



Town of Gravenhurst 2020 Operating Budget



Town of Gravenhurst 2020 Operating Budget

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2020 Operating Budget Overview

TOWN OF GRAVENHURST
Approved 2020 Operating Budget

All numbers in \$ 000's

| <u>Description</u> | <u>2019 Budget</u> | <u>2020 Budget</u> | <u>\$</u> <u>change</u> | <u>%</u> <u>change</u> |
|-------------------------------------|--------------------|--------------------|----------------------------|---------------------------|
| Council | 281.7 | 288.4 | 6.7 | 2.4% |
| Community Partnerships | 732.8 | 807.7 | 74.9 | 10.2% |
| Office of the CAO | 345.6 | 372.0 | 26.4 | 7.6% |
| Legislative Services | 461.8 | 489.2 | 27.4 | 5.9% |
| Corporate Services | 954.9 | 992.4 | 37.5 | 3.9% |
| Fire & Emergency Services | 966.3 | 1,005.1 | 38.8 | 4.0% |
| Community, Growth & Development | 2,580.0 | 2,594.6 | 14.7 | 0.6% |
| Infrastructure Services | 4,631.1 | 4,731.5 | 100.4 | 2.2% |
| Corporate Administration | 5,143.5 | 5,746.7 | 603.2 | 11.7% |
| Net Tax Levy | 16,097.8 | 17,027.7 | 930.0 | 5.8% |
| Less: Increase in Assessment | | | | 3.0% |

2020 Tax Rate Increase

2.8%

2020 Budget Overview

December 18, 2019

Agenda

- Opening Remarks
- Planning Context
- 2020 Capital Budget
- 2020 Operating Budget
- 2020 Property Tax Bill
- Resolution before Council
- Next Steps

Opening Remarks

The Past Five Years 2015 to 2019

- Stabilize the operating base
- Provide for infrastructure needs
- Make strategic investments

Looking Ahead to 2020

- **2019 was a year of transition**
 - Significant turnover on Council with a number of first-time members
 - New Provincial Government introduced changes affecting municipalities
 - Re-assess strategic direction for the new term of Council
 - Continue to grow multi-year capital investment to maintain assets
 - Public engagement and advancement of the budget process
 - Increased attention to the Muskoka Wharf and Tourism initiatives
- **2020 will continue down the path identified by Council**
 - Active seat at the table on the MRC lands development
 - Develop and begin implementation of a proposal under the Provincial Municipal Modernization program
 - New Strategic Plan

The Path Forward – 2020 to 2024

- Council Priorities
 - Work with identified Council priorities
 - Review and update the 2015-2020 Strategic Plan
- 2020 - 24
 - Sustained efforts to support business activity and stimulate residential development
 - Continue to build a sustainable financial base for multi-year capital program
 - Initiate operational reviews to improve cost efficiency, effectiveness and customer service into the current business model
 - Continue to be involved in significant economic drivers, e.g. the MRC lands sale and redevelopment and the Muskoka airport

Planning Context

Priorities Identified By This Council

April 2019

- Economic Development
 - Business retention, tourism, development of the Muskoka Regional Centre (MRC) lands, and expansion of high-speed digital services
- Facilitating Attainable/Affordable Housing
- Environment and Infrastructure
 - An active transportation Master Plan. Finding a balance with economic development and investing in our roads and infrastructure.
- Heritage, Culture and Civic Engagement
- Continuous Improvement of Town Services
 - Fiscal responsibility, communication and customer service
- Advocacy Matters for Council
 - Doctor recruitment, retaining Gravenhurst High School and improved relations with the Province to improve funding opportunities

Emerging Priorities

- Affordable Housing
- Youth
- The Environment
- Mental Health
- Poverty

Community Engagement 2020 Budget

- Community Engagement Workshop – August 28
 - About 30 people attended
 - Good discussion and positive feedback from attendees
 - Consideration will be given to two workshops in 2020
- On-line Budget Survey – Sept 1 to Oct 14 (Thanksgiving)
 - Widely advertised on social media and the Town web-site
 - 124 responses over the six weeks it was open
 - No surprises. Clearly a need to educate re. Town services and responsibility
- Public Meeting re. 2020 Budget – January 18, 2020
 - 2020 Budget will be published December 18, 2019
 - Public meeting scheduled on a Saturday morning for input

2020 Budget Survey Summary

- Top three services:
 1. Fire Protection/Prevention
 2. Town Road Network and Maintenance
 3. Snow Clearing
- A majority of respondents want all services identified in the survey to be maintained or increased
- 4 of 10 respondents were unaware that more than half of their property taxes go to the school boards and the District
- Good spread across Town. Resident split of respondents was 60% Year Round and 40% Seasonal
- Top three sources of local news:
 1. Gravenhurst Banner
 2. Town social media
 3. Word-of-mouth
- Specific comments have been forwarded to appropriate departments. Surprisingly a number of comments re. District services and areas outside of the Town sphere of responsibility

2020 Strategic Plan

- **2014-2020 Strategic Plan**
 - Developed by previous Council
 - Involved multiple community touch-points
 - Where appropriate, department work-plans have incorporated all the initiatives identified in the plans – several will take multiple years
 - A number of initiatives identified outside of Town control
- **2020 will continue down the path identified by Council**
 - New Council to develop a vision for the future
 - Another opportunity to engage other stakeholders
 - Process will lay out a vision for the next five years
 - Anticipated start: July 2020

2020 Capital Budget

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

2020 Capital Budget & Multi-Year Plan

- In March 2017 Council approved a Town Asset Management Plan
- The plan identified \$211 million in capital investments over 20 years or replacement/rehabilitation/repair of existing Town assets
- The 2020 Capital Budget & Multi-Year Plan is substantially based on the Asset Management Plan
- Investment in assets, through the capital budget, is still well below our current amortization rate of \$7.8 million a year
- Each year investment will increase to match financing availability and capacity to execute capital projects
- Additional resources will be required to build capital delivery capacity as investment, and the number of projects, increases

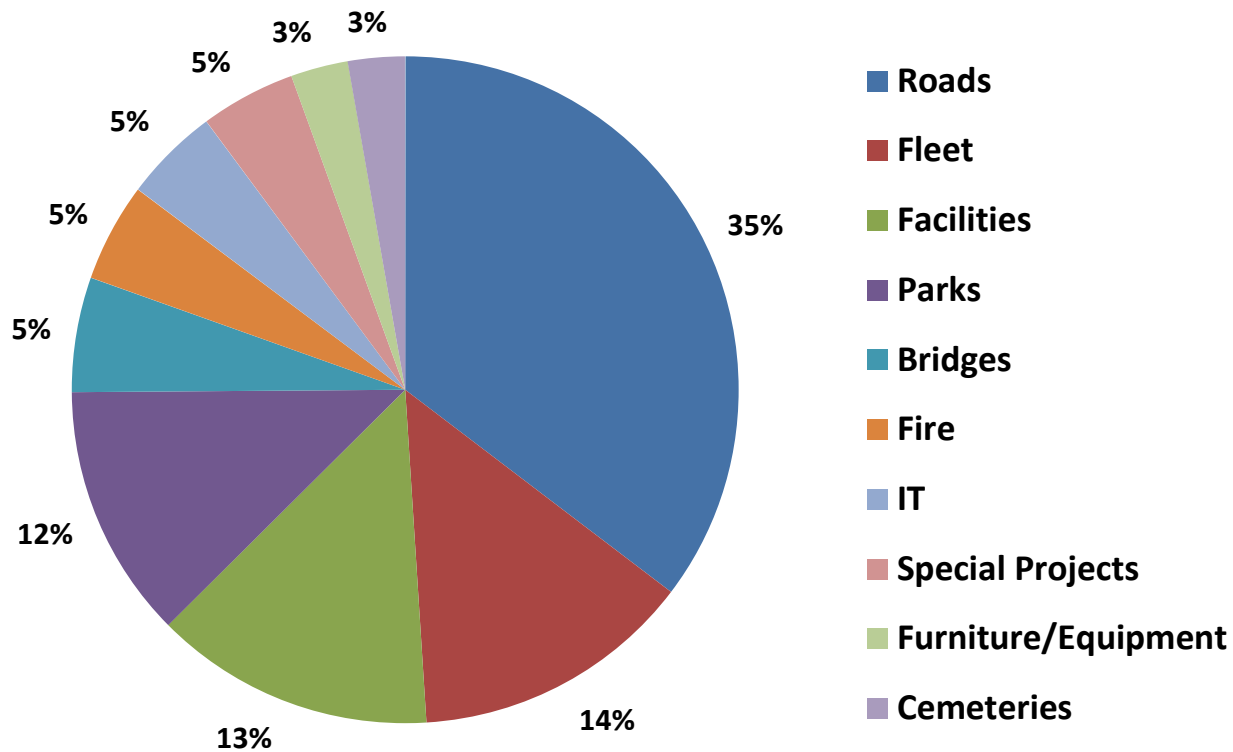
Capital Overview

- 2020 Capital Budget = \$6.9 million
- Includes 86 projects
- Financed largely through two sources:
 - Capital Reserves: 44%
 - Internal Borrowing: 39%
- 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
- Capital initiatives/projects in future years may require that reserves go into deficit positions pending future funding

Capital Highlights

- Substantial focus on roads and bridge projects which constitute just over 40% of the 2020 Capital Budget
- Fleet replacements, which include two tandem axle plows, will have a direct impact on ability to deliver Town services
- Continued investment in the Opera House, Centennial Centre, Train Station, Library and other facilities to ensure Town facilities are safe and maintained to industry standards
- Dock/launch improvements and repairs at Turtle Lake, Loon Lake, Riley Lake and Muskoka Wharf
- Perimeter fencing and other works at Town cemeteries
- Implementation of the Electronic Records Management project which will have Town-wide implications and benefits
- Safety related improvements and enhancements at Town parks
- Green energy and energy conservation programs

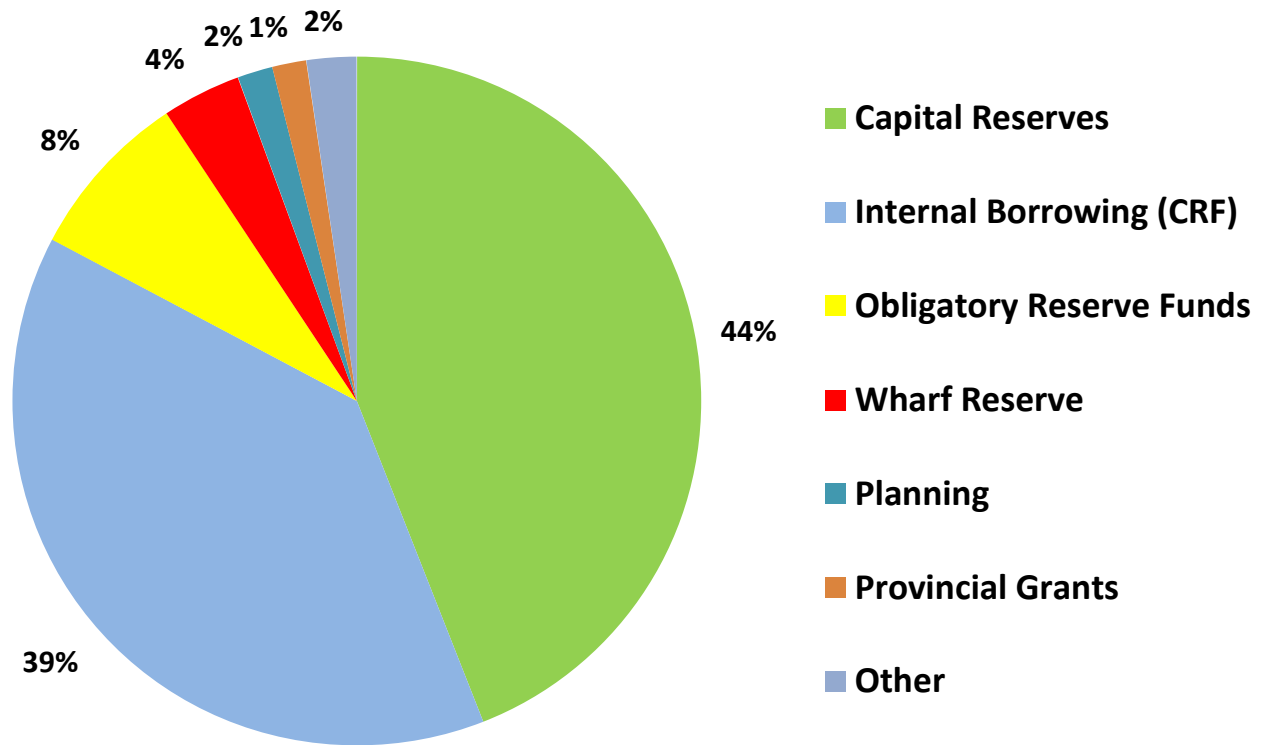
2020 Capital Budget = \$6.9 million



2020 Capital Budget & Multi-Year Plan Expenditures

| <u>Category</u> | <u>2019 Budget</u> | <u>2020 Budget</u> | <u>5 Year Average</u> |
|--|---------------------|---------------------|-----------------------|
| Bridges | \$ 310,000 | \$ 385,000 | \$ 188,000 |
| Cemeteries | \$ 65,000 | \$ 191,000 | \$ 38,200 |
| Facilities | \$ 947,500 | \$ 936,000 | \$ 1,208,000 |
| Furniture, Fixtures & Equipment | \$ 44,000 | \$ 192,000 | \$ 80,400 |
| Fire | \$ 155,000 | \$ 330,000 | \$ 630,000 |
| Fleet | \$ 675,000 | \$ 940,000 | \$ 824,800 |
| Information Technology | \$ 407,500 | \$ 318,000 | \$ 158,400 |
| Parks | \$ 594,500 | \$ 850,000 | \$ 442,600 |
| Roads | \$ 2,283,000 | \$ 2,439,153 | \$ 3,661,431 |
| Special Projects | \$ 133,500 | \$ 317,500 | \$ 144,000 |
| Total | \$ 5,615,000 | \$ 6,898,653 | \$ 7,375,831 |

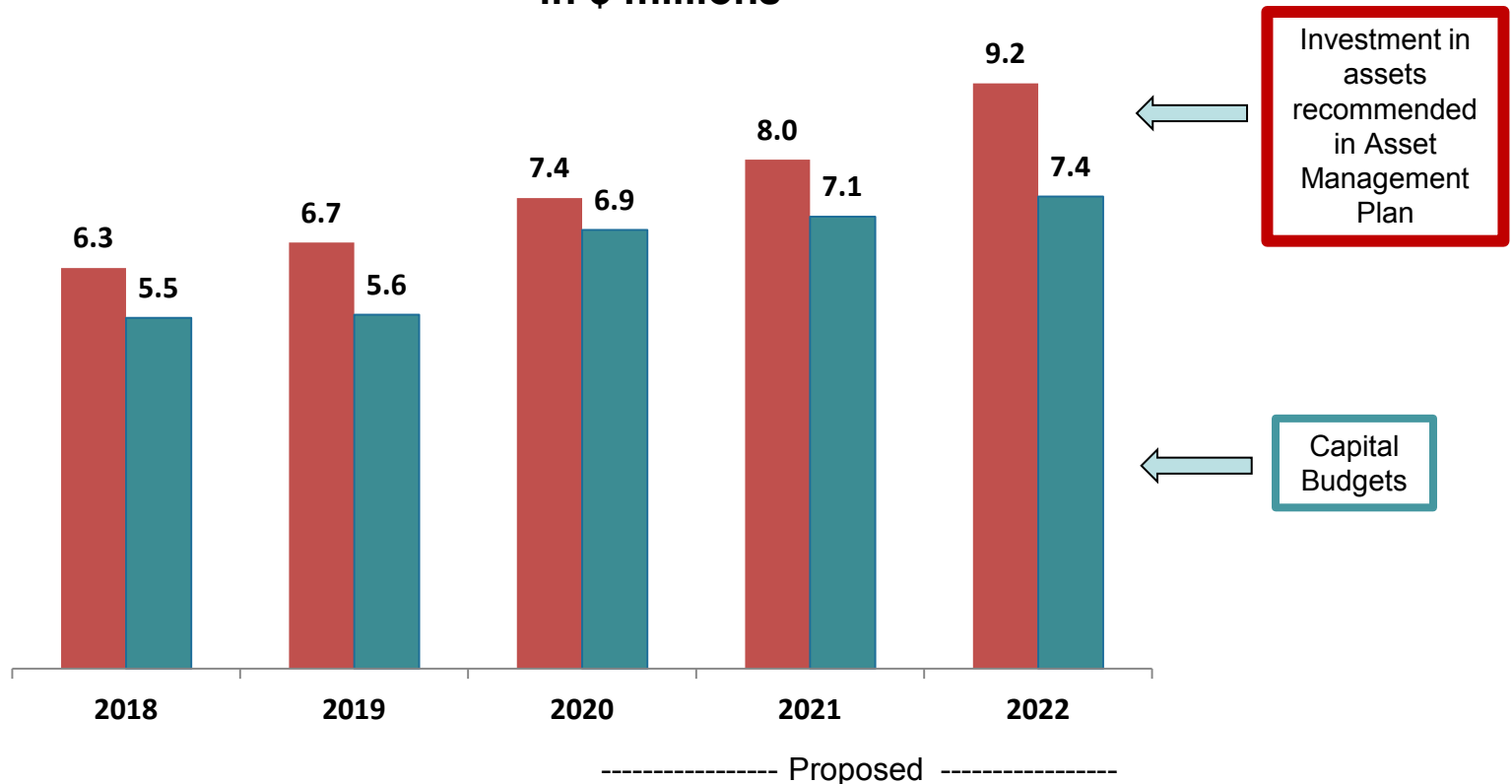
2020 Capital Financing = \$6.9 million



2020 Capital Budget & Multi-Year Plan Financing

| <u>Reserves/Reserve Funds</u> | <u>2019 Budget</u> | <u>2020 Budget</u> | <u>5 Year Average</u> |
|----------------------------------|---------------------|---------------------|-----------------------|
| Community Reinvestment (loan) | \$ 2,367,000 | \$ 2,672,045 | \$ 3,117,070 |
| Capital Reserves | \$ 2,544,322 | \$ 3,036,863 | \$ 3,414,802 |
| Obligatory Reserve Funds | \$ 430,000 | \$ 548,000 | \$ 603,110 |
| Wharf Reserve | \$ 47,000 | \$ 255,000 | \$ 51,000 |
| Community Improvement Plan | \$ 65,000 | \$ 65,000 | \$ 55,000 |
| Opera House Capital Improvements | \$ 15,000 | \$ 25,000 | \$ 11,000 |
| Planning | \$ 20,000 | \$ 114,000 | \$ 30,800 |
| Building Permit Reserve | \$ - | \$ 40,000 | \$ 24,000 |
| Gravenhurst Public Library Board | \$ 5,000 | \$ 30,000 | \$ 6,000 |
| Elections | \$ 8,500 | \$ 2,500 | \$ 31,000 |
| External Financing | \$ - | \$ - | \$ 10,000 |
| Provincial Grants | \$ 113,178 | \$ 110,245 | \$ 22,049 |
| Total | \$ 5,615,000 | \$ 6,898,653 | \$ 7,375,831 |

Capital Program Continues to Increase but still lags recommendations in Asset Management Plan previously approved by Council in \$ millions

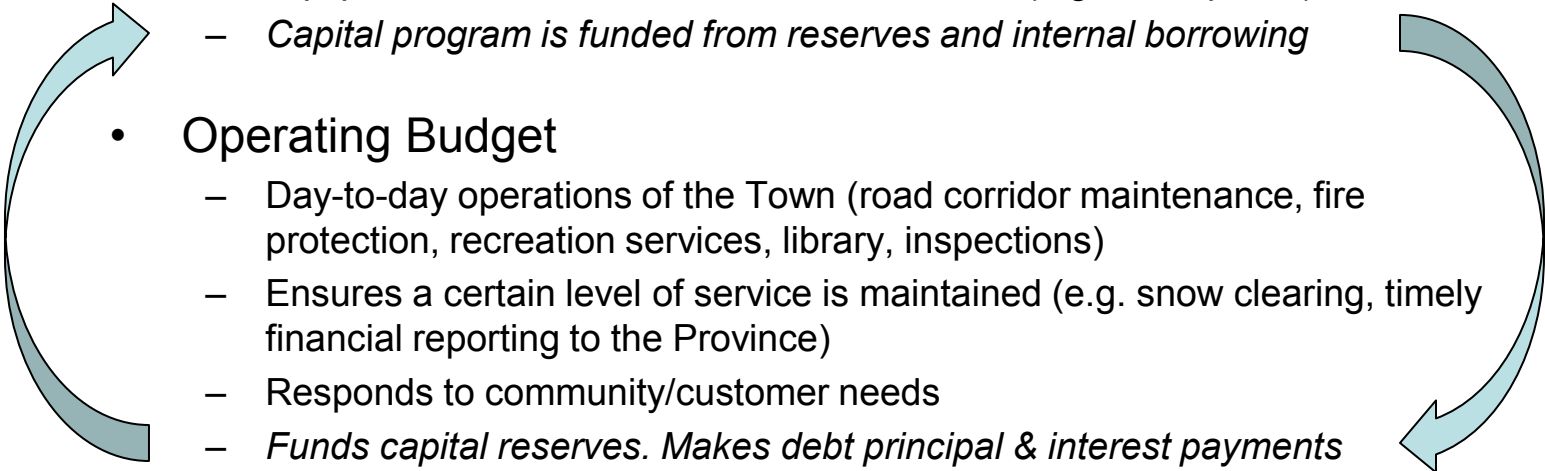


2020 Operating Budget

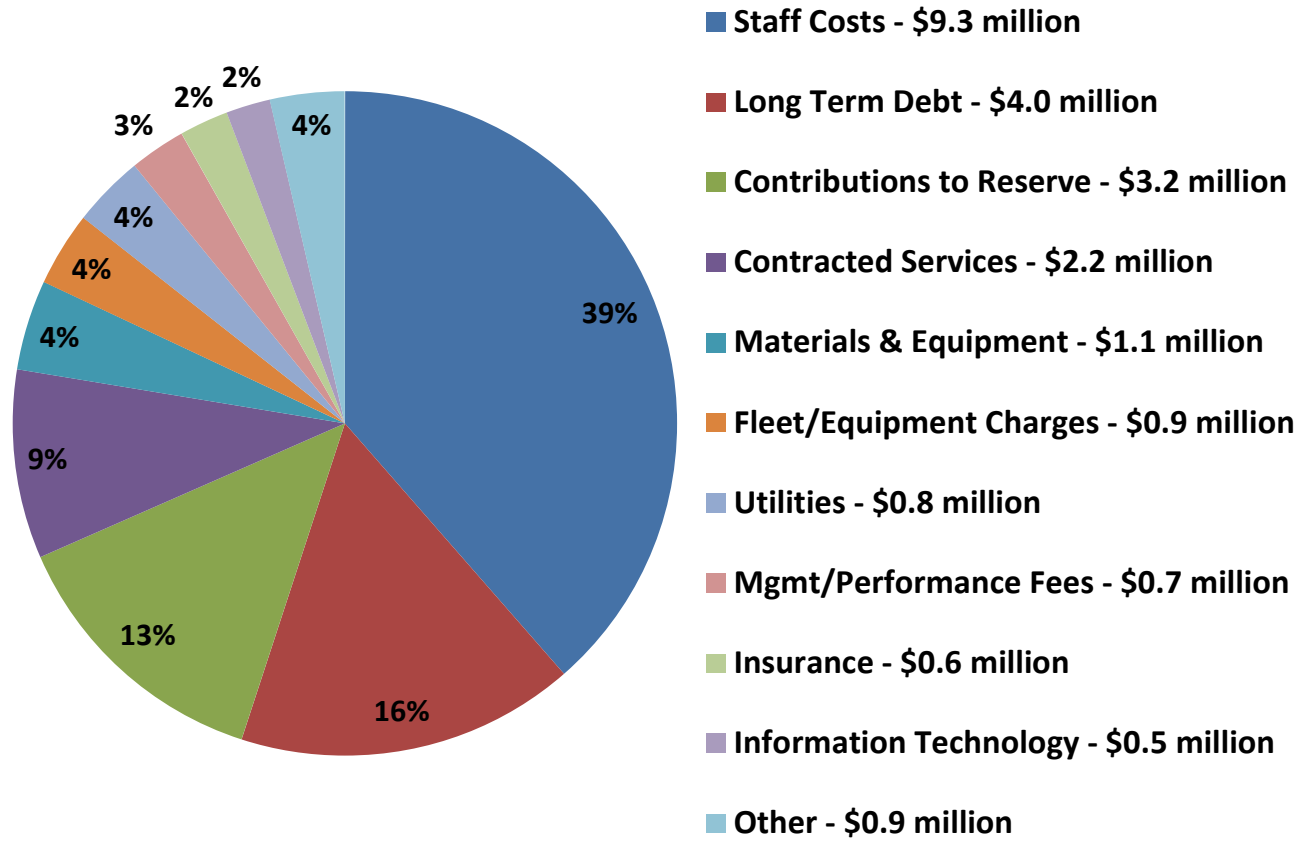
What We Do

- The Town delivers a mix of services:
 - **Core 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

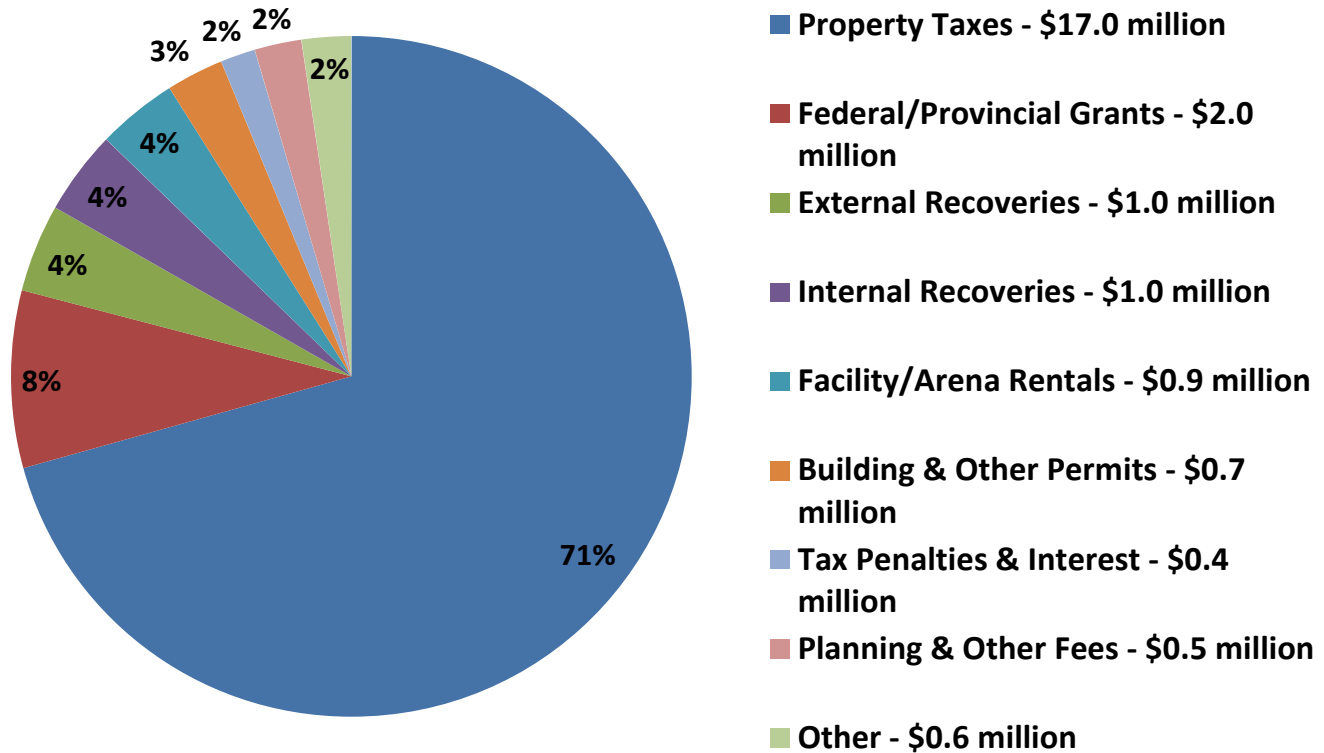
Connecting the Capital & Operating Budgets

- Capital Budget
 - Investment to protect and sustain Town assets and infrastructure
 - Ensure access (e.g. roads) or service availability (e.g. facilities)
 - Equipment/vehicles to maintain service levels (e.g. snow plows)
 - *Capital program is funded from reserves and internal borrowing*
 - Operating Budget
 - Day-to-day operations of the Town (road corridor maintenance, fire protection, recreation services, library, inspections)
 - Ensures a certain level of service is maintained (e.g. snow clearing, timely financial reporting to the Province)
 - Responds to community/customer needs
 - *Funds capital reserves. Makes debt principal & interest payments*
 - Is the basis for establishing the property tax rate for the Town
- 

Gross Expenditures \$24.1 million



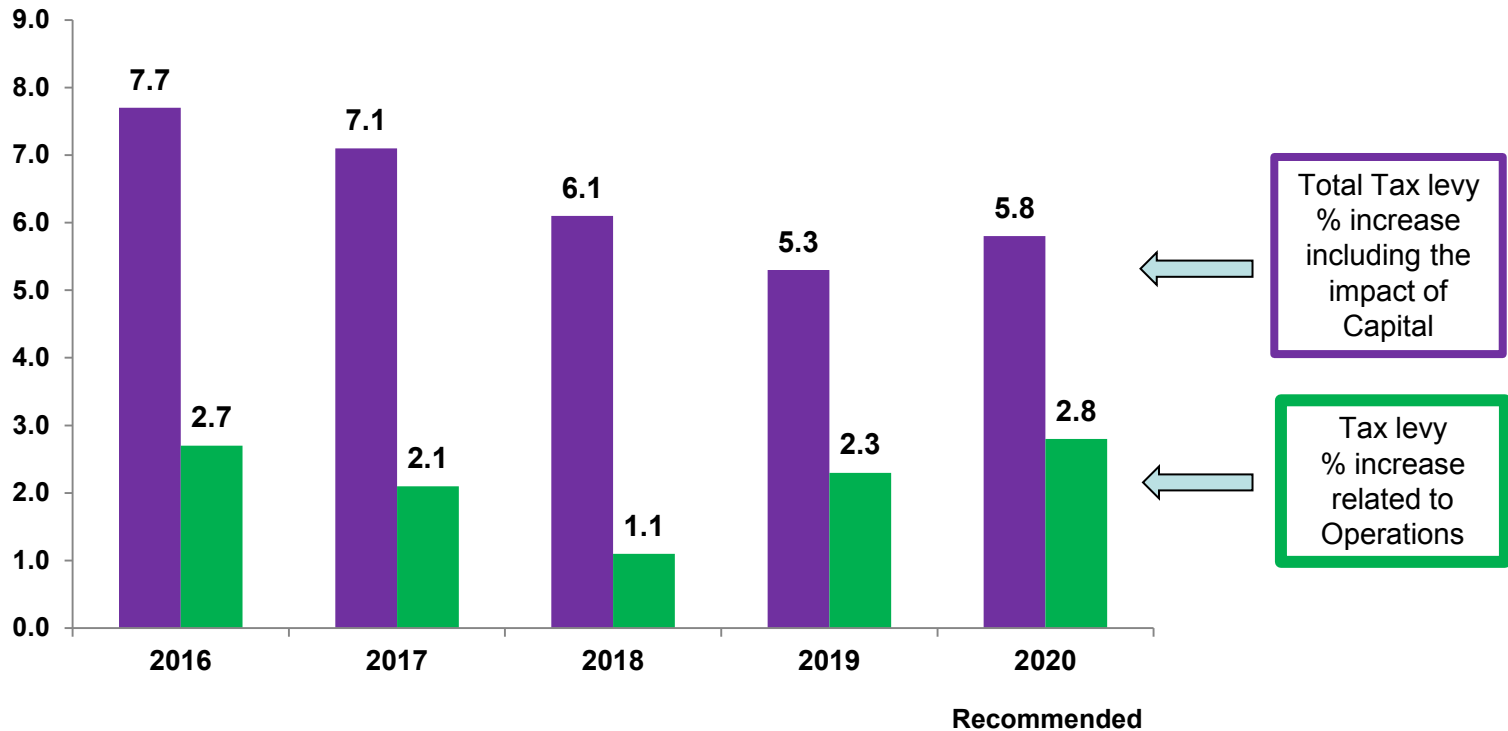
Gross Revenues \$24.1 million



Impact of Capital

- Staff were directed to prepare the 2020 Operating Budget to reflect a 1% tax levy increase for capital
- The financing of 2019 capital projects from the Community Reinvestment Reserve Fund will require a 2% tax increase to repay borrowing from that Reserve Fund
- TARGET: 3% estimated increase related to Capital identified in Report to Council in August 2019
- **This budget reflects a 3.0% increase related to capital**

Capital Has Largely Driven increases in the Town Tax Levy Percentage increases 2016 – 2020



Impact of Operations

- The 2020 Operating Budget has few new initiatives:
 - A new rural sweeping program expansion based on public feedback
 - A new winter operations pilot program
 - Changes to staffing to align better with Council and administrative priorities
 - Includes cost-of-living increases for non-union staff and Council. Separate report from Administration recommending this on the agenda with the budget
 - No reduction to the OMPF (Ontario Municipal Partnership Fund) grant in 2020.
- TARGET: 3% estimated increase for Operations identified in Report to Council in August 2019
- **This budget reflects a 2.8% increase for operations**

Recommended Staffing Changes In Budget

- Legislative Services
 - Retain Records & Information Assistant (2 year contract position)
- Community Growth & Development
 - Replace Director of Recreation, Arts & Culture position with a community services type resource (position to be finalized) to address identified Council priorities and provide the lead on emerging community issues
 - Additional 0.5 FTE to enhance tourism, revitalization and community engagement software implementation
- Infrastructure Services
 - Reduce number of students. Pilot different landscape maintenance model to address current needs
- Gravenhurst Public Library Board
 - Addition of a permanent P/T Children's and Youth Services Librarian position

Staffing by Department

| Department | Approved 2019 | Recommended 2020 |
|--------------------------------|------------------|---------------------|
| 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 | 30.5 | 31.0 |
| Infrastructure Services | 29.0 | 29.0 |
| Total | 81.5 | 82.0 |

Notes:

1. Includes all permanent and contract positions
2. Does not include staff at the Gravenhurst Public Library Board
3. Does not include volunteers, students and casual

Items Referred to the Budget Process Not included in the 2020 Budget

- Wharf Association request for \$6,900 to assist with marketing efforts
- Engineering design for the extension of sidewalk for Bethune Drive South between Violet Street and Winewood Avenue estimated cost of \$40,000

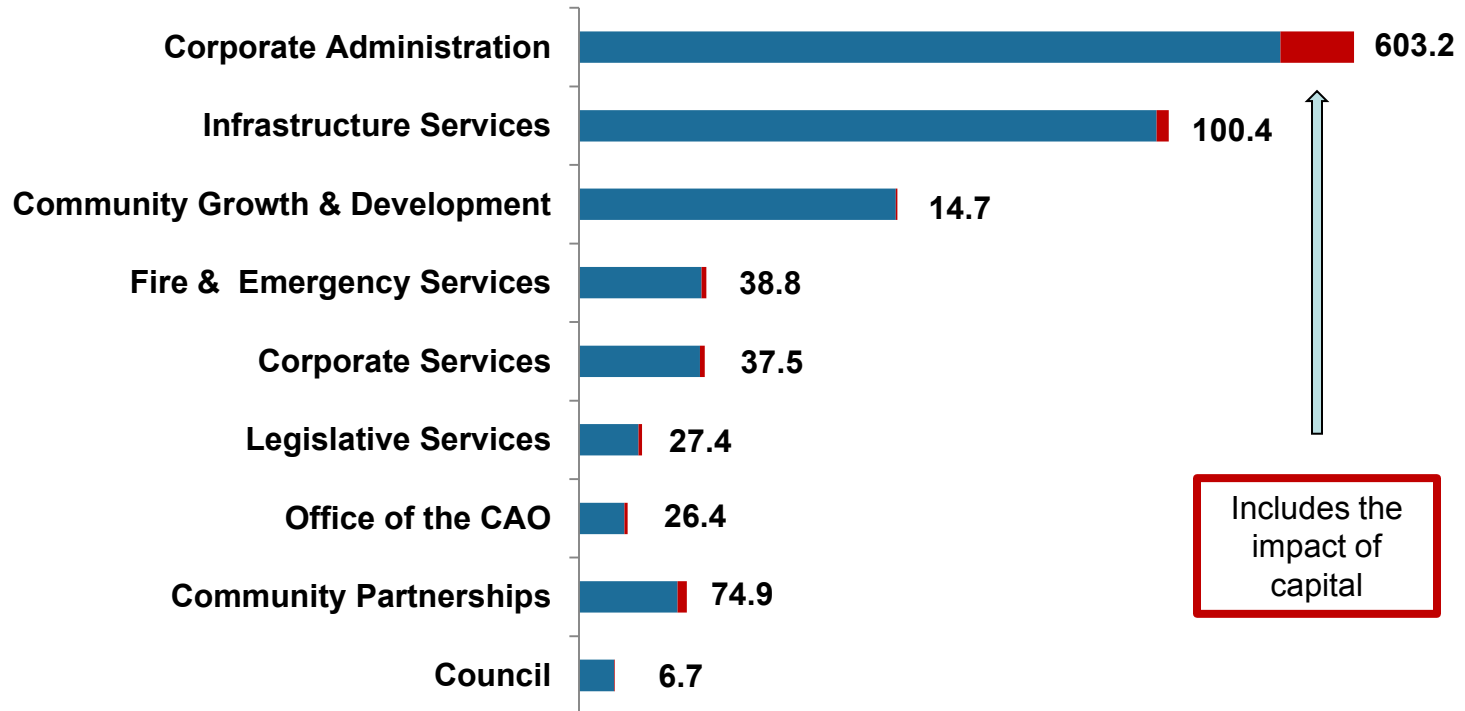
TOWN OF GRAVENHURST Recommended 2020 Operating Budget

All numbers in \$ 000's

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| Net Tax Levy | 16,097.8 | 17,027.7 | 930.0 | 5.8% |
| Less: Increase in Assessment | | | | 3.0% |
| 2020 Tax Rate Increase | | | | 2.8% |

Note: As a result of restructuring the 2019 Budget has been restated to ensure comparability with 2020. There is no change to the overall net tax levy.

2020 Budget Increases by Department in \$ thousands

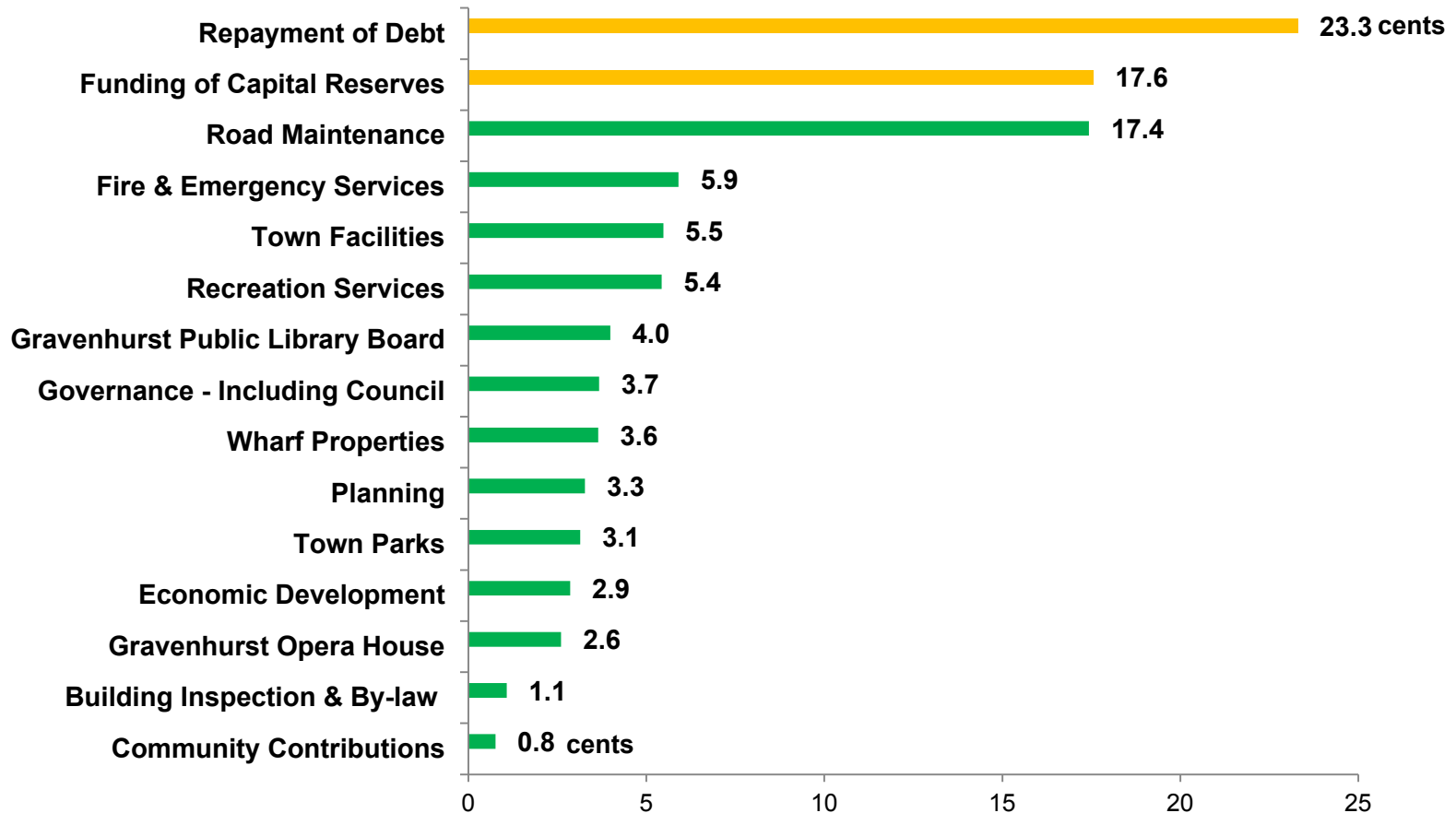


2020 Property Tax Bill

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. This increase is spread over 4 years.
 - less than the average assessment for that property class in Gravenhurst taxes payable on the property will decrease. This decrease is immediately applied.
- **Many queries about large property tax increases are directly related to changes in assessment and not the tax rate**

Where Your Property Tax Dollar Goes

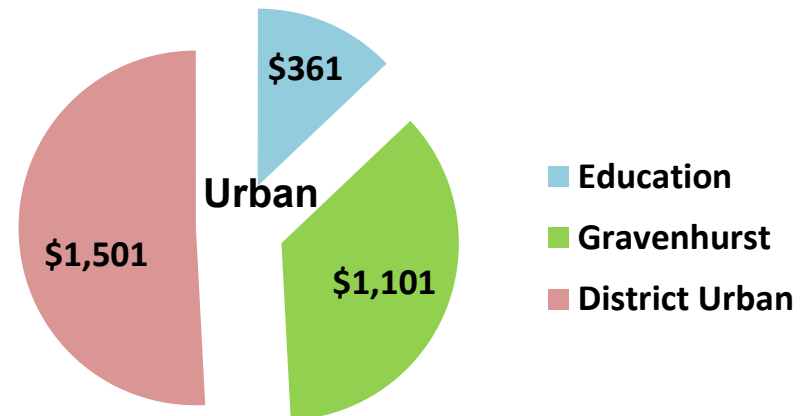
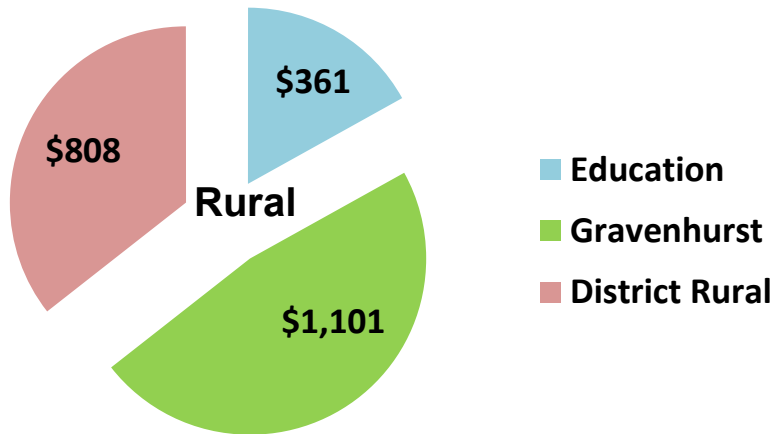


Projected Impact on Town Property Tax Bill

- Increase of \$12.70 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” 2020 Gravenhurst Property Tax Bill* increases:
 - \$6 per \$100,000 of assessment on an urban property
 - \$5 per \$100,000 of assessment on a rural property
- What residents should expect to see on their 2020 Property Tax Bill*:
 - 0.4% 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 Council directed District increase for 2020 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

Resolution Before Council

2020 Budget

Recommendation:

WHEREAS the 2020 Budget was tabled on December 18, 2019;

NOW THEREFORE BE IT RESOLVED THAT Council review the received documentation at future Special Council meetings with the intent to adopt the 2020 Budget, as amended, at the February 6, 2020 Special Council meeting.

Next Steps

Council Budget Review Process


- Special Council meeting December 18:
 - Presentation by CFO followed by general questions
 - Specific questions may be directed to the CAO and CFO
- Special Council meeting for public input January 18:
 - Meeting start time: 9:30am
 - No staff presentations
 - Opportunity for Council to listen to constituents
- Special Council meetings for budget review February 3-6:
 - Meeting start time: 9:30am
 - Budget presentations by department heads and boards to present plans, operations and resource requirements
 - Scheduled over three days
 - Opportunity for Council to ask questions
- Approval of the 2020 Budget February 6

Council Budget Process - Dates

| Review Process | Time & Date |
|---|---|
| Table 2020 Budget | Wednesday, December 18, 2019 |
| Special Council meeting for Public Input | Saturday, January 18, 2020 |
| Special Council meetings for Budget Start time 9:30am. End time TBD. | Monday, February 3, 2020 to Thursday, February 6, 2020 |
| Approval of 2020 Budget | Thursday, February 6, 2020 |

Note: Friday, February 7, 2020 has been set aside for budget deliberations if necessary.

Budget Presentations by Department Heads/Boards

| Monday, February 3 | Tuesday, February 4 | Wednesday, February 5 | Thursday, February 6 |
|--|----------------------------------|----------------------------------|-------------------------|
| Capital Budget | Corporate Administration | Gravenhurst BIA | Any Outstanding Budgets |
|  | Infrastructure Services | Gravenhurst Public Library Board | Council Resolutions |
| | Community Growth and Development | Community Policing | Approval of 2020 Budget |
| | Fire & Emergency Services | Community Contributions | |
| | Corporate Services | Office of the CAO | |
| | Legislative Services | Council | |
| | | | |

Considerations for Budget Process

- Questions?
 - Email the Director of Corporate Services and Chief Financial Officer - preferably before January 18 to allow sufficient time for coordination and preparation of a response by Administration
 - Where appropriate, the questions and responses will be shared with all of Council
- Council should allow for some flexibility with the budget schedule based on the ebb and flow of the discussions
- The Clerk is available to assist with drafting up resolutions at any time during the budget review process

Questions?



2020 Operating Budget Council

Council – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

\$288,389 which is an increase of \$6,710 or 2.4% from 2019.

| 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 2020

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

Council – 2020 Operating Budget

ACTIVITY INDICATORS

| Measurable | 2016 | 2017 | 2018 | 2019 | Projected 2020 |
|---|------|------|------|------|----------------|
| Council meetings | 12 | 12 | 11 | 12 | 12 |
| Planning Council meetings | 12 | 12 | 10 | 11 | 11 |
| Budget meetings | 5 | 6 | 5 | 7 | 6 |
| Special meetings | 1 | 6 | 4 | 7 | 3 |
| Special occasion plaques / certificates | 39 | 14 | 10 | 12 | 12 |
| Mayor's Open Door Fridays | - | - | 3 | 11 | 12 |

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Professional Development: Increase of \$5,505

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Council

| Description | 2017 Actuals | 2018 Actuals | 2019 YTD Actuals | 2019 Budget | 2020 Recommended Budget | \$ Change from 2019 Budget | % Change from 2019 Budget |
|---------------------------|-----------------|-----------------|------------------------|----------------|-------------------------------|----------------------------------|---------------------------------|
| Council | | | | | | | |
| Expenditures | | | | | | | |
| Staff Costs | 216,571 | 230,100 | 238,240 | 265,400 | 266,000 | 600 | |
| Community Support | 5,656 | 4,332 | 1,585 | 2,450 | 2,800 | 350 | |
| Professional Development | 6,606 | 7,755 | 9,516 | 12,000 | 17,505 | 5,505 | |
| Communications | 286 | 1,093 | 1,146 | 1,654 | 1,834 | 180 | |
| Materials & Supplies | | 305 | 89 | 175 | 250 | 75 | |
| Total Expenditures | 229,119 | 243,585 | 250,576 | 281,679 | 288,389 | 6,710 | 2.4 |
| Total Council | 229,119 | 243,585 | 250,576 | 281,679 | 288,389 | 6,710 | 2.4% |



2020 Operating Budget Community Partnerships



2020 Operating Budget Community Contributions

Community Contributions – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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

Ryde Community Hub

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

Severn Bridge Hall

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

Terence Haight Grants

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

The grant is made available through the generosity of Terence Haight who, upon his passing away in 2008, gifted the Town of Gravenhurst with an endowment of approximately \$1 million.

CIP Program

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

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

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Contributions

| Description | 2017 Actuals | 2018 Actuals | 2019 YTD Actuals | 2019 Budget | 2020 Recommended Budget | \$ Change from 2019 Budget | % Change from 2019 Budget |
|--------------------------------------|-----------------|-----------------|------------------------|----------------|-------------------------------|----------------------------------|---------------------------------|
| Community Contributions | | | | | | | |
| Ryde Community Hub | | | | | | | |
| Expenditures | | | | | | | |
| Community Support | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Total Expenditures | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Total Ryde Community Hub | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Severn Bridge Hall | | | | | | | |
| Expenditures | | | | | | | |
| Community Support | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Total Expenditures | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Total Severn Bridge Hall | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | |
| Terence Haight Grants | | | | | | | |
| Expenditures | | | | | | | |
| Community Support | 19,624 | 20,000 | 19,949 | 20,000 | 25,000 | 5,000 | |
| Total Expenditures | 19,624 | 20,000 | 19,949 | 20,000 | 25,000 | 5,000 | 25.0 |
| Revenue | | | | | | | |
| Transfers From Reserves | (20,000) | (20,000) | (19,949) | (20,000) | (25,000) | (5,000) | |
| Total Revenue | (20,000) | (20,000) | (19,949) | (20,000) | (25,000) | (5,000) | 25.0 |
| Total Terence Haight Grants | (376) | | | | | | |
| CIP Program | | | | | | | |
| Expenditures | | | | | | | |
| Contribution to Reserve | 55,000 | 55,000 | 55,000 | 55,000 | 65,000 | 10,000 | |
| Total Expenditures | 55,000 | 55,000 | 55,000 | 55,000 | 65,000 | 10,000 | 18.2 |
| Total CIP Program | 55,000 | 55,000 | 55,000 | 55,000 | 65,000 | 10,000 | 18.2 |
| Total Community Contributions | 66,624 | 67,000 | 67,000 | 67,000 | 77,000 | 10,000 | 14.9% |

2



2020 Operating Budget Community Policing

Community Policing – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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

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

On October 22, 2015, as part of a District review of Community Policing across Muskoka, it was noted that:

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

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

2019 ACCOMPLISHMENTS

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

2020 INITIATIVES

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Policing

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

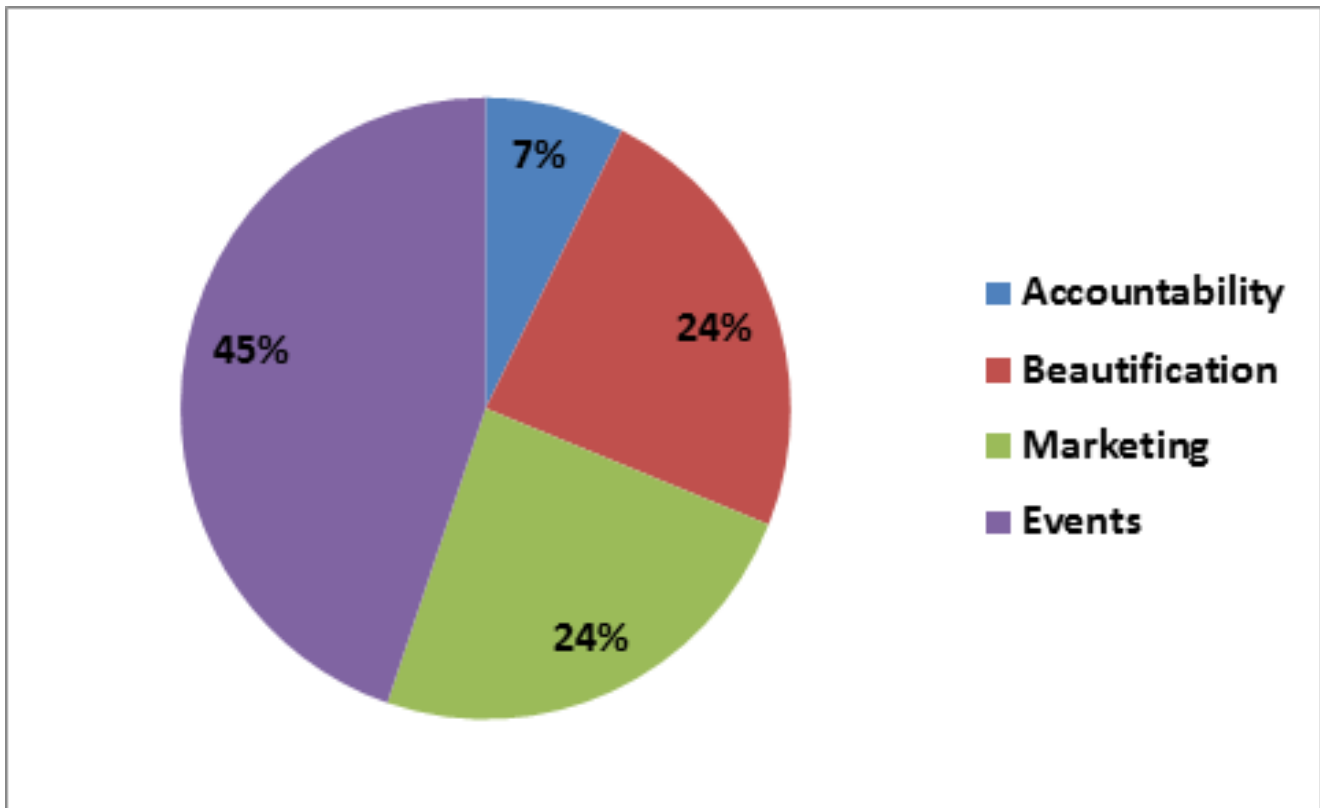


**2020 Operating Budget
Gravenhurst Business
Improvement Area**

Business Improvement Area – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

\$49,552 which is unchanged from 2019.



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

Business Improvement Area – 2020 Operating Budget

Community Partnerships & Collaborations

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

2019 ACCOMPLISHMENTS

- Developed a Strategic Plan under the guidance of OMAFRA.
- Restructured BIA administrative needs from staff employee to contract event planners to maximize budget available for BIA priorities – beautification, events and out of town marketing.
- Continued and increased collaboration and communication with community partners.
- Increased member engagement and communication through consistent outreach and avenues for feedback such as surveys.
- Continued investment in social media resulting in an increase in our online presence.

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

KEY INITIATIVES FOR 2020

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

Business Improvement Area – 2020 Operating Budget

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

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

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Decrease of \$27,800:

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

Community Support: Decrease of \$12,550:

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

Contracted Services: Increase of \$30,500:

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

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

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



**2020 Operating Budget
Gravenhurst Public Library
Board**

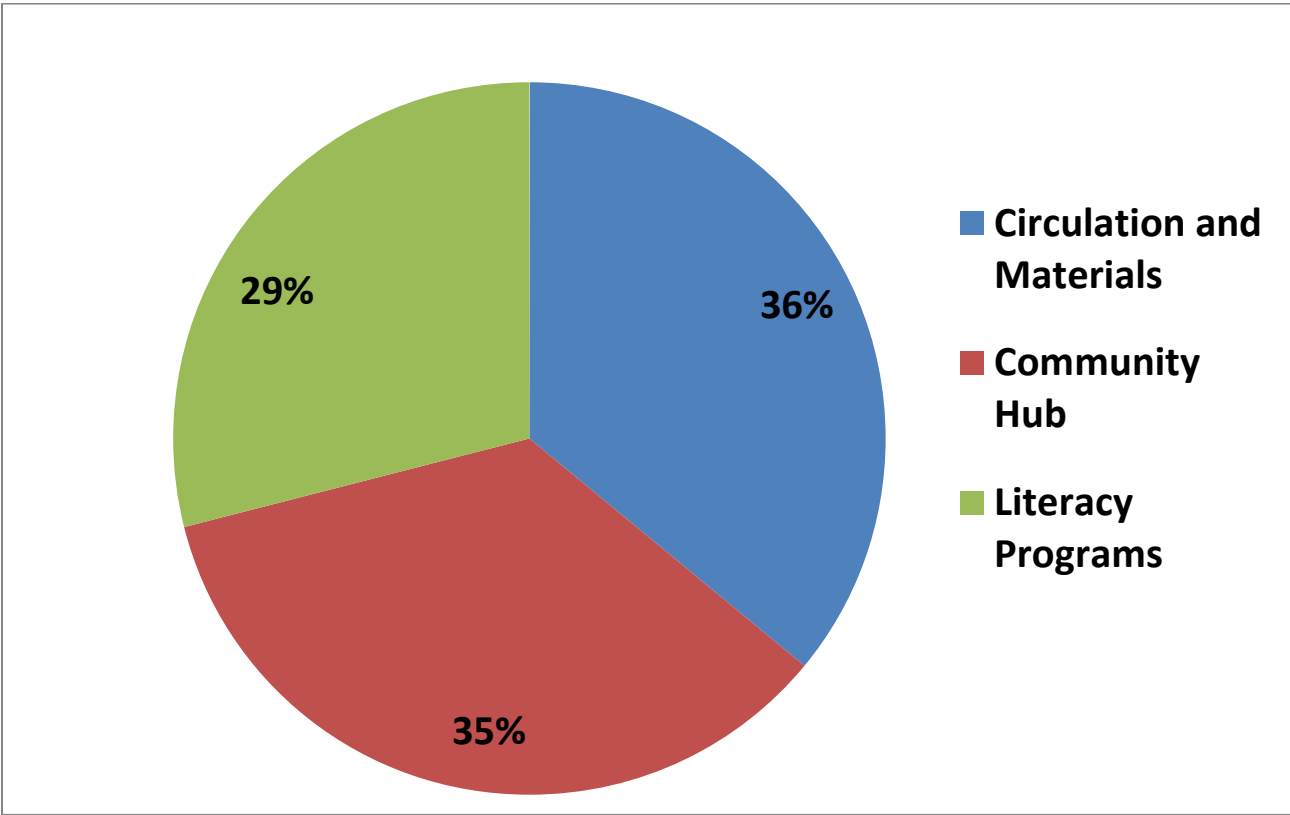
Gravenhurst Public Library Board – 2020 Budget

RECOMMENDED 2020 BUDGET

\$678,378 which is an increase of \$64,800 or 10.6% from 2019.

HOW THE LIBRARY IS GOVERNED AND FUNDED

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



Gravenhurst Public Library Board – 2020 Budget

Administration/Operational Activities

- Administer and report on operations monthly and in quarterly updates
- Promote library collections, services, programs, and events with year round and seasonal residents as well as visitors to the area
- Manage and track library user transactions including the creation of memberships, circulation of library materials, use of public workstations and Wi-Fi, collection of fees and fines, program registrations, room and equipment rentals and exam proctoring
- Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and electronic resources
- Ensure the library is an inviting, safe, and clean public space
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability

Circulation and Materials

- Provide access to print and non-print materials geared to all age groups, varying reading levels and a diversity of interests in a variety of formats including: magazines, newspapers, large print, graphic novels, board books, picture books, DVDs, CDs, puzzles, audiobooks, online resources, electronic devices, fiction, and non-fiction books that include topics like business and digital literacy
- Ensure collections are made available and are accessible to members of the public who have print disabilities
- Keep pace with public need for specific types of materials, including new releases, popular authors, newsworthy topics, school curriculum, award winners, and Canadian content
- Facilitate access to materials found in libraries throughout the province with the interlibrary loan service
- Make the special collection of books on the history of Muskoka available to the public and house the Gravenhurst Archives collection of historic photos and documents
- Provide high quality readers' advisory services to library users that reflect comprehensive knowledge of the library's collection and an understanding of individual library user's preferences
- Deliver friendly, efficient, and responsive customer service to all who walk through our doors

Gravenhurst Public Library Board – 2020 Budget

Community Hub

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

Literacy Programming

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

Gravenhurst Public Library Board – 2020 Budget

2019 ACCOMPLISHMENTS

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

Gravenhurst Public Library Board – 2020 Budget

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

KEY INITIATIVES FOR 2020

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

ACTIVITY INDICATORS

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

Gravenhurst Public Library Board – 2020 Budget

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

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

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

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$60,000

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

Transfers from Reserves: Increase of \$10,500

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Gravenhurst Public Library Board

| Description | 2017 Actuals | 2018 Actuals | 2019 YTD Actuals | 2019 Budget | 2020 Recommended Budget | \$ Change from 2019 Budget | % Change from 2019 Budget |
|---|------------------|-----------------|------------------------|------------------|-------------------------------|----------------------------------|---------------------------------|
| Gravenhurst Public Library Board | | | | | | | |
| Expenditures | | | | | | | |
| Staff Costs | 465,482 | 498,795 | 469,188 | 520,000 | 580,000 | 60,000 | |
| Professional Development | 8,360 | 7,754 | 5,978 | 9,300 | 9,300 | | |
| Transfers To/From Other Department | 1,000 | 1,000 | 94 | 1,200 | 1,200 | | |
| Contracted Services | 1,499 | 1,316 | 1,287 | 1,500 | 1,500 | | |
| Financial Expenses | 27,906 | 10,502 | 10,139 | 20,000 | 20,000 | | |
| Legal Services | | | | 500 | 500 | | |
| Information Technology Services | 71,907 | 76,170 | 67,505 | 84,000 | 88,500 | 4,500 | |
| Communications | 3,143 | 3,498 | 4,980 | 5,200 | 8,800 | 3,600 | |
| Other Services | | 10 | 10 | 150 | 150 | | |
| Equipment | 14,062 | 14,051 | 3,711 | 13,500 | 17,000 | 3,500 | |
| Materials & Supplies | 7,633 | 6,379 | 4,954 | 7,075 | 7,075 | | |
| Library Collection | 63,668 | 67,756 | 55,594 | 72,600 | 78,800 | 6,200 | |
| Total Expenditures | 664,660 | 687,231 | 623,440 | 735,025 | 812,825 | 77,800 | 10.6 |
| Revenue | | | | | | | |
| Grants | (43,298) | (41,304) | (2,682) | (42,947) | (44,947) | (2,000) | |
| Fines | (6,645) | (6,655) | (5,844) | (8,500) | (8,500) | | |
| Sales | (7,983) | (8,048) | (8,856) | (8,500) | (9,000) | (500) | |
| Facility Rental | (860) | (1,533) | (1,306) | (2,000) | (2,000) | | |
| Transfers From Reserves | (44,479) | (38,992) | (40,139) | (56,000) | (66,500) | (10,500) | |
| Investment Income | (56) | (30) | | | | | |
| Donations/Sponsorships | (2,028) | (1,548) | (1,009) | (3,500) | (3,500) | | |
| Total Revenue | (105,349) | (98,110) | (59,836) | (121,447) | (134,447) | (13,000) | 10.7 |
| Total Gravenhurst Public Library Board | 559,311 | 589,121 | 563,604 | 613,578 | 678,378 | 64,800 | 10.6% |



2020 Operating Budget Town Departments



2020 Operating Budget Office of the CAO

Office of the CAO – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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

| CAO |
|--|
| <ul style="list-style-type: none">• Exercises general control and management of the administrative affairs of the Town |
| <ul style="list-style-type: none">• Provides direction to Town employees and administrative advice to Mayor and Council |
| <ul style="list-style-type: none">• Directs the development and implementation of corporate policies and programs in response to Legislation or Council direction |
| <ul style="list-style-type: none">• Ensures Council receives administrative support, reports and information required for decision making including advice and recommendations as deemed appropriate |
| <ul style="list-style-type: none">• Assists Council in the development of corporate initiatives for the Town |
| <ul style="list-style-type: none">• Liaises with local boards, commissions, agencies, other municipalities, as well as the provincial and federal governments |

2019 ACCOMPLISHMENTS

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

Office of the CAO – 2020 Operating Budget

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

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

DEFERRED 2019 INITIATIVES

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

KEY INITIATIVES FOR 2020

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

These initiatives meet the following Strategic Plan Objectives:

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

Office of the CAO – 2020 Operating Budget

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

ACTIVITY INDICATORS

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

STAFFING CHANGES IN 2019 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$26,368

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
CAO**

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

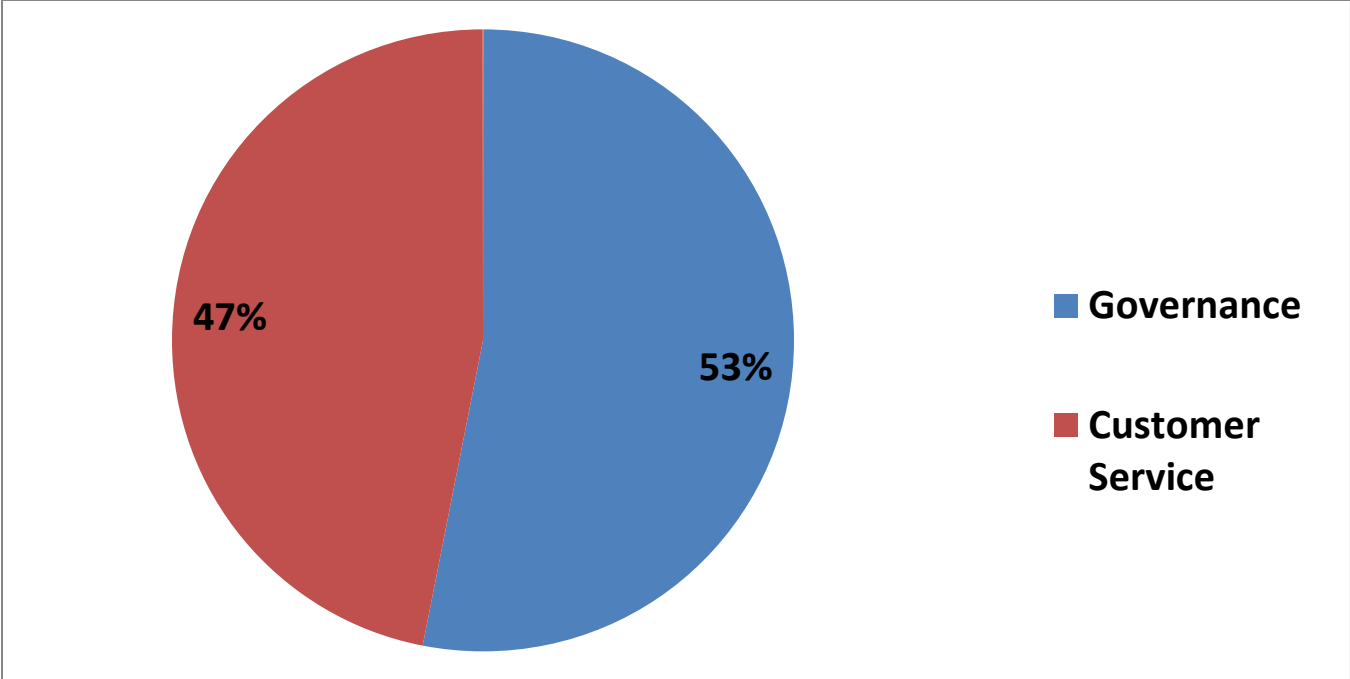


2020 Operating Budget Legislative Services

Legislative Services – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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



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

Legislative Services – 2020 Operating Budget

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

2019 ACCOMPLISHMENTS

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

Legislative Services – 2020 Operating Budget

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

DEFERRED 2019 INITIATIVES

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

Legislative Services – 2020 Operating Budget

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

KEY INITIATIVES FOR 2020

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

ACTIVITY INDICATORS

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

Legislative Services – 2020 Operating Budget

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

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$21,600

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Legislative Services

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

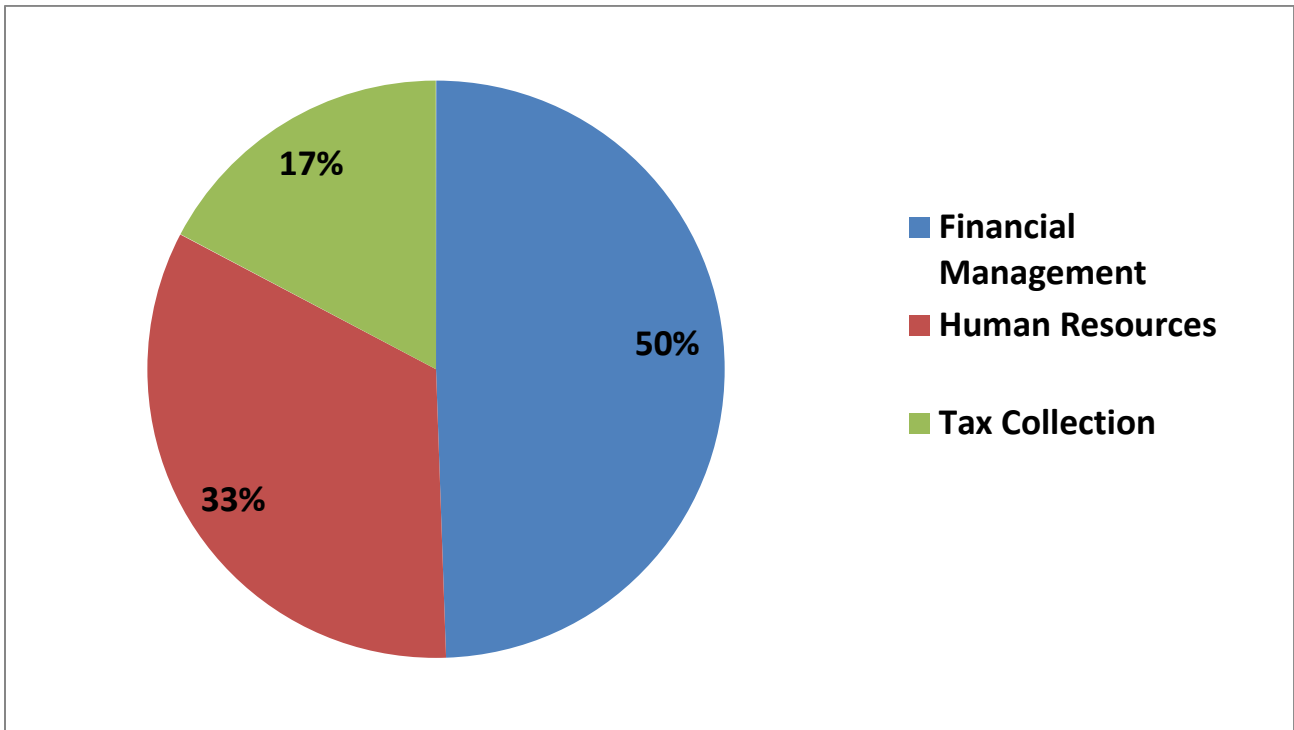


2020 Operating Budget Corporate Services

Corporate Services – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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



Financial Management

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

Corporate Services – 2020 Operating Budget

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

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

2019 ACCOMPLISHMENTS

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

Corporate Services – 2020 Operating Budget

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

DEFERRED 2019 INITIATIVES

- **Lead the development of a new Town Strategic Plan in 2020.**
- Develop a proposal for a new phone system for the Town of Gravenhurst that addresses the current deficiencies while positioning the Town for the future.

KEY INITIATIVES FOR 2020

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

Corporate Services – 2020 Operating Budget

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

Highlighted initiatives meet the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

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

Corporate Services – 2020 Operating Budget

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

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Finance: Net increase of \$15,510

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

Human Resources: Net increase of \$22,000

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Corporate Services

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

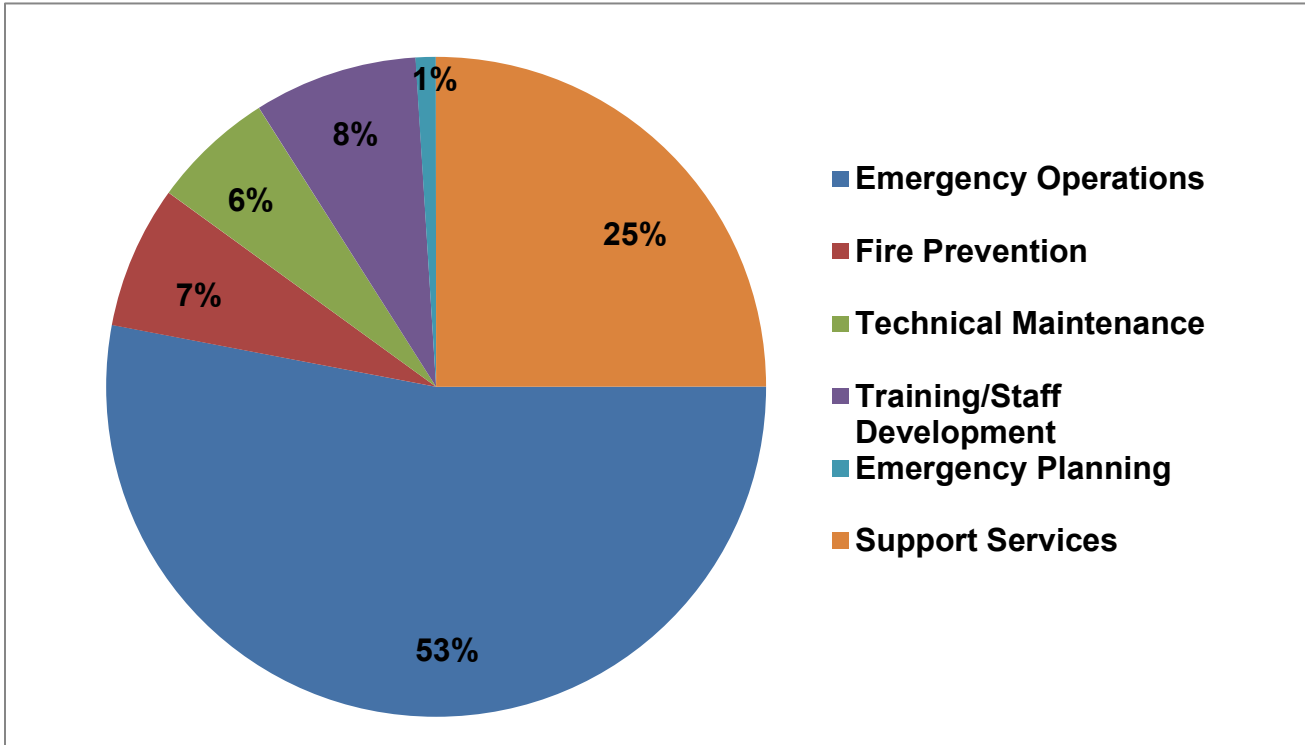


2020 Operating Budget Fire & Emergency Services

Fire & Emergency Services – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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



Emergency Operations Division

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

Fire & Emergency Services – 2020 Operating Budget

Fire Prevention Division

- Inspects buildings on complaint or request to identify fire code infractions and initiates corrective actions including enforcement/prosecutions where necessary and recommends changes to fire safety practices
- Conducts continuing public education activities focused on fire safety, smoke/carbon monoxide alarm use, preventative measures based on local experience as identified in the simplified risk assessment and fire-cause determination efforts
- Conducts post-fire origin and cause investigations to identify 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 line officers

Fire & Emergency Services – 2020 Operating Budget

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

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

Fire & Emergency Services – 2020 Operating Budget

2019 ACCOMPLISHMENTS

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

Fire & Emergency Services – 2020 Operating Budget

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

Fire & Emergency Services – 2020 Operating Budget

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

DEFERRED 2018 INITIATIVES

- All planned activities were completed.

KEY INITIATIVES FOR 2020

- Meet the essential elements of the principles addressed in the Ministry of Labour Section 21 Committee Guidance Notes for firefighter Health & Safety including the expansion and revision of departmental Operating Guidelines.
- Ensure all projects within the approved capital budget program are completed in a timely and cost-effective manner.
- Explore Automatic Aid Agreements with communities on our southern border in an attempt to identify efficiencies to provide better service delivery.
- Enhance engagement with other community safety partners (police and paramedics) to affect better intra-departmental program delivery to the community across the spectrum of community safety-related issues.
- Explore refreshed outreach programming as a way to more effectively address fire safety for seniors and primary-school aged children.

These initiatives all address the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

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

Fire & Emergency Services – 2020 Operating Budget

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

* as of November 25, 2019

STAFFING CHANGES IN 2019 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

Staff Costs: Increase of \$28,653

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Fire & Emergency Services

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Fire & Emergency Services

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

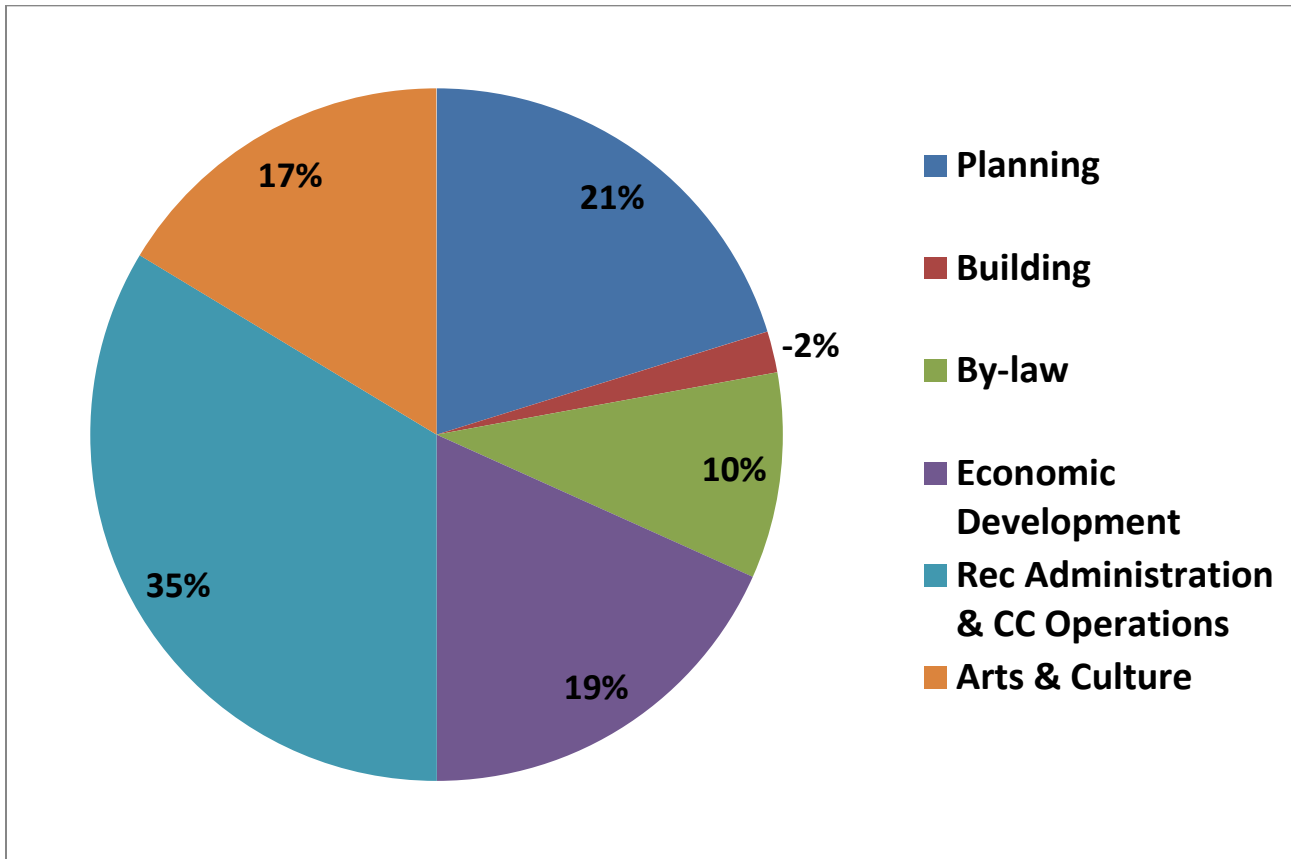


2020 Operating Budget Community, Growth and Development

Community Growth & Development – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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



| Planning |
|---|
| <ul style="list-style-type: none"> • Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects |
| <ul style="list-style-type: none"> • Provide professional advice to a number of legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and the Environmental Advisory Committee) |
| <ul style="list-style-type: none"> • Review and process development applications including Official Plan and Zoning By-law amendments, plans of subdivisions and condominium, consents, minor variances and site plan agreements |
| <ul style="list-style-type: none"> • Assist and provide customer service to property owners in understanding applicable land use regulations and associated development rights |

Community Growth & Development – 2020 Operating Budget

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

Building

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

Economic Development, Marketing & Tourism

- Town point of contact for entrepreneurs and business investors interested in investing in Gravenhurst
- Coordinate programs to attract new businesses, residents and other investments
- Conduct research and maintain current socio-economic data, various statistics and other useful information
- Develop local economic development related partnerships to promote, support and sustain economic prosperity
- Seek, initiate and assist departments with grant applications to leverage external funding opportunities
- Administration of the Community Improvement Plan (CIP) funding program
- Participate in the development of tourism strategy and respond to filming inquiries

Community Growth & Development – 2020 Operating Budget

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

By-law

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

Recreation Administration & Centennial Centre Operations

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

Community Growth & Development – 2020 Operating Budget

Recreation & Community Events

- Deliver a variety of quality recreation programs for all ages that have minimal to no net impact on the municipal tax base
- Administer event application process to liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance
- Recruit, train and supervise part time seasonal staff to ensure the competent delivery of programs and services
- Build collaborative partnerships to expand community programs and help sustain local not-for-profit recreation and sport organizations
- Coordinate opportunities for youth engagement, leadership development and skill enhancement
- Plan and implement community events & activities (e.g. Cinema Under The Stars, Make a Splash, Mayor’s Tea, Canada Day)
- Administer the newly approved Event Sponsorship Policy

Arts & Culture/Opera House

- Work collaboratively with various community stakeholders to support and expand arts and cultural opportunities in Gravenhurst
- Provide leadership on the implementation of the municipal cultural initiatives
- 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
- Preserve the Opera House as a cultural cornerstone and place of historic significance for community gatherings, celebrations, programs and meetings
- Recruit, train and supervise part-time staff and volunteers to successfully administer Opera House programs
- Oversee the coordination of the Music on the Barge Program

Community Growth & Development – 2020 Operating Budget

2019 ACCOMPLISHMENTS

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

Community Growth & Development – 2020 Operating Budget

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

DEFERRED 2019 INITIATIVES

- Establish a Social Media Policy
- Create Development Standards Guidelines

KEY INITIATIVES FOR 2020

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

Community Growth & Development – 2020 Operating Budget

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

Highlighted initiatives meet the following Strategic Plan Objectives:

- Objective 1A – A more Diverse Economy With More Year-Round Employment Opportunities
- Objective 1B - More Effective Marketing
- Objective 2B – A Well-Planned, Healthy, Green and Livable Community

Community Growth & Development – 2020 Operating Budget

- Objective 3A – A More Connected Community – A Vibrant Town supported by solid and active partnerships
- Objective 4A – Valuing Our Cultural & Heritage Assets and Fostering Cultural Innovation
- Objective 5A – Exceptional Municipal Customer Service
- Objective 5B – Exceptional Municipal Management and Operational Excellence

ACTIVITY INDICATORS

| Measurable | 2017 | 2018 | Projected 2019 | Projected 2020 |
|------------------------------------|------------------|------------------|----------------|----------------|
| Planning applications | 266 | 265 | 275 | 280 |
| Building permit applications | 675 | 611 | 670 | 690 |
| Building permit values (\$) | 69,127,408 | 59,000,000 | 42,000,000 | 56,000,000 |
| Complaint files opened (By-law) | 418 | 441 | 400 | 420 |
| Complaint files closed | 407 | 400 | 375 | 394 |
| By-law Charges - Part I / II / III | 3 / 251 / 2 | 20 / 255 / 0 | 10 / 260 / 1 | 11 / 255 / 1 |
| Vehicles checked for timed parking | N/A | 1755 | 1430 | 1590 |
| Illegal signs removed | 150 | 300 + | 150 | 200 |
| Committee meetings | 30 (DEV only) | 27 (DEV only) | 60 | 64 |
| Septic re-inspections | 373 | 350 | 747 | 500 |
| Economic opportunity files opened | 53 | 172 | 179 | 140 |
| Direct Spending from Filming | - | \$179,500 | \$37,000 | \$100,000 |
| CIP grants (submissions/approved) | 21/17 | 22/16 | 24/17 | 20/15 |

Community Growth & Development – 2020 Operating Budget

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

Community Growth & Development – 2020 Operating Budget

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

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

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

Community Growth & Development – 2020 Operating Budget

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

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

Economic Development, Marketing & Tourism: Staff Costs and Communications

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

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

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

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

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

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

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

Recreation Programs: Decrease of \$10,000

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

Community Growth & Development – 2020 Operating Budget

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

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

Community Events: Cost Centre Adjustment

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

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

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Community Growth & Development

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

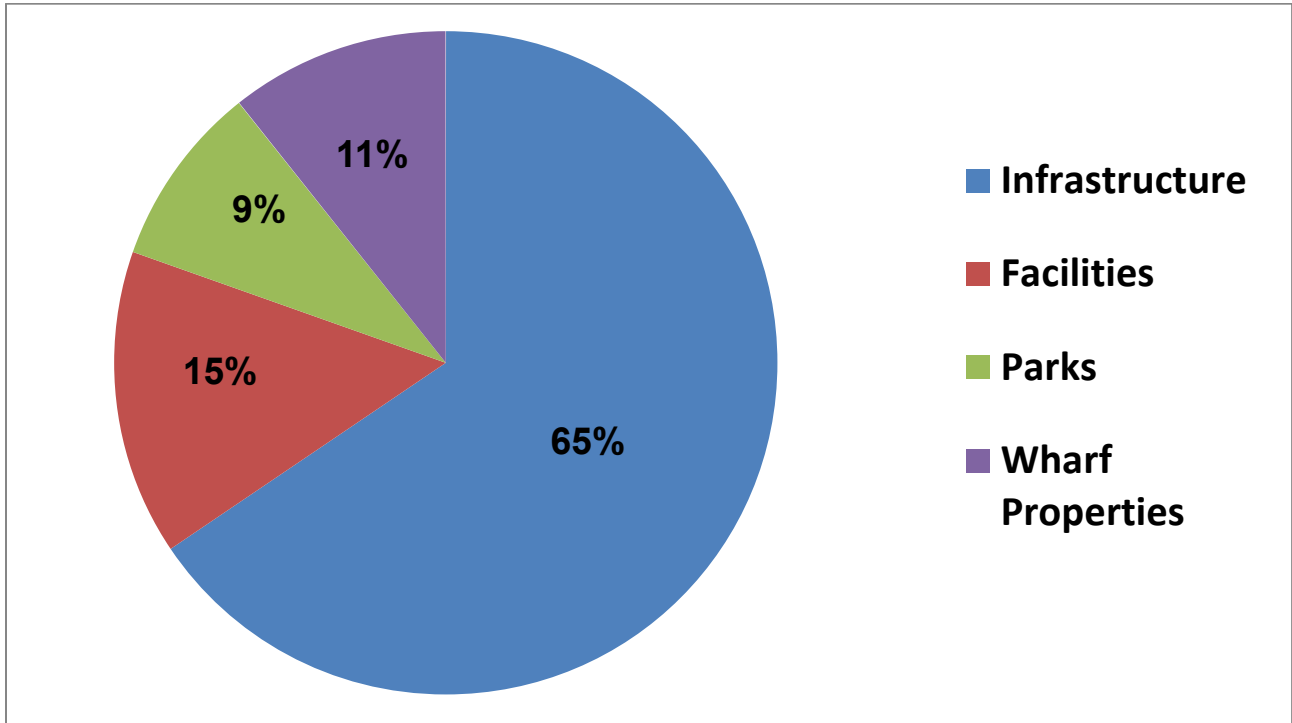


2020 Operating Budget Infrastructure Services

Infrastructure Services – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

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



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

Infrastructure Services – 2020 Operating Budget

- Performance Measurement Program (MPMP) and municipal benchmarking
- Research, identify and implement process improvements and best practices strategies

- 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

- Public Works**
- Oversee infrastructure and capital construction programs, monitor processes and facilitates the resolution of any problematic issues
 - Manage the maintenance of Town and District of Muskoka area road networks in accordance with mandated legislation and best municipal practices focusing on mitigating potential risk and liability exposure
 - Implementation and supervision of the overall Fleet Management program including the acquisition and maintenance of vehicles for the Department
 - Develop and administer service and construction contracts as they relate to public works operations

Infrastructure Services – 2020 Operating Budget

| Cemetery |
|---|
| <ul style="list-style-type: none"> • Manage and provide routine maintenance to the Town’s cemeteries |
| <ul style="list-style-type: none"> • Ensure operational compliance in accordance with the guidelines prescribed through the Cemetery and Funeral Burial and Cremation Acts |
| <ul style="list-style-type: none"> • Process of Internment and Burial Right Certificates |
| <ul style="list-style-type: none"> • Maintain records as they relate to burial plots, cremations and mortuary |

2019 ACCOMPLISHMENTS

- Finalization and project close out of 51 Council approved Capital Projects, with an additional 30 projects being between 50% to 90% complete
- Developed in house detailed specifications and associated tender ready packages for the procurement of 30 contracts
- **Refinement of a 5 year Capital Plan with a strong focus on maintaining service levels provided through Town owned Assets within the areas of Roads, Fleet, Parks, Cemeteries, Facilities and information technology**
- Alignment of the Town’s annual roads improvement strategy with the District’s capital initiatives focusing on joint capital ventures to the extent feasible
- **Ongoing implementation of green energy improvements; aligning with the Towns Energy Demand and Conservation Plan**
- Internal process review related to inventory control and financial reconciliations
- Development of a comprehensive Parks Operations Plan, for the purpose of establishing divisional performance parameters and expectations
- **Participated and contributed in the fulsome review of the District of Muskoka Area Road Maintenance Agreement with the Town for the delivery of maintenance on area roads under the jurisdiction of the upper tier**
- Contributing member to the District of Muskoka Salt Management Task Committee with a core focus on reducing the impacts of salt usage on the environment
- Implementation of a new OMS (Operational Management System) with a focus on building efficiencies within the tracking and delivery of service levels and payroll processes
- Reviewed and provided engineering expertise for single lot developments, zoning applications, minor variances and Draft Plans of Subdivisions

ONGOING 2019 INITIATIVES

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

Infrastructure Services – 2020 Operating Budget

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

KEY INITIATIVES FOR 2020

- Continued mentoring of Divisional Corporate Management Team
- Tendering and contract administration of 63 new planned Capital Projects approved by Council
- Structural Inspection of the Public Works Shop, Aquatic Centre Pool, Centennial Centre trusses
- **Business model review of the Gravenhurst Wharf Gas Bar**
- **Public engagement on the future use of the Gravenhurst Train Station**
- **Research and Assessment of Electronic Vehicle Charging Stations within Gravenhurst**
- Collaboration with Legislative Services for the ongoing transition of Cemetery Records into the Stone Orchard Cemetery Management System

These initiatives meet the following Strategic Plan Objectives:

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

ACTIVITY INDICATORS

| Measurable | 2018 | 2019 | Projected 2020 |
|---|------|------|----------------|
| # of Entrance Permits Issued | 27 | 25 | 25 |
| # of Road Occupation Permits Issued | 48 | 71 | 50 |
| Culvert Improvements | 9 | 10 | 20 |
| Ditching operations per lane kilometer | 3 | 10 | 10 |
| Brushing operations per lane kilometer | 18 | 30 | 30 |
| Gravel road improvements per lane kilometer | 10 | 5 | 5 |

Infrastructure Services – 2020 Operating Budget

STAFFING CHANGES IN 2020 BUDGET

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

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

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

Road Administration: Increase of \$12,204

- \$15,504 reduction in Labour Recoveries due to a reduced capacity to charge out labour as a result of extensive lieu time earned during extended winter operations and utilized in the summer months.
- \$17,800 reduction in Staff Costs as a result of a temporary contract position brought onboard in 2019 to assist with the implementation of the Operations Management System not being carried forward into 2020.

Road Maintenance: Increase of \$35,250

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

Parking Lots: Increase of \$2,000

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

Infrastructure Services – 2020 Operating Budget

Cemeteries: Decrease of \$7,000

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

District Road Maintenance: No net increase

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

Town Facilities: Decrease of \$1,245

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

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

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

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

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

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

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

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

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

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

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services**

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services**

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services**

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services**

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

**TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services**

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Infrastructure Services

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



2020 Operating Budget Corporate Administration

Corporate Administration – 2020 Operating Budget

RECOMMENDED 2020 BUDGET

\$5,746,687 which is a net increase of \$603,163 or 11.7% from 2019.

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

1. Corporate Items

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

2. Internal Financing

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

3. External Financing

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

1. CORPORATE ITEMS

Expenditures

- **Community Support:** South Muskoka Memorial Hospital contribution approved by Council in 2014. This payment will end in 2020.
- **Professional Development:** Corporate Training and Leadership Development budget managed by the Manager of Human Resources.
- **Contribution to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrears notices and related items. Shredding of Town documents as per records retention policy.
- **Consultant Services:** In 2020 external consulting services will be used to fund an IT services review in partnership with the Town of Bracebridge; a market review conducted every three years by Human Resources; and engagement of an expert to evaluate the most appropriate business model for the long term operation of the Wharf Marina.
- **Debit Machine Fees:** Fees for the acceptance of credit/debit payments and related banking fees.
- **Legal Services:** Corporate legal expenses related to a wide cross-section of issues. This budget also includes a provision for the activities of the Integrity Commissioner.

Corporate Administration – 2020 Operating Budget

Table 1

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

- **Audit:** Services related to providing an audit opinion attached to our annual year-end financial statements.
- **Insurance:** Includes the insurance premiums payable by the Town for coverage related to Town facilities, infrastructure and services. Also includes an estimate for claims below the \$10,000 deductible based on last three year trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration, Help-Desk support and software upgrades.
- **Communications:** Cost of Town Page that is published every Thursday in the Gravenhurst Banner; corporate media buys, Town postage requirements for mailing notices/tax bills and the cost of the Town Hall switchboard and 16 phone lines.
- **Other Services:** Cost to enable compliance with the Accessibility for Ontarians with Disabilities (OADA) legislation, former lease costs for two large photocopier/printers and the postage machine at Town Hall.
- **Materials & Supplies:** General offices supplies for Town Hall.

Revenues

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

Corporate Administration – 2020 Operating Budget

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

2. INTERNAL FINANCING

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

3. EXTERNAL FINANCING

The Town of Gravenhurst is able to borrow funds in the financial markets through the District of Muskoka. It has done so in the past to advance important Town initiatives such as the construction of the Muskoka Wharf, the Centennial Centre (including the YMCA), and 3-5 Pineridge Gate which houses the Cottage Country Family Health offices, the Simcoe-Muskoka District Health Unit and Town Hall. As of December 31, 2019 the Town has \$14,919,259 in external debt on its books.

Since 2012 the Town has not borrowed funds externally and there is no plan to do so in the near future. The current long-term financial plan reduces the need for future external debt while putting aside sufficient funds to pay off any outstanding balances that come due.

Corporate Administration – 2020 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2019 BUDGET

1. Corporate Items

Contribution to Reserves: Increase of \$282,000

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

Legal Services: Increase of \$7,000

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

Insurance: Increase of \$123,000

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

Information Technology Services: Increase of \$22,282

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

Grants: Increase of \$42,200

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

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

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

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

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

Investment Income: Increase of \$12,000

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

Supplementary Taxes: Increase of \$10,000

- Projection reflects the three year average for supplementary taxes.

Corporate Administration – 2020 Operating Budget

2. Internal Financing

Internal Financing: Increase of \$322,000

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

3. External Financing

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

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

TOWN OF GRAVENHURST

External and Internal Financing Summary

| Description | Debenture / Loan Amount | Balance at Start of 2020 | 2020 Payments | Balance at End of 2020 | Year Due |
|--|-------------------------|--------------------------|---------------------|------------------------|--------------|
| Debenture and Internal Financing | | | | | |
| External Financing | | | | | |
| Debentures | | | | | |
| Wharf Financing | 8,000,000 | 2,900,870 | 674,685 | 2,383,854 | Oct 2024 |
| Centennial Centre & Aquatic Centre | 6,400,000 | 5,337,115 | 362,900 | 5,179,783 | Dec 2041 |
| Centennial Centre & Aquatic Centre (2012) | 5,650,000 | 4,436,000 | 344,351 | 4,246,000 | Dec 2024 (a) |
| Town Hall & Clinic Build/Renovate | 2,900,000 | 2,245,274 | 179,949 | 2,148,849 | Dec 2036 |
| Total External Financing | \$ 22,950,000 | \$ 14,919,259 | \$ 1,561,886 | \$ 13,958,486 | |
| Internal Financing | | | | | |
| Borrowing from Community Re- investment Reserve | | | | | |
| Wharf Self- Financing | 6,266,238 | 3,191,412 | 407,757 | 2,917,523 | Jun 2030 |
| Infrastructure | 6,771,327 | 6,286,437 | 982,005 | 5,448,744 | various |
| Infrastructure Fleet | 900,889 | 499,662 | 120,317 | 390,735 | various |
| Infrastructure Equipment | 1,100,764 | 831,172 | 241,223 | 605,875 | various |
| Fire Department Vehicles | 1,397,593 | 670,285 | 134,112 | 553,365 | various |
| Facilities | 3,002,489 | 2,214,201 | 327,558 | 1,940,566 | various |
| Total Internal Financing | \$ 19,439,300 | \$ 13,693,170 | \$ 2,212,971 | \$ 11,856,806 | |
| Total Debenture and Internal Financing | 42,389,300 | 28,612,428 | 3,774,857 | 25,815,292 | |

Notes

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

TOWN OF GRAVENHURST
2020
Recommended Operating Budget
Corporate Services

| Description | 2017 Actuals | 2018 Actuals | 2019 YTD Actuals | 2019 Budget | 2020 Recommended Budget | \$ Change from 2019 Budget | % Change from 2019 Budget |
|---------------------------------------|-----------------|-----------------|------------------------|----------------|-------------------------------|----------------------------------|---------------------------------|
| Corporate Administration | | | | | | | |
| Corporate Administration | | | | | | | |
| Expenditures | | | | | | | |
| Staff Costs | | | (1,560) | | | | |
| Community Support | 47,142 | 47,142 | 47,142 | 47,142 | 47,142 | | |
| Professional Development | 41,933 | 44,360 | 32,917 | 38,300 | 38,300 | | |
| Contribution to Reserve | 1,940,750 | 2,372,780 | 2,706,380 | 2,706,380 | 2,988,380 | 282,000 | |
| Contribution To Endowment | | 343 | | | | | |
| Contracted Services | 6,998 | 7,456 | 9,137 | 9,600 | 9,600 | | |
| Consultant Services | | 50,000 | 34,637 | 50,000 | 50,000 | | |
| Debit Machine Fees | 18,011 | 19,909 | 18,399 | 19,000 | 19,750 | 750 | |
| Legal Services | 32,785 | 17,726 | 28,771 | 23,000 | 30,000 | 7,000 | |
| Audit | 23,947 | 18,571 | 13,518 | 19,000 | 19,000 | | |
| Insurance | 402,907 | 475,168 | 461,834 | 448,300 | 571,300 | 123,000 | |
| Information Technology Services | 380,377 | 369,294 | 349,847 | 405,933 | 428,215 | 22,282 | |
| Communications | 74,536 | 76,469 | 63,431 | 80,000 | 76,000 | (4,000) | |
| Other Services | 18,278 | 1,550 | 3,155 | | 2,000 | 2,000 | |
| Equipment | 4,374 | | | | | | |
| Materials & Supplies | 17,101 | 21,039 | 16,784 | 21,000 | 21,000 | | |
| Total Expenditures | 3,009,139 | 3,521,807 | 3,784,392 | 3,867,655 | 4,300,687 | 433,032 | 11.2 |
| Revenue | | | | | | | |
| Grants | (1,780,500) | (1,908,500) | (1,935,400) | (1,898,500) | (1,940,700) | (42,200) | |
| Tax Penalties & Fees | (375,062) | (374,626) | (301,301) | (400,000) | (365,000) | 35,000 | |
| Accounts Receivable Fees | (1,898) | (1,143) | (826) | (900) | (674) | 226 | |
| Other Fees and Rebates | (13,084) | (15,221) | (42,990) | (14,000) | (14,000) | | |
| Transfers From Reserves | | | (2,600,000) | (2,600,000) | | 2,600,000 | |
| Investment Income | (51,372) | (74,317) | (105,682) | (80,000) | (92,000) | (12,000) | |
| Total Revenue | (2,221,916) | (2,373,807) | (4,986,199) | (4,993,400) | (2,412,374) | 2,581,026 | (51.7) |
| Total Corporate Administration | 787,223 | 1,148,000 | (1,201,807) | (1,125,745) | 1,888,313 | 3,014,058 | (267.7) |

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

| Description | 2017 Actuals | 2018 Actuals | 2019 YTD Actuals | 2019 Budget | 2020 Recommended Budget | \$ Change from 2019 Budget | % Change from 2019 Budget |
|---------------------------------------|------------------|------------------|------------------------|--------------------|-------------------------------|----------------------------------|---------------------------------|
| Town | | | | | | | |
| Revenue | | | | | | | |
| Supplementary Taxes | (136,998) | (135,789) | (149,921) | (131,000) | (141,000) | (10,000) | |
| Taxes Written Off | 74,510 | 97,040 | 56,239 | 35,000 | 33,000 | (2,000) | |
| Total Revenue | (62,488) | (38,749) | (93,682) | (96,000) | (108,000) | (12,000) | 12.5 |
| Total Town | (62,488) | (38,749) | (93,682) | (96,000) | (108,000) | (12,000) | 12.5 |
| Total Corporate Items | 724,735 | 1,109,251 | (1,295,489) | (1,221,745) | 1,780,313 | 3,002,058 | (245.7) |
| Total Internal Financing | 1,487,269 | 1,775,289 | 2,082,489 | 2,082,489 | 2,404,489 | 322,000 | 15.5 |
| Total External Financing | 1,863,722 | 1,860,477 | 4,282,782 | 4,282,780 | 1,561,885 | (2,720,895) | (63.5) |
| Total Corporate Administration | 4,075,726 | 4,745,017 | 5,069,782 | 5,143,524 | 5,746,687 | 603,163 | 11.7% |

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



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

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Balances as of Dec 10 2019 & Projected Expenditures

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

Notes:

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