40,000				
Total Opera House	425,000	85,000	90,000	100,000	365,000	1,065,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location

	2021	2022	2023	2024	2025	Total Over 5 years
Fire Hall - Headquarters						
160B003 Fire Halls 1, 2,3 - Interior Painting/Exterior Painting	30,000					
210016 Fire - Equipment Replacement	20,000	20,000	25,000	25,000	25,000	
210017 Fire - Hose Replacement	20,000	20,000	20,000	20,000	20,000	
210B004 Pumper Rescue Truck	750,000					
210B009 Car One			75,000			
210B010 NG 911 Changeover		100,000				
210B013 Legislated Comprehensive Risk Assessment			40,000			
Total Fire Hall - Headquarters	820,000	140,000	160,000	45,000	45,000	1,210,000
Fire Hall 3 - Ryde						
210B012 Unit # 2				550,000		
Total Fire Hall 3 - Ryde				550,000		550,000
Municipal Office						
1601B002 Municipal Office/Council Chambers Redesign			1,000,000			
1601B005 Municipal Office Front Lobby Improvement				1,000,000		
160B013 Municipal Office - Replacement of Fire Panels and Devices					60,000	
Total Municipal Office			1,000,000	1,000,000	60,000	2,060,000
Wharf Shop						
761B001 Wharf Office Interior/Exterior LED Lighting Retrofit		15,000				
Total Wharf Shop		15,000				15,000
Public Works Shop						
3001B003 Public Works Concrete Repairs		45,000				
3001B005 Public Works Structure	200,000					
Total Public Works Shop	200,000	45,000				245,000
Library						
780102 Library - Interior Enhancements	45,000	40,000	70,000			
7801B005 Library Security Camera System					30,000	
Total Library	45,000	40,000	70,000		30,000	185,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Programs by Location	2021	2022	2023	2024	2025	Total Over 5 years
Gull Lake Park						
7101B001 Gull Lake Concession Building Improvements		35,000				
7101B002 Gull Lake - Barge Seating / Accessible Pathways		180,000				
710B021 Gull Lake Rotary Park - Playground Equip & Fibremat			140,000			
710B038 Gull Lake Park - Ball Diamond - Fence & Backstops			35,000			
740B001 Gull Lake Barge Assessment		50,000				
Total Gull Lake Park						
		265,000	175,000			440,000
Muskoka Bay Park						
710B030 Muskoka Bay Park - Mobi Mat				12,000		
710B039 Muskoka Bay Park - Ball Diamond - Fence & Backstops			25,000			
Total Muskoka Bay Park						
			25,000	12,000		37,000
Muskoka Beach Park						
710011 Muskoka Beach Park Retaining Wall	300,000					
710B029 Muskoka Beach Park - Mobi Mat				12,000		
Total Muskoka Beach Park						
	300,000			12,000		312,000
Bass Lake Park						
710B045 Bass Lake Park - Holding Tank Replacement			15,000			
Total Bass Lake Park						
			15,000			15,000
Franklin Park						
710B028 Franklin Park - Mobi Mat				12,000		
710B044 Franklin Park - Holding Tank Replacement			15,000			
Total Franklin Park						
			15,000	12,000		27,000
Kinsmen Park						
710B015 Kinsmen Park - Playground Equipment & Fibremat	15,000					
Total Kinsmen Park						
	15,000					15,000
Ungerma n Park						
710B041 Ungerma n Park - Fence Replacement			50,000			
Total Ungerma n Park						
			50,000			50,000
C.N. Train Station						
1603B003 CN Train Station Accessible Entrance and Washrooms		10,000				
1603B004 CN Train Station Interior/Exterior Lighting Retrofit				45,000		
1603B005 CN Train Station Sidewalk, Brick, Foundation Repair		75,000				
Total C.N. Train Station						
		85,000		45,000		130,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location

	2021	2022	2023	2024	2025	Total Over 5 years
Wharf Sportsfield Building						
160B010 Sports Building/Lions Pavilion Accessible Washroom Upgrade		20,000				
160B011 Sports Building/Lions Pavilion LED Interior/Exterior Lighting Retrofit		20,000				
710B040 Wharf Ball Diamond - Fence & Backstops			20,000			
710B043 Wharf Ball Diamond - Infield Modifications			7,000			
Total Wharf Sportsfield Building		40,000	27,000			67,000
Seniors Centre						
1602B004 Seniors Centre Fire Detection System		50,000				
1602B007 Seniors Centre Sidewalk/Railing Replacement/Repair - Ramp		15,000				
1602B008 Seniors Centre Accessible Washrooms		12,000				
1602B010 Seniors Centre Interlocking Stone			30,000			
1602B011 Seniors Centre East Parking Lot Concrete Slab			30,000			
1602B012 Seniors Centre Roof Repair/Recoating					20,000	
Total Seniors Centre		77,000	60,000		20,000	157,000
Terence Haight Carnegie Arts Centre						
1607B001 Terence Haight Carnegie Arts Centre - Front Door Replacement		12,000				
1607B003 Terence Haight Carnegie Arts Centre - Interior/Exterior Lighting Retrofit		22,000				
1607B004 THCAC - Roof Drainage Repair					30,000	
Total Terence Haight Carnegie Arts Centre		34,000			30,000	64,000
Muskoka Discovery Centre						
770B004 Discovery Centre Interior Painting		50,000				
770B006 Discovery Centre Floor Treatment		100,000				
770B007 Discovery Centre Accessible Washroom Update		40,000				
770B008 Discovery Centre Carpet Replacement		35,000				
770B009 Discovery Centre Outside Decking Replacement	20,000					
770B010 Discovery Centre Exterior Lighting LED Retrofit			12,500			
770B011 Discovery Centre Humidifier	22,500					
Total Discovery Centre	42,500	225,000	12,500			280,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location	2021	2022	2023	2024	2025	Total Over 5 years
Multiple Locations - Town Wide						
120030 Telephone System Replacment		25,000				
160004 Facility Furnace Replacements	23,500	23,000				
160013 Furniture Replacement Program	25,000	25,000	25,000	25,000		
160B001 Unidentified Capital Expenditures Fund	95,000	100,000	100,000	100,000		
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings			60,000			
330517 Gravel Improvements		200,000				
7101B003 Muskoka Bay / Beach Parks Washroom Upgrades		52,500				
710B031 Picnic Table Multi Yr. Replacements	5,500	6,000	6,500	7,000	7,500	
Total Multiple Locations - Town Wide	149,000	431,500	191,500	132,000	7,500	911,500
Cemeteries						
550B004 Columbarium Garden # 2 - Phase 1				56,000		
550B005 Cemetery "Front Facing" Ornamental Fencing					60,000	
550B008 Lakeview Cemetery - Perimeter Fencing	72,000					
550B009 St. James Cemetery - Perimeter Fencing	45,000					
Total Cemeteries	117,000			56,000	60,000	233,000
Ward 1						
710B060 Greavette St boulevard rehabilitation	30,000					
330B025 Pinedale Rd Reconstruction - Kingswood Dr to Fairview Dr		150,000				
330B050 Hotchkiss St Minor Rehabilitation - Mary St S to Sarah St S		92,000				
330B060 First St S Reconstruction - Phillip St E to Bishop St				55,000		
330B066 McPherson St Major Rehabilitation - Readman St to End			21,000			
330B067 Pinedale Rd Major Rehabilitation - Rayner St to Pinedale Ln			87,000			
330B070 Third St Major Rehabilitation - Phillip St E to Bishop St			21,500			
330B073 First St N Minor Rehabilitation - Harvie St to Church St			60,000			
330B075 Hill Lane Minor Rehabilitation - Hill Lane to End			3,000			
330B076 John St N Minor Rehabilitation - Hughson St to Brown St			40,000			
330B081 George St Major Rehabilitation - Mary St N to Sarah St N				34,000		
330B082 John St N Major Rehabilitation - Brown St to Peter St				102,000		
330B094 Pinegrove St Minor Rehabilitation - Pinedale Rd to Cres Dr				31,000		
330B096 Blueberry Ln Reconstruction - N Muldrew Lk Rd to End					72,000	
330B097 First St S Reconstrcution - Veterans Way to Main St					110,000	



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Programs by Location	2021	2022	2023	2024	2025	Total Over 5 years
Ward 1 (contunued...)						
330B098 Hedgewood Ln Major Rehabilitation - Pineridge Gate to Stonehenge Close					41,000	
330B113 John St N Minor Rehabilitation - Bay St to Hughson St					120,000	
330B143 Engineering Design Isaac/John St				45,000		
330B145 Phillip St E - Bethune Dr to Sixth St			1,000,000			
Total Ward 1	30,000	242,000	1,232,500	267,000	343,000	2,114,500
Ward 2						
330B023 Narrows Rd Major Rehabilitation		549,000				
330B024 Pinetree Rd Major Rehabilitation - Pinetree Rd S-1 to Pinetree Bridge S-75	472,000					
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End		512,000				
330B054 N Muldrew Lk Rd Reconst - Indian Landing to 1323 N Muldrew Lk Rd		75,000				
330B055 Peninsula Road Reconstruction - W of N Muldrew Lk Rd to Juniper Dr				620,000		
330B057 Shady Ln Major Rehabilitation - Road 6000 to Silver Birch Rd			330,000			
330B071 Whitehead Rd Major Rehabilitation - Road 3600 to End			40,000			
330B077 Silver Birch Rd Minor Rehabilitation - Damin Rd to Pudden Rd			53,000			
330B102 Juniper Dr Reconstruction - Peninsula Rd to End					132,000	
330B114 Narrows Rd Minor Rehabilitation - Bear Bay Rd to S Sunset Bay Rd					51,000	
330B150 Pinetree Rd Bridge Repairs			225,000			
330B160 Sniders Bay Rd - Resurfacing		164,000				
Total Ward 2	472,000	1,300,000	648,000	620,000	183,000	3,223,000
Ward 3						
330B010 Graham Rd Minor Rehab - Shamrock Marina Rd to Rockcastle Rd	444,000					
330B019 Kilworthy Rd Major Rehabilitation - Overpass to Xavier St		153,000				
330B020 Kilworthy Rd Minor Rehabilitation - Goldfinch Crt to Cardinal Cres		62,000				
330B021 Kilworthy Rd Minor Rehabilitation - Cardinal Cres to Hummingbird Ln		122,000				
330B022 Kilworthy Rd Reconstruction - W. of Arthur Schultz Rd to Southwood Rd	341,000					
330B036 Baseline Rd Major Rehabilitation - Four Seasons Rd to Canning Rd		500,000				
330B042 Kilworthy Rd Major Rehabilitation - Road 7000 to Cyril Gill Dr		99,000				
330B045 N Morrison Lk Rd Reconst - Southwood Rd to 519m S of Southwood Rd		233,300				



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location

	2021	2022	2023	2024	2025	Total Over 5 years
Ward 3 (Continued...)						
330B056 Severn River Rd Major Rehab - East Severn River Rd to End			325,000			
330B058 Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St			25,000			
330B059 Cox Rd Reconstruction - Highway 11 South to End				70,000		
330B061 Goldfinch Crt Reconstruction - Kilworthy Rd to End			53,000			
330B062 Hastings Dr Major Rehabilitation - Hastings Dr to End			67,000			
330B064 Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd			600,000			
330B069 S Morrison Lk Rd Reconstruction - Cove Rd to Lorenz Rd				325,000		
330B074 Graham Rd Minor Rehabilitation - Rockcastle Rd to Bowers Ln			199,000			
330B078 S Morrison Lk Rd Minor Rehabilitation - West Lionshead Rd to Tara Ln			30,500			
330B083 Kilworthy Rd Major Rehabilitation - Cyril Gill Dr to Heron Ln				101,000		
330B084 Kilworthy Rd Major Rehabilitation - Heron Land to Starling Blvd				22,500		
330B088 Sophers Landing Rd Reconstruction - Sophers Landing Rd to End				330,000		
330B089 Sophers Landing Rd Major Rehabilitation - Mutten Meadow Ln to Nesbitt Rd				53,000		
330B090 Baseline Rd Minor Rehabilitation - Canning Rd to Sparrow Lk Rte D				300,000		
330B091 Canning Rd Minor Rehabilitation - Baseline Rd to Southwood Rd				245,000		
330B099 Heron Lane Major Rehabilitation - Kilworth Rd to End					27,000	
330B100 Jim Wood Ln Reconstruction - Southwood Rd to Jim Wood Ln					338,000	
330B103 Kilworthy Rd Major Rehabilitation - McCormick Rd to Road 7000					94,000	
330B106 Shamrock Marina Rd Reconstruction - Renee Dr to End	242,000					
330B108 Wenona Lodge Rd Reconstruction - Canning Rd to Rockwood Rd					221,000	
330B112 Graham Rd Minor Rehabilitation - Pasture Ln to Shamrock Marina Rd					21,000	
330B157 Reg Schell Rd - Surface works	303,000					
330B158 Jim Wood Lane - Southwood Rd to Green Halgh Rd		246,000				
330B165 Robinsons Bridge		280,000				
Total Ward 3	1,330,000	1,695,300	1,299,500	1,446,500	701,000	6,472,300



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Programs by Location

	2021	2022	2023	2024	2025	Total Over 5 years
Ward 4						
330B044 Merkley Rd Reconstruction - Hopkins Rd to 770m E of Hopkins Rd	337,000					
330B068 Riley Lk Rd Major Reconstruction - Fire Rte 6C to Fire Rte 6D			75,000			
330B072 Beaver Ridge Rd Minor Rehab - Sedore Rd to 228m NW of Sedore Rd			55,000			
330B080 Elzner Rd Reconstruction - Reay Rd to End				300,000		
330B085 Little Norway Ln Reconstruction - Reay Rd to End				235,000		
330B086 North Kahshe Lk Rd Major Rehabilitation - S Sunny Crest Rd to North Sunny Crest Rd				22,000		
330B087 Sam Cook Rd Major Rehabilitation - Houseys Rapids Rd to Fire Rte 20C				375,000		
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End				305,000		
330B104 N Kahshe Lk Rd Major Rehabilitation - Wigwam Lodge Rd to Negaya Dr					225,000	
330B107 Silver Lk Rd Reconstruction - Sunny Lk Rd to Chickadee Ln					477,000	
330B109 Barkway Rd Minor Rehabilitation - Thomas Rd (First Intersection) to 647m NE of Thomas Rd (First Intersection)					108,000	
330B161 Hewitt St - Resurfacing	285,000					
Total Ward 4	622,000		130,000	1,237,000	810,000	2,799,000
Ward 5						
330B031 Simpson Rd Major Rehabilitation - Bethune Dr N to End		203,000				
330B038 Brydons Bay Rd Reconstruction - Mejemi Ln to Sunny Bay Ln		285,000				
330B043 Lorne St Major Rehabilitation - Austin St To Louise St			150,000			
330B046 Wagner St Major Rehabilitation - John St N to Mary St N		70,000				
330B047 Wellington St Major Rehabilitation - Evans Ave E to Catherine St E		85,000				
330B049 Winhara Rd Major Rehabilitation - Jones Rd to Langford Dr	1,606,000					
330B063 Industrial Dr Reconstruction - Jones Rd to Progress Rd			68,000			
330B065 Mary St N Major Rehab - Farquhar St To Wagner St			24,000			
330B092 Lofty Pines Dr Minor Rehabilitation - Lofty Pines Cres to Muskoka Beach Rd				53,000		
330B093 Lofty Pines Dr Minor Rehabilitation - Muskoka Rd N to Walton Rd				45,000		
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd					103,000	
330B105 Progress Rd Major Rehabilitation - Industrial Dr to Jones Rd					355,000	
330B110 Catherine St W Minor Rehabilitation - Muskoka Beach Rd to Alexander St					24,000	
330B111 Douglas St Minor Rehabilitation - Catherine St W to Palmer Dr					87,000	
330B167 Beau Creek Bridge			150,000			
330B169 Brydons Bay Pedestrian Crossing	30,000					
Total Ward 5	1,636,000	643,000	392,000	98,000	569,000	3,338,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan

Recommended to Council

Capital Programs by Location	2021	2022	2023	2024	2025	Total Over 5 years
Information Technology						
120016 Computer & Printer Annual Replacement	30,000	30,000	30,000	30,000	30,000	
120025 Records Management - Clerks	115,000					
120029 Asset Management Software System	60,000	25,000				
241001 Bldg Dept - e-Permitting Software	31,000	26,000	26,000	26,000	26,000	
700B001 Recreation and Facility Booking Software System		90,000				
Total Information Technology	236,000	171,000	56,000	56,000	56,000	575,000
Studies & Assessments						
160B006 Fire Station/Public Works Operational Needs Assessment		40,000				
710B026 Urban Tree Assessment		70,000				
Total Studies & Assessments		110,000				110,000
Special Projects						
4123031 Community Improvement Plan	70,000	70,000	70,000			
4130001 Municipal Elections	6,000	137,500	15,000	2,500		
700B002 Recreation, Parks and Trails Master Plan			100,000			
Total Special Projects	76,000	207,500	185,000	2,500		471,000
Fleet (excluding Fire)						
335B007 Building Dept.- Pickups - Multi Yr. - 06, 30 (2021 & 2022)	44,000	44,000				
335B008 Pickups 1/2 Tons - Multi Yr. - 24, 29 (2021 & 2022)	44,000	44,000				
335B010 Tandem Axle Plow - 45 (2023)			330,000			
335B013 Single Axles - Multi Yr. - 43, 44, 46, 47 (2021 to 2024)	300,000	300,000	300,000	310,000		
335B014 Backhoe - TR13 (2025)				230,000		
335B015 Pickups 1 Tons - Multi Yr. - 20, 28 (2021 & 2023)	75,000		75,000			
335B022 Road Grader - NEW (2022)		550,000				
335B023 Lawn Tractors - LTR7, LTR8 (2024)				34,000		
335B024 Pickups 1/2 Tons - Multi Yr. - 26, 27, 07, 14 (2023 & 2024)			44,000	132,000		
335B025 Sidewalk Winter Ops Machine - TR-05 (2021)	170,000					
Total Fleet (excluding Fire)	633,000	938,000	749,000	706,000		3,026,000



Town of Gravenhurst

2021 Capital Budget & Multi-Year Plan Recommended to Council

Capital Programs by Location	2021	2022	2023	2024	2025	Total Over 5 years
Roads						
330B144 Road Needs Study	65,000					
330B151 Storm Sewer Upgrades - Estimated			1,000,000	1,500,000	4,000,000	
Total Roads	65,000		1,000,000	1,500,000	4,000,000	6,565,000
Bridges						
330B168 Bridge Study	30,000			35,000		
Total Bridges	30,000			35,000		65,000
Docks & Launches						
710B024 Turtle Lake Boat Launch Improvements	50,000					
710B033 South Morrison Landing - Improvements				200,000		
710B035 Hewitt Landing - Boat Launch Improvements		20,000				
710B036 Indian Landing - Boat Launch Improvements		30,000				
710B051 Gull Lake Rotary Park - Dock Repairs		200,000				
710B057 Ditchburn Retaining Wall - Dock Rehabilitation	100,000					
Total Docks & Launches	150,000	250,000		200,000		600,000
Wharf						
710B034 Wharf Boardwalk - Phase 2		400,000				
Total Wharf		400,000				400,000
Total Capital Programs by Location	7,458,500	7,524,300	7,748,000	8,132,000	8,019,500	38,882,300



2021 Capital Budget

Bridges

**Town of Gravenhurst
2021 Capital Budget & Multi Year Plan**

Project	330B168	Bridge Study		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Biennial Enhanced OSIM Bridge Inspection.

Project Justification
Every two years Municipalities are mandated to complete a condition assessment of their large diameter culverts and bridge structures. The purpose of these inspections is to obtain a determination of adequacy of structural elements and to forecast long-term maintenance needs.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	30,000			35,000		65,000
	30,000			35,000		65,000
Expenditures Total	30,000			35,000		65,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	30,000			35,000		65,000
	30,000			35,000		65,000
Funding Total	30,000			35,000		65,000



2021 Capital Budget

Cemeteries

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	550B009	St. James Cemetery - Perimeter Fencing		
Department	Cemeteries			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Installation of 200 metres of ornamental fencing; 1 (ornamental) man gate; 2 (ornamental) double gates; 100 m of chain link.

Project Justification
<p>A significant portion of perimeter fencing is now at the end of its useful life cycle beyond that which could be adequately addressed through routine maintenance. Many sections have either deteriorated, have been breached and/or are showing signs of complete failure. This is not only inappropriate for security of the cemetery, but also for maintaining visual aesthetics.</p> <p>Originally approved in 2019 (710B019 - \$30,000), current quotes procured reflect a higher cost to perform this work from what was originally expected. Cost identified represents the anticipated full cost to replace perimeter fencing (where required).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	45,000					45,000
	45,000					45,000
Expenditures Total	45,000					45,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	45,000					45,000
	45,000					45,000
Funding Total	45,000					45,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	550B008	Lakeview Cemetery - Perimeter Fencing		
Department	Cemeteries			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Installation of 310 metres of ornamental fencing; 3 double gates (ornamental); 1 man gate (ornamental); 400m of chain link.

Project Justification
<p>A significant portion of perimeter fencing is now at the end of its useful life cycle, beyond that which could be adequately addressed through routine maintenance. Many sections have either deteriorated, have been breached and/or are showing signs of complete failure. This is not only inappropriate for security of the cemetery, but also for maintaining visual aesthetics.</p> <p>Originally approved in 2019 (710B018 - \$50,000), current quotes procured reflect a higher cost to perform this work from what was originally expected. Cost identified represents anticipated the full cost to replace perimeter fencing (where required).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	72,000					72,000
	72,000					72,000
Expenditures Total	72,000					72,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	72,000					72,000
	72,000					72,000
Funding Total	72,000					72,000



2021 Capital Budget

Facilities

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	770B009	Discovery Centre Outside Decking Replacement		
Department	Discovery Centre			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Rob Funston			

Project Description
Replace the decking/railing system around the exterior of the Discovery Centre.

Project Justification
The boardwalk around the exterior of the Discovery Centre is at the end of its useful life and is becoming a safety concern. The boards are rotting and there are holes. The warped boards also create a trip hazard. The railing is in disrepair and does not meet code.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	20,000					20,000
	20,000					20,000
Expenditures Total	20,000					20,000
Funding						
Reserve Funds						
Tfr.from-Facilities	20,000					20,000
	20,000					20,000
Funding Total	20,000					20,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	770B011	Discovery Centre Humidifier		
Department	Discovery Centre			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Replacement of humidifiers at the Discovery Centre.

Project Justification
<p>Simcoe Benchmark is recommending the replacement of both Discovery Centre humidifiers over the next two years. The unit recommended for replacement this year is experiencing intermittent faults and unexplainable faults throughout 2018 and 2019. The overall condition of the unit is poor and its age is in-line with the estimated life cycle of similar equipment. If not replaced in 2020, failure of this unit is imminent and the cost of replacement due to emergency circumstances would be inflated.</p> <p>Properly controlled humidification enhances occupant health and comfort and helps preserve building materials and furnishings. Humidified spaces feel warmer and are more comfortable for occupants, especially in cold climates where heating systems run frequently. Humidification also improves indoor air quality and because bacteria and viruses thrive in dry air, it is necessary for the health and safety of staff and patrons that these units perform properly.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	22,500					22,500
	22,500					22,500
Expenditures Total	22,500					22,500
Funding						
Reserve Funds						
Tfr.from-Facilities	22,500					22,500
	22,500					22,500
Funding Total	22,500					22,500

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	160B003	Fire Halls 1, 2,3 - Interior Painting/Exterior Painting		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

Project Description
Firehall #2 and Firehall #3 interior painting. Fire Headquarters and Firehall #3 exterior painting.

Project Justification
Environmental conditions have caused significant deterioration to the paint which protects the structure from outside elements. Without rectifying the present situation further damage will occur and the risk of structural damage will increase. The interior walls have visible damage with scuff marks and dents that will require repair and then paint.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr. from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	7901B004	Opera House Window Replacement		
Department	Opera House Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build our Cultural Capital: Valuing our cultural and heritage assets			
Project Manager	Rob Funston			

Project Description
Replace wooden-framed windows to energy-efficient vinyl framed windows, while taking into consideration that the Opera House is a heritage building. Painting and repair is required on the theatre stained glass windows.

Project Justification
As identified in the Town's Asset Management Plan, the wood frame single glazed windows in the Opera House Trillium Court need to be replaced with double pane energy-efficient vinyl windows. The existing window frames are deteriorating which will worsen and begin to create opportunities for internal or external structural damage to occur.
In the theatre itself, the stained glass windows will remain, but there is extensive work required outside in regards to the exterior frame, along with the brick mold. Once the repairs are completed, priming and painting will complete the outside work. Similar work will be required in stairwells and front lobby windows.
Replacing the existing windows will reduce energy loss and help in reducing energy costs. The Town of Gravenhurst is committed to becoming more energy-efficient.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	7901B009	Opera House Interior Painting		
Department	Opera House Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build our Cultural Capital: Valuing our cultural and heritage assets			
Project Manager	Rob Funston			

Project Description
Gravenhurst Opera House interior repainting as identified in the Asset Management Plan.

Project Justification
The Opera House is an essential historical asset of the Town of Gravenhurst that has been a focal point for many residents and visitors for entertainment and a great source of pride for well over 100 years. It was built in 1901 and substantially rebuilt in the early 1990's. Since those renovations, the interior walls have seen a great deal of wear and tear over the years. This includes scuff marks, dents in the drywall, along with surface cracks in areas throughout the theatre, which require minor repairs. There are other areas that necessitate extensive work to address more significant damage that has transpired. High quality washable paint would extend the life of the interior walls and provide a clean, professional appearance for patrons of the Opera House.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	7901B005	Opera House Floor Upgrades		
Department	Opera House Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Rob Funston			

Project Description
Replacement of the existing hardwood flooring in the seating area of the theatre. The carpet runners from the back of the theatre leading to the front of the stage, along with the carpet on the stairs leading to the theatre is also in need of replacement.

Project Justification
<p>The Gravenhurst Opera House is one of Muskoka's most adored buildings and will be celebrating 120 years of operation in March of 2021. This iconic building is a pleasant reminder of Gravenhurst rich history and is a cultural landmark for theatre history in Canada.</p> <p>With major renovations occurring almost 30 years ago, the condition of the floor in the theatre has become a safety concern to staff and patrons of the theatre. Replacement of the floor will ensure that the general safety of all individuals that access these areas is maintained and will help to limit any liabilities that could arise if this project does not move forward.</p> <p>The carpet in the theatre and the stairs leading the stairwell and on the landings will also be replaced as part of the project.</p> <p>The aisle lighting will be replaced jointly with the repairs of the flooring / carpet in the theater due to the fact that the existing lighting is currently beneath the floor.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	160,000					160,000
	160,000					160,000
Expenditures Total	160,000					160,000
Funding						
Reserve Funds						
Tfr.from-Facilities	160,000					160,000
	160,000					160,000
Funding Total	160,000					160,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	3001B005	Public Works Structure		
Department	Public Works Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan				
Project Manager	Rob Funston			

Project Description
As identified in an assessment of the Public Works Building, repair the significantly structural deterioration and identified damage of eight areas in the building.

Project Justification
<p>A structural inspection of the Public Operations Centre was conducted by Kieffer Engineering in August of 2020. A detailed report with recommendations was forwarded to the Facilities Division for review. There are eight areas identified to have extensive deterioration and/or damage, that have been recommended for repair to maintain a structurally-sound and safe building.</p> <p>Block disintegration is the prevalent problem in the building. The damaged block surfaces need to be cleaned from all loose material and then patched with a suitable repair mortar such as Cipadite Gel 15 by CPD Fastcrete O.H. All block surfaces exposed to salt must then be coated with a sealant such as Intraguard by Sealtight.</p> <p>All vertical cracks in block must be cleaned out and filled with an epoxy based product such as Cipadite Gel 15 by CPD. Mortar joints that need repair must be cleaned out and packed with a high strength type S mortar.</p> <p>The existing basement walls need to be waterproofed. This can be accomplished by excavating along the basement and applying a waterproofing membrane. If the existing weepers need repair, then they must be replaced. Final exterior grading is to slope away from the building to prevent possible water migration in the future.</p> <p>Currently, the existing mezzanine isn't being used. If the floor is to be occupied in the future, then the joists must be properly supported at the block walls by installing 2" X 4" stud walls. The joists must be fastened to the middle wood beam with face-mounted joist hangers. Stairs and guards are to be upgraded to be OBC-compliant.</p> <p>The Town's CBO received a copy of the report and recommendation from Kieffer Engineering and agrees with their findings.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	200,000					200,000
	200,000					200,000
Expenditures Total	200,000					200,000
Funding						
Reserve Funds						
Tfr.from-Facilities	200,000					200,000
	200,000					200,000
Funding Total	200,000					200,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	160004	Facility Furnace Replacements		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

Project Description
Replacement of aging furnaces/secondary heat sources at multiple facilities.

Project Justification
Based on a recent evaluation by the Towns HVAC Service Contractor of the following furnaces: 2021 - Fire Headquarters - rooftop unit 2021 - Library Furnaces at these locations are due for replacement as a result of being at the end of their useful life cycle. Failures have occurred frequently at these locations. When necessary, minor repairs have been made.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	23,500	23,000				46,500
	23,500	23,000				46,500
Expenditures Total	23,500	23,000				46,500
Funding						
Reserve Funds						
Tfr.from-Facilities	23,500	23,000				46,500
	23,500	23,000				46,500
Funding Total	23,500	23,000				46,500

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	160B012	Centennial Centre/YMCA TPO Roof Repair		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

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

Project Justification
Thermoplastic Olefin (more commonly known as TPO) roofing system is a single ply roofing membrane that is a fairly new product in relation to more conventional roof treatments. The seams of the roof are heat welded together and are very prone to weathering, especially from heat and solar loading. The material is not overly durable and is susceptible to punctures. Disadvantages of the product are evident and appear over the section of TPO roof that overlaps both the Centennial Centre and YMCA. Minuscule punctures that are not visible to the naked eye are allowing water to migrate into the building. This action is causing minor interior damage including water staining on walls, ceilings and fixtures. There are a few seams which have also separated from expansion and contraction.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	15,000	15,000	15,000			45,000
	15,000	15,000	15,000			45,000
Expenditures Total	15,000	15,000	15,000			45,000
Funding						
Reserve Funds						
Tfr.from-Facilities	15,000	15,000	15,000			45,000
	15,000	15,000	15,000			45,000
Funding Total	15,000	15,000	15,000			45,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	780102	Library - Interior Enhancements		
Department	Library Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Replace stationary bookshelves on the first floor of the library with mobile units while also simultaneously replacing the carpet and refreshing/upgrading the interior paint on the first and second floors. Over the following three years, replace the furniture in the public and staff areas and update the second floor shelving.

Project Justification
<p>The Gravenhurst Public Library was built in 2000. Most of the furnishings throughout the library are original to the building and show their age. The carpet is worn and presents a trip hazard and the walls require a fresh coat of paint.</p> <p>Replacement of stationary bookshelves with mobile shelving units on the first floor of the library will allow for more adaptable programming space and flexibility for special events. The current configuration is awkward and presents difficulty for groups larger than 35. With movable shelves, the space can be configured for better use.</p> <p>2021 - Most of the furnishings in the public areas of the library are original to the building and have received heavy use over the past 20 years. The tables have scratched surfaces and legs and the chair upholstery is looking worn. Public workstations and other equipment will also require replacement.</p> <p>2022 - Furnishings in the staff workroom, staff lunchroom, children's programming area and CEO's office are also original to the building. These furnishings can be used in a future expanded space.</p> <p>2023 - Replacement and the addition of bookshelves on the second floor with more up-to-date and flexible shelving units for better use of space.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	45,000	40,000	70,000			155,000
	45,000	40,000	70,000			155,000
Expenditures Total	45,000	40,000	70,000			155,000
Funding						
Reserve Funds						
Tfr.from-Facilities	45,000	40,000	70,000			155,000
	45,000	40,000	70,000			155,000
Funding Total	45,000	40,000	70,000			155,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	160B001	Unidentified Capital Expenditures Fund		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Annual Contingency Fund for Unexpected Capital Expenditures.

Project Justification
<p>Even with the aid of a Corporate Asset Management Plan and supporting studies in place, particularly with facilities, Capital needs can be unpredictable. Prior to 2018, unplanned expenditures necessitated the need to defer planned capital, thereby delaying corporate asset replacement/rehabilitation strategies.</p> <p>As part of the 2018 Capital Budget, a proactive fund was established to help with addressing unplanned expenditures which was fully utilized. The fund allowed the Town to continue with its Council-approved Capital Program while addressing emergency unplanned needs at the Municipal Office, Gull Lake Snackbar, Centennial Centre and the Wharf.</p> <p>In 2020, some examples of unexpected/unplanned Capital expenditures were Cat 5 elevator testing at the Terence Haight Carnegie Arts Centre and a structural wall repair at Fire Hall Headquarters.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	95,000	100,000	100,000	100,000		395,000
	95,000	100,000	100,000	100,000		395,000
Expenditures Total	95,000	100,000	100,000	100,000		395,000
Funding						
Reserve Funds						
Tfr.from-Facilities	95,000	100,000	100,000	100,000		395,000
	95,000	100,000	100,000	100,000		395,000
Funding Total	95,000	100,000	100,000	100,000		395,000



2021 Capital Budget

**Furniture, Fixtures
& Equipment**

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	7901B013	Opera House - Theatre Seat Repair & Recovering		
Department	Opera House Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan				
Project Manager	Rob Funston			

Project Description
Theatre seat recovering and repairs to wooden backs.

Project Justification
<p>Built in 1901, the Opera House is an essential historic asset. It has been 30 years since its last major renovation. The original theatre seats were refurbished at the time of the 1991 renovation, with the assistance of a community fundraising campaign.</p> <p>There are a total of 300 theatre seats that will first need to be disassembled before new foam can be installed on the top, bottom, and backs on each seat. The chairs will then be re-upholstered. The wooden backs of the chairs will either need to be repaired or replaced, after which they will be re-stained.</p> <p>The seats have sustained a great deal of wear over the last 30 years and are becoming unsightly in appearance and in some cases unsafe. Many seats have split or broken wooden backs, causing snags and splinters as well as rips in the fabric itself which is not fitting for an important heritage asset. This is a labour intensive project and must be completed by skilled craftsmen and executed carefully given the age of the seats.</p> <p>Understanding that these seats must be removed for repair, coordinating this project with the flooring replacement makes the most financial sense.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	125,000					125,000
	125,000					125,000
Expenditures Total	125,000					125,000
Funding						
Reserve Funds						
Tfr.from-Facilities	125,000					125,000
	125,000					125,000
Funding Total	125,000					125,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	160013	Furniture Replacement Program		
Department	3-5 Pineridge Gate			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Furniture replacement program is a multi-year endeavor for Town facilities to update aging office furniture. Over the next few years, the program will focus on the needs of the Municipal Office and health and safety needs in all Town facilities as they arise.

Project Justification
<p>The furniture presently in use in Town Facilities consists of different types of chairs and work stations from different points in time. The furniture is aging and in some cases, damaged. Also, staff furniture is often not ideal or ergonomically sound with the potential for future longer-term health issues. There has never been a program in place to replace old furniture (particularly chairs) in a proactive manner. Health and Safety issues have been addressed on a one-off basis subject to individual department budget availability.</p> <p>This program allows the Facilities team to identify and address furniture-related gaps as well as work with Human Resources to address health and safety concerns as they arise. Over a period of time it will ensure a safe, professional environment for staff, Council, and visitors to Town facilities.</p> <p>For example, the average life expectancy of an office chair, is 10 years. A high percentage of the Town's office chairs and work stations are well over 15 years-old.</p> <p>Taking into account statutory holidays, vacation and sick days, the total number of work days in a year is between 220 and 230 days. This translates to 2200-2300 working days over a 10-year period. Using these numbers, the average cost to replace an office chair is approximately 27 cents per day.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	25,000	25,000	25,000	25,000		100,000
	25,000	25,000	25,000	25,000		100,000
Expenditures Total	25,000	25,000	25,000	25,000		100,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	25,000	25,000	25,000	25,000		100,000
	25,000	25,000	25,000	25,000		100,000
Funding Total	25,000	25,000	25,000	25,000		100,000



2021 Capital Budget

Fire & Emergency Services

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	210016	Fire - Equipment Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Larry Brassard			

Project Description
The replacement of aging departmental equipment (portable generators, rescue saws, gas detection, portable pumps, etc).

Project Justification
<p>The replacement of aging portable equipment used in emergency operations is necessary due to equipment life cycling. This type of equipment is essential to deliver the types of emergency services authorized by Town Council under the Department's scope of duties and services.</p> <p>Portable generators are necessary to power hand tools (saws, lighting, etc); portable pumps are necessary to draw water from static water sources (ponds, rivers, lakes, etc.) in rural locations where no fire hydrants exist. Specialized gasoline-powered or electric equipment such as rotary saws for cutting metal, concrete and roofing materials exceed "contractor grade" equipment and bear corresponding price premiums.</p> <p>Large fans used to exhaust smoke from a building (or Carbon Monoxide under the necessary circumstances); rescue stretchers; portable extrication equipment for freeing persons trapped as a result of motor vehicle collisions; lighting equipment for night-time emergencies (a firefighter safety imperative); ladders; and specialized water/ice rescue equipment are but some of the large equipment needs of the Department.</p> <p>The inventory of these larger but portable pieces of equipment can be expensive and the transition of some of this more expensive equipment from the operating budget to the capital budget is deemed prudent to align with asset management and public sector accounting principals (PSAB).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	20,000	20,000	25,000	25,000	25,000	115,000
	20,000	20,000	25,000	25,000	25,000	115,000
Expenditures Total	20,000	20,000	25,000	25,000	25,000	115,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	20,000	20,000	25,000	25,000	25,000	115,000
	20,000	20,000	25,000	25,000	25,000	115,000
Funding Total	20,000	20,000	25,000	25,000	25,000	115,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	210017	Fire - Hose Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Larry Brassard			

Project Description
The replacement of aging departmental fire hose (1.75", 2.5", 4", and forestry specific hose).

Project Justification
<p>Hose is a rudimentary tool in the firefighters cache of equipment. Moving water from a static water source such as a pond or lake, or from a pressurized source such as a fire hydrant, and then onto a fire requires reliable hose of good quality to ensure efficient and safe operations. Hose of poor quality, improperly maintained, or is simply beyond its life cycle can burst unexpectedly placing crews in danger if they are operating inside a building and can compromise efficient fireground operations. Hose is available in differing sizes (diameters) depending on the application. For residential fire attack purposes, 45mm (1 3/4") is the accepted "standard" throughout North America. For commercial, institutional and industrial applications, 65mm (2 1/2") hose is the standard, and for water supply operations 100mm (4") is utilized by most contemporary fire services. Fire hose is provided in lengths of either 15M (50') or 30M (100'). Note: the Department also utilizes smaller diameter (25mm/1") hose for forestry applications.</p> <p>The Department has a robust hose testing and maintenance program designed to prolong the life of the hose currently in service. This is comprised of the physical inspection and pressure testing of each length of hose every two years. The Department does not have a replacement program for hose currently and the establishment of this capital project will correct this deficiency. The current stock of hose is diminishing as a result of usage and testing, and the procurement of hose in the past has been done in a piecemeal and haphazard fashion. The hose replacement program will afford the Department the opportunity to properly inventory, label and track hose replacement needs in the future.</p> <p>Note: The department has in excess of 6000m/20,000 feet of hose as part of its inventory and this ongoing procurement practice will allow the Department to update small attack lines on our primary attack pumpers as an initial phase of this project (estimated to take 2+ years), and permit the replacement of 65mm and 100mm hose on an "as required" basis going forward - years 3-5 and beyond).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	20,000	20,000	20,000	20,000	20,000	100,000
	20,000	20,000	20,000	20,000	20,000	100,000
Expenditures Total	20,000	20,000	20,000	20,000	20,000	100,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	20,000	20,000	20,000	20,000	20,000	100,000
	20,000	20,000	20,000	20,000	20,000	100,000
Funding Total	20,000	20,000	20,000	20,000	20,000	100,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	210B004	Pumper Rescue Truck		
Department	Fire Department			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Larry Brassard			

Project Description
Replacement of 20 year-old Pumper Rescue.

Project Justification
<p>Replacement of vehicle per FES Fleet Replacement Cycle. The vehicle is the primary response apparatus for all motor vehicle collisions and specialized rescues within the municipality. As a "pumper rescue", this is a more specialized vehicle with a number of built-in features including a light tower, a hydraulic generator, specialized foam equipment, and a larger than normal water tank. In addition, it carries a wide variety of portable rescue equipment including the departmental "Jaws of Life". The vehicle also serves as a backup pumper at Fire Station 1.</p> <p>The current 20 year-old pumper rescue has become less reliable with unbudgeted repairs and there has been a degradation in pumping capacity during the required annual ULC pump testing. Once a pumping truck reaches 20 years of age, insurance underwriters no longer recognize its contribution to the fire protection ratings of a community. The replacement of this vehicle is imperative to maintaining the existing capacity and efficiency of the FES fleet.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	750,000					750,000
	750,000					750,000
Expenditures Total	750,000					750,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	750,000					750,000
	750,000					750,000
Funding Total	750,000					750,000



2021 Capital Budget

Fleet

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	335B008	Pickups 1/2 Tons - Multi Yr. - 24, 29 (2021 & 2022)		
Department	Fleet			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Multi-year replacement program of light duty pick-up trucks (half tons) as identified.

Project Justification
<p>These vehicles are used for a variety of daily activities within Public Works and Parks Operations. Activities include but are not limited to: pothole patching, parks operations, garbage pick-up, brush cutting, beaver dam removal, sign maintenance, roads patrol, towing equipment to work sites (i.e. lawn equipment), and investigating work requests. These trucks are used year round. All of these vehicles have well exceeded their lifespan (of 7 years) as identified in the AMP. All of these vehicles show a multitude of issues, including electrical; structural (major corrosion); mechanical etc. To ensure MTO compliance, costs to maintain these vehicles increases annually. Some of the vehicles are at risk of meeting the 'out of service' as per MTO criteria. Breakdowns to these vehicles have become more frequent, which impacts the burden on other units used. Failure to replace these vehicles will negatively impact the Level of Service as it may simply result in work not getting done or getting done in a timely manner.</p> <p>1. 2021 - Truck 05-24 (218,000 kms as of Oct. 2020). This 2005 Ford F150 1/2 ton pick-up was scheduled for replacement in 2012 (AMP).</p> <p>2. 2022 - Truck 07-29 (134,000 kms as of Oct. 2020). This 2007 Chevrolet Silverado 1/2 ton pick-up was scheduled for replacement 2014(AMP).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	44,000	44,000				88,000
	44,000	44,000				88,000
Expenditures Total	44,000	44,000				88,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	44,000	44,000				88,000
	44,000	44,000				88,000
Funding Total	44,000	44,000				88,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	335B015	Pickups 1 Tons - Multi Yr. - 20, 28 (2021 & 2023)		
Department	Fleet			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
Multi-year replacement of three (3) one-ton dump pick-up trucks.

Project Justification
<p>These vehicles are used in both Parks and Roads Operations for a number of activities including garbage pick-up, pothole patching, parks maintenance, debris clean up, and Wharf maintenance. This truck is used year-round.</p> <p>Due to the age of the equipment, it has become increasingly more difficult to source parts. The equipment is no longer deemed as reliable. The frequency of downtime also makes it difficult to schedule work and places a higher demand on the remaining like-vehicles, thereby resulting in the inability for those vehicles to be properly maintained. Failure to replace these vehicles will place the Town at risk as it will impact the Town's ability to perform work in Parks and Roads in a manner consistent with its Standard Operating Procedures and/or regulatory requirements (i.e. 239/02), as key tasks (i.e. filling potholes, garbage pick-up, etc.) may not be completed, or may be delayed in being completed.</p> <p>1. 2020 - Truck 04-25 (248,000 kms as of Oct. 2020). This Ford 1-ton was scheduled for replacement in 2014 (AMP). This 17-year-old vehicle (as of 2020) has significant corrosion and mechanical issues. It costs approximately \$7,000 annually to operate.</p> <p>2. 2021 - Truck 03-20 (140,000 kms as of Oct. 2020). This 2003 GMC 1-ton was scheduled for replacement in 2013 (AMP). This unit is relied on heavily by Parks and Roads. This 17 year-old vehicle (as of 2020) has significant corrosion and mechanical issues. It costs approximately \$7,000 annually to operate.</p> <p>3. 2023 - Truck 08-28 (143,000 kms as of Oct. 2020). This 2008 Dodge Ram 1-ton was scheduled for replacement in 2018 (AMP). This unit is heavily relied on for Parks and Roads Operations. This 13-year-old (as of 2021) vehicle has significant corrosion and mechanical issues. It costs approximately \$10,000 annually to operate.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	75,000		75,000			150,000
	75,000		75,000			150,000
Expenditures Total	75,000		75,000			150,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	75,000		75,000			150,000
	75,000		75,000			150,000
Funding Total	75,000		75,000			150,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	335B025	Sidewalk Winter Ops Machine - TR-05 (2021)		
Department	Fleet			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Replacement of one sidewalk (winter operations) machine.

Project Justification
TR00-05 has logged over 6000 hours as of Oct. 2020. Manufactured in 2000, this machine is now 20 years old (as of 2020) and is well past its scheduled replacement of 2010 (as per AMP).
This unit is not dependable, lacks required technology and has significant corrosion and mechanical issues. Due to its age, it is difficult to source parts. This machine is frequently out of service, which means the Town has no additional equipment to draw upon. The Town winter maintains approximately 23 km of sidewalk, and in order to ensure the required Level of Service is maintained it is critical that the Town have dependable equipment to conduct such tasks.
Failure to replace this unit puts the Town at high risk. If the unit is not replaced, the Town is at high risk of not being able to plow the sidewalks in a manner consistent with the regulatory requirements (On Reg 239/02) and could also result in a higher number of "slip and fall" claims.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	170,000					170,000
	170,000					170,000
Expenditures Total	170,000					170,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	170,000					170,000
	170,000					170,000
Funding Total	170,000					170,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	335B013	Single Axles - Multi Yr. - 43, 44, 46, 47 (2021 to 2024)		
Department	Fleet			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Caroline Kirkpatrick			

Project Description
<p>Multi-year replacement of 4 (four) Single Axle Plow Trucks including plow, harness and wing, winter material spreading unit and float trailer towing capabilities.</p> <p>Failure to replace these trucks would place the Town at risk as it will result in either the Level of Service not being met in accordance to regulatory requirements and/or place higher demands on the remaining vehicles, leading to the inability to perform preventative maintenance on those other vehicles – leading to higher costs down the road.</p>

Project Justification
<p>Although these units are used year-round, the primary use is for winter operations (plowing and spreading winter abrasives). They are also used in the summer to haul road construction materials including, but not limited to, aggregate, culverts and asphalt products. These trucks have experienced ongoing mechanical and electrical issues as well as corrosion. These vehicles are complex to diagnose and repair as lighting and electrical controls are all computerized and out-of-date. This requires the vehicle to be taken to a dealer for diagnosis, which not only adds to both cost and downtime, but also poses scheduling issues.</p> <p>1. 2021 - TR09-46 Sterling Single Axle (Salt Truck) with approx. 110,000 kms. (as of Oct. 2020) Manufactured in 2009, this single axle vehicle is scheduled for replacement in 2020 (AMP). The annual maintenance cost is approximately \$19,000. This vehicle is a dedicated 'salt route' truck hence has prolonged exposure to corrosive material (salt) and therefore has largely contributed to premature degradation of electrical and metal components and the overall structural integrity of the vehicle.</p> <p>2. 2022 - Truck 05-43 Sterling Single Axle with approx. 163,000 kms. (as of Oct. 2020). This single axle truck will be 16 years old in 2021, and was scheduled for replacement 2016 (AMP). Annual maintenance cost \$15,000.</p> <p>3. 2023 - Truck 06-44 Freightliner Single Axle with approx. 152,000 kms. (as of Oct. 2020). This single axle vehicle will be 15 years old in 2021, and was scheduled for replacement 2017 (AMP). Annual maintenance cost \$16,500.</p> <p>4. 2024 -Truck 09-47 Sterling Single Axle with approx. 119,000 kms. (as of Oct. 2020) This single axle vehicle is schedule for replacement in 2020 (AMP).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	300,000	300,000	300,000	310,000		1,210,000
	300,000	300,000	300,000	310,000		1,210,000
Expenditures Total	300,000	300,000	300,000	310,000		1,210,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment				310,000		310,000
Tfr.from-Community Reinvestment	300,000	300,000	300,000			900,000
	300,000	300,000	300,000	310,000		1,210,000
Funding Total	300,000	300,000	300,000	310,000		1,210,000



2021 Capital Budget

Information Technology

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	120016	Computer & Printer Annual Replacement		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Theresa Trott			

Project Description
Funds the replacement of computers, printers and other hardware/software related to day-to-day systems and technology infrastructure.

Project Justification
Computers are replaced currently on a five year replacement cycle and over the past number of years we have worked with District IT to ensure our UPS systems, printers and connectivity-related infrastructure are kept up-to-date in a timely manner. This program minimizes data loss, downtime and subsequent customer service-related challenges related to technology failure.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Expenditures Total	30,000	30,000	30,000	30,000	30,000	150,000
Funding						
Reserve Funds						
Tfr.from-Information System &	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	30,000	30,000	30,000	30,000	30,000	150,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	241001	Bldg Dept - e-Permitting Software		
Department	Building Inspection			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andy Jones			

Project Description
e-permitting software

Project Justification
<p>An e-permitting software will reduce the time spent on incomplete applications as the software does not allow submission unless they are complete. The software walks the applicant through the application process so the proper information is provided. The applicant can see where their application is in our system at any time and add information that may be required to issue the permit.</p> <p>When the application is in the system and issued our inspectors can access the drawings and specifications while they are on site on a laptop or tablet. This will eliminate the need for taking a file out of the office. Our inspector can input the inspection results into the software on site and e-mail the report to the applicant.</p> <p>An e-permitting software system will make the department more efficient and will reduce the number of people that we come into contact with every day.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	31,000	26,000	26,000	26,000	26,000	135,000
	31,000	26,000	26,000	26,000	26,000	135,000
Expenditures Total	31,000	26,000	26,000	26,000	26,000	135,000
Funding						
Building Permit Reserve						
Tfr.from-Building Permit	31,000	26,000	26,000	26,000	26,000	135,000
	31,000	26,000	26,000	26,000	26,000	135,000
Funding Total	31,000	26,000	26,000	26,000	26,000	135,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	790B006	Opera House Camera, Streaming Equipment and Monitors		
Department	Opera House			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build our Cultural Capital: Valuing our cultural and heritage assets			
Project Manager	Krista Storey			

Project Description
Purchase and installation of streaming equipment including a camera for the theatre, monitors throughout the building (to allow for streamed or recorded programming opportunities and assist with back stage and front of house operations), as well as digital marketing opportunities.

Project Justification
<p>This project has been moved forward from 2023 in order to provide virtual programming opportunities in the theatre in order to compensate for COVID-19 capacity restrictions. This project includes the purchase of streaming equipment including a camera for the theatre and the installation of monitors throughout the building. This will allow the opportunity to stream live events and/or record performances/events for upload as well as help monitor activity on stage for back stage and front of house purposes. Monitors will also be placed throughout the building (dressing rooms, lobby, Trillium Court, outside theatre doors) to view activity on stage for safety and security and traffic flow on and off stage and into the theatre during performances. These monitors would also be utilized for digital marketing purposes.</p> <p>*A Cultural Spaces grant application has been submitted to the Department of Canadian Heritage in the amount of approximately \$25,000 for streaming equipment.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	40,000					40,000
	40,000					40,000
Expenditures Total	40,000					40,000
Funding						
Reserve Funds						
Tfr.from-Information System &	40,000					40,000
	40,000					40,000
Funding Total	40,000					40,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	7201B012	Centennial Centre / YMCA Security Camera System		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2021	
Strategic Plan				
Project Manager	Rob Funston			

Project Description
Installation of a Security Camera System around the outside perimeter of the Centennial Centre and YMCA that includes additional cameras at main entrances, and the main street corridor between the arena and YMCA.

Project Justification
<p>Over the last few years there has been an increase of vandalism at the Centennial Centre and the YMCA. This has been an ongoing issue, but there seems to have been an upsurge in 2020. Although things like graffiti is a nuisance, the more concerning issues are things like physical damage to the building (broken windows, damaged equipment, etc.). There have been three small fires in a couple different locations recently, and evidence that individuals are climbing up on the roof of the building. There has also been some reported damage to vehicles in the past few years.</p> <p>With all signs suggesting that these situations will continue to increase, it has been recommended by the Police Department that the Town move towards a security camera system being installed. This will not only help in discouraging individuals from this undesired behaviour, but would provide a means for the police to investigate incidents that occur on that property, and also identify and prosecute the perpetrators. The installation of this system will also help improve the safety and security of staff and patrons / visitors to that facility.</p> <p>Recognizing there is a significant cost for this recommendation, the costs that could occur for future damage or possible liability claims far outweigh this investment.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Facilities	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	120029	Asset Management Software System		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Theresa Trott			

Project Description
Implementation of Asset Management software that will store information related to all Town assets in a manner that can be updated and maintained by Infrastructure Services and the Finance team. The data from this software will also inform capital asset accounting for the Town's financial statements in accordance with PSAB (Public Sector Accounting Board) regulations.

Project Justification
<p>This project is in the vendor selection stage of the RFP process that is being led by District IT for the selection of an appropriate software tool. The implementation will take place in 2021 and will be led by Finance.</p> <p>The Asset Management Plan presented to Council in 2017 identified \$175 million in Town-owned assets in a number of categories. The larger categories include Roads (\$106 million), Bridges (\$6.8 million), Facilities (\$35 million), Vehicles (\$6.1 million) and Machinery & Equipment (\$4.5 million). The Asset Management software will be a data repository for all the valuable data we have on these assets. Future integration with the Operations Management System (OMS) will allow staff to make changes to these assets (repairs, replacements, renovations, etc.) and to maintain a proactive, multi-year Asset Management Plan. The Asset Management software will also be a source for reporting on additions, disposals, replacement costs, and for providing important financial information required for development of the Capital Budget and Multi-Year Plan.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	60,000	25,000				85,000
	60,000	25,000				85,000
Expenditures Total	60,000	25,000				85,000
Funding						
Reserve Funds						
Tfr.from-Information System &	42,000	17,500				59,500
	42,000	17,500				59,500
Reserves						
Tfr.from-Tax Stabilization	18,000	7,500				25,500
	18,000	7,500				25,500
Funding Total	60,000	25,000				85,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	120025	Records Management - Clerks		
Department	Legislative			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Kayla Thibeault			

Project Description
EDRMS stage three of the comprehensive records management program initiated in 2015. This phase involves the procurement and implementation of a comprehensive EDRMS with the Records Consortium as a continuation of the overhaul of the physical and electronic records program from the municipality.

Project Justification
An EDRMS program is a comprehensive software program that manages information throughout its life cycle regardless of its media or format. Users can access municipal information and records from their systems quickly and efficiently. The EDRMS offers a platform that is secure, controls versions and has a comprehensive audit function. It will improve business process, the overall cost of doing business and improve productivity.
Records management is a fundamental and legislated requirement of the municipality. An efficient records management program ensures security of documents and the corporation's history, and assists as a crucial component of all risk management activities. Long-term benefits of the program include expedient access to records, enhanced customer service and physical space savings. The implementation of the EDRMS will assist in achieving these goals.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	110,000					110,000
	110,000					110,000
Material/Equipment/Labour						
Material & Supplies	5,000					5,000
	5,000					5,000
Expenditures Total	115,000					115,000
Funding						
Reserve Funds						
Tfr.from-Information System &	80,500					80,500
	80,500					80,500
Reserves						
Tfr.from-Tax Stabilization	34,500					34,500
	34,500					34,500
Funding Total	115,000					115,000



2021 Capital Budget

Parks

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710B031	Picnic Table Multi Yr. Replacements		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Multi-year replacment strategy for aging picnic tables.

Project Justification
As picnic tables become worn out replacements are necessary. This is an annual program to ensure an adequate supply of picnic tables are available for use within the Town's municipal parks and for the purpose of community events.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	5,500	6,000	6,500	7,000	7,500	32,500
	5,500	6,000	6,500	7,000	7,500	32,500
Expenditures Total	5,500	6,000	6,500	7,000	7,500	32,500
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	5,500	6,000	6,500	7,000	7,500	32,500
	5,500	6,000	6,500	7,000	7,500	32,500
Funding Total	5,500	6,000	6,500	7,000	7,500	32,500

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710B015	Kinsmen Park - Playground Equipment & Fibremat		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Replacement of the existing playground equipment at Kinsmen Park, complete with the installation of a Fibremat.

Project Justification
<p>The existing structure is showing severe signs of use and safety is beginning to become an issue. The current asset was built in 1997 with an expected life span of 20 years.</p> <p>Furthermore, this playground structure is of an older vintage and should be replaced to reflect current CAN/CSA and AODA standards and best practices. Enhancements will be selected based on an all-inclusive environment whereby eliminating physical barriers and meeting the needs of a broad range of user groups.</p> <p>The amount identified is a "top-up" amount, as the quotes that came in for 2020 were higher than original cost estimates used to derive the 2020 capital initiative (710B015 - \$70,000), due to higher material costs as a result of Covid-19.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Development Charges						
Tfr.from-Development Charges	13,500					13,500
	13,500					13,500
Parkland Dedication						
Tfr.from-Parkland	1,500					1,500
	1,500					1,500
Funding Total	15,000					15,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710B060	Greavette St Boulevard Rehabilitation		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan				
Project Manager	Andrew Stacey			

Project Description
Rehabilitation of sodded boulevard along Greavette St.

Project Justification
In 2019 as part of the Town's Capital program drainage and surface improvements were performed along Greavette St. A challenging growing season saw that the sod that was replaced along the edge of the traveled road did not adequately take, and much of the vegetated area has died back and has become unsightly for a number of adjacent residential properties.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710B024	Turtle Lake Boat Launch Improvements		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Rehabilitation of the existing boat launch, including installation of new gravel complete with grading services and a new floating dock.

Project Justification
The current boat launch cable mats are in poor shape. A smoother, more accessible boat launch is critical for those who not only use the launch for recreational boating but for the purpose of accessing island properties.
Recent quotes the Town received on conducting the necessary repairs for Turtle Lake Boat Launch exceeded what was budgeted, possibly in part due to Covid 19 (supply / cost of materials). The number identified in this line item represents a "top up" of what was previously approved. (710025 - \$20,000)

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710B057	Ditchburn Retaining Wall - Dock Rehabilitation		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Caroline Kirkpatrick			

Project Description
Rehabilitation of the existing retaining wall at the end of Wharf Rd/Ditchburn Rd.

Project Justification
<p>The current retaining wall is in disrepair. The structural integrity of the retaining wall has been compromised with decay of the supports and piles.</p> <p>It is critical that the structural integrity of the retaining wall be rehabilitated as the location of this retaining wall (which is situated at the end of the road) houses a number of boat houses. Failure to repair the retaining wall could possibly result in damage to personal property, as it will directly impact those properties along Ditchburn Rd., specifically those properties directly adjacent to the retaining wall itself.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	100,000					100,000
	100,000					100,000
Expenditures Total	100,000					100,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	100,000					100,000
	100,000					100,000
Funding Total	100,000					100,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	710011	Muskoka Beach Park Retaining Wall		
Department	Parks			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Re-design of Muskoka Beach Park Shoreline (including removal of existing breakwalls).

Project Justification
<p>The full extent of the breakwall at Muskoka Beach is in disrepair - inclusive of the segment of the newer blockwall (2012 installation). Both sections (the newer blockwall and the older precast wall) are structurally defective and are not performing as designed. As such, the land/grounds directly behind the breakwall have progressively eroded, resulting in the need to fence-off much of the breakwall. Due to these safety concerns, for much of the 2019 summer season and the entire 2020 summer season, the full expanse of the breakwall was cordoned off to members of the public, though the concrete stairs leading into the water were still accessible. Aside from the structural and safety concerns, in its current state, the aesthetics are very unappealing (due to all the safety fencing) and it severely limits the public's use of the shoreline. Left to continue unrepaired, the beach will only have very limited functionality and will continue to place public safety will be at risk.</p> <p>Given the disrepair and ultimate failure of the newer segment of breakwall, it is intended to re-configure / re-design the park's shoreline to provide a more 'naturalized' design. This will eliminate the need for replacing much (if any) of the existing breakwall, but will include consideration for installing alternate wave attenuation methods. The re-design / re-configuration will include moving the beach element to more central location along the park's shoreline.</p> <p>The monies identified in this line item represent a 'top-up' from those monies approved in the previous budget year, due to a change in scope of works from the original capital program. (710011 - \$120,000)</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	300,000					300,000
	300,000					300,000
Expenditures Total	300,000					300,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	300,000					300,000
	300,000					300,000
Funding Total	300,000					300,000



2021 Capital Budget

Roads

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B169	Brydons Bay Pedestrian Crossing		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Caroline Kirkpatrick			

Project Description
Installation of a solar powered pedestrian crossing on Brydons Bay Rd adjacent to Camp Shalom, situated at 1110 Brydons Bay Rd.

Project Justification
<p>Camp Shalom is situated at 1110 Brydons Bay Rd. The camp is a popular summer camp in Gravenhurst, with the facility frequently at capacity (during the summer) with 235 campers in any given camping cycle (this number excludes staff).</p> <p>According to camp representatives, there has been ongoing concerns with the safety of campers crossing the road. The demarked Pedestrian Crossing will consist of road demarkation and a flashing solar powered sign and will assist in alerting motorists of an upcoming crossing in accordance with the Ontario Traffic Manual Book 15.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B144	Road Needs Study		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Complete a field review of all roads under the Town’s jurisdiction to establish the road inventory and make observations regarding each road’s condition.

Project Justification
On a five (5) year cyclical basis, the Town commissions a Road Needs Study for the purpose of establishing a visual “snap shot” of all hard topped and gravel roads. The investigation also influences other public works related activities such as brushing, ditching, drainage and geometric requirements all based on best industry standards and practices.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	65,000					65,000
	65,000					65,000
Expenditures Total	65,000					65,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	65,000					65,000
	65,000					65,000
Funding Total	65,000					65,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B106	Shamrock Marina Rd Reconstruction - Renee Dr to End		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
The work will consist of paving the road as well as conducting necessary roadside brushing and drainage improvements (ditching & culvert replacements) to approximately 0.4 kilometres of Shamrock Marina Rd.

Project Justification
<p>This section of Shamrock Marina Rd was identified in the 2016 Road Needs Study as requiring full reconstruction with improved drainage. By conducting the necessary construction, the need for frequent maintenance will be greatly reduced. Therefore, this will reduce future costs. Currently this asset supports an Average Daily Traffic count of 150.</p> <p>As part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of Hot Mix Asphalt (HMA) which offers a simple, cost effective way to maintain roads. The objective is to have a stronger road surface with improved ride quality. Traditional road resurfacing techniques (such as surface treated), are no longer cost effective. Climate change and increased volume on some of our municipal roads has negatively impacted the longevity of surface treated roads (typically 7 to 9 years), whereby we are witnessing a lifespan of 4 years. HMA roads will respond more effectively to fluctuating temperatures, will afford an increased traffic volume, will have a better ride quality, and will have a much longer life span (15 to 20 years).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	242,000					242,000
	242,000					242,000
Expenditures Total	242,000					242,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	242,000					242,000
	242,000					242,000
Funding Total	242,000					242,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B161	Hewitt St - Resurfacing		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of cold laid asphalt as well as brushing and drainage improvements (ditching & culvert replacements) of approximately 0.95 km of Hewitt St.

Project Justification
<p>Hewitt St is a rural section of road approximately 0.95 km in length. This asset has previously been treated with surface treatment however current conditions are degrading rapidly and the presence of structural decay of both the road base and surface are visible. By conducting the necessary construction, the need for weekly maintenance will be reduced greatly. This asset supports an Average Annual Daily Traffic count of 100.</p> <p>As part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of Cold In Place (CIP) which offers an alternate, cost effective way to maintain roads. CIP recycling is used to restore and reuse the existing material reducing the amount of outside material required to be hauled to the site. This approach will improve the road surface and strengthen the base while minimizing expenses typically incurred during the paving process. The objective is to have a stronger road surface with improved ride quality. Administration has observed that traditional road resurfacing techniques (such as surface treated) are no longer as cost effective as previously experienced. The combination of heavy rains and deep frost penetration stemming from Climate change has negatively impacted the longevity of surface treated roads (typically 7 to 9 years), whereby we are witnessing road deterioration as early as 4 years. CIP roads will respond more effectively to fluctuating temperatures, will afford an increased traffic volume, will have a better ride quality, and will have a much longer life span (10 to 15 years).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	285,000					285,000
	285,000					285,000
Expenditures Total	285,000					285,000
Funding						
Reserve Funds						
Tfr. from-Infrastructure	285,000					285,000
	285,000					285,000
Funding Total	285,000					285,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B157	Reg Schell Rd - Surface works		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
This work will consist of full depth pulverization, surface works and drainage improvements for 1.0 km of Reg Schell Rd.

Project Justification
Reg Shell Rd is a rural section of road approximately 1.0 km in length. This asset has previously been treated with surface treatment however current conditions are degrading rapidly and the presence of structural decay of both the road base and surface are visible . By conducting the necessary construction, the need for weekly maintenance will be reduced greatly. This asset supports an Average Annual Daily Traffic count of 10.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	303,000					303,000
	303,000					303,000
Expenditures Total	303,000					303,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	303,000					303,000
	303,000					303,000
Funding Total	303,000					303,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B044	Merkley Rd Reconstruction - Hopkins Rd to 770m E of Hopkins Rd		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of cold laid asphalt as well as necessary brushing and drainage improvements (ditching & culvert replacements) of approximately 0.77 kilometres of Merkley Rd.

Project Justification
<p>This section of Merkley Rd was identified in the 2016 Road Needs Study as requiring full reconstruction with improved drainage. By conducting the necessary construction, the need for frequent maintenance will be greatly reduced. Therefore, this will reduce future costs. Currently, this asset supports an Average Annual Daily Traffic count of 50. The reconstruction will ensure that the road is at a service level that is safer to motorists and reducing potential liability and risk to the Town.</p> <p>As part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of Cold In Place (CIP) which offers a simple, cost effective way to maintain roads. CIP recycling is used to restore and reuse the existing material reducing the amount of outside material required to be hauled to the site. This efficiently improves the road surface and strength while minimizing expenses typically incurred during the paving process. The objective is to have a stronger road surface with improved ride quality. Traditional road resurfacing techniques (such as surface treated) are no longer cost effective. Climate change and increased traffic volume on some of our municipal roads has negatively impacted the longevity of surface treated roads (typically 7 to 9 years), whereby we are witnessing a lifespan of 4 years. CIP roads will respond more effectively to fluctuating temperatures, will afford an increased traffic volume, will have a better ride quality, and will have a much longer life span (10 to 15 years).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	337,000					337,000
	337,000					337,000
Expenditures Total	337,000					337,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	337,000					337,000
	337,000					337,000
Funding Total	337,000					337,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B022	Kilworthy Rd Reconstruction - W. of Arthur Schultz Rd to Southwood Rd		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of road surface improvements as well as conducting necessary roadside brushing and drainage improvements (ditching & culvert replacements).

Project Justification
<p>This section of Kilworthy Rd was identified in the 2016 Road Needs Study as requiring full reconstruction with improved drainage. Reconstruction of this section of road will decrease the need for unscheduled maintenance by the Town and allow for a safer ride for the traveling public. Currently, this asset supports an Average Annual Daily Traffic count of 350.</p> <p>As part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of Hot Mix Asphalt (HMA) which offers a simple, cost effective way to maintain roads. The objective is to have a stronger road surface with improved ride quality. Traditional road resurfacing techniques (such as surface treated) are no longer cost effective. Climate change and increased traffic volume on some of our municipal roads has negatively impacted the longevity of surface treated roads (typically 7 to 9 years), whereby we are witnessing a lifespan of 4 years. HMA roads will respond more effectively to fluctuating temperatures, will afford an increased traffic volume, will have a better ride quality, and will have a much longer life span (15 to 20 years).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	341,000					341,000
	341,000					341,000
Expenditures Total	341,000					341,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	241,000					241,000
	241,000					241,000
Federal Gas Tax						
Tfr.from-Federal Gas Tax	100,000					100,000
	100,000					100,000
Funding Total	341,000					341,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B010	Graham Rd Minor Rehab - Shamrock Marina Rd to Rockcastle Rd		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of paving the road as well roadside brushing and drainage improvements (ditching & culvert replacement) of 1.21 kilometres of Graham Rd from Shamrock Marina Rd to Rockcastle Rd.

Project Justification
<p>This section of Graham Rd was identified as requiring rehabilitation in the 2016 Road Needs Study. By conducting the necessary construction, the need for frequent maintenance will be greatly reduced. Therefore, this will reduce future costs and provide a much smoother road surface. Currently, this asset supports an Average Annual Daily Traffic count of 263. The rehabilitation will ensure that the road is at a service level that is safer to motorists and reducing the potential for any liability and risk to the Town.</p> <p>As part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of Hot Mix Asphalt (HMA) which offers a simple, cost effective way to maintain roads. The objective is to have a stronger road surface with improved ride quality. Traditional road resurfacing techniques (such as surface treated) are no longer cost effective. Climate change and increased traffic volume on some of our municipal roads has negatively impacted the longevity of surface treated roads (typically 7 to 9 years), whereby we are witnessing a lifespan of 4 years. HMA roads will respond more effectively to fluctuating temperatures, will afford an increased traffic volume, will have a better ride quality, and will have a much longer life span (15 to 20 years).</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	444,000					444,000
	444,000					444,000
Expenditures Total	444,000					444,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	444,000					444,000
	444,000					444,000
Funding Total	444,000					444,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B024	Pinetree Rd Major Rehabilitation - Pinetree Rd S-1 to Pinetree Bridge S-		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of a full depth pulverization, double surface treatment and drainage improvements to 1.66 kilometres of Pinetree Rd. from S-1 to the bridge at S-75. This work will also include conducting necessary roadside brushing and drainage improvements (i.e. ditching and culvert replacement).

Project Justification
This work will be completed in collaboration with the District of Muskoka pulverization program. This section of Pinetree Rd. was identified as requiring rehabilitation in the 2016 Road Needs Study. By conducting the necessary rehabilitation, the need for frequent maintenance will be greatly reduced. Therefore, this will reduce future costs and provide a much smoother road surface. The rehabilitation will ensure that the road is at a service level that is safer to motorists and reduce the potential for any liability to the Town. Currently, this asset supports an Average Annual Daily Traffic count of 100.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	472,000					472,000
	472,000					472,000
Expenditures Total	472,000					472,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	300,000					300,000
	300,000					300,000
Federal Gas Tax						
Tfr.from-Federal Gas Tax	172,000					172,000
	172,000					172,000
Funding Total	472,000					472,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	330B049	Winhara Rd Major Rehabilitation - Jones Rd to Langford Dr		
Department	Roads			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
This work will consist of road surface improvements as well as necessary brushing and drainage improvements (ditching & culvert replacements) of approximately 4.5 kilometres of Winhara Rd.

Project Justification
<p>This section of Winhara Rd was identified as requiring rehabilitation in the 2016 Road Needs Study. By conducting the necessary construction, the need for frequent maintenance will be greatly reduced. Therefore, this will reduce future costs and provide a much smoother road surface. The rehabilitation will ensure that the road is at a service level that is safer to motorists and reduce the potential for any liability to the Town. Currently, this asset supports an Average Annual Daily Traffic count of 930.</p> <p>As a high volume road and part of the Town's rehabilitation and reconstruction strategy, the Town will be implementing a betterment strategy of pulverization with the placement of a hot mix asphalt surface.</p>

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	1,606,000					1,606,000
	1,606,000					1,606,000
Expenditures Total	1,606,000					1,606,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	1,509,803					1,509,803
	1,509,803					1,509,803
Development Charges						
Tfr.from-Development Charges	96,197					96,197
	96,197					96,197
Funding Total	1,606,000					1,606,000



2021 Capital Budget

Special Projects

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	4130001	Municipal Elections		
Department	Legislative			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Kayla Thibeault			

Project Description
Administration of the Municipal Election which takes place every four years.

Project Justification
The Municipal Elections Act defines the roles and responsibilities of the Clerk to conduct an election, a by-election (when applicable), an appointment, as well as oversee a compliance audit investigation.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Contracted Services						
Contracted Services	5,500	137,000	14,500	2,000		159,000
	5,500	137,000	14,500	2,000		159,000
Material/Equipment/Labour						
Material & Supplies	500	500	500	500		2,000
	500	500	500	500		2,000
Expenditures Total	6,000	137,500	15,000	2,500		161,000
Funding						
Reserves						
Tfr.from-Election	6,000	137,500	15,000	2,500		161,000
	6,000	137,500	15,000	2,500		161,000
Funding Total	6,000	137,500	15,000	2,500		161,000

Town of Gravenhurst
2021 Capital Budget & Multi Year Plan

Project	4123031	Community Improvement Plan		
Department	Economic Development			
Version	Initial Budget	Project Year	2021	
Strategic Plan	Build our Partnerships, Connections & Connectivity: A more connected community			
Project Manager	Jeff Loney			

Project Description
The Community Improvement Plan (CIP) is a program that was initialized by Council in 2012 with the intention of addressing four goals in the downtown; beautification, safety, economic viability, and the creation of an investment-friendly environment. Twelve grant categories are available to private owners and businesses to help them beautify and structurally improve their buildings within the designated area. This program is the only way that the Town can currently provide incentives and enforce the Gravenhurst facade guidelines which have gone a long way to make the Town more attractive.

Project Justification
Downtowns are what determine people's opinions of a city or town. Downtowns are also the core of commercial services available to both visitors and local residents. In recent years, Gravenhurst's downtown has used the CIP to promote a more consistent, unique and attractive place. Goal 1 of the Gravenhurst Strategic Plan states that we will retain existing and attract new businesses to Gravenhurst by supporting the continued revitalization of our downtown. The CIP has seen requests doubling the amount of funds available for the previous three intakes. With initiatives such as the sign by-law, we anticipate a continued demand for the amount of funds requested.

Budget						
	2021	2022	2023	2024	2025	Total
Expenditures						
Community Group Grants						
Community Group Grants	70,000	70,000	70,000			210,000
	70,000	70,000	70,000			210,000
Expenditures Total	70,000	70,000	70,000			210,000
Funding						
Reserves						
Tfr.from-Community Improvement Plan	70,000	70,000	70,000			210,000
	70,000	70,000	70,000			210,000
Funding Total	70,000	70,000	70,000			210,000