



Town Of Gravenhurst

APPROVED

2024 BUDGET



Town of Gravenhurst

Approved 2024 Budget

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Town Of Gravenhurst

2024 OPERATING BUDGET



2024 CORPORATE OVERVIEW

TOWN OF GRAVENHURST

2024 Approved Operating Budget

All numbers in \$ 000's

<u>Description</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>\$ change</u>	<u>% change</u>
Council	305.4	320.4	15.0	4.9%
Community Partnerships	1,524.4	1,478.1	(46.3)	-3.0%
Office of the CAO	781.1	841.2	60.1	7.7%
Legislative Services	456.5	481.2	24.7	5.4%
Financial Services	670.4	705.0	34.6	5.2%
Fire & Emergency Services	1,092.1	1,161.6	69.5	6.4%
Recreation & Culture	1,140.8	981.4	(159.4)	-14.0%
Development Services	1,219.0	1,265.3	46.3	3.8%
Infrastructure Services	5,015.0	5,472.1	457.1	9.1%
Corporate Administration	6,222.1	6,640.8	418.7	6.7%
Net Tax Levy	18,426.8	19,347.0	920.2	5.0%
Less: Increase in Assessment				2.0%
2024 Tax Rate Increase				2.99%

December 12, 2023

Initial Operating Budget: \$19,225,003

Added per Council Resolution:

\$15,000 to Parks Budget in Infrastructure for two portable washrooms and signage (pg. 154)

\$92,000 to the Corporate Administration Budget to increase the contribution to capital reserves (pg. 165)

\$15,000 to the Corporate Administration Budget to assist the Muskoka Watershed Council (pg. 165)

Final Approved Operating Budget: \$19,347,003

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Special Council Meeting

Town of Gravenhurst

November 29, 2023

Recommended 2024 Budget

Agenda

- Overview
- 2024 Operating Budget
- 2024 Capital and Multi-Year Plan
- Impact on 2024 Tax Rate
- Next Step - Council Deliberations

Overview

The Budget

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

Town Services Delivered Through the Operating and Capital Budgets

- **Core municipal services:** road corridor maintenance, snow clearing, fire protection
- **Quality of life services:** 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

2023 – The Year In Summary

- Council developed a multi-year Strategic Plan
- Strong development activity continued to bring in much-needed residential growth
- Continued industry wide challenges filling vacant staff positions resulted in operational cost savings but have challenged our service delivery capacity
- Committed funding to the Local Share of the Muskoka Algonquin Healthcare two-hospital model of care
- Launched Short Term Rental licensing, Municipal Accommodation Tax, Administrative Municipal Penalty System, and Tourism Gravenhurst, an independent Municipal Service Corporation
- Muskoka Regional Climate Change Adaptation Plans

2023 – The Year In Summary continued....

- Muskoka Joint Area Corporate Greenhouse Gas Inventory and Mitigation Plan
- Conducted orientation for new subcommittees
- Corporate Communication Strategy completed, ready to adopt/execute
- Began implementing Opera House Strategic Business Plan
- Completed the Parks, Recreation & Trails Master Plan
- Completed the Rural Transportation Needs Assessment
- Completed Fire Master Plan and Risk Assessment ready to adopt/execute
- Conducted a comprehensive market review of user fees
- Continued electronic digitation of records and processes

2023 – The Year In Summary continued....

- Live streaming capability at the Opera House and the Council Chambers
- Supported the relaunch of Muskoka Housing Task Force 2.0
- Ongoing dialogue with the Province regarding the Muskoka Regional Centre (MRC) and Ontario Fire College (OFC) advocating for economic impact, year-round employment and protection of any sensitive environmental features
- Concept design presented to Council for a 10-lot light use industrial park

Looking Ahead to 2024

- Develop and implement a recruiting and retention plan and conduct an organization wide staff compensation market review
- Continue to research and conduct organizational restructuring and strategic resourcing
- Negotiate collective agreements for Office, Clerical and Technical Workers and for Outside Workers
- Adopt and execute the comprehensive corporate communications strategy including filling the gap left by the loss of the physical newspaper and updating the Notice Policy
- Upgrade and modernize Fire and Emergency Measures communication systems including a new fire dispatch service

Looking Ahead to 2024 continued...

- Support the District Transportation Plan and integrate with the Gravenhurst Public Transportation Needs Study Recommendations
- Conduct the Ward Boundary Review
- Continue to implement key actions in the Wharf Revitalization Plan and the Gravenhurst Destinations Plan including expanding the Shops at the Boardwalk Pop-up Village
- Continue to implement the Opera House Business Plan with a return to use by the schools and expanded offerings at the Music on the Barge
- Complete construction of the Gull Lake Park new tiered seating adjacent to the Barge in the Spring, a collaboration with Rotary
- Conduct a Development Charges Study for 2025

Looking Ahead to 2024 continued...

- Develop Council Hybrid Meeting Policies and Procedures
- Assumption of the recent building addition to the Muskoka Discovery Centre
- Conduct a feasibility business plan for the 10-lot light industrial park
- Continue dialogue with the Province regarding the Muskoka Regional Centre (MRC) and Ontario Fire College (OFC) advocating for economic impact, year-round employment and protection of any sensitive environmental features
- Begin implementation of Climate Adaptation and Mitigation Plans

Public Input to Date

Engage Gravenhurst

- Engage Gravenhurst – 2024 Budget Public Input Oct and Nov 2023 Summarized:
 - Comments regarding services provided at the District level and not within the jurisdiction of the Town’s authority e.g., waste collection, district road improvements, housing initiatives
 - More efficient road plowing on Southwood Road
 - Due to outdated property assessments and the resulting “unfairness”, new revenue tools such as user fees and licenses should target those with the ability to pay, e.g. boat motors over 10h.p.
 - Comments on increased property assessment estimates
 - Comments on investment income and interest rate modelling for the future
 - Comments on the North Morrison Lake launch/parking lot expansion and need for connected road rehabilitation for North Morrison Lake Road
 - Comment that the provision of housing dollars remain at the District level

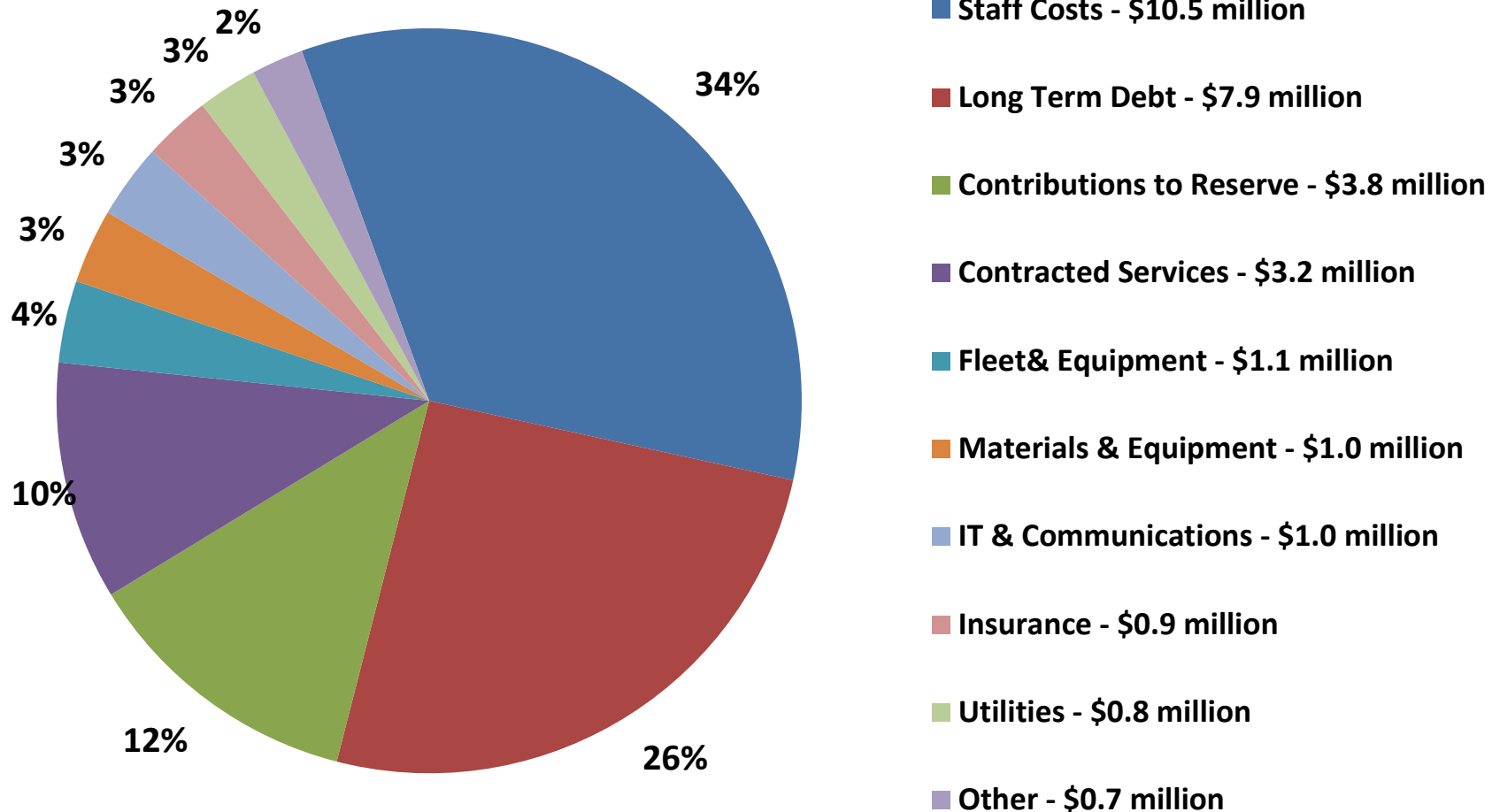
Public Input

Plans for November and December 2023

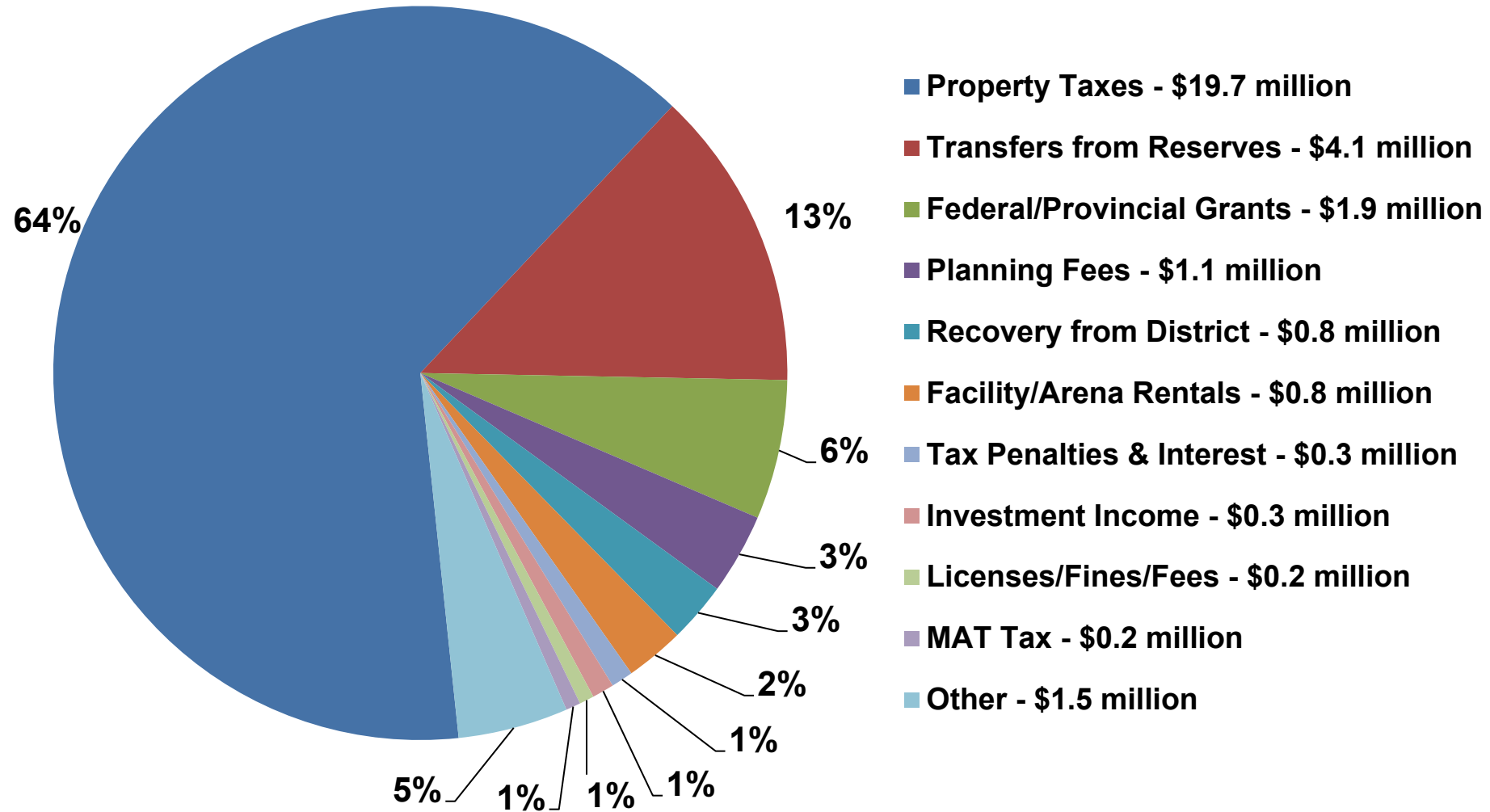
- Continued public input via Engage Gravenhurst driven by social media
- 2024 Budget Document posted on the website on November 10th , similar to the 2023 Budget, provided earlier than before to allow more time for public input
- Multiple ways to give input are planned:
 - Engage Gravenhurst
 - Contact your elected representative
 - Contact the Director of Financial Services by phone, mail or email
 - In-person when the budget is tabled to Council on November 29th

2024 Operating Budget

2024 Gross Expenditures \$30.9 million



2024 Gross Revenues \$30.9 million



TOWN OF GRAVENHURST Recommended 2024 Operating Budget

All numbers in \$ 000's

Description	2023 Budget	2024 Budget	\$ change	% change
Council	305.4	320.4	15.0	4.9%
Community Partnerships	1,524.4	1,478.1	(46.3)	-3.0%
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Corporate Administration	6,222.1	6,533.8	311.7	5.0%
Net Tax Levy	18,426.8	19,225.0	798.2	4.3%
Less: Increase in Assessment				2.0%
2024 Tax Rate Increase				2.3%

Summarizing the Operating Budget - Update

- Departments worked hard to stay within the Council guideline of 3.7% given inflationary pressures
 - Consumer inflation rate of 4.4% (CPI in Sept)
 - Non-residential Building Construction inflation rate of 6.6% (NRBCI 3rd Qtr)
- Inflation hit the capital and multi-year plan the hardest requiring a change of the contribution to reserves from 2% in the Council guidelines to 3%
- Increases in the number of staff was again contained focusing on creating efficiencies, organizational restructuring and strategic resourcing

Staffing by Department

Department	2023	2024
Office of the CAO	5.0	5.0
Legislative Services	6.0	6.0
Financial Services	7.0	7.4
Fire & Emergency Services	5.0	5.0
Development Services	25.0	24.0
Recreation & Culture	9.0	9.7
Infrastructure Services	30.0	29.3
Total	87.0	86.4

Notes:

1. Includes all permanent and contract positions (shown as FTE)

Staffing Changes in 2024

Department	2024 Change	Comments
Office of the CAO	0.0	No change – convert contract to Full Time
Legislative Services	0.0	No change
Financial Services	0.4	Add PT Contract AP entry clerk to free up time for efficiency work
Fire & Emergency Services	0.0	No change
Development Services	-1.0	Removed FEDNOR intern contract unfilled in 2023
Recreation & Culture	0.7	Add one Shared position with Recreation & Culture
Infrastructure Services	-0.7	Remove two contracts, add one FT, and add one Shared Position with Recreation & Culture

For Council Consideration – Items Not Included in the 2024 Budget

- Any new directives resulting from the Strategic Plan
- Any unforeseen costs regarding the disposition of the Muskoka Regional Centre (MRC) and/or the Ontario Fire College (OFC) lands by the Province
- Funding for Muskoka Watershed Council staffing
- Additional District staffing for Climate Adaptation and Mitigation planning and implementation
- More funding for By-law enforcement for a number of compliance issues
- Funding for any health care initiatives regarding creating a health care hub in Gravenhurst, other than the participation in doctor recruitment
- Funding for any possible solutions and plans coming from the Muskoka Housing Task Force 2.0 or any other housing initiatives
- Funding for a public transportation plan until the District and the Gravenhurst Public Transportation Needs Study Recommendations can be integrated
- Funding for Hospice Muskoka

In Summary

- The 2024 Budget is well within the guideline provided by Council
- The Capital Budget and Multi-Year Plan based on infrastructure studies, the 2017 asset management plan, and the 2022 asset management plan compliance update, continue to require an increased commitment of resources in response to high inflation lasting longer than originally anticipated
- With Council leadership coming from the completion of a multi-year strategic plan and increased public engagement, come opportunities to further develop important partnerships within the community

2024 Budget Process

2024 Budget Review Schedule	
2024 Budget Review Schedule and Guideline approved	Aug 15, 2023
2024 Fees and Charges Report approved	Sept 19, 2023
2024 Budget to post on Website	Nov 10, 2023
2024 Budget to table at Council, Public Meeting to follow	Nov 29, 2023
Special Council meeting to review 2024 Budget	Dec 12, 2023 + Dec 13 if needed
2024 Budget approval by Council	Dec 12, 2023 or Dec 13 2023



2024 Capital and Multi-Year Plan

Town Assets Managed through the Capital Budget & Multi-Year Plan

- The Town has over \$275* million in tangible capital assets including roads, bridges, facilities, parks, trails, vehicles and equipment
- These assets form an integral part of service delivery, transportation and quality of life in our community
- Historical investment in managing these assets has lagged behind the Asset Management Plan requiring a phased approach to funding
- Since approval of an Asset Management Plan in 2017 Council has supported an expanded Capital Budget and Multi-Year Plan
- The 2024 Capital Budget and Multi-Year Plan reflects a mix of priority major maintenance/rehabilitation/replacement projects and new initiatives

* Current replacement cost from 2022 Asset Management Report

Long Term Capital Goals

- Put in place a plan to address the outstanding infrastructure deficit
- Recommend a financially sustainable 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 for the Community Reinvestment Reserve and Capital Reserves
- Pay down debt and replace external borrowing with internal borrowing from the Community Reinvestment Reserve in order to create capacity for future significant capital projects
- Leverage Federal/Provincial capital funding programs, enhanced finance investment opportunities and other alternative sources of revenue to reduce tax pressure

Overview of the 2024 Capital Budget - Update

- \$10 million in 70 projects
- Reflects a balanced investment to address:
 - Accessibility needs
 - Priority road rehabilitation and repair
 - Stormwater drainage improvements
 - Facility repairs and renovations
 - Parkland, docks and outdoor space needs
 - Fleet replacements
 - Technology investments

Highlights – 2024 Capital Budget - Update

- 60% of the Capital Program focuses on Town roads, bridges and storm-water drainage improvements including advancing the Musquash Road drainage system as part of climate adaptation plan
- Multi-year replacement program for single axle plows, tandem axle plows plus replacement of pick-up trucks, a tractor and the addition of a plow blade for a smaller truck to reach more area.
- Continued investment in the Opera House, Centennial Centre, Library, Discovery Centre and other Town facilities to ensure they are safe and maintained to industry standards
- Washroom upgrades across the municipality
- Technology to enhance Human Resources, Fire and Bylaw
- Structural repairs at the Barge in Gull Lake Rotary Park

2024 Capital Budget & Multi-Year Plan

Expenditures

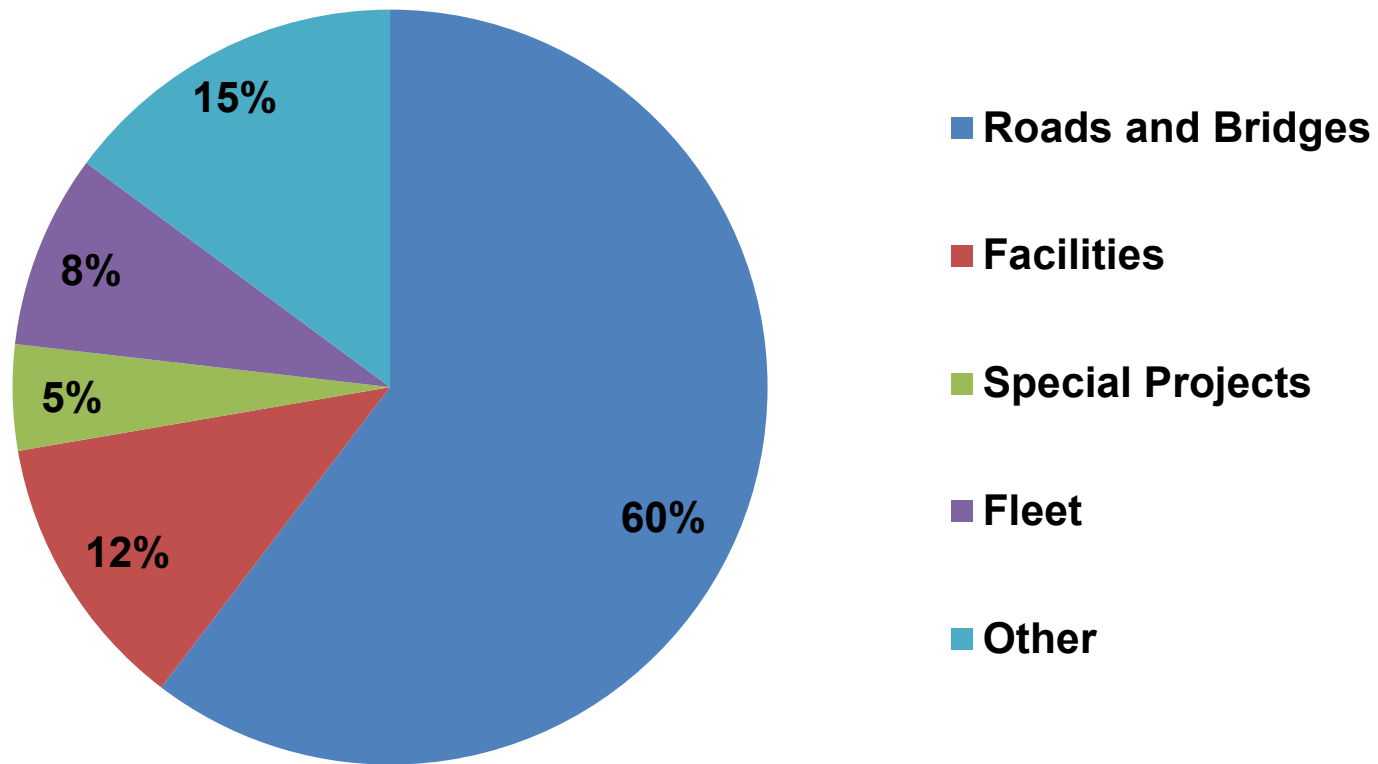
<u>Category</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>5 Year Average</u>
Bridges	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ 350,000	\$ 76,000
Cemeteries	\$ 75,000	\$ -	\$ 175,000	\$ 38,000	\$ -	\$ 57,600
Facilities	\$ 1,192,500	\$ 880,000	\$ 1,175,000	\$ 770,000	\$ 840,000	\$ 971,500
Furniture, Fixtures & Equipment	\$ 297,000	\$ 145,000	\$ 70,000	\$ 40,000	\$ 40,000	\$ 118,400
Fire	\$ 260,000	\$ 1,160,000	\$ 525,000	\$ 1,425,000	\$ 1,015,000	\$ 877,000
Fleet	\$ 830,000	\$ 275,000	\$ 450,000	\$ 995,000	\$ 1,120,000	\$ 734,000
Information Technology	\$ 367,500	\$ 105,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 139,500
Parks	\$ 487,000	\$ 932,000	\$ 1,082,000	\$ 1,504,000	\$ 2,287,000	\$ 1,258,400
Roads	\$ 6,032,500	\$ 6,730,000	\$ 6,986,500	\$ 6,643,000	\$ 6,100,000	\$ 6,498,400
Special Projects	\$ 452,500	\$ 257,000	\$ 335,000	\$ 100,000	\$ 87,500	\$ 246,400
Total	\$ 9,994,000	\$ 10,499,000	\$ 10,873,500	\$ 11,605,000	\$ 11,914,500	\$ 10,977,200

2024 Capital Budget & Multi-Year Plan

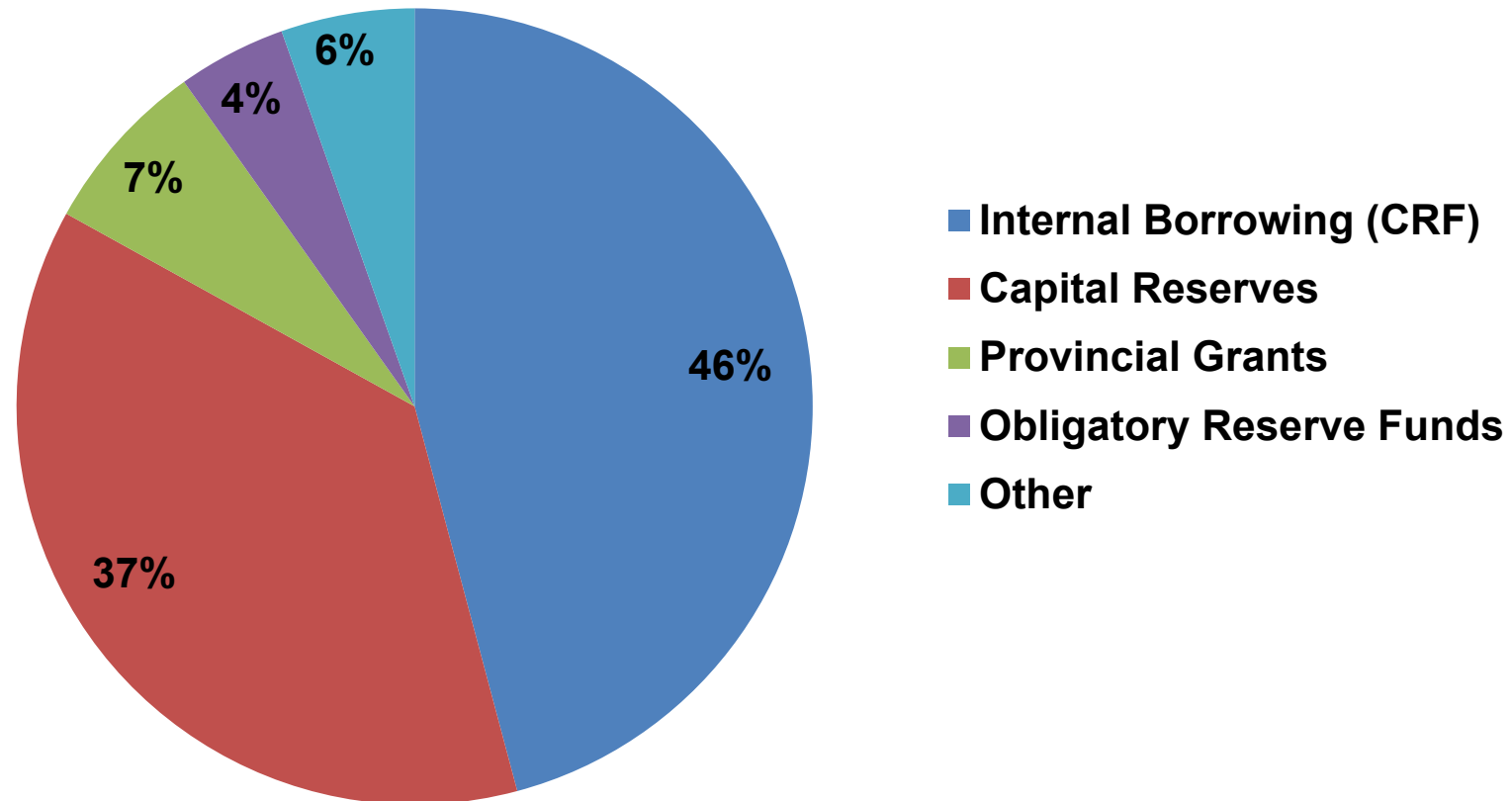
Financing

<u>Reserves/Reserve Funds</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>5 Year Average</u>
Community Reinvestment	\$ 4,582,000	\$ 3,526,000	\$ 4,895,000	\$ 5,017,000	\$ 4,005,000	\$ 4,405,000
Capital Reserves	\$ 3,717,500	\$ 4,866,000	\$ 4,428,500	\$ 5,056,000	\$ 5,926,000	\$ 4,798,800
Obligatory Reserve Funds	\$ 440,500	\$ 945,000	\$ 510,000	\$ 670,000	\$ 1,120,000	\$ 737,100
Wharf Reserve	\$ 150,000	\$ 150,000	\$ 370,000	\$ -	\$ 600,000	\$ 254,000
Community Improvement Plan	\$ 70,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 82,000
Opera House Improvements	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 12,000
Planning	\$ 289,500	\$ 125,000	\$ 100,000	\$ -	\$ -	\$ 102,900
Building Permit Reserve	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Elections	\$ 2,500	\$ 2,000	\$ 150,000	\$ 15,000	\$ 2,500	\$ 34,400
External Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Partner Fundraising	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 2,400
Provincial Grants	\$ 700,000	\$ 770,000	\$ 305,000	\$ 762,000	\$ 176,000	\$ 542,600
Total	\$ 9,994,000	\$ 10,499,000	\$ 10,873,500	\$ 11,605,000	\$ 11,914,500	\$ 10,977,200

2024 Capital Budget - \$9.994 million



2024 Capital Financing - \$9.994 million



A Progressive Community Invests in Itself

- Since 2019 the Town Capital Budget has increased by 78% and the five-year plan average by 75%
- The increase reflects:
 - a “leveling up” to minimal needs identified in the Asset Management Plan;
 - inflationary cost increases and;
 - new assets to address safety, climate adaptation and mitigation, and quality of life needs in the community.
- This exponential growth in capital needs puts significant pressure on the capacity of the Town to pay for these investments
- Capital reserves and internal borrowing (from the Community Reinvestment Reserve) continue to finance in excess of 80% of the capital plan
- Looking ahead government grants, user fees and Development Charges should be better leveraged so the pressure doesn't fall to the tax base

A Proactive Multi-Year Capital Plan Re-costing and New Additions

- The updated Asset Management Plan from 2022 identified a minimum average annual spend of \$9.4 million to reduce the infrastructure gap, the amount used in the 2023 multi-year plan for the year 2024. The new 2024 plan of \$10 million is an 8% increase from 2023. The new five-year plan average has increased by 16% but approximately \$3 million in capital projects were required to be pushed out beyond the five-year plan based primarily on inflationary pressures. The new five-year plan average reflects **costing increases of 25%** for the previously reported rehabilitation and replacement of asset capital items.
- In addition to addressing these previously reported needs, there is increased pressure to add newly emerging safety needs, more climate adaptation and mitigation efforts, as well as new “quality of life” needs for the community. **New additions** to the Capital and Multi-Year Plan have resulted in a **22% increase** in the new five-year plan average. New additions are summarized item by item in the 2024 Capital Budget and Multi-Year Plan.
- The total of the re-costing of previously reported capital plan items and the new additions has resulted in a **combined 47% increase** in the five-year plan average.

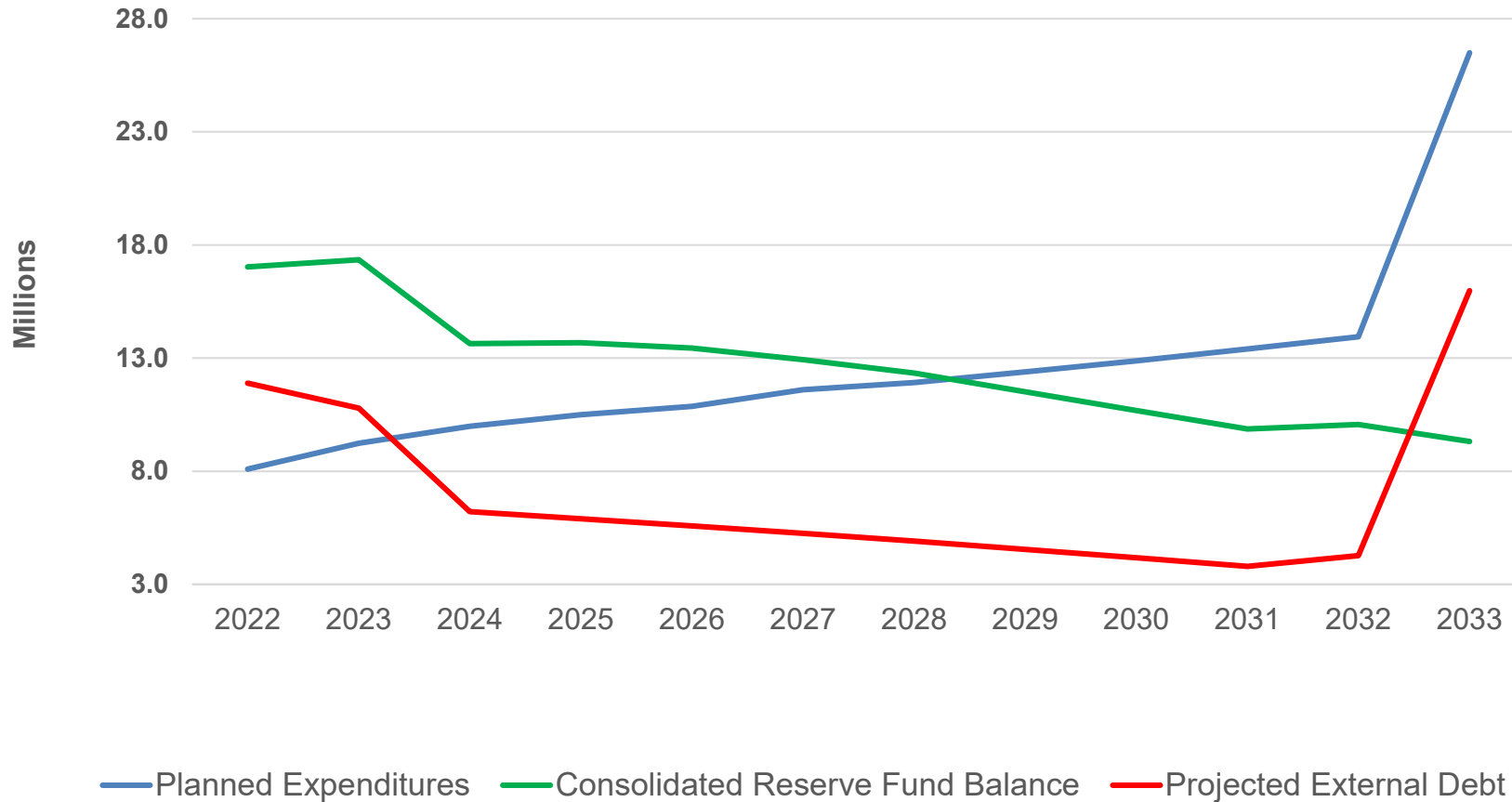
Financing the Multi-Year Capital Plan

- Reasonable assumptions used for revenue projections:
 - 3% tax levy increase annually from 2024-28 in the contributions to the Community Reinvestment Reserve and Capital Reserves
 - Reasonable projections for operating surpluses, investment returns, building permit revenues, Development Charges and other alternative sources of capital financing
- Projections for Town Capital Reserve balances to fall:
 - After 5 years Town Consolidated Reserve balances will be down by 22%
 - After 10 years they will be down by 40%
- Financing a responsive Multi-Year Plan over the next 5 years will require:
 - Reinstatement of a substantial annual increase in contributions to Capital Reserves and the Community Reinvestment Reserve, 3% in 2024 (1.5% in 2023, 0% in 2022, 1% in 2021, 3.75% in 2020, 3% in 2019)
 - Aggressive pursuit of grant funding from other levels of government
 - More formal engagement with partners in the community to cost-share on projects
 - Consideration of increased Development Charges with a new By-Law scheduled for 2025

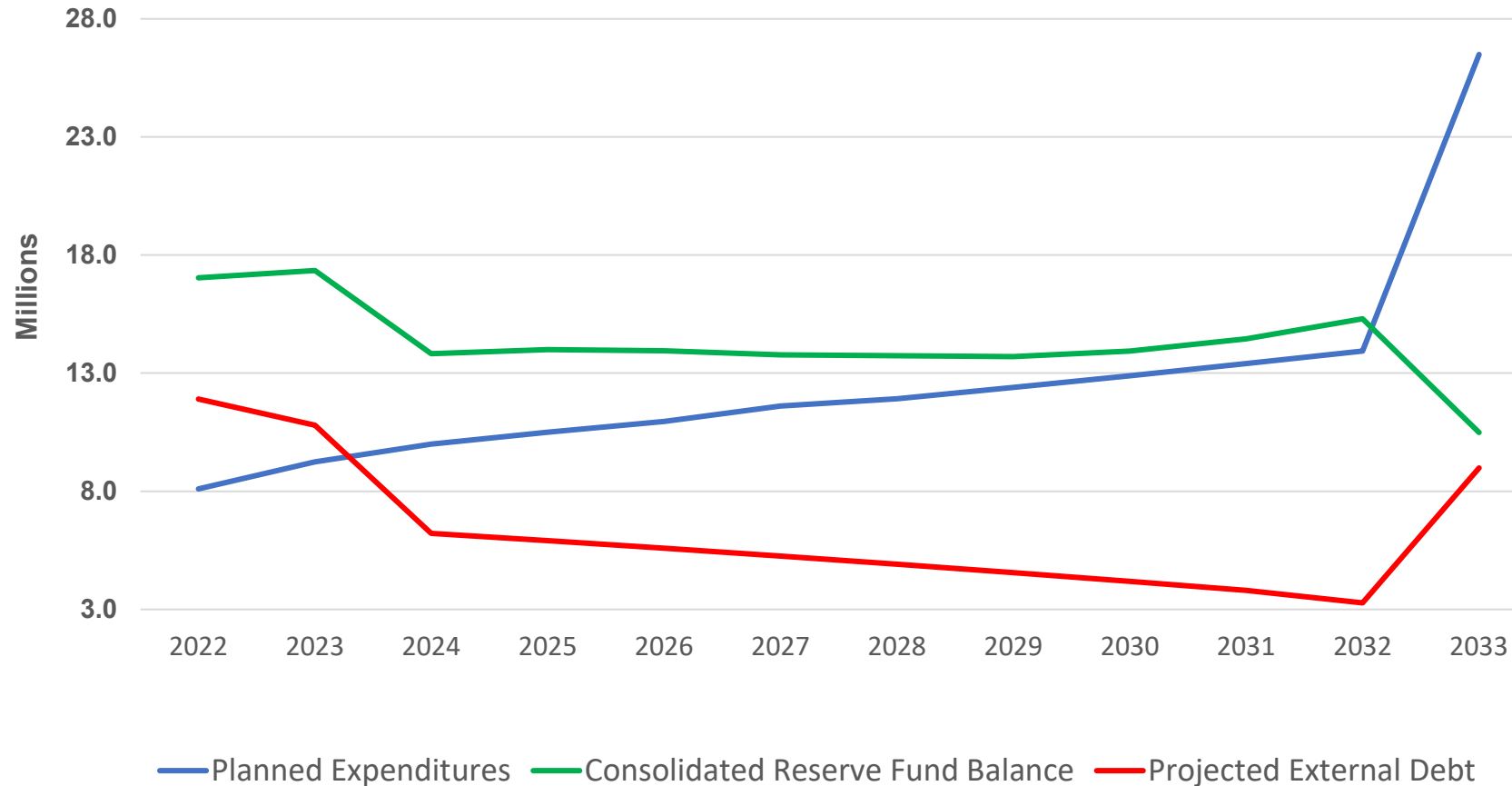
Financing the Multi-Year Capital Plan Projections

- Sensitivity Analysis for 10 Year Projections for Consolidated Reserve balances signify that an increase in contributions is needed:
 - Using 2% contributions, after 10 years consolidated reserve balances will be **down by 48%** and **new debt would be needed of \$13 million**, \$1 million in 2032 for regular core infrastructure, and \$12 million to fund a significant project such as the replacement of the Public Works building in ten years, 2033, an estimated project of \$12 million
 - Using 3% contributions, after 10 years consolidated reserve balances will be **down by 40%** and **new debt would be needed of \$6 million** to fund a significant project such as the replacement of the Public Works building in ten years, 2033, an estimated project of \$12 million
 - Using 4% contributions, after 10 years consolidated reserve balances will be **down by 27%** and **no new debt** would be needed to fund a significant project such as the replacement of the Public Works building in ten years, 2033, and estimated project of \$12 million

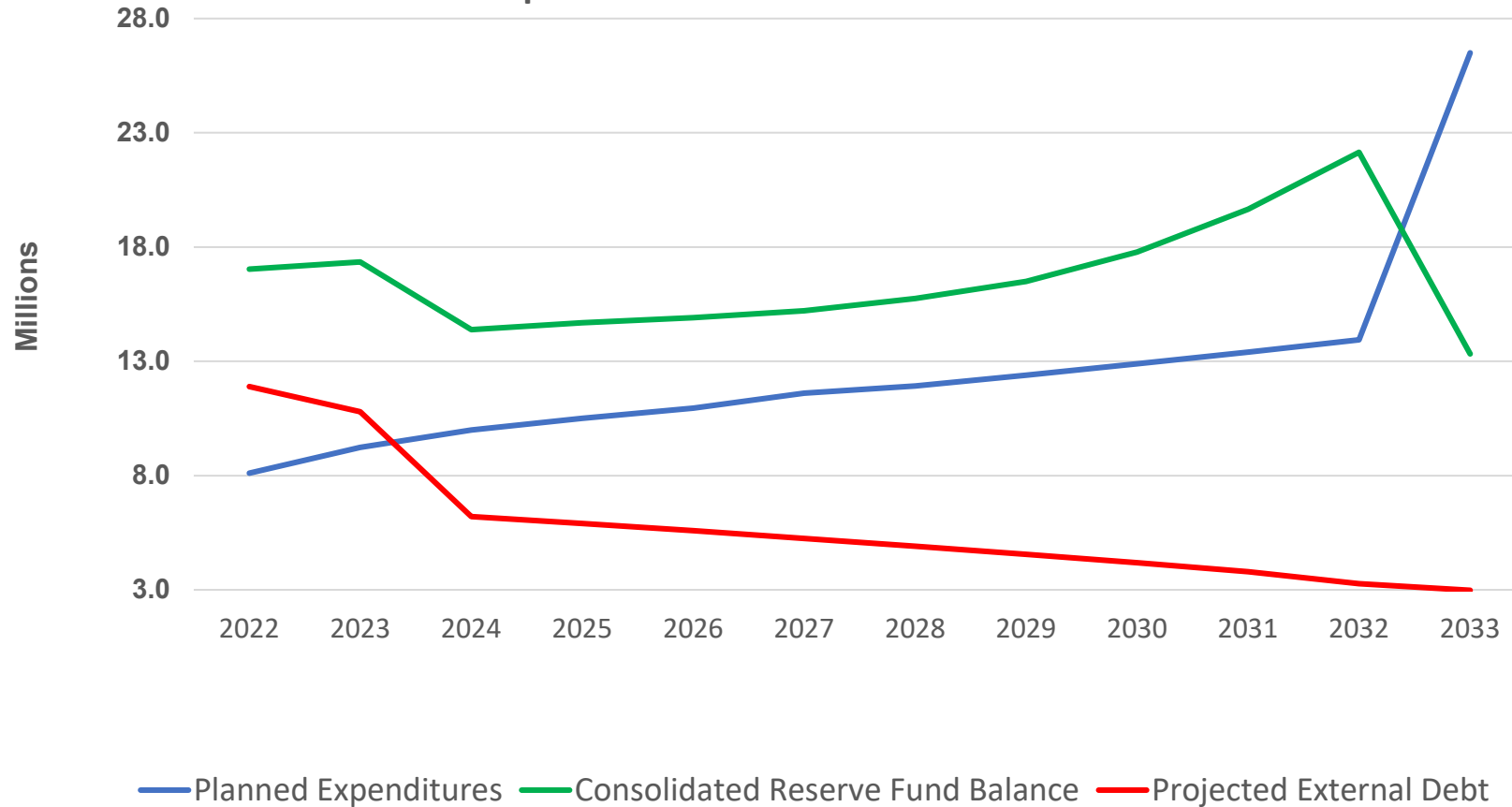
2% Scenario: Consolidated Reserve Balances projected to decline by 48% and new debt needed of \$13 million as Capital needs increase over 10 Years



3% Scenario: Consolidated Reserve Balances projected to decline by 40% and new debt needed of \$6 million as Capital needs increase over 10 Years



**4% Scenario: Consolidated Reserve Balances projected to decline
by 27% but no new debt needed
as Capital needs increase over 10 Years**



The Future of our Capital Program

- Significant progress has been made, but there is more work to be done, especially if inflationary pressures continue to remain high
- The current Multi-Year Plan is fully funded as presented but reserve and reserve funds will decline without more aggressive action
- Looking ahead we need to continue to bridge the infrastructure gap while also addressing emerging needs for expanded services
- Current financing models require updating and more fine-tuning:
 - More significant annual increases in contributions to Capital Reserves and the Community Reinvestment Reserve
 - Aggressive pursuit of significant Provincial and Federal grant funding
 - More engagement with community partners to cost-share on projects
 - Consideration of the sale of surplus real municipally owned assets
 - Consideration must be given to increased Development Charges in 2025
- Without increased tax levy support the capital program will need to be curtailed and re-focused on health and safety needs versus quality-of-life needs

Impact on Tax Rate

How Property Taxes Are Calculated

- Property Assessment x Tax Rate = Property Taxes
- Property Assessment is determined by MPAC (Municipal Property Assessment Corporation) the independent provincial assessment authority
 - Normally every four years MPAC does a re-assessment based on market values and other factors.
 - The Province delayed the re-assessment scheduled for 2020 and will announce the timing of the next reassessment. At that time property values may go up or down.
- If the assessment for a property changes by:
 - **more than** the average assessment increase for that property class the taxes payable on the property will increase. Assessment increases are spread over 4 years.
 - **less than** the average assessment increase for that property class the taxes payable on the property will decrease. Assessment decreases are immediately applied.
- **Many queries about large property tax increases are directly related to changes in assessment and not the tax rate**

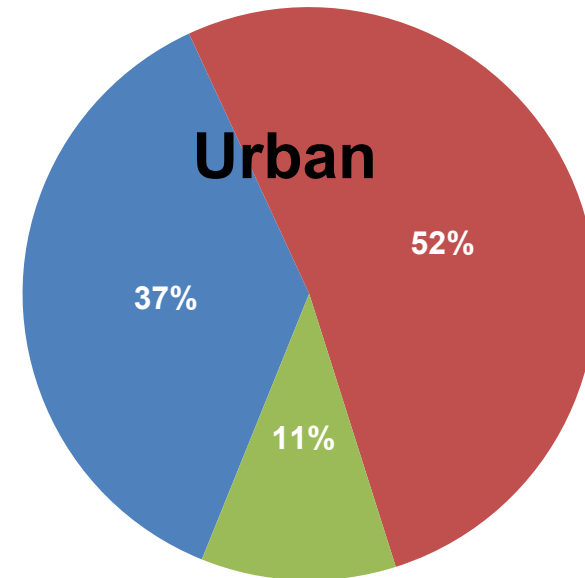
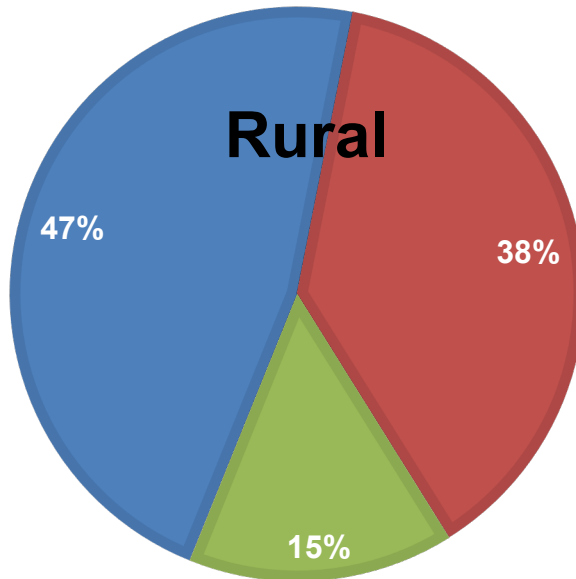
Projected Impact on Town Property Tax Bill

- Increase of \$13.03 per \$100,000 of assessment on the Town share of the Gravenhurst property tax bill
- 37% of an urban Town of Gravenhurst property tax bill and 48% of a rural Town of Gravenhurst property tax bill comes to the Town
- Estimated “all in” 2024 Gravenhurst Property Tax Bill* increases:
 - ✓ \$40 per \$100,000 of assessment on an urban property
 - ✓ \$31 per \$100,000 of assessment on a rural property
- What residents should expect to see on their 2024 Property Tax Bill*:
 - ✓ 3.1% increase for urban properties
 - ✓ 3.1% increase for rural properties

** For illustrative purposes only. Final tax rates may vary.*

Share of Property Tax Bill for a Single-Family home

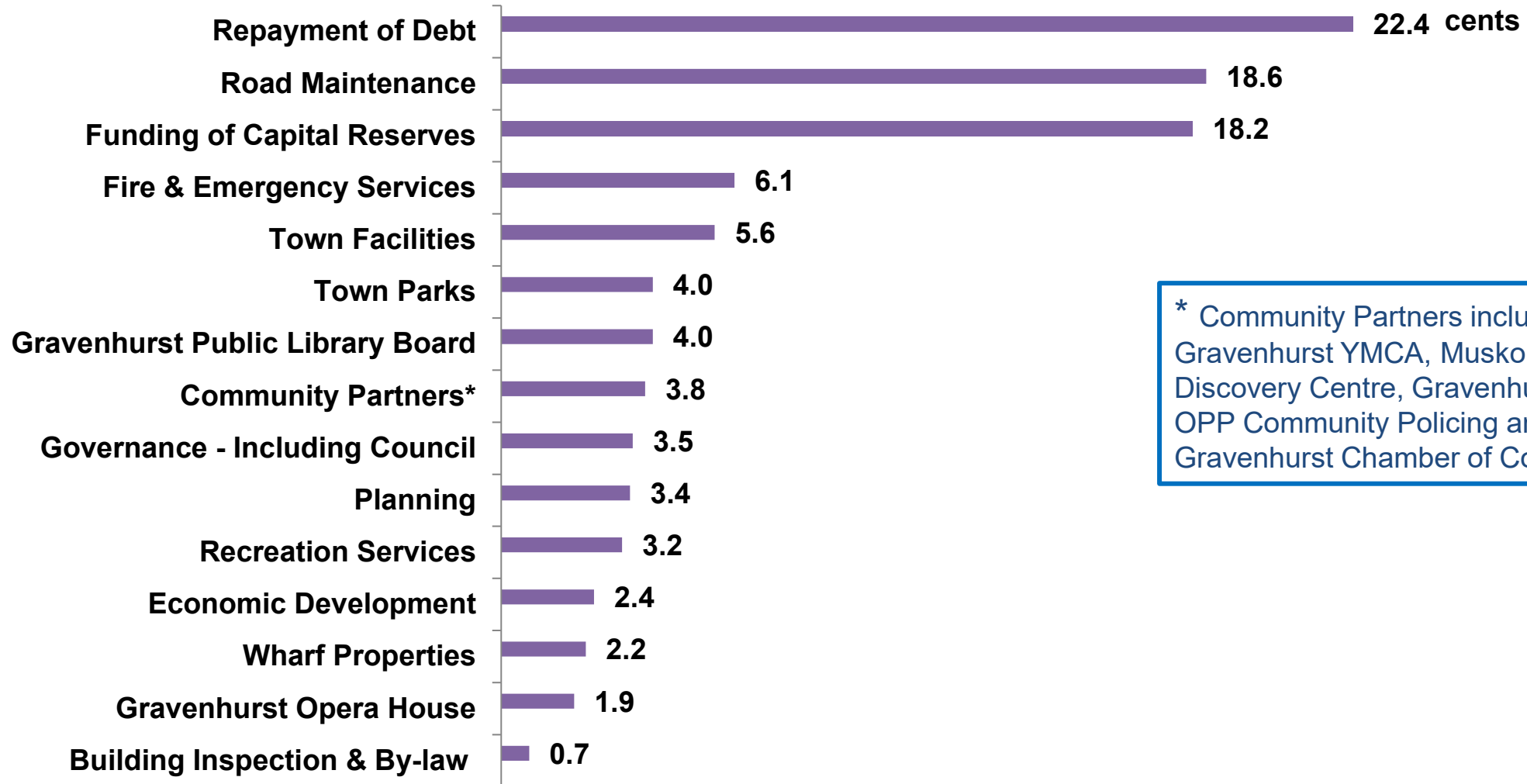
■ Gravenhurst ■ District ■ Education



■ Gravenhurst ■ District ■ Education

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

Where Your Property Tax Dollar Goes



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

Next Step – Council Deliberations

Table the 2024 Budget and Public Input – Wednesday, November 29th

➤ **Overview Start Time: 1 pm**

- ✓ Table the 2024 Budget to Council
- ✓ Overview provided by the CAO and the Director of Financial Services/Treasurer

➤ **Public Input Start Time: 2 pm :**

- ✓ Council listens to in-person deputations from our community partners and from the general public

Budget Deliberations – December 12

- **Start Time: 8:30am**
 - ✓ Review of the protocols for the budget process
- **Department 2024 Operating Budget Reviews :**
 - ✓ Council
 - ✓ Community Partners
 - ✓ Office of the CAO
 - ✓ Legislative Services
 - ✓ Financial Services
 - ✓ Fire and Emergency Services
 - ✓ Recreation and Culture
 - ✓ Development Services
 - ✓ Infrastructure Services
 - ✓ Corporate Administration and Reserve Funds

Budget Deliberations – Tuesday, December 12

continued.....

- 2024 Capital Budget and Multi-Year Plan Reviews:
 - ✓ Cemeteries
 - ✓ Facilities
 - ✓ Furniture, Fixtures & Equipment
 - ✓ Fire and Emergency Services
 - ✓ Fleet
 - ✓ Information Technology
 - ✓ Parks
 - ✓ Roads
 - ✓ Special Projects

Budget Deliberations – Tuesday, December 12

Continued.....

- Tabling of Council Resolutions related to 2024 Budget
- Council debate and approval of the 2024 Budget

- **End Time: To be determined by Chair/Council**
- **Determine if continuance to Wednesday needed**

- **If Wednesday December 13th needed:**
- **Start Time: 8:30am**
 - ✓ Review of the protocols for the budget process

- Continue tabling of 2024 Budget Council Resolutions
- Continue Council debate and approval of the 2024 Budget

Improving the Quality of Budget Deliberations

- Budget Chair to determine a protocol to optimize meeting flow
- Allow for flexibility with the budget schedule to expedite the process, or slow it down, as needed
- Email the Director of Financial Services with any questions - preferably by November 24. Where appropriate, questions and responses will be shared with all of Council
- The Clerk and the Senior Leadership Team can assist with wording resolutions

Thank You



2024 Operating Budget
COUNCIL



2024 Operating Budget

Council

Council – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$320,350 which is an increase of \$14,950 or 4.9% from 2023

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
• Attend and participate in Council, Committee, Planning Council and Subcommittee meetings

2024 INITIATIVES

- Continued participation in establishing and directing Council strategic priorities and confirming direction for the community supported through the Strategic Plans including but not limited to:
 - Parks, Recreation and Trails Master Plan
 - Fire Master Plan
 - Corporate Communications Strategy
 - Opera House Master Plan
 - Muskoka Joint Area Municipal Greenhouse Gas Inventory and Climate Change Mitigation Plan
- Advocate with other governments and agencies for the community of Gravenhurst
- Ongoing orientation/board development sessions including external professional development opportunities
- Building and sustaining connections with the community by continued involvement in community events, stakeholder relations and public outreach

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Training and Development: Increase of \$6,750

- Includes an opportunity for more formal Council Board Development Sessions similar to what has been included in previous New Council Orientation sections of the Election Budget

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Council

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2024	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Council								
Expenditures								
Staff Costs	268,578	260,142	274,016	227,298	288,400	296,800	8,400	
Community Support	716	701	2,422	2,124	5,000	5,000		
Professional Development	8,310	6,420	13,818	10,894	11,000	17,750	6,750	
Communications	682	705	1,010	498	2,400	1,700	(700)	
Materials & Supplies			1,087	799	500	1,000	500	
Total Expenditures	278,286	267,968	292,353	241,613	307,300	322,250	14,950	
Revenue								
Upper Tier Recovery	(1,917)	(1,605)	(1,917)		(1,900)	(1,900)		
Total Revenue	(1,917)	(1,605)	(1,917)		(1,900)	(1,900)		
Total Council	276,369	266,363	290,436	241,613	305,400	320,350	14,950	4.90%



2024 Operating Budget

COMMUNITY PARTNERSHIPS



2024 Operating Budget

Community Contributions

Community Contributions – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$89,200 which is a \$5,000 or 5.9% increase from 2023

Ryde Community Hub

The Town contributes \$12,000 a year to support the Ryde Community Hub that primarily 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 \$7,200 a year to support the Severn Bridge Hall which provides social and recreation opportunities for Gravenhurst residents, primarily 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. The annual amount awarded to successful applicants for a wide range of projects is \$30,000. Additionally for a three-year commitment from 2023 to 2025, of \$10,000 per year is being allocated for the support of Doctor Recruitment in the municipality.

The grant is made available through the generosity of Terence Haight who, upon 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, structural integrity of buildings, and encourages new construction in the urban core. Following the Streetscape Design and Façade Guidelines documents approved by Council when it first began, the program works towards making a cohesive urban core. Improvements and additions to this program were approved in 2021.

The 2023 program received a strong application pool of 15 applications that totaled to \$73,513 leveraging an estimated total construction value of \$181,404. On average, for every \$1 provided through the program since it was established, an additional \$17 has been invested by the business and property owners.

In 2024, it is recommended the Town contribution increase the budgeted payments from \$65,000 to \$70,000, which will support the increased funding allocations per eligible project.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Community Contributions

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Community Contributions								
Ryde Community Hub								
Expenditures								
Community Support	6,000	6,000	7,200		12,000	12,000		
Total Expenditures	6,000	6,000	7,200		12,000	12,000		
Total Ryde Community Hub	6,000	6,000	7,200		12,000	12,000		
Severn Bridge Hall								
Expenditures								
Community Support	6,000	6,000	7,200	7,200	7,200	7,200		
Total Expenditures	6,000	6,000	7,200	7,200	7,200	7,200		
Total Severn Bridge Hall	6,000	6,000	7,200	7,200	7,200	7,200		
Terence Haight Grants								
Expenditures								
Community Support	13,283	29,500	29,000	44,986	40,000	40,000		
Total Expenditures	13,283	29,500	29,000	44,986	40,000	40,000		
Revenue								
Transfers From Reserves	(7,039)	(29,500)	(29,000)	(44,986)	(40,000)	(40,000)		
Total Revenue	(7,039)	(29,500)	(29,000)	(44,986)	(40,000)	(40,000)		
Total Terence Haight Grants	6,244							
CIP Program								
Expenditures								
Contribution to Reserve	65,000	65,000	65,000	65,000	65,000	70,000	5,000	
Total Expenditures	65,000	65,000	65,000	65,000	65,000	70,000	5,000	
Total CIP Program	65,000	65,000	65,000	65,000	65,000	70,000	5,000	7.7%
Total Community Contributions	83,244	77,000	79,400	72,200	84,200	89,200	5,000	5.9%



2024 Operating Budget

Gravenhurst Public Library Board

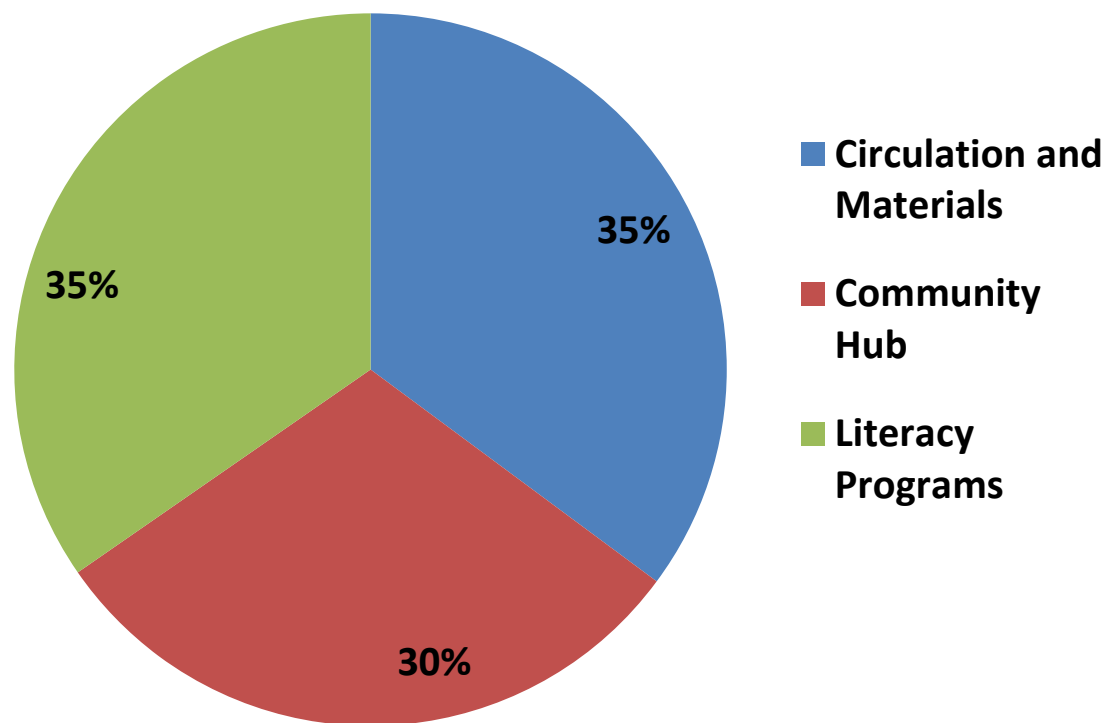
Gravenhurst Public Library Board – 2024 Budget

RECOMMENDED 2024 BUDGET

\$748,700 which is an increase of \$38,750 or a 5.5% increase from 2023.

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 a base of \$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 – 2024 Budget

Administration/Operational Activities

- Administer and report on operations monthly and in annual 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 library memberships, circulation of library materials, interlibrary loans, use of Wi-Fi and public workstations, collection of fees, program registrations, and exam proctoring
- Oversee the management of technology resources including the Horizon integrated library system, reservation software, staff and public workstations, wireless access and digital resources, library website and social media
- Develop and implement policies and procedures to comply with legislation and reduce corporate liability
- Ensure the library is a welcoming, safe, and clean public space

Circulation and Materials

- Provide access to print and non-print collections geared to all age groups, varying reading levels and a diversity of interests in a variety of formats including: board and picture books, easy readers and decodables, graphic novels, large print, audiobooks, wonderbooks and playaways, magazines, newspapers, DVDs, CDs, bestsellers, current and appealing fiction and non-fiction titles, and special lends like puzzles, board games, and Wi-Fi hotspots
- Offer access to online digital resources including e-books, e-audiobooks, e-magazines, movies, music and lifelong learning and research tools
- Ensure collections are available and accessible to members of the public who have a print disability preventing them from reading conventional print
- 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 public libraries throughout Ontario with the provincial interlibrary loan service
- Make the unique collection of local Muskoka history materials 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, professional, and responsive customer service to all who walk through the Library's doors

Gravenhurst Public Library Board – 2024 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 the Library's 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, study and do research
- Give people the opportunity to access the Library's online digital resources, check email, use websites, and download government documents by providing public workstations as well as Wi-Fi access inside and outside of the building
- 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 at special events and to local schools, senior's residences, 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 the Library's doors a welcoming space to meet, visit, learn, study, relax, read, play, create, 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 their reading skills 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 and assist with the development of cognitive skills 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 – 2024 Budget

2023 ACCOMPLISHMENTS

- Development of new strategic plan with input from the Gravenhurst community and a facilitated strategic planning session with Library Board and Staff members.
- Launched *ABCs Mother Nature and Me*, *Dragon Readers*, *Homeschool Meet-up*, *Music and Me*, *Teen Leadership Council* and *Dungeons and Dragons* for teens. Added two Red Cross Courses on PA Days and initiated a snack sponsorship program.
- Continued with *1000 Books Before Kindergarten*, *Preschool Storytimes*, *Baby Bop*, *Kids' Club*, *Tween Book Club* and *Teen Take Overs*.
- Provided outreach for families at Winter Carnival, Chamber Car Show, Canada Day, Cinema Under the Stars, EarlyON, Severn Bridge Fall Fair, Let the Spirits Rise, and Santa Claus Parade.
- Offered STEAM focused virtual March Break activities and a full slate of in-person summer programming for kids of all ages which included an end of summer *Touch a Truck Parking Lot Party*. Numbers surpassed those for past nine summers with 2,817 participants.
- Hosted author talks featuring: Jennifer Mook-Sang, Patrick Boyer, Beverly Brewer, and Wendy Truscott.
- Developed new lifelong learning in-person programming opportunities for adults including *Muskoka Makers*, *Mindful Mondays*, puppy cuddling programs, *Epilogue: End of Life Planning* series, and *3D Printing with Tinkercad*.
- Continued monthly *Adult Craft Time*, *Adult Board Game Night*, *Cricut Creations*, *Books and Brews Book Club* meetings, and free income tax clinics. Resumed in-person local history talks with Judy Humphries. Added two Puzzle Swaps.
- Hosted a Climate Crisis Lecture with Peter Johnston, an 8-week Cybersecurity Series with Rachel Clark and COVID vaccination clinics.
- Provided outreach tech help and book exchanges with seniors' residences, CHO homes and tech workshops with the Seniors' Centre.

2024 INITIATIVES

- Launch and implementation of new multi-year strategic plan.
- Completion of Horizon software migration and upgrade project.
- Program room equipment upgrade with mobile lab for technology training.
- Implementation of print management and point of sale solution.
- Continue with current programming levels and make adjustments based on participation and feedback from participants.
- Continue to enhance relationships with partners as well as look for opportunities for new partnerships with organizations that are helping to address social isolation and are geared to community building.
- Reach out to community partners about having Library staff attend meetings or events in order to share information regarding the Library's resources, services and programs.

Gravenhurst Public Library Board – 2024 Budget

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change FTE	Comment
Full-time	6	6	-	No Change
Part-time	2.0	2.0	-	No Change
Other	0.2	0.2	-	No Change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Staff Costs: Increase of \$39,000

- Attributed to salary/market adjustments, benefit adjustments, movement through respective salary grids and a position reclassification.

Consultant Fees: Decrease of \$30,000

- This was a one-time transfer from reserves in 2023 for rebranding.

Transfers From Reserves: Decrease of \$10,500

- Decrease on the draw on the Development Charges Reserve Funds from \$48,000 to \$14,000 for the library collection.
- Increase on the draw on the Henderson Endowment from \$35,000 to \$40,000 for special projects for technology and equipment.
- Increase on the draw on the Gravenhurst Public Library Reserve from \$39,500 to \$58,000 to offset decrease on draw from the Development Charges Reserve Funds.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Gravenhurst Public Library Board

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Gravenhurst Public Library Board								
Expenditures								
Staff Costs	436,051	502,279	614,324	493,394	619,000	658,000	39,000	
Professional Development	4,317	2,607	2,778	2,384	3,800	9,550	5,750	
Contribution to Reserve		74,758						
Contracted Services	582	2,167	3,405	3,234	3,300	4,500	1,200	
Consultant Services					30,000		(30,000)	
One-time Costs Funded from Endowment Reserve	3,102	2,531	2,344	856	35,000	40,000	5,000	
Legal Services					500	500		
Information Technology Services	88,842	73,114	78,804	43,276	84,000	85,000	1,000	
Communications	6,310	10,871	15,203	11,226	18,400	16,900	(1,500)	
Other Services	10				150	150		
Equipment	8,826	6,373	11,972	1,905	12,000	10,000	(2,000)	
Materials & Supplies	7,599	8,435	9,820	6,655	9,000	11,000	2,000	
Library Collection	73,494	69,653	79,390	38,432	77,800	86,800	9,000	
Total Expenditures	629,133	752,788	818,040	601,362	892,950	922,400	29,450	
Revenue								
Grants	(39,214)	(40,055)	(50,206)	(8,707)	(48,400)	(46,000)	2,400	
Fines	(1,631)	(1,384)	(1,954)	(1,846)	(1,600)	(2,200)	(600)	
Sales	(1,818)	(2,522)	(3,361)	(6,170)	(7,000)	(8,000)	(1,000)	
Facility Rental	(517)		(615)	(525)	(1,000)	(1,000)		
Transfers From Reserves	(39,102)	(38,531)	(80,649)		(122,500)	(112,000)	10,500	
Donations/Sponsorships	(3,973)	(3,072)	(2,131)	(12,130)	(2,500)	(4,500)	(2,000)	
Total Revenue	(86,255)	(85,564)	(138,916)	(29,378)	(183,000)	(173,700)	9,300	
Total Gravenhurst Public Library Board	542,878	667,224	679,124	571,984	709,950	748,700	38,750	5.5%



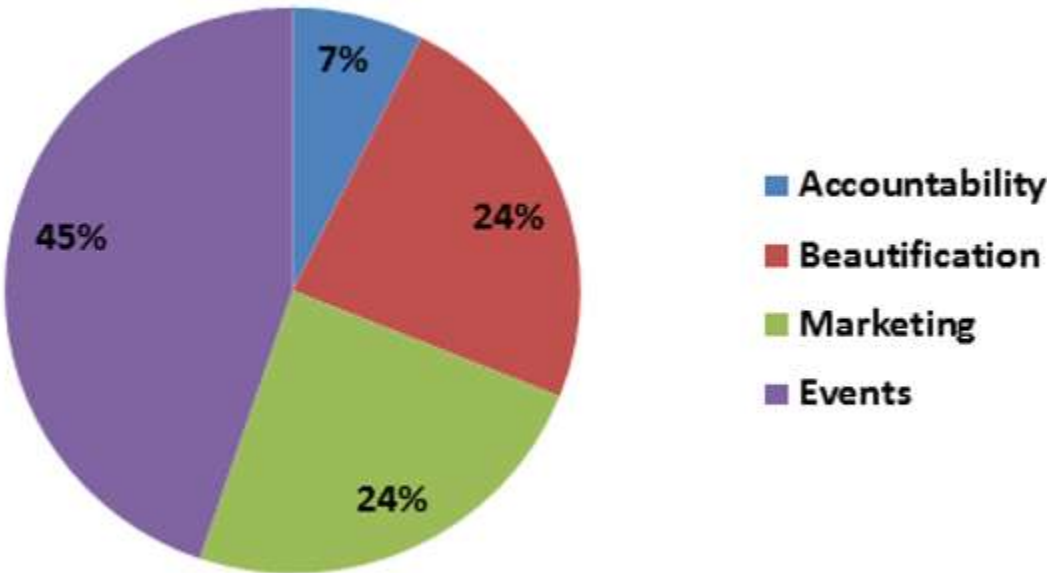
2024 Operating Budget

Gravenhurst Business Improvement Area

Gravenhurst B.I.A. – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$0.00 is a Reduction of \$49,552 or 100% from 2023



Accountability	Events	Beautification	Marketing
Maintenance of OBIAA standards and practices and compliance with municipal by-laws	Execution of events in Downtown Gravenhurst	Identification of new beautification efforts on an annual basis	Support and exposure for BIA members
Financial responsibility and transparency to members, the public and the Town	Seek new events and collaborations for continued growth and improvement	Identification of areas in need of improvement	Identification of new marketing avenues relevant to targeted demographics
Professional administration and accountability to Council	Events intended to attract customers into our local businesses	Support of the CIP program	Website & social media initiatives to ensure relevancy

Gravenhurst B.I.A. – 2024 Operating Budget

Community Partnerships & Collaborations

- The Town of Gravenhurst
- The Gravenhurst Chamber of Commerce
- The Muskoka Wharf Association
- The Gravenhurst Winter Carnival Working Group
- Christmas Lighting and Decorations
- Muskoka Futures
- Muskoka Small Business Centre

2024 INITIATIVES

- Continue year-round beautification projects including Christmas lighting and wreaths.
- Continue improvement of communication with community partners, BIA members and potential visitors to the downtown.

Scheduled 2024 Events	Date
Gravenhurst Winter Carnival	February 2024
Downtown Holiday Lights	November/December 2024

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Part-time	0.5	0	-0.5	No employee planned in 2024

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Staff Costs: Decrease of \$30,500:

- There are no plans to replace the vacant part time staff position.

BIA Levy: Decrease of \$49,552:

- There is no BIA tax levy planned for 2024 as all expenditures are being funded from the BIA Reserve, which is estimated to have a balance of \$92,751 as of December 31, 2023.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Gravenhurst Business Improvement Area

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Gravenhurst Business Improvement Area								
Expenditures								
Staff Costs				7,682	30,500		(30,500)	
Professional Development	569	374	1,000					
Contribution to Reserve	25,286	11,481	26,172					
Contracted Services	23,406	57,143	20,541	13,746	52,450	49,550	-2,900	
Communications	189	305			350	350		
Materials & Supplies	102	71	115	55	100	100		
Total Expenditures	49,552	69,374	47,828	21,483	83,400	50,000	(33,400)	
Revenue								
Transfers From Reserves		(20,000)			(30,348)	-50,000	(19,652)	
Donations/Sponsorships					(3,500)		3,500	
Total Revenue		(20,000)	0		(33,848)	-50,000	(16,152)	
Total Business Improvement Area	49,552	49,374	47,828	21,483	49,552	0	-49,552	-100.0%
Total Gravenhurst Business Improvement Area	49,552	49,374	47,828	21,483	49,552	-	-49,552	-100.0%

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2024 Operating Budget

OPP Community Policing

OPP Community Policing – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$4,200 which is a \$4,500 decrease or -51.7% from 2023

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

The District of Muskoka has traditionally funded costs associated with making this space available to the OPP as policing costs are a District responsibility. Insurance costs have decreased for this office space.

In October 2015, as part of a District review of Community Policing across Muskoka, it was noted that the Gravenhurst office (in this space):

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

District Council, at that time reaffirmed its commitment to providing \$9,200 in annual funding towards community policing in Gravenhurst. There have not been any increases or indexing since that time.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Community Policing

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
OPP Community Policing								
Expenditures								
Utilities	2,189	2,154	1,793	2,047	2,700	2,200	(500)	
Contracted Services	7,064	4,005	4,498	4,846	5,000	5,000		
Insurance	4,128	5,401	8,492	6,044	7,700	4,200	(3,500)	
Communications	2,384	1,983	1,559	1,071	2,500	2,000	(500)	
Total Expenditures	15,765	13,543	16,342	14,008	17,900	13,400	(4,500)	
Revenue								
Upper Tier Recovery	(9,200)	(9,200)	(9,200)		(9,200)	(9,200)		
Total Revenue	(9,200)	(9,200)	(9,200)		(9,200)	(9,200)		
Total Community Policing	6,565	4,343	7,142	14,008	8,700	4,200	(4,500)	-51.7%



2024 Operating Budget

Gravenhurst YMCA

Gravenhurst YMCA – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$401,000 which is a decrease of \$34,000 or 7.8% from 2023

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

The YMCA Gravenhurst location offers a variety of services for the community at the Wellness Centre including but not limited to swimming lessons, aquatic fitness, lap and open swims, group fitness classes and programs like yoga, fitness programs, youth leadership opportunities, and summer day camps. The gymnasium hosts activities such as pickleball, basketball, and youth activities. Current membership sits around 1,000, exclusive of day pass/drop-in users to the facility.

During 2021 and 2022 the Town and the YMCA entered into two one-year interim agreements as the YMCA re-opened to the public following COVID-19 closures. A new agreement has been negotiated for the period from January 1, 2023 to December 31, 2024. This timeframe will allow the YMCA to gauge the market, member return/retention, staffing availability and the resulting financial implications following the pandemic.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Net Decrease of \$34,000

- Decrease based on a three-year trend of experienced utility operating costs that reflect a number of facility improvements and green energy upgrades.
- Increase of \$10,000 for building maintenance and cleaning.

**TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Gravenhurst YMCA**

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Gravenhurst YMCA								
Expenditures								
Utilities	181,229	173,711	234,971	168,347	310,000	266,000	(44,000)	
Building & Grounds Maintenance	66,803	27,936	64,849	92,009	65,000	75,000	10,000	
Community Support		62,000	(1,000)		60,000	60,000		
Total Expenditures	248,032	263,647	298,820	260,356	435,000	401,000	(34,000)	
Total Gravenhurst YMCA	248,032	263,647	298,820	260,356	435,000	401,000	(34,000)	-7.8%



2024 Operating Budget

Muskoka

Discovery Centre

Muskoka Discovery Centre – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$177,000 which is a decrease of \$250 or 0.1% from 2023

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

This Agreement between the Town and the MSDC outlines the responsibilities of each party and the importance of the partnership for the ongoing benefits to the community. It also defines an annual payment of \$130,000 from the Town to MSDC to assist in covering the expenses of operations. If there are operating years in which the Muskoka Discovery Centre generates an operating surplus, then the amount will be split between the partners 50/50. In the 16 years of operation to date, there have been four years where a surplus was generated. For the years 2020, 2021, and 2022 Council waived this requirement for the MSDC to share their surplus which was caused by upper government funding meant to carry over pandemic relief into future years. In addition to the Agreement funding, the Town also provides in-kind support such as landscaping and other maintenance in and around the Muskoka Discovery Centre.

The Muskoka Discovery Centre (MDC) is a premier attraction in Muskoka offering a unique, year-round museum experience to guests that values the natural sense of discovery and nurtures a community of learners. MDC is a not-for-profit and features exhibits, education and programming that is fun, creative, fosters curiosity, and inspires life-long learning through hands-on exploration. Inclusive educational, programming and exhibit plans are developed annually to engage the community which extends well beyond the borders of Muskoka. It leads many programs and events, but also partners with other organizations and community groups to host events and programs. A comprehensive annual programming plan continues to build on the foundation of successes with the adults, youth and families in our community taking into consideration the socio-economic factors. Annual attendance is in excess of 25,000.

MDC is nearing completion of constructing a 12,000 square foot expansion that will increase the size of the Muskoka Discovery Centre by 50% and house three state-of-the-art, world-class, permanent exhibits; *Misko-Aki: Confluence of Cultures*, *Evolving Muskoka: Life on the edge of the shield*, and *Wanda III: Steam to Green*.

“Misko-Aki: Confluence of Cultures” - is a presentation about the Indigenous presence in Muskoka for more than 10,000 years. This unique exhibit is being created by a curatorial circle of 20 Indigenous elders, scholars, linguists, and graphic designers representing four cultural groups. This includes the Huron-Wendat, Anishinaabek, Métis, and Haudenosaunee that are part of that history.

“Evolving Muskoka: Life on the edge of the shield” - The last two hundred and fifty years have been explosive and transformative relative to the thousands of years before. The Muskoka area changed rapidly from a serene landscape to a collection of towns and thousands of permanent and vacation homes. This exhibit provides insight into the various stages it went through and the impact that different technologies had at different times. The speed of change at times threatened the essence of Muskoka, but she survived and has become one of the

Muskoka Discovery Centre – 2024 Operating Budget

favourite destinations in the world. This presentation provides insight into the character of the region and inspires current and future generations to preserve its beauty.

“Wanda III: Steam to Green” - Wanda III is a sterling example of the bygone steam era and one of the few surviving steam yachts. However, with the transition to electric power she will become a display and a touring symbol of sustainability and our need to make our world a more environmentally friendly place. Sustainability and climate change is a core theme of the Muskoka Discovery Centre and we are very proud of this ambitious initiative. Having Wanda III return to sailing all three Muskoka Lakes after a 20-year absence is very exciting. Available for charter she will provide passengers with a “nothing like it experience” for special occasions and gatherings.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

None

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Muskoka Discovery Centre

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Muskoka Discovery Centre								
Expenditures								
Building & Grounds Maintenance	36,855	35,895	31,696	35,915	47,250	47,000	(250)	
Community Support	130,000	130,000	130,000		130,000	130,000		
Total Expenditures	166,855	165,895	161,696	35,915	177,250	177,000	(250)	
Total Muskoka Discovery Centre	166,855	165,895	161,696	35,915	177,250	177,000	(250)	-0.1%

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2024 Operating Budget

Gravenhurst

Chamber of Commerce

Gravenhurst Chamber of Commerce - 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$58,000 which is an \$1,800 decrease or 3.0% from 2023

The Gravenhurst Chamber of Commerce has been a key partner in the promotion of the municipality and their involvement with tourism in the area since the beginning of 2012. The most recent term of the contract is set to expire on December 31, 2024.

The Chamber has provided updates and work plans on an annual basis that have outlined the work that they have completed or intend to complete during that time period.

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

In addition, Town Administration and the Gravenhurst Chamber of Commerce have been working together regarding the municipalities' role in tourism as it relates to the recently approved Tourism Destination Strategy.

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

None

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Gravenhurst Chamber of Commerce

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Gravenhurst Chamber of Commerce								
Expenditures								
Utilities	6,832	8,247	8,425	5,786	10,300	9,700	(600)	
Building & Grounds Maintenance	14,603	12,018	15,875	8,460	14,000	14,000		
Contracted Services		53,383	53,916	40,842	55,000	55,000		
Communications	1,263	856	432	256	1,200		(1,200)	
Total Expenditures	22,698	74,504	78,648	55,344	80,500	78,700	(1,800)	
Revenue								
Facility Rental	(20,629)	(20,629)	(20,629)	(17,191)	(20,700)	(20,700)		
Total Revenue	(20,629)	(20,629)	(20,629)	(17,191)	(20,700)	(20,700)		
Total Gravenhurst Chamber of Commercee	2,069	53,875	58,019	38,153	59,800	58,000	(1,800)	
Total Gravenhurst Chamber of Commerce	2,069	53,875	58,019	38,153	59,800	58,000	(1,800)	-3.0%



2024 Operating Budget

TOWN DEPARTMENTS



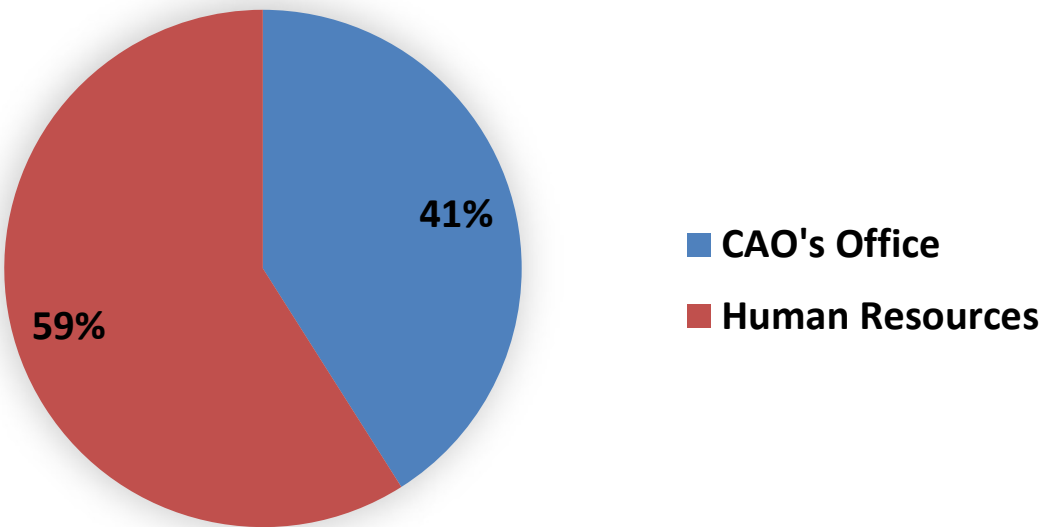
2024 Operating Budget

Office of the CAO & Human Resources

Office of the CAO & HR – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$841,150 is an increase of \$60,050 or 7.7% from 2023.



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

2023 ACCOMPLISHMENTS

- Election - Council Orientation – Preparation, support and implementation thereof
- Preparation of Council Strategic Priority Setting and Strategic Plan
- Continued Administrative navigation through COVID-19

Office of the CAO & HR – 2024 Operating Budget

- Muskoka Regional Centre (MRC)/Ontario Fire College (OFC) – Participation in the ongoing dialogue with the province with respect to disposition
- Assistance in political advocacy (e.g., AMO, ROMA)
- Organizational assessment and restructuring as opportunities arose.
- Recruitment and retention effort support
- Supported the advancement of corporate guiding documents like the Recreation, Parks and Trails Master Plan, Opera House Strategic Business Plan, Climate Adaptation and Mitigation Plans, Fire Master Plan
- Supported the finalization of an interim (2-year) agreement with the YMCA.
- Supported the Town acquisition of the Muskoka Tourism Building

2024 Initiatives

- Climate Action Plan – Participate in the advancement of the Climate Action/Mitigation Plan for the Town
- IT communications and review
- Municipal modernization initiatives – Monitor progress and take advantage of opportunities to become a more modern and innovative organization.
- Legislative/Regulatory Changes Affecting Municipalities – Ongoing monitoring of decisions/directions of the Province of Ontario, and potential impacts to operations.
- Recruitment - Guide/participate in recruitments for key strategic roles in the organization as opportunities become available.
- Organizational Restructuring and Strategic Resourcing - Assess and reorganize as necessary in accordance with administrative needs and Council priorities. This involves analyzing community growth trends so we can prepare accordingly.
- Management of Community relationships/partnerships:
 - YMCA for ongoing operations at the Aquatic & Fitness Centre
 - Ongoing relationship with Gravenhurst Public Library
 - Liaise regularly with the Simcoe Muskoka District Health Unit (SMDHU)
 - Regular engagement with Area CAOs, including the District of Muskoka
 - Work with the Cottage Country Family Health Team to facilitate expansion of health services in the area/building.
 - Work with the Health Human Resources Task Force as it relates to doctor recruitment efforts.

Office of the CAO & HR – 2024 Operating Budget

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

2023 ACCOMPLISHMENTS

- Prepared and presented a bargaining mandate for Council approval in preparation for upcoming OPSEU bargaining.
- Began preparation for upcoming OPSEU bargaining for both Office, Clerical & Technical and Outside workers.
- Updated pay equity plans to ensure compliance.
- Supported leadership teams on several complex employee relations issues.
- Researched and presented a recommendation for 2024 COLA for Management Non-Union (MNU), Firefighters and Council in preparation for the 2024 budget
- Implementation and rollout of HR Downloads to better track training and policy review for staff
- Onboarded a new contract HR/H&S Coordinator
- Hosted a Lean Green Belt Fair to showcase and celebrate our 2022 Lean Green Belt graduates.
- Collaborated with the CAO on a Senior Leadership Team professional development day.
- Ongoing review and updating of Human Resources and Health & Safety policies.
- Supported the Finance Department on the recruitment of a new Manager of Revenue/Deputy Treasurer
- Offered Safer Spaces and Indigenous Awareness training to staff and Council.
- Offered a variety of training to staff which included Anxiety Awareness training, Dealing with Difficult People, Lean, etc.

Office of the CAO & HR – 2024 Operating Budget

- Collaborated to create a policy outlining the special days that will be promoted and recognized by the Corporation.
- Organized and hosted employee events – Bonfire Social, Orange Shirt Day Pin Workshop; BBQ Social and Pie Eating Contest
- Supported various departments with difficult to recruit for positions. To date, our recruitment numbers are 18.5% higher than last year.
- Integrated our first service dog into the workplace.
- Completed a review of part-time/casual and student rates to ensure they are competitive and in line with the new minimum wage requirements.
- Created a new biannual newsletter to keep staff apprised of important dates and developments.
- Created a new wellness newsletter, “Wellness Whispers” for all staff to learn about different wellness topics.

2024 Initiatives

- Purchasing and implementation of a Human Resources Information Management System
- Bargaining two new OPSEU collective bargaining agreements
- Compensation market review
- Support CAO on a strategic resourcing review
- Initiatives related to new strategic plan and becoming a preferred employer.
- Continue working on diversity, equity, and inclusion initiatives to become a more inclusive employer.

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Full-time	4	5	1	Funding for an F/T position in Human Resources (conversion of the existing 1.0 FTE contract to permanent) to support the significant workload/effort in recruitment & retention of staff.
Contract	1	0	- 1	
Other	1	1	-	HR summer student

Office of the CAO & HR – 2024 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

CAO: Staff Costs Net increase of \$10,900

- Attributed to salary/market adjustments and movement through respective salary grids.

Human Resources: Staff Costs Net increase of \$45,000

- Attributed to salary/market adjustments and movement through respective salary grids and converting the existing contract Human Resources/Health & Safety Coordinator to a permanent full-time role.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
CAO

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2024	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Office of the CAO and HR								
Office of the CAO								
Expenditures								
Staff Costs	383,107	347,062	307,100	253,546	324,200	335,100	10,900	
Professional Development	3,134	1,623	6,940	4,587	9,550	9,500	(50)	
Communications	926	2,438	475	760	1,350	250	(1,100)	
Materials & Supplies	13		40	53	100	100		
Total Expenditures	387,180	351,123	314,555	258,946	335,200	344,950	9,750	
Total Office of the CAO	387,180	351,123	314,555	258,946	335,200	344,950	9,750	2.9%
Human Resources (HR)								
Expenditures								
Staff Costs	283,976	330,288	322,993	277,737	367,800	412,800	45,000	
Community Support	3,290	3,361	9,448	2,360	5,000	6,000	1,000	
Professional Development	3,405	11,386	14,470	2,700	14,000	14,500	500	
Consultant Services	5,495	12,993	7,532	9,851	18,500	18,500		
Legal Services	72,996	30,647	55,451	46,021	30,000	35,000	5,000	
Communications	4,679	7,579	11,853	6,768	9,600	8,400	(1,200)	
Materials & Supplies	329	846	2,037	251	1,000	1,000		
Total Expenditures	374,170	397,100	423,784	345,688	445,900	496,200	50,300	
Total Human Resources (HR)	374,170	397,100	423,784	345,688	445,900	496,200	50,300	11.3%
Total Office of the CAO and HR	761,350	748,223	738,339	604,634	781,100	841,150	60,050	7.7%



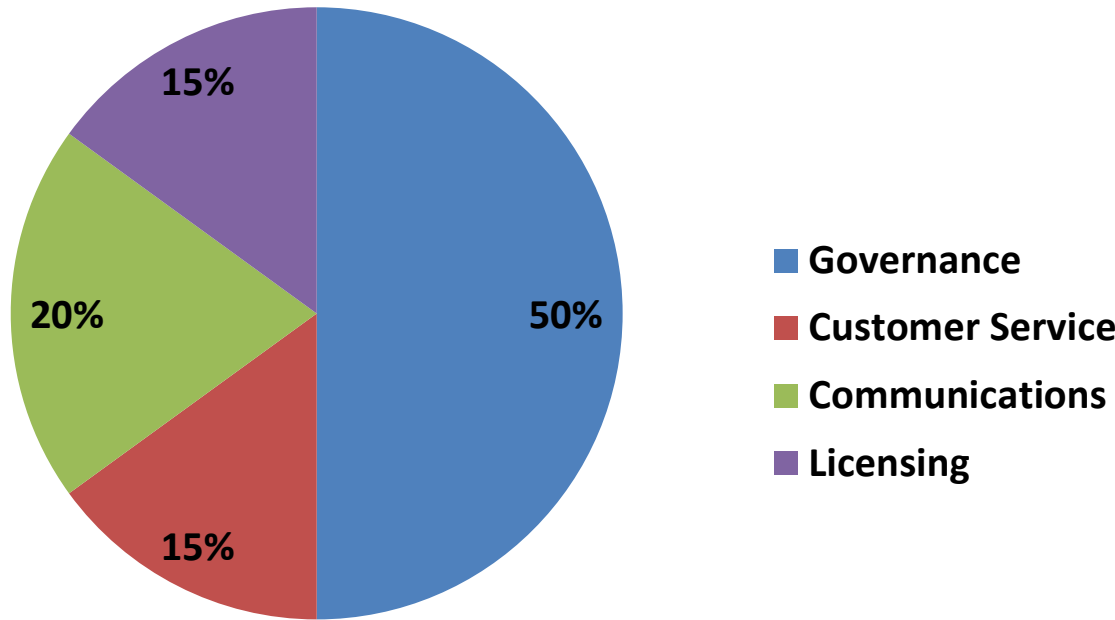
2024 Operating Budget

Legislative Services

Legislative Services – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$481,150 is an increase of \$24,600 or 5.4% from 2023



Governance
Preparation of Council and Committee agendas, resolutions and minutes including public notification
Provide support to Council for procedural matters including development of motions, notice of motions and procedural interpretation and advice.
Coordinate, with the Integrity Commissioner, public and Council inquiries related to Council Code of Conduct, Municipal Conflict of Interest Act and associated processes.
Administer the Subcommittee program for all committees of Council
Administer the municipal election in accordance with the <i>Municipal Elections Act</i> and other applicable legislation, by-laws, policies and procedures.
Information Requests including Freedom of Information process and general information (internal, external)
Maintain custody and control of all municipal records – physical and electronic
Provide by-law and policy interpretation and guidance to all departments of the municipality ensuring compliance with provincial legislation

Legislative Services – 2024 Operating Budget

Licensing / Vital Statistics
Administer the vital statistics program in accordance with the <i>Vital Statistics Act</i> and the <i>Marriage Act</i>
Booking and hosting of civil marriage ceremonies
Oversee and administer the business licensing program for refreshment vehicles, short-term rentals and lottery licenses
Customer Service
General reception including directing calls, responding to general inquiries via telephone and email.
Commissioner of Oath (internal, external)
Corporate Communications
Implement and oversee the corporate communications program including but not limited to Council highlights, monthly e-newsletter, internal newsletters and special communication projects
Prepare and implement communication plans on key corporate projects
Manage the corporation's public engagement platform
Coordinate media relations and prepare news releases and advisories
Provide communication support to all corporate divisions including the Mayor and Council
Coordinate and update applicable communications and public engagement policies and procedures

2023 ACCOMPLISHMENTS

- Assisted the Office of the Information and Privacy Commissioner through their investigation and moderation of appeals from Town of Gravenhurst issued Freedom of Information requests.
- Continued the development, flow and use of the SharePoint Electronic Document Records Management System project including support, training and ongoing maintenance.
- Integrated the previously digitized 300 banker boxes of permanent building files into the SharePoint system, disposed of physical records to vacate the remaining off-site storage location. All physical records are now held within central files.
- Administered the final elements of the 2022 Municipal Elections including receiving and reviewing financial statements and a Compliance Audit investigation.

Legislative Services – 2024 Operating Budget

- Prepared and hosted New Council orientation and Council Board Development sessions for the new term of Council.
- Completed recruitment and orientation for the Sub-Committee program, supported their first year of volunteering through steering procedural matters.
- Delivered the Short-Term Rental licensing program including issue tracking, support to applicants and to the By-law Division
- Supported Town special events and not-for-profits through the business and lottery licensing programs.
- Upon completion of a RFP process in accordance with the Procurement By-law, developed a comprehensive Corporate Communications Strategy
- Expanding the Town's corporate communications program through the development of a monthly e-newsletter, Council Highlights, internal newsletter and media stakeholder relations

2024 INITIATIVES

- Initiate and complete a Ward Boundary Review in accordance with the Municipal Act and other applicable legislation.
- Upon adoption by Council, initiate the implementation of elements of the Corporate Communications Strategy as available through the approved budget.
- In response to the loss of the physical local newspaper, work with internal stakeholders to ensure compliance with legislative publications needs as well as continue to promote elements previously included in the weekly newspaper (Town Page). Update the Notice Policy in response to the change in publication options available within the Town of Gravenhurst
- Review and update of the Refreshment Vehicle Licensing By-law and administrative practices to streamline the process and limit duplication for applicants.
- In response to the announcement of Civil Wedding Commissioner retirements, review and modernization of the Civil Marriage Ceremony program
- Continuation of enhancements to the SharePoint system including the design of various work-flow processes including integration of new digitized permanent building files and external sharing capabilities
- Procure and install new shelving within the Central Files records room as an accessible and safe location for the remaining physical records.
- In partnership with the Town of Bracebridge, conduct a comprehensive information technology review of existing services provided by the District of Muskoka and the future needs of the municipality to ensure financial viability and applicable customer service.
- To assist Council in achieving climate adaptation and mitigation goals, review and provide recommendations to the Sustainability Advisory Committee Terms of Reference

Legislative Services – 2024 Operating Budget

- Upon the completion of the upgrades to Council Chambers (Council table, AV equipment, speakers and microphones etc.), develop and implement comprehensive administrative procedures for hybrid connections for external parties and a Council Hybrid Meetings Policy

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Full-time	6	6	0	No change

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Staff Cost: Increase of \$33,600

- Staff Cost increase of \$33,600 attributed to salary/market adjustments and movement through the salary grid.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Legislative Services (Clerks)

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Legislative Services								
Expenditures								
Staff Costs	422,865	473,939	462,717	379,562	550,400	584,000	33,600	
Professional Development	5,687	6,464	10,735	15,154	15,250	17,000	1,750	
Contracted Services	6,120	7,004	5,263	5,534	10,400	10,350	(50)	
Communications	1,140	1,712	660	788	2,250	800	(1,450)	
Materials & Supplies	116	5,013	3,663	5,888	7,000	6,250	(750)	
Total Expenditures	435,928	494,132	483,038	406,926	585,300	618,400	33,100	5.7%
Revenue								
Other Fees	(876)	(584)	(1,170)	(2,199)	(1,500)	(1,500)		
Permits	(1,460)	(920)	(2,050)	(1,280)	(1,500)	(1,500)		
Licences	(13,743)	(17,794)	(38,142)	(135,807)	(125,750)	(134,250)	(8,500)	
Total Revenue	(16,079)	(19,298)	(41,362)	(139,286)	(128,750)	(137,250)	(8,500)	6.6%
Total Legislative Services	419,849	474,834	441,676	267,640	456,550	481,150	24,600	5.4%
Total Legislative Services	419,849	474,834	441,676	267,640	456,550	481,150	24,600	5.4%

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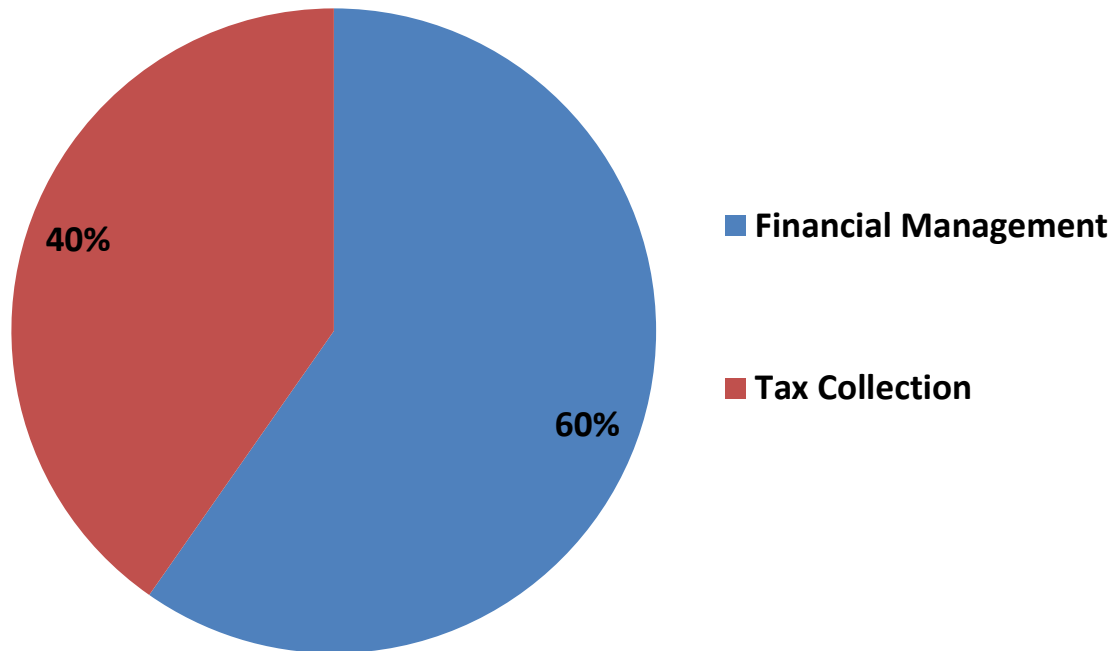
2024 Operating Budget

Financial Services

Financial Services – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$705,000 is an increase of \$34,600 or 5.2% from 2023



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
• Account and report on the Town’s Tangible Capital Assets and oversee the processes for disposal of assets
• Manage corporate internal financial controls and systems and lead the engagement with the external auditors
• Responsible for strategic and financial reporting to Council, all departments and external agencies
• Champion risk management in the organization
• Manage the Town Investment Policy and reporting of investments
• Administer procurement by-law and procurement processes

Financial Services – 2024 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 property owners to develop appropriate payment plans
Manage financial and insurance components of leases and agreements
Implementation and reporting of Development Charges by-law and legislation
Coordinate Town user fee by-law

2023 ACCOMPLISHMENTS

- Continued Lean training including second generation continuous improvement projects to support all departments.
- Developed and adopted an updated Town Procurement Policy
- Continued implementation and refinement of the digital Accounts Payable workflow.
- Built a stable multi-year Capital Plan that furthers our progress towards the targets set out in our Asset Management Plan including a sustainable Capital Financing Plan for the next ten years that incorporates alternative revenue sources.
- Planned and executed the transition of banking services to those provided locally.
- Completed and lead a comprehensive review of our user fees for our 2024 By-law.
- Researched and executed the required Bill 23 changes to development charges and parkland dedications and their obligatory reserve fund policies. Completed the RFP for Development Charge study.
- Completed the RFP for auditing services.

2024 INITIATIVES

- Review existing municipal procedures and practices to identify additional opportunities for process improvements and operational efficiencies and effectiveness.
- Complete the Development Charge Study and 2025 DC By-law
- Continue to research electronic tax payment financial software.
- Complete the RFP for insurance services.
- Lead and support the policies and processes update for the lease of Town assets and the disposal of surplus real assets.
- Support the business planning and determination of the financial feasibility of a proposed industrial park offering.
- Continue to expand the Town's proactive assessment-based management activities.

Financial Services – 2024 Operating Budget

- Support education and compliance for required asset management planning

STAFFING CHANGES IN 2024 BUDGET

Staff	2022 FTE	2023 FTE	Change	Comment
Full-time	7.0	7.0	-	No change
Part-time Contract	-	0.4	+0.4	PT AP entry clerk to allow support of continuous improvement projects throughout the organization

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Staff Costs Net increase of \$40,500

- Attributed to salary/market adjustments and movement through respective salary grids along with the addition of the part-time Accounts Payable Clerk contract position.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Financial Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Financial Services								
Expenditures								
Staff Costs	691,718	718,602	719,714	581,882	755,700	796,200	40,500	
Professional Development	7,325	9,887	8,220	7,377	14,800	15,400	600	
Tax Registration Vesting	5,890							
Communications	2,186	2,951	2,195	1,893	2,500	1,300	(1,200)	
Materials & Supplies	1,948	224	1,080	322	1,300	1,000	(300)	
Total Expenditures	709,067	731,664	731,209	591,474	774,300	813,900	39,600	
Revenue								
Tax Certificates and Registration Fees	(38,883)	(37,011)	(31,416)	(25,743)	(34,000)	(34,000)		
Arrears Notice and Mortgage Fees	(31,696)	(57,352)	(73,395)	(69,698)	(69,900)	(74,900)	(5,000)	
Total Revenue	(70,579)	(94,363)	(104,811)	(95,441)	(103,900)	(108,900)	(5,000)	
Total Finance	638,488	637,301	626,398	496,033	670,400	705,000	34,600	
Total Financial Services	638,488	637,301	626,398	496,033	670,400	705,000	34,600	5.2%



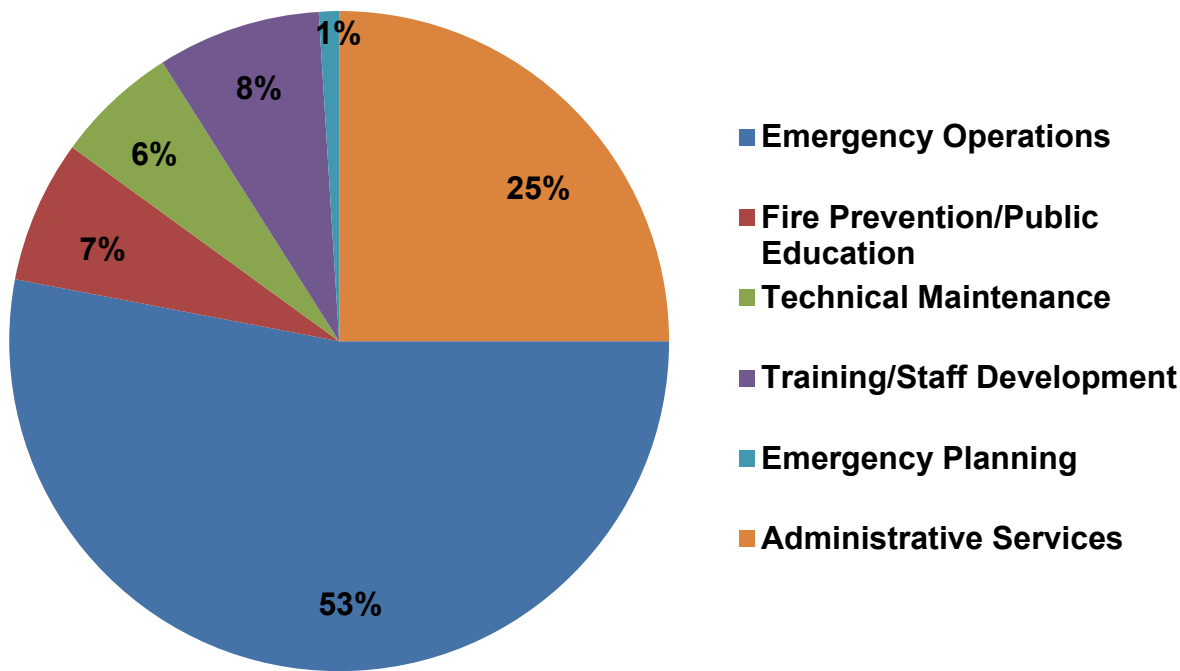
2024 Operating Budget

Fire & Emergency Services

Fire & Emergency Services – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$1,161,586 an increase of \$69,405 or 6.4% from 2023.



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 – 2024 Operating Budget

Fire Prevention Division

- Inspects buildings on complaint or request to identify fire code infractions and initiates corrective actions including education and 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 to guide public messaging and safety campaigns
- Reviews 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 vehicles in the fire department fleet, as well as the entire inventory of firefighting and rescue equipment such as 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

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 technical rescue, officer development, driver training, new equipment orientation and health & safety and arranges for training and development activities through external sources and maintains required documentation
- Facilitates internal promotional processes for line officers

Fire & Emergency Services – 2024 Operating Budget

Emergency Planning Division

- Provides leadership and guidance to the Town's Emergency Management Program Committee including required training elements for key staff members
- Ensures that the Municipality complies with all aspects of the *Emergency Management and Civil Protection Act* including the maintenance of the Town's Emergency Plan and for the submission of all related documents to the Province attesting to compliance with the *Act*
- Organizes, plans, and facilitates the annual emergency exercise for the Municipality and coordinates the participation of FES in an annual emergency exercise conducted by the Muskoka Airport
- Maintains relationships with Emergency Management Ontario, the District of Muskoka including participation at the Muskoka Emergency Response Committee (MERC); and other local municipalities to further Emergency Planning best practices and interoperability
- Conducts public education initiatives aimed specifically at emergency preparedness, spring freshet, 72-hour preparedness kits, power outages etc.

Administrative Services Division

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

Fire & Emergency Services – 2024 Operating Budget

2023 ACCOMPLISHMENTS

- Received and integrated a new Utility/Wildland Pickup.
- Received and integrated a Utility Task Vehicle (UTV) and trailer.
- Expanded use of the state-of-the-art training facility.
- Hired 4 new firefighter recruits.
- Participated in the Muskoka Recruit Training program with local Muskoka Departments.
- Initiated Health Spending Accounts to the firefighters.
- Utilizing a Firehouse Subs Public Safety Foundation of Canada Grant, acquired 2 washer/extractors for firefighter equipment.
- Began the extensive process to complete the Fire Master Plan and Comprehensive Risk Assessment.
- Organized/attended numerous public education events.
- Over 90 interactions in our community for the Fire Prevention Officer, which included fire drills, home safety inspections and general fire inspections.
- FES staff participated in over 5000 hours of fire service training.
- Responded to 215 calls for service as of the end of October, with a projected additional 40 calls for assistance prior to years end.

2024 INITIATIVES

- Upgrading of communications systems, including the three main radio repeaters at each station, dispatch radios and firefighter portable radios.
- Changeover to a new fire dispatch provider.
- Integration and implementation of an all-in-one fire service software program to be utilized for all FES operations.
- Begin the purchase steps for a new pumping apparatus for Station 3.
- Strengthen public education efforts with the purchase of new support equipment such as a Sparky the Fire Dog suit.
- Continue to maintain FES compliance with Provincial mandatory firefighter certification.
- Consultant led emergency exercise to assist with municipal emergency response training.
- Deliver completed Fire Master Plan and Comprehensive Risk Assessment to Council.
- Continue to increase firefighter retention initiatives.
- Conduct focused recruitment efforts for Stations 2 and 3.

Fire & Emergency Services – 2024 Operating Budget

STAFFING CHANGES IN 2024 BUDGET

Staff	2023	2024	Change	Comment
Full Time	5	5	0	No change
Other: Volunteer Firefighters	50	50	0	# of volunteers not FTEs

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Fire Department Staff Costs: Net Increase \$42,290

- Attributed to salary/market adjustments and movement through respective salary grids.

Fire Department Contracted Services: Net Increase \$17,821

- Attributed to the changeover and contractual costs associated with switching fire dispatch centers, and the increased inflationary costs of service contracts held by FES.

Fire Department Equipment: Net Decrease \$19,975

- Some major equipment purchases and repairs were required to equipment and apparatus in 2023. Now that those items are complete, there is a decrease in equipment expenditures for 2024.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Fire & Emergency Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Fire & Emergency Services								
Fire Department								
Expenditures								
Staff Costs	705,691	751,500	789,055	652,053	846,200	888,490	42,290	
Community Support	3,927	1,581	13,100	8,808	12,000	18,500	6,500	
Professional Development	6,247	12,678	20,896	6,212	23,400	26,005	2,605	
Contribution to Reserve	8,850	10,504	21,802		7,700	16,380	8,680	
Contracted Services	52,749	45,987	68,029	54,882	71,006	88,827	17,821	
Consultant Services	2,655	3,151	9,344	8,567	3,300	7,020	3,720	
Communications	10,806	8,603	8,152	4,497	6,100	2,300	(3,800)	
Other Services	33,390	34,821	36,252	37,683	36,000	38,850	2,850	
Equipment	81,415	106,091	125,869	71,406	120,675	100,700	(19,975)	
Materials & Supplies	55,788	68,275	62,210	12,827	17,450	18,350	900	
Total Expenditures	961,518	1,043,191	1,154,709	856,935	1,143,831	1,205,422	61,591	
Revenue								
Grants		(7,600)	(3,785)			(4,000)	(4,000)	
Fire Fees	(77,817)	(44,898)	(67,019)	(41,621)	(60,000)	(50,986)	9,014	
Donations/Sponsorships		(500)	(10,155)					
Total Revenue	(77,817)	(52,998)	(80,959)	(41,621)	(60,000)	(54,986)	5,014	
Total Fire Department	883,701	990,193	1,073,750	815,314	1,083,831	1,150,436	66,605	6.1%
Emergency Management								
Expenditures								
Community Support	100		30		500	500		
Professional Development	261	675	525	525	1,500	3,900	2,400	
Contracted Services	1,177	953	894	660	800	2,600	1,800	
Consultant Services					3,000	3,000		
Communications	1,476	1,502	1,339	492	2,100	700	(1,400)	
Equipment	2,052	1,532	1,532	197	250	250		
Materials & Supplies			103		200	200		
Total Expenditures	5,066	4,662	4,423	1,874	8,350	11,150	2,800	
Total Emergency Management	5,066	4,662	4,423	1,874	8,350	11,150	2,800	33.5%
Total Fire and Emergency Services	888,767	994,855	1,078,173	817,188	1,092,181	1,161,586	69,405	6.4%

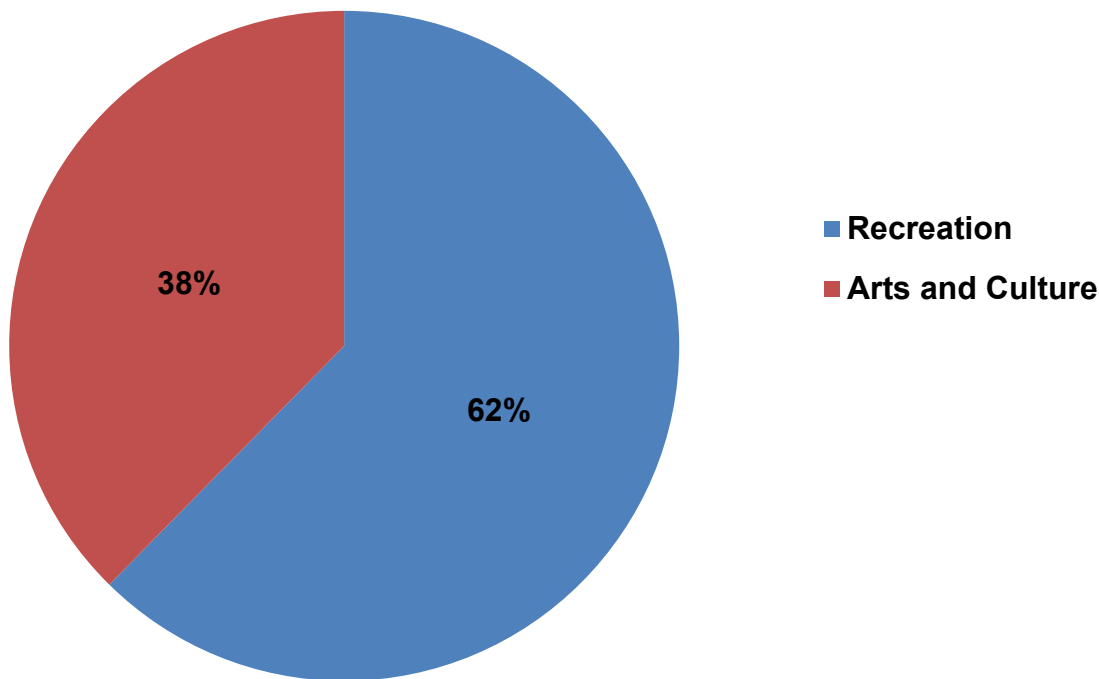


2024 Operating Budget

Recreation & Culture

Recreation and Culture – 2024 Operating Budget

RECOMMENDED 2024 BUDGET \$981,390 is a decrease of \$159,365 or 14% from 2023



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 the Public Art Committee and the Community Awards Committee
- Service delivery in alignment with the Parks, Recreation and Trails Master Plan

Recreation and Culture – 2024 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, including sponsorship requests. Liaise between event organizers, Town departments and external agencies to ensure bylaw and legislative compliance and appropriate risk management
• 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 (eg. Cinema Under The Stars, Make a Splash, Mayor’s Tea, Canada Day)
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 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

Recreation and Culture – 2024 Operating Budget

2023 ACCOMPLISHMENTS

- Endorsement of the Opera House Strategic Business Plan
- Successful customer package for the Opera House (TRIO)
- Broadened range of successful offerings at the Opera House, resulting in numerous sold-out shows
- Partnered with Just4Kicks in a first community-based production - Tales of the Nutcracker
- Application submitted for the expansion of the AGCO liquor license for the Theatre.
- Successful transition of Music on the Barge and a great season
- Livestreaming project implemented at the Opera House
- Parks, Recreation and Trails Master Plan completed and endorsed.
- Successful summer ice season with 2 new Ringette camps and 2 new hockey camps
- Very busy and successful event season
- Installation of the first Public Art donation at the Wharf in coordination with the Public Art Committee

2024 INITIATIVES

- Begin policy development recommendations of the Parks, Recreation and Trails Master Plan
- Form a Network Group of all organizations in Gravenhurst who provide recreation/services/programs to the community. Looking to reduce duplication of efforts and better attendance at all offerings.
- Implement the return of theatre to the schools, through the Opera House Strategic Business Plan
- Partnering with Orillia Opera House to present 2 theatre shows for our live theatre season.
- Continue diverse programs/shows in the Opera House in alignment with the Strategic Business Plan
- Expand the Music on the Barge program to include public auditions for the additional bands who reach out to play and have the community vote on artists for extra shows on the Barge.
- Continue review of a local ice-sport team within a sanctioned organization for the Arena and begin an Expression of Interest (EOI) process.
- Work with the District regarding the impact of construction on Muskoka Rd 169 will have on community events.
- Increase youth engagement through a partnership with the YMCA to convert the Child-Minding Space to a youth space to operate during the school year.

Recreation and Culture – 2024 Operating Budget

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Full-time	9	9.7	0.7	The addition of a shared position with Infrastructure Services Department. With Recreation Arts and Culture Department, 0.7 of this FTE will be assisting with Arena operations.
Casual and Part-time positions in operational areas	7	7	0	No change
Summer students	8	8	0	Lifeguards

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Recreation Administration Staff Costs: Net Decrease of \$25,600

- Structure change to reallocate the vacant positions between Recreation and the Opera House.

Centennial Centre Staff Costs: Net Decrease of \$34,100

- Reduction in arena operator wages (shared position between Recreation/Cemeteries).

Recreation Staff Costs: Increase of \$12,900

- Conversion of Child-Minding Room at the Centennial Centre/YMCA to a Youth Space for a free after school safe space. Increase is for wages for this youth space. Partnering with the YMCA for the initiative.

Events: Decrease of \$20,000

- Moving the Community Grants allocation to Economic Development to be now funded by the Municipal Accommodation Tax. Formerly a duplicate effort between the two initiatives.

Opera House Performance Fees: Decrease of \$75,000

- Reducing the performance fee budget as work continues on the Opera House Strategic Business Plan to transition to more presenting and less in-house producing.

Recreation and Culture – 2024 Operating Budget

Opera House Advertising: Decrease of \$14,100

- Reduction as our in-house marketing and communications team do a fantastic job at promotions and ensuring the best value for our dollars.

Music on the Barge Performance Fees: Increase of \$10,000

- Expansion of the Barge program to include a public auditions night for the many acts who wish to play on the Barge. Judges will determine top 10 to play on the Barge for the extra shows.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Recreation & Culture

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Recreation & Culture								
Recreation Administration								
Expenditures								
Staff Costs	270,173	264,787	293,095	246,419	392,100	366,500	(25,600)	
Professional Development	2,693	2,317	5,763	6,765	8,100	8,155	55	
Financial Expenses	5,816	6,929	15,849	16,299	14,000	15,000	1,000	
Communications	6,790	853	525	668	3,000	1,500	(1,500)	
Other Services	775	46	158	559	1,000	750	(250)	
Equipment				28	1,000	1,000		
Materials & Supplies	578	784	660	1,975	2,500	2,500		
Total Expenditures	286,825	275,716	316,050	272,713	421,700	395,405	(26,295)	
Revenue								
Advertising Recovery	(1,030)	(60)	(90)	(45)				
Total Revenue	(1,030)	(60)	(90)	(45)				
Total Recreation Administration	285,795	275,656	315,960	272,668	421,700	395,405	(26,295)	-6.2%
Centennial Centre								
Expenditures								
Staff Costs	241,295	279,089	310,624	201,350	326,200	292,100	(34,100)	
Professional Development	681	399	1,824	185	5,430	2,685	(2,745)	
Communications	3,715	3,153	1,380	825	3,700		(3,700)	
Other Services	723		2,479	1,017	3,500	3,500		
Equipment	22,310	14,644	23,969	12,223	25,150	24,000	(1,150)	
Materials & Supplies	3,752	8,114	17,614	8,834	16,500	16,000	(500)	
Total Expenditures	272,476	305,399	357,890	224,434	380,480	338,285	(42,195)	
Revenue								
Other Fees	(184)	(118)	(651)	(1,622)	(1,500)	(1,500)		
Arena Rental	(94,395)	(96,391)	(212,508)	(195,086)	(250,000)	(250,000)		
Other Rentals	(2,878)	(656)	(9,501)	(3,324)	(9,000)	(5,000)	4,000	
Public Skating	(2,504)	(1,061)	(4,495)	(7,798)	(3,000)	(5,300)	(2,300)	
Total Revenue	(99,961)	(98,226)	(227,155)	(207,830)	(263,500)	(261,800)	1,700	
Total Centennial Centre	172,515	207,173	130,735	16,604	116,980	76,485	(40,495)	-34.6%
Recreation Programs								
Expenditures								
Staff Costs	1,920	762	15,084	995	20,900	33,800	12,900	
Contracted Services	5,322	1,676	4,750	1,125	3,000	3,000		
Materials & Supplies	1,169	1,951	6,965	2,057	8,500	11,500	3,000	
Total Expenditures	8,411	4,389	26,799	4,177	32,400	48,300	15,900	
Revenue								
Grants	(3,266)							
Program Fees	(5,184)	(8,010)	(12,853)	(10,182)	(19,000)	(14,000)	5,000	
Total Revenue	(8,450)	(8,010)	(12,853)	(10,182)	(19,000)	(14,000)	5,000	
Total Recreation Programs	(39)	(3,621)	13,946	(6,005)	13,400	34,300	20,900	156.0%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Recreation & Culture

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Recreation & Culture								
Waterfront								
Expenditures								
Staff Costs		42,837	45,999	44,359	58,900	53,100	(5,800)	
Professional Development		251		355	525	350	(175)	
Contracted Services		874		1,058	1,150	1,200	50	
Communications	421	427	432	256	400		(400)	
Equipment				448	600	600		
Materials & Supplies		1,213	2,361	2,242	4,500	4,700	200	
Total Expenditures	421	45,602	48,792	48,718	66,075	59,950	(6,125)	
Revenue								
Program Fees		(1,474)	(7,678)	(10,045)	(11,000)	(11,000)		
Total Revenue		(1,474)	(7,678)	(10,045)	(11,000)	(11,000)		
Total Waterfront	421	44,128	41,114	38,673	55,075	48,950	(6,125)	-11.1%
Community Events								
Expenditures								
Labour Charges	2,650	401	14,446	16,100	20,000	20,000		
Fleet/Equipment Charges	1,298	54	8,260	4,319	8,000	8,000		
Community Support	4,939	2,000	13,659	7,062	20,000		(20,000)	
Contracted Services	1,099	1,660	17,188	16,361	20,000	20,000		
Communications	7,447	581	5,012		7,000	5,000	(2,000)	
Materials & Supplies	287		1,131	1,820	4,000	4,000		
Total Expenditures	17,720	4,696	59,696	45,662	79,000	57,000	(22,000)	
Total Community Events	17,720	4,696	59,696	45,662	79,000	57,000	(22,000)	-27.8%
Winter Carnival								
Expenditures								
Contracted Services	18,653			27,291	20,000	20,000		
Communications	3,828		1,252	2,087	4,000	2,000	(2,000)	
Materials & Supplies	2,228	241		2,963	3,000	3,000		
Total Expenditures	24,709	241	1,252	32,341	27,000	25,000	(2,000)	
Revenue								
Donations/Sponsorships	(24,709)	(241)	(1,252)	(30,419)	(27,000)	(25,000)	2,000	
Total Revenue	(24,709)	(241)	(1,252)	(30,419)	(27,000)	(25,000)	2,000	
Total Winter Carnival				1,922				
Total Recreation Services	476,412	528,032	561,451	369,524	686,155	612,140	(74,015)	-10.8%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Recreation & Culture

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Recreation & Culture								
Opera House								
Expenditures								
Staff Costs	247,886	94,512	275,367	242,589	356,200	348,400	(7,800)	
Professional Development	941	265	2,167	1,337	1,850	4,100	2,250	
Contribution to Reserve	1,003		11,232		10,000	10,000		
Contracted Services	1,621	18,912	6,055	8,320	8,000	8,000		
Debit Machine Fees	1,941	2,131	10,782	10,971	12,000	12,000		
Performance Fees	66,757	17,300	56,069	111,522	200,000	125,000	(75,000)	
Communications	34,957	4,390	30,680	11,509	39,100	25,000	(14,100)	
ENTANDEM Royalty Fees			956	61	4,000	4,000		
Equipment	1,298	18,930	9,671	4,332	11,000	11,000		
Materials & Supplies	581	210	2,883	1,681	4,500	4,750	250	
Purchases for resale	1,917		5,887	6,612	8,000	8,000		
Total Expenditures	358,902	156,650	411,749	398,934	654,650	560,250	(94,400)	
Revenue								
Grants	(6,623)	(2,839)						
Handling Fees & Service Charges	(4,102)		(7,326)	(8,369)	(14,000)	(14,000)		
Opera House Sales	(10,596)		(93,067)	(143,251)	(171,350)	(175,000)	(3,650)	
Other Rentals	(4,637)	1,180	(25,507)	(21,881)	(21,000)	(23,000)	(2,000)	
Donations/Sponsorships	(3,400)		(1,323)	(1,321)	(3,500)	(2,500)	1,000	
Total Revenue	(29,358)	(1,659)	(127,223)	(174,822)	(209,850)	(214,500)	(4,650)	
Total Opera House	329,544	154,991	284,526	224,112	444,800	345,750	(99,050)	-22.3%
Barge Concerts								
Expenditures								
Staff Costs	2,632		8,187					
Building & Grounds Maintenance	1,650		3,587	6,124	2,500	5,000	2,500	
Performance Fees	675		20,071	24,686	24,000	34,000	10,000	
Communications	1,572		1,566	1,577	2,000	3,000	1,000	
Other Services			371	293	1,300	1,500	200	
Total Expenditures	6,529		33,782	32,680	29,800	43,500	13,700	
Revenue								
Donations/Sponsorships			(16,062)	(15,621)	(20,000)	(20,000)		
Total Revenue			(16,062)	(15,621)	(20,000)	(20,000)		
Total Barge Concerts	6,529		17,720	17,059	9,800	23,500	13,700	139.8%
Total Recreation and Culture	812,485	683,023	863,697	610,695	1,140,755	981,390	(159,365)	-14.0%



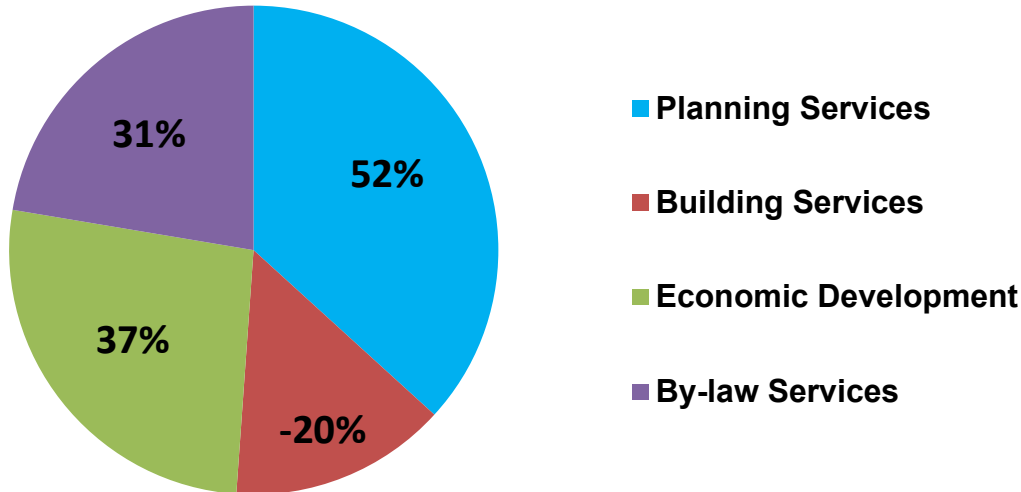
2024 Operating Budget

Development Services

Development Services – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$1,265,349 is an increase of \$46,334 or 3.8% from 2023



Planning Services
• Provide professional planning advice to Committees and Council on development approvals and long-range strategic planning projects
• Provide professional advice to several legislative and advisory committees (e.g. Committee of Adjustment, Heritage Committee and Sustainability Committee)
• Review and process development applications including Official Plan and Zoning By-law amendments, plans of subdivisions and condominiums, consents, minor variances and site plan agreements
• Assist and provide customer service to property owners with understanding applicable land use regulations and associated development rights
• Responsible for transactions or land-use agreements related to municipal property (eg. 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 (eg. mapping, 911 addressing)

Development Services – 2024 Operating Budget

Building Services	
•	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
•	Work with staff and the contractor to implement and evaluate the e-permitting program and improve customer experience during the building permit process
Economic Development	
•	Town point of contact for entrepreneurs and business investors interested in investing in Gravenhurst
•	Coordinate programs to attract new businesses, residents and other investments
•	Conduct research and maintain current socio-economic data, various statistics and other useful information
•	Develop local economic development related partnerships to promote, support and sustain economic prosperity
•	Seek, initiate and assist departments with grant applications to leverage external funding opportunities
•	Administer the Community Improvement Plan (CIP) funding program
•	Implement the Gravenhurst Destination Plan and respond to filming inquiries
•	Develop and implement a corporate marketing plan to effectively promote Town operated programs and services
•	Develop social media policy and monitor social media channels
•	Design and implement community engagement projects for the corporation, including management of www.engagegravenhurst.ca

Development Services – 2024 Operating Budget

By-law Services
• Enforce municipal By-laws
• Involved in the review, 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 Claus parade)
• Implement and enforce the Animal Control By-law
• Supervise crossing guard services
• Implement a bicycle patrol program for increased visibility and engagement in the community

2023 ACCOMPLISHMENTS

- First year of enforcement of the Short-term Rental Accommodations By-law
- Implemented the first year of the Municipal Accommodation Tax By-law and Program which included collection of fees as well as developing the internal (Staff Working Group) and external (Tourism Gravenhurst) entities that will oversee and implement projects and initiatives funded through this program.
- Completed and began the implementation of the Muskoka Regional Climate Change Adaptation Plan as well as launched the Joint Area Municipal Corporate Greenhouse Gas Emission Inventory and Mitigation Plan with the other five Muskoka Area Municipalities
- Completed the Rural Transit Needs Assessment project.
- Participated in the relaunch of the District's Housing Taskforce 2.0
- Continued to support cross-divisional projects and projects coordinated with other municipal partners (i.e. District Transportation, Short Term Rental Licensing, Muskoka Economic Recovery Task Force (MERTF), Regional Broadband Strategy, Muskoka Employment Partnership)
- Updated a number of corporate by-laws to ensure clarity and enforceability.

2024 INITIATIVES

- Undertake a number of tourism enhancement-related projects, many of which will be funded by the newly implemented Municipal Accommodation Tax (MAT)
- Continue to participate in a number of joint projects with our Muskoka Area Municipal partners, such as the Muskoka Housing Taskforce 2.0 and the Muskoka Regional Greenhouse Gas Corporate Inventory and Mitigation Plan

Development Services – 2024 Operating Budget

- Continue to support cross-divisional projects and projects coordinated with other municipal partners (i.e. District Transportation, Short Term Rental Licensing, MERTF, Regional Broadband Strategy, Muskoka Employment Partnership)
- Expand the Shops at the Boardwalk Pop-up Village with additional spaces and supporting infrastructure as well as other Muskoka Wharf animation projects
- Undertake a detailed review of the Town's Parkland Dedication By-law in accordance with the recommendations of the recently completed Parks, Recreation and Trails Master Plan
- Complete a detailed review of the fees for service that the Planning Division charges to ensure they reflect current standards of similar municipalities across the Province.
- Launch the use of CloudPermit in the By-law Services Division and streamline workflows within this division.

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Full-time	23	23	-	
Contract (4 month, re-occurring)	1	1	-	
Contract (1 year)	1	0	-1	FedNor funded intern contract not budgeted in 2024
Part-time	2	2	-	
Summer students (April/May to August/Sept)	2 Bylaw Students 1 Septic Reinspection Program Student	2 Bylaw Students 2 Septic Reinspection Program Students	+1	For health and safety reasons, two students are needed in order to conduct inspections on water access only properties as part of this program

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

Planning & Zoning Staff Costs: Net Increase of \$41,900

- \$41,900 increase attributed to salary/market adjustments and movement through respective salary grids.

Development Services – 2024 Operating Budget

Building Inspection Staff Costs: Net Decrease of \$19,000

- Staff Cost decrease of \$19,000 is related to staffing changes in the department which resulted in positions being filled at lower pay grid locations than their predecessors.

Building Inspection Contribution to Reserves: Increase of \$79,400

- Obligatory transfer of this year's surplus calculated after allowable indirect overhead costs to Obligatory Building Reserve

Building Inspection Permits Revenue: Decrease of \$148,000

- \$148,000 decrease in anticipated revenue from building permits due to a forecasted slight decline in the number of building permits being applied for in 2024 due to an overall cooling of the housing market and increased mortgage interest rates.

Building Inspection Transfer from Reserves: Increase of \$129,350

- With the anticipated decrease in permit revenue, a draw on the Building Department reserve is expected to balance the Building Department funding requirements.

By-law Staff Costs: Increase of \$26,200

- 1 additional summer student to help conduct inspections on water access only properties for septic reinspection program.

Economic Development Staff Costs: Decrease of \$32,100

- Attributed to not hiring a coordinator for the 2024 Ontario Heritage Foundation Conference to be held in Gravenhurst.

Economic Development Grant Revenue: Decrease of \$40,000

- In 2023 we budgeted for a FedNor grant to fund a coordinator position to assist with preparing for the Ontario Heritage Conference. No grants are anticipated for 2024.

Development Services – 2024 Operating Budget

Economic Development Municipal Accommodation Tax: Increase of \$40,000

- The new Municipal Accommodation Tax (MAT) is anticipated to generate \$160,000 in revenue based on collected year-to-date amounts and anticipated growth in the market, for an increase of \$40,000.

Economic Development Special Projects: Increase of \$80,000

- \$80,000 of the MAT revenue is to be used towards tourism enhancement-related projects outlined below.

Event Sponsorship	This initiative has been moved to the MAT fund from the Recreation department
Active Transportation Plan implementation	Installation of Bicycle Repair Stations in key locations
Traffic Control Signage	Purchasing of new signs in accordance with District of Muskoka Traffic Control Plan
Structural Repairs at Cockburn Square, Muskoka Wharf	Wall repairs
Beautification of downtown core	Landscaping and installation of raised beds throughout main corridor of Town

Economic Development Contribution to reserve: Increase of \$21,700

- \$21,700 of the MAT revenue is to be transferred to the MAT reserve for future projects.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Development Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Development Services								
Planning & Zoning								
Expenditures								
Staff Costs	681,352	639,580	660,498	543,769	776,700	818,600	41,900	
Professional Development	3,040	4,801	8,675	5,225	13,300	14,300	1,000	
Contribution to Reserve	10,000	10,000	10,000		10,000	10,000		
Consultant Services		34,075	8,530	748	6,000	6,000		
Legal Services	17,395	22,943	19,636	14,744	19,000	19,000		
Communications	1,604	2,097	1,302	459	1,536	100	(1,436)	
Other Services	2,012	3,709	4,944	1,600	5,800	5,800		
Materials & Supplies	220	702	837	387	1,350	1,350		
Total Expenditures	715,623	717,907	714,422	566,932	833,686	875,150	41,464	
Revenue								
Planning Fees	(179,818)	(266,891)	(259,150)	(147,585)	(229,318)	(218,568)	10,750	
Policy and Other Regulatory Fees	(6,279)	(4,329)	(1,394)	(3,731)	(4,000)	(3,000)	1,000	
Sales	(416)	(572)	(1,196)	(1,188)	(693)	(693)		
Total Revenue	(186,513)	(271,792)	(261,740)	(152,504)	(234,011)	(222,261)	11,750	
Total Planning & Zoning	529,110	446,115	452,682	414,428	599,675	652,889	53,214	8.9%
Building Inspection								
Expenditures								
Staff Costs	655,771	670,131	673,256	568,377	834,000	815,000	(19,000)	
Labour Charges	404	142	263		500	500		
Professional Development	5,223	10,663	17,365	7,814	22,600	24,500	1,900	
Contribution to Reserve	36,225	499,578	451,918		79,400		(79,400)	
Legal Services	1,053	267		1,121				
Information Technology Services		37,606	54,496	26,458	37,150	31,500	(5,650)	
Communications	2,554	3,242	2,883	684	2,100	600	(1,500)	
Equipment	22,369	18,970	18,550	10,466	17,900	17,900		
Materials & Supplies	1,472	2,518	3,248	1,434	2,000	2,000		
Total Expenditures	725,071	1,243,117	1,221,979	616,354	995,650	892,000	(103,650)	
Revenue								
Planning Fees	(3,710)	(3,026)	(6,551)	(4,655)	(6,000)	(6,000)		
Open Permit Fees/ Deposits Forfeited	(165,210)	(118,882)	(61,200)	(77,810)	(80,000)	(80,000)		
Permits	(704,219)	(1,260,828)	(1,364,589)	(836,656)	(1,043,000)	(895,000)	148,000	
Transfers From Reserves		(12,675)	(45,197)		(37,150)	(166,500)	(129,350)	
Total Revenue	(873,139)	(1,395,411)	(1,477,537)	(919,121)	(1,166,150)	(1,147,500)	18,650	
Total Building Inspection	(148,068)	(152,294)	(255,558)	(302,767)	(170,500)	(255,500)	(85,000)	49.9%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Development Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Development Services								
By-Law								
Expenditures								
Staff Costs	214,310	276,659	282,470	249,503	321,200	347,400	26,200	
Labour Charges	98			106	1,000	1,000		
Professional Development	1,017	2,032	6,005	7,904	8,550	9,000	450	
Contracted Services	8,778	10,149	10,156	7,415	12,500	13,500	1,000	
Communications	1,266	1,269	1,176	1,107	1,500	500	(1,000)	
Equipment	7,963	10,292	11,962	10,148	14,700	14,900	200	
Materials & Supplies	1,866	2,030	4,343	5,266	5,000	5,000		
Total Expenditures	235,298	302,431	316,112	281,449	364,450	391,300	26,850	
Revenue								
Licences	(1,915)	(1,410)	(2,078)	(2,286)	(1,500)	(1,500)		
Fines	(9,267)	(14,933)	(16,908)	(19,180)	(15,000)	(19,000)	(4,000)	
Total Revenue	(11,182)	(16,343)	(18,986)	(21,466)	(16,500)	(20,500)	(4,000)	
Total By-Law	224,116	286,088	297,126	259,983	347,950	370,800	22,850	6.6%
Crossing Guards								
Expenditures								
Staff Costs	4,408	7,852	10,404	12,993	27,000	25,700	(1,300)	
Materials & Supplies	87	279		282	800	800		
Total Expenditures	4,495	8,131	10,404	13,275	27,800	26,500	(1,300)	
Total Crossing Guards	4,495	8,131	10,404	13,275	27,800	26,500	(1,300)	-4.7%
Total Building Inspection	80,543	141,925	51,972	(29,509)	205,250	141,800	(63,450)	-30.9%
Economic Development								
Expenditures								
Staff Costs	329,959	333,672	333,130	288,608	421,600	389,500	(32,100)	
Community Support	600	960	2,914	937	2,600	2,600		
Professional Development	7,434	2,777	12,840	9,612	13,105	13,010	(95)	
Contribution to Reserve					56,800	78,500	21,700	
Contracted Services	71,324	9,569	8,876	5,589	10,250	10,800	550	
Information Technology Services				2,603	1,535	1,550	15	
Communications	7,120	10,802	26,413	23,415	30,700	28,200	(2,500)	
Special Projects	348	11,777	25,420	25,721	34,500	114,500	80,000	
Equipment	41	837	347	112	1,500	1,500		
Materials & Supplies	419	811	2,516	2,579	1,500	1,500		
Total Expenditures	417,245	371,205	412,456	359,176	574,090	641,660	67,570	
Revenue								
Grants	(22,777)		(7,500)		(40,000)		40,000	
Program Fees						-3,000	(3,000)	

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Development Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Development Services								
Facility Rental				-9,499		-8,000	(8,000)	
Municipal Accommodation Tax (MAT)				(156,173)	(120,000)	(160,000)	(40,000)	
Total Revenue	(22,777)		(7,500)	(165,672)	(160,000)	(171,000)	(11,000)	
Total Economic Development	394,468	371,205	404,956	193,504	414,090	470,660	56,570	13.7%
Total Development Services	1,004,121	959,245	909,610	578,423	1,219,015	1,265,349	46,334	3.8%

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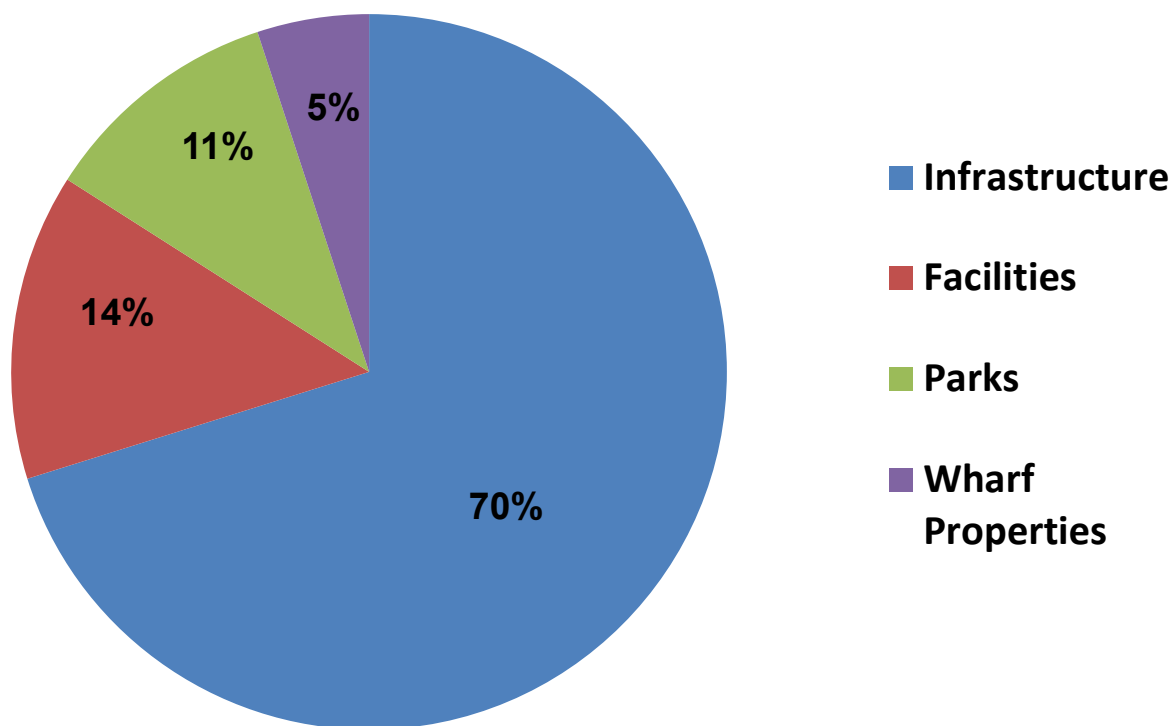
2024 Operating Budget

Infrastructure Services

Infrastructure Services (INF) – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$5,457,079 is an increase of \$441,987 or 8.8% from 2023



Infrastructure
• Manage all Town core and non-core assets comprising of roads, bridges, stormwater controls, streetlights, facilities, fleet, cemeteries, water landings, parks and trails
• Interact with regional and local stakeholders, ratepayers, development community, governments/agencies, elected officials, and special interest focus groups
• Oversee and direct engineering initiatives in the areas of transportation, stormwater management, and community facilities
• Manage corporate facility and land use tenant agreements
• Process entrance, road occupancy, overload and utility locate permits

Infrastructure Services (INF) – 2024 Operating Budget

• Provide engineering advice in support of capital projects, commercial, residential, and industrial development, municipal infrastructure needs and life-cycle costing
• Master Planning/Asset Management Compliance Reporting
• Research, identify and implement process improvements, strategic initiatives, and best practices
• Operate a 101-slip gated marine docking facility

Facilities
• Develop and administer service and construction contracts ensuring 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
• Oversee maintenance activities at all municipal facilities

Parks/Wharf
• Provide routine maintenance of the Town's sports fields, fine turf areas, water landings, trail network and all public spaces at the Muskoka 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
• Administer Tree and Bench Dedication Programs

Infrastructure Services (INF) – 2024 Operating Budget

Public Works
• Monitor legislative processes for compliance and report annually • Facilitate resolutions to problematic issues reported through the departments Operations Management System • Manage maintenance activities on Town and District of Muskoka area road networks in accordance with legislation and Council approved framework with a focus on mitigating risk • Fleet Management consisting of the acquisition, disposition, and maintenance of the municipal fleet apart from Fire Services • Develop and administer service and construction contracts as they relate to public works operations • Manage all municipal yards in a manner that optimizes operational efficiencies

Cemetery
• Manage and provide routine maintenance of the Town's cemeteries • Ensure operational compliance in accordance with the guidelines prescribed through the Cemetery and Funeral Burial and Cremation Acts • Process of Internment and Burial Right Certificates • Maintain records as they relate to burial plots, cremations, and mortuary

2023 ACCOMPLISHMENTS

- Achieved substantial completion of the Phase 2 HISSO Building Rehabilitation
- Initiated an engineering review and presented Council with a high-level design concept of a potential Industrial Subdivision build for consideration.
- Collaborated with the Gravenhurst Rotary Club on an Amphitheater Seating Design and Contract Administration Strategy at Gull Lake Park, slated for construction in 2024.
- Finalization and close out of approximately 70 Council approved Capital projects
- Monitoring of the new Electronic Vehicle Charging Stations available at Muskoka Wharf; Participated in dialogue with the District of Muskoka and Area Municipalities on potential future EV models that may be available to the Town in the future.
- Finalization and close out of the Infrastructure Services Operating Management System

2024 INITIATIVES

- Ongoing support and mentoring of Divisional Corporate Management Team
- Hiring a new Manager of Operations

Infrastructure Services (INF) – 2024 Operating Budget

- Assumption of the recent Muskoka Discovery Centre expansion
- Continue to collaborate with the Senior Leadership Team, District of Muskoka, and funding agencies to review the feasibility of the Town developing a 10-lot light use Industrial Subdivision
- Develop engineered specifications, procurement documents and provide contract administration oversight of potentially 46 new planned Capital Projects approved by Council.
- Continue to work with the Economic Development Division to market tenant vacancy at the C.N Train Station Unit 1 and former Highway 11 Tourism facility.
- Start to review and plan for the 2025 Asset Management Compliance Strategy

STAFFING CHANGES IN 2024 BUDGET

Staff	2023 FTE	2024 FTE	Change	Comment
Full-time	28	29.3	1.3	• Combining of two historical winter seasonal contract positions into one additional FTE within the Public Works Division • Shared position with the Recreation Arts and Culture Department. With Infrastructure Services Department, 0.3 of this FTE will be assisting with the routine care and maintenance of cemetery properties and facilitating public internments from May to September
Contract	2	0	-2	• Contract positions eliminated due to ongoing challenges hiring two qualified seasonal positions within the Public Works Division
Students	3.5	4.0	.5	• Summer student staffing will return to 2019/20 levels based on service level pressures being experienced at the Muskoka Wharf

Infrastructure Services (INF) – 2024 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2022 BUDGET

Administration Staff Costs: Increase of \$37,650

- Salary/market adjustments and movement through the respective salary grids
- Onboarding of a new part-time shared staff resource with the Recreation Arts and Culture Department, Arena Division

Road Administration Equipment: Increase of \$60,000

- As a result of a continued staffing vacancy within the Fleet Division, the Town does not have a fleet mechanic readily available to be able to perform timely repairs, which has resulted in a reliance on third party shops. As a mitigation strategy INF is proposing a backhoe is rented as a temporary pilot program to supplement the extended maintenance requirements of our current backhoe TR13, which is scheduled for replacement in 2025.

Road Maintenance: Net Increase of \$128,800

- \$46,700 increase in Labour Charges and a \$17,100 increase in Fleet Charges that reflect wage adjustments and a desire to sustain current service level needs, specifically associated with asphalt patching, storm restoration, and clean up, and remediation of localized drainage issues.
- \$50,000 increase in projected Winter Control costs based on an escalating number of significant storm events being experienced year over year.
- \$15,000 increase in Material & Supplies costs based on quotations and tendering received for the supply and delivery of Cold and Hot Mix Asphalt, Blended Winter Sand, Treated Salt, and Quarried Aggregate.

Road Allowance Maintenance Trees: Increase of \$60,000

- \$60,000 increase associated with the removal and disposition of trees that have been deemed to be in poor condition along municipally maintained road allowances and rear lot drainage easements. In addition to experiencing a significant number of tree removal requests through the public, the health of ash trees is specifically on the decline and represents a significant burden on the annual operating budget.

Infrastructure Services (INF) – 2024 Operating Budget

Parking: Increase of \$16,000

- Increase in projected costs associated with the mechanical clearing of snow and collection of accumulated winter sand within parking lots operated and maintained by the Town.

Cemetery Labour Charges: Increase of \$29,000

- Increase based on year over year average labour costs including the addition of a new part time cemetery operator position within the Cemetery Division. This position will annually report to the Cemetery Office between the months of May to September. For the balance of the year this position is shared with the Recreation Arts and Culture Department and will be involved with the operation of the ice plant and associated Arena appurtenances

Cemetery Revenue: Increase of (\$14,000)

- The collection of fees associated with the opening and closing of burial plots has steadily risen over the last two budget cycles. This increase is required to support the continuation of the service provision.

Town Facilities 3-5 Pineridge Gate: Increase of \$15,000

- Increase in cleaning services costs reflect the expiration of a previous cleaning contract and the retention of a new service provider following a procurement period.

Communication Towers: Increase of \$30,000

- Cyclical assessment and routine maintenance of the Town's three Communication Towers situated at Fire Halls 1, 2 and 3.
-

Town Facilities 101 Centennial Drive: Decrease of (\$32,600)

- Decrease based on a three-year trend of experienced utility operating costs that reflect a number of facility improvements and green energy upgrades.

Wharf Marina: Increase of \$50,000

- \$50,000 increase in Contribution to Reserves resulting from a \$50,000 increase in projected docking revenues based on number of slips currently reserved for the 2024 boating season.

Infrastructure Services (INF) – 2024 Operating Budget

Downtown Maintenance: Increase of \$15,000

- Increase in Contracted Services for the repairing of festive lights, installation of corporate and event banners and general beautification.

Unlicensed Fleet Contracted Services: Increase of \$11,000

- The increase reflects the need for the added utilization of Contracted Services in the absence of an onboard staff mechanic. This is specific to the Towns Fleet that have been in operation beyond their scheduled asset replacement date due to replacement cost constraints.

Unlicensed Fleet Materials & Supplies: Increase of \$33,000

- Increase is based on the continued heightened cost of fleet parts within the industry and procured fuel purchasing rates for Gasoline, and Clear and Dyed Diesel necessary to operate the Fleet.

Unlicensed Fleet Recoveries: Decrease of \$10,000

- Reflects reduced usage of billable equipment due to downtime primarily attributed to backhoe TR13.

Street Lights Utilities: Net Decrease of \$10,000

- Decrease is based on experienced utility costs since switching over several lights to LED technology within the Urban Centre.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Roads and Parking Lots								
Roads Administration								
Expenditures								
Staff Costs	2,289,517	2,298,821	2,475,057	1,995,694	2,951,550	2,989,200	37,650	
Labour Charges	(1,268,759)	(1,216,170)	(1,377,425)	(936,649)	(1,567,863)	(1,576,473)	(8,610)	
Professional Development	8,751	10,130	15,055	6,586	21,000	24,700	3,700	
Contracted Services	1,624	19,206	67,187	11,479	1,400		(1,400)	
Financial Expenses	963	921	1,067	808	1,000	1,000		
Legal Services	901	614		1,628				
Communications	8,389	9,113	9,008	7,140	9,050	3,550	(5,500)	
Other Services	21,066	18,825	8,136	19,250	12,000	72,000	60,000	
Equipment	14,262	30,485	199,333	26,066	41,000	41,000		
Materials & Supplies	20,905	23,659	24,377	22,360	22,000	22,000		
Total Expenditures	1,097,619	1,195,604	1,421,795	1,154,362	1,491,137	1,576,977	85,840	
Revenue								
Permits	(8,954)	(12,000)	(8,567)	(3,576)	(11,000)	(8,000)	3,000	
Sales				(434)	(1,400)	(1,400)		
Other Services	(31,822)	(36,751)	(32,056)	(39,244)	(40,000)	(40,000)		
Total Revenue	(40,776)	(48,751)	(40,623)	(43,254)	(52,400)	(49,400)	3,000	
Total Roads Administration	1,056,843	1,146,853	1,381,172	1,111,108	1,438,737	1,527,577	88,840	6.2%
Road Maintenance								
Expenditures								
Labour Charges	519,765	423,383	535,194	376,217	487,300	534,000	46,700	
Fleet/Equipment Charges	491,924	464,878	531,134	355,316	441,500	458,600	17,100	
Contracted Services	545,740	622,229	615,135	544,264	691,500	741,500	50,000	
Materials & Supplies	212,777	186,422	203,202	249,632	229,000	244,000	15,000	
Total Expenditures	1,770,206	1,696,912	1,884,665	1,525,429	1,849,300	1,978,100	128,800	
Total Road Maintenance	1,770,206	1,696,912	1,884,665	1,525,429	1,849,300	1,978,100	128,800	7.0%
Road Allowance Maintenance								
Expenditures								
Labour Charges	105,299	155,424	204,236	66,037	105,000	101,350	(3,650)	
Fleet/Equipment Charges	78,010	113,153	141,313	45,712	53,000	57,000	4,000	
Contracted Services	22,971	37,478	39,770	34,640	45,000	105,000	60,000	
Materials & Supplies	3,781	6,229	7,268	870	3,000	3,000		
Total Expenditures	210,061	312,284	392,587	147,259	206,000	266,350	60,350	
Total Road Allowance Maintenance	210,061	312,284	392,587	147,259	206,000	266,350	60,350	29.3%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Parking Lots								
Expenditures								
Labour Charges	7,754	6,785		9,907	7,000	7,000		
Fleet/Equipment Charges	8,267	9,122		15,399	6,000	6,000		
Contracted Services	102,284	86,897	106,431	127,792	110,000	126,000	16,000	
Total Expenditures	118,305	102,804	106,431	153,098	123,000	139,000	16,000	
Total Parking Lots	118,305	102,804	106,431	153,098	123,000	139,000	16,000	13.0%
Cemeteries								
Expenditures								
Labour Charges	120,491	115,890	118,930	84,446	100,000	129,000	29,000	
Fleet/Equipment Charges	40,104	27,208	32,792	30,005	35,000	44,000	9,000	
Professional Development	281		1,767	2,211	290	2,300	2,010	
Utilities	2,536	2,871	2,964	1,667	2,500	2,500		
Building & Grounds Maintenance	650	504	4,860	1,256	5,000	6,000	1,000	
Contracted Services	16,394	24,447	23,698	18,063	20,000	20,000		
Communications	1,147	1,586	1,162	849	1,400		(1,400)	
Equipment	1,476	156	82	57	400	400		
Materials & Supplies	982	392	766	650	500	2,250	1,750	
Total Expenditures	184,061	173,054	187,021	139,204	165,090	206,450	41,360	
Revenue								
Cemetery Fees	(25,440)	(24,172)	(47,421)	(54,682)	(24,800)	(38,800)	(14,000)	
Sales	(48,166)	(53,073)	(52,414)	(44,315)	(37,420)	(37,420)		
Investment Income	(7,574)	(5,314)	(15,655)	(19,972)	(12,000)	(16,000)	(4,000)	
Total Revenue	(81,180)	(82,559)	(115,490)	(118,969)	(74,220)	(92,220)	(18,000)	
Total Cemeteries	102,881	90,495	71,531	20,235	90,870	114,230	23,360	25.7%
Total Roads and Parking Lots	3,258,296	3,349,348	3,836,386	2,957,129	3,707,907	4,025,257	317,350	8.6%
District Roads Maintenance								
Expenditures								
Labour Charges	171,982	130,836	158,052	105,926	175,000	175,000		
Fleet/Equipment Charges	104,693	99,745	104,611	62,246	145,000	145,000		
Contracted Services	272,461	347,090	431,940	316,589	238,685	238,685		
Materials & Supplies	117,075	110,508	187,617	120,858	133,264	133,264		
Total Expenditures	666,211	688,179	882,220	605,619	691,949	691,949		
Revenue								
Upper Tier Recovery	(642,497)	(681,528)	(904,239)	(792,669)	(691,949)	(691,949)		
Total Revenue	(642,497)	(681,528)	(904,239)	(792,669)	(691,949)	(691,949)		
Total District Roads Maintenance	23,714	6,651	(22,019)	(187,050)				

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Town Facilities								
3-5 Pineridge Gate								
Expenditures								
Labour Charges		58	4,902	2,078				
Utilities	53,299	54,624	48,361	33,152	62,500	57,675	(4,825)	
Building & Grounds Maintenance	82,842	107,783	131,293	102,971	135,000	150,000	15,000	
Total Expenditures	136,141	162,465	184,556	138,201	197,500	207,675	10,175	5.2%
Revenue								
Facility Rental	(172,180)	(149,734)	(155,343)	(134,375)	(155,000)	(155,000)		
Total Revenue	(172,180)	(149,734)	(155,343)	(134,375)	(155,000)	(155,000)		
Total 3-5 Pineridge Gate	(36,039)	12,731	29,213	3,826	42,500	52,675	10,175	23.9%
Seniors Building								
Expenditures								
Utilities	8,112	10,837	11,288	7,999	11,840	12,600	760	
Building & Grounds Maintenance	11,527	13,731	14,140	9,533	19,000	18,000	(1,000)	
Total Expenditures	19,639	24,568	25,428	17,532	30,840	30,600	(240)	
Revenue								
Facility Rental	(3)	(3)	(3)	(3)	(3)	(3)		
Total Revenue	(3)	(3)	(3)	(3)	(3)	(3)		
Total Seniors Building	19,636	24,565	25,425	17,529	30,837	30,597	(240)	-0.8%
C.N. Station								
Expenditures								
Utilities	3,868	4,218	3,848	2,886	4,280	4,530	250	
Building & Grounds Maintenance	3,176	70,865	3,375	4,845	7,400	7,000	(400)	
Total Expenditures	7,044	75,083	7,223	7,731	11,680	11,530	(150)	
Revenue								
Facility Rental	(32,224)	(31,245)	(36,125)	(28,772)	(40,000)	(40,000)		
Total Revenue	(32,224)	(31,245)	(36,125)	(28,772)	(40,000)	(40,000)		
Total C.N. Station	(25,180)	43,838	(28,902)	(21,041)	(28,320)	(28,470)	(150)	0.5%
1342 HWY 11 N								
Expenditures								
Contracted Services			3,307	5,050	20,000	20,000		
Total Expenditures			3,307	5,050	20,000	20,000		
Total 1342 HWY 11 N			3,307	5,050	20,000	20,000		
Communication Towers								
Expenditures								
Building & Grounds Maintenance	603					30,000	30,000	
Total Expenditures	603					30,000	30,000	
Total Communication Towers	603					30,000	30,000	

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
190 Harvie Street								
Expenditures								
Utilities	17,713	21,138	23,672	16,923	27,380	28,200	820	
Building & Grounds Maintenance	45,260	38,481	55,943	44,721	50,000	55,000	5,000	
Total Expenditures	62,973	59,619	79,615	61,644	77,380	83,200	5,820	
Total 190 Harvie Street	62,973	59,619	79,615	61,644	77,380	83,200	5,820	7.5%
1030 Kilworthy Road								
Expenditures								
Utilities	9,716	8,822	17,624	8,875	16,350	15,550	(800)	
Building & Grounds Maintenance	7,765	8,946	17,859	11,591	14,000	14,000		
Total Expenditures	17,481	17,768	35,483	20,466	30,350	29,550	(800)	
Total 1030 Kilworthy Road	17,481	17,768	35,483	20,466	30,350	29,550	(800)	-2.6%
1622 Barkway Road								
Expenditures								
Utilities	5,493	6,182	7,839	4,942	8,090	8,500	410	
Building & Grounds Maintenance	6,218	6,837	7,218	8,834	10,000	10,000		
Total Expenditures	11,711	13,019	15,057	13,776	18,090	18,500	410	
Total 1622 Barkway Road	11,711	13,019	15,057	13,776	18,090	18,500	410	2.3%
Roads Shop								
Expenditures								
Utilities	28,129	32,733	45,992	29,557	40,635	45,000	4,365	
Building & Grounds Maintenance	35,792	36,512	42,081	34,041	45,675	52,000	6,325	
Total Expenditures	63,921	69,245	88,073	63,598	86,310	97,000	10,690	
Total Roads Shop	63,921	69,245	88,073	63,598	86,310	97,000	10,690	12.4%
Cemetery Shop & Mortuary								
Expenditures								
Utilities	2,086	2,353	2,507	1,703	3,300	3,100	(200)	
Building & Grounds Maintenance	873	3,996	825	714	4,000	9,000	5,000	
Total Expenditures	2,959	6,349	3,332	2,417	7,300	12,100	4,800	
Total Cemetery Shop & Mortuary	2,959	6,349	3,332	2,417	7,300	12,100	4,800	65.8%
101 Centennial Drive								
Expenditures								
Utilities	111,348	114,464	155,416	111,513	219,000	186,400	(32,600)	
Building & Grounds Maintenance	85,123	65,545	109,866	70,130	90,000	95,000	5,000	
Total Expenditures	196,471	180,009	265,282	181,643	309,000	281,400	(27,600)	
Revenue								
Facility Rental	(19,440)	(19,440)	(19,440)	(16,200)	(19,000)	(19,000)		
Total Revenue	(19,440)	(19,440)	(19,440)	(16,200)	(19,000)	(19,000)		
Total 101 Centennial Drive	177,031	160,569	245,842	165,443	290,000	262,400	(27,600)	-9.5%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
180 Sharpe St-Library								
Expenditures								
Utilities	6,269	8,974	9,448	6,461	11,000	11,100	100	
Building & Grounds Maintenance	36,618	32,752	42,249	38,897	41,500	40,000	(1,500)	
Total Expenditures	42,887	41,726	51,697	45,358	52,500	51,100	(1,400)	
Total 180 Sharpe St-Library	42,887	41,726	51,697	45,358	52,500	51,100	(1,400)	-2.7%
295 Muskoka Road S-Opera House								
Expenditures								
Utilities	32,769	38,224	36,939	22,969	49,400	47,500	(1,900)	
Building & Grounds Maintenance	45,191	57,214	81,364	40,541	50,000	50,000		
Total Expenditures	77,960	95,438	118,303	63,510	99,400	97,500	(1,900)	
Total 295 Muskoka Road S-Opera House	77,960	95,438	118,303	63,510	99,400	97,500	(1,900)	-1.9%
Total Town Facilities	415,943	544,867	666,445	441,576	726,347	756,152	29,805	4.1%
Wharf								
Wharf Properties								
Expenditures								
Labour Charges	70,684	84,787	91,720	67,385	95,000	97,375	2,375	
Fleet/Equipment Charges	35,768	40,916	43,018	26,254	45,000	45,000		
Utilities	32,514	37,729	37,065	28,350	35,545	36,615	1,070	
Building & Grounds Maintenance	42,895	84,137	41,330	17,274	35,300	35,300		
Contracted Services	28,749	35,182	26,506	12,294	26,500	26,500		
Insurance		3,046	9,062	11,399	12,000	12,000		
Communications	1,776	1,355	1,025	565	1,500		(1,500)	
Other Services	5,869	6,433	6,798	6,733	6,500	6,500		
Equipment	188	269	2,239	129	2,000	2,000		
Materials & Supplies	14,777	15,841	21,045	17,059	17,700	17,700		
Total Expenditures	233,220	309,695	279,808	187,442	277,045	278,990	1,945	
Revenue								
Facility Rental	(15,212)	(15,210)	(15,920)	(16,477)	(15,000)	(16,000)	(1,000)	
Total Revenue	(15,212)	(15,210)	(15,920)	(16,477)	(15,000)	(16,000)	(1,000)	
Total Wharf Properties	218,008	294,485	263,888	170,965	262,045	262,990	945	0.4%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Wharf Marina								
Expenditures								
Labour Charges		35,509	22,128	20,365	22,200	31,600	9,400	
Contribution to Reserve	121,416	191,108	184,229		130,000	180,000	50,000	
Utilities	727	915	1,254	1,366	900	1,200	300	
Building & Grounds Maintenance	491	3,211	5,218	5,291	3,000	5,000	2,000	
Contracted Services	194		1,621	12,560	1,700	1,700		
Debit Machine Fees	228	3,049	3,325	2,967	2,500	2,600	100	
Communications	456	898	455	241	500		(500)	
Materials & Supplies	401	172	1,020	99	800	800		
Purchases for resale		57,538	87,884	69,618	80,000	80,000		
Total Expenditures	123,913	292,400	307,134	112,507	241,600	302,900	61,300	
Revenue								
Sales		(87,787)	(124,947)	(108,348)	(110,000)	(110,000)		
Other Rentals	(121,416)	(191,108)	(184,229)	(183,887)	(130,000)	(180,000)	(50,000)	
Total Revenue	(121,416)	(278,895)	(309,176)	(292,235)	(240,000)	(290,000)	(50,000)	
Total Wharf Marina	2,497	13,505	(2,042)	(179,728)	1,600	12,900	11,300	706.3%
Total Wharf Properties	220,505	307,990	261,846	(8,763)	263,645	275,890	12,245	4.6%
Parks								
Parks								
Expenditures								
Labour Charges	152,965	180,208	159,310	136,849	145,000	148,625	3,625	
Fleet/Equipment Charges	66,253	87,815	71,596	49,081	75,000	75,000		
Professional Development	170	1,094	1,385	1,002	2,300	2,500	200	
Utilities	6,529	7,738	10,836	9,620	12,455	12,905	450	
Building & Grounds Maintenance	14,843	62,205	30,999	30,229	22,500	22,500		
Contracted Services	177,588	221,459	261,045	136,436	260,000	275,000	15,000	
Communications	942	1,028	1,378	324	1,200		(1,200)	
Other Services	280	207	575	10,286	600	600		
Equipment	3,186	2,622	11,298	5,876	2,600	2,600		
Materials & Supplies	18,956	24,650	21,479	27,225	30,500	30,500		
Total Expenditures	441,712	589,026	569,901	406,928	552,155	570,230	18,075	3.3%
Revenue								
Sales		(1,147)	(5,097)	(1,068)	(8,000)	(5,000)	3,000	
Facility Rental	(530)	(11,650)	(38,186)	(43,331)	(40,000)	(40,000)		
Donations/Sponsorships	(5,846)	(4,350)	(3,516)	(1,683)	(4,000)	(4,000)		
Total Revenue	(6,376)	(17,147)	(46,799)	(46,082)	(52,000)	(49,000)	3,000	-5.8%
Total Parks	435,336	571,879	523,102	360,846	500,155	521,230	21,075	4.2%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Communities in Bloom								
Expenditures								
Professional Development	250				500	500		
Materials & Supplies					500	500		
Total Expenditures	250				1,000	1,000		
Total Communities in Bloom	250				1,000	1,000		
Downtown Maintenance								
Expenditures								
Labour Charges	34,545	39,541	42,529	37,534	40,000	41,000	1,000	
Fleet/Equipment Charges	12,349	15,287	17,591	12,334	17,000	17,000		
Contracted Services		10,114	4,057	24,903	10,000	25,000	15,000	
Materials & Supplies	5,567	6,075	6,444	4,393	4,000	5,000	1,000	
Total Expenditures	52,461	71,017	70,621	79,164	71,000	88,000	17,000	
Total Downtown Maintenance	52,461	71,017	70,621	79,164	71,000	88,000	17,000	23.9%
Total Parks	488,047	642,896	593,723	440,010	572,155	595,230	23,075	4.0%
Fleet								
Fleet - Licensed Vehicles								
Expenditures								
Labour Charges	59,138	31,091	19,813	10,646	64,000	64,000		
Contracted Services	98,552	79,505	116,851	178,943	75,000	75,000		
Insurance	39,284	54,911	68,450	78,894	79,000	86,000	7,000	
Information Technology Services			13,364		7,438	10,050	2,612	
Materials & Supplies	174,896	178,161	202,870	103,193	215,000	215,000		
Total Expenditures	371,870	343,668	421,348	371,676	440,438	450,050	9,612	
Revenue								
Fleet Recoveries	(558,238)	(558,219)	(646,980)	(437,176)	(590,000)	(590,000)		
Total Revenue	(558,238)	(558,219)	(646,980)	(437,176)	(590,000)	(590,000)		
Total Fleet - Licensed Vehicles	(186,368)	(214,551)	(225,632)	(65,500)	(149,562)	(139,950)	9,612	-6.4%
Fleet - Unlicensed Vehicles								
Expenditures								
Labour Charges	20,331	11,790	10,044	6,165	20,000	24,700	4,700	
Contracted Services	32,799	42,251	52,017	50,300	29,000	40,000	11,000	
Insurance	3,215	4,489	5,341	4,904	4,600	5,800	1,200	
Materials & Supplies	50,189	80,796	71,589	41,655	36,000	69,000	33,000	
Total Expenditures	106,534	139,326	138,991	103,024	89,600	139,500	49,900	
Revenue								
Fleet Recoveries	(300,555)	(300,580)	(304,620)	(167,382)	(340,000)	(330,000)	10,000	
Total Revenue	(300,555)	(300,580)	(304,620)	(167,382)	(340,000)	(330,000)	10,000	
Total Fleet - Unlicensed Vehicles	(194,021)	(161,254)	(165,629)	(64,358)	(250,400)	(190,500)	59,900	-23.9%
Total Fleet	(380,389)	(375,805)	(391,261)	(129,858)	(399,962)	(330,450)	69,512	-17.4%

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Infrastructure Services

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Infrastructure Services								
Street Lights								
Expenditures								
Utilities	72,988	81,057	70,774	52,813	95,000	85,000	(10,000)	
Equipment	55,011	37,278	51,868	29,542	50,000	50,000		
Total Expenditures	127,999	118,335	122,642	82,355	145,000	135,000	(10,000)	
Total Street Lights	127,999	118,335	122,642	82,355	145,000	135,000	(10,000)	-6.9%
Total Infrastructure Services	4,154,115	4,594,282	5,067,762	3,595,399	5,015,092	5,457,079	441,987	8.8%

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2024 Operating Budget

Corporate Administration

Corporate Administration – 2024 Operating Budget

RECOMMENDED 2024 BUDGET

\$6,533,849 which is a net increase of \$311,729 or 5.0% from 2023

The Corporate Administration budget includes several 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 Financial Services and Legislative Services Departments and contains items of a corporate nature (e.g., the Town insurance premiums, IT services and transfers to capital reserves).

2. Internal Financing

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

3. External Financing

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

1. CORPORATE ITEMS

Expenditures

- **Professional Development:** Corporate Training and Leadership Development budget managed by the Manager of Human Resources.
- **Contribution to Reserves:** See **Table 1** on next page.
- **Contracted Services:** Printing of tax bills, arrear notices and related items. Shredding of Town documents as per records retention policy.
- **Consultant Services:** Corporate consulting projects identified as a priority in the year. These projects are one-time in nature and vary from year to year.
- **Debit Machine Fees:** Fees for the acceptance of credit/debit payments and related banking fees.
- **Legal Services:** Corporate legal expenses related to a cross-section of issues including the Local Planning Appeals Tribunal (LPAT) and corporate governance. This budget also includes a provision for the activities of the Integrity Commissioner.
- **Audit:** Services related to providing an audit opinion attached to our annual year-end financial statements.

Corporate Administration – 2024 Operating Budget

Table 1

Contribution to Reserves in 2024 Budget		
<u>Reserves</u>	<u>Contribution</u>	<u>Purpose</u>
Elections	\$ 34,500	Elections, Ward Boundary Review
Planning	\$ 250,000	Funding for corporate studies
Information Systems and Technology	\$ 300,000	Capital financing from tax levy
Furniture & Equipment	\$ 100,000	Capital financing from tax levy
Fire & Emergency Services	\$ 15,500	Capital financing from tax levy
Fleet & Heavy Equipment	\$ 100,000	Capital financing from tax levy
Facilities	\$ 1,000,000	Capital financing from tax levy
Infrastructure	\$ 1,680,000	Capital financing from tax levy
Total Contributions to Reserves	\$ 3,480,000	

- **Insurance:** Includes the insurance premiums payable by the Town for coverage related to Town facilities, infrastructure and services. Also includes an estimate for claims below the \$25,000 deductible based on last three-year trend.
- **Information Technology Services:** Allocation of IT costs by the District for network infrastructure, data management, security, computer software, systems implementation, network administration, Help-Desk support and software licenses.
- **Communications:** Cost of corporate advertising and media buys, Town postage requirements for mailing notices/tax bills and the cost of the corporate-wide phone system.
- **Other Services:** Cost to enable compliance with the Accessibility for Ontarians with Disabilities (OADA) legislation.
- **Materials & Supplies:** General offices supplies for Town Hall.

Corporate Administration – 2024 Operating Budget

Revenues

- **Grants:** Annual operating grant from the province under the Ontario Municipal Partnership Fund (OMPF).
- **Tax Penalties & Fees:** Penalties and interest charged on outstanding taxes.
- **Accounts Receivable Fees:** Interest charged on outstanding accounts other than property tax.
- **Other Fees and Rebates:** Facility user insurance fees, rebate from the Local Authority Services Ltd (LAS) Natural Gas Program, and other nominal recoveries.
- **Transfers from Reserve:** Transfers from corporate reserves recommended by the Treasurer.
- **Investment Income:** Interest earned on funds held in Town bank accounts 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. Also includes the education portion on certain Payment-In-Lieu of taxes (PIL) retained by the Town and Acreage Railroad/ Utility PIL.
- **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 any infrastructure deficit between the Town's capital plan and the current recommended Asset Management Plan.

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.

Corporate Administration – 2024 Operating Budget

As of December 31, 2023 the Town had \$10,793,856 in external debt (see Table 2).

Table 2

Description	Debenture / Loan Amount	Balance at End of 2023	2024 Payments	Balance at End of 2024	Year Due
Debenture and Internal Financing					
External Financing					
Debentures					
Wharf Financing	8,000,000	646,971	650,229	(0)	Oct 2024
Centennial Centre & Aquatic Centre	6,400,000	4,669,831	362,900	4,486,358	Dec 2041
Centennial Centre & Aquatic Centre (2012)	5,650,000	3,640,000	3,589,220	(0)	Dec 2024 (a)(b)
Transfer from Reserve			(3,424,928)	0	(b)
Town Hall & Clinic Build/Renovate	2,900,000	1,837,054	179,949	1,725,136	Dec 2036
Total External Financing	\$ 22,950,000	\$ 10,793,856	\$ 1,357,371	\$ 6,211,493	(b)
Internal Financing					
Borrowing from Community Re- investment Reserve					
Wharf Self- Financing	6,266,238	2,353,268	407,757	2,023,988	Dec 2028
Infrastructure	12,953,036	3,966,245	1,612,796	2,683,686	5 -10 years
Infrastructure Fleet	2,347,323	542,255	329,620	279,676	4 - 10 years
Infrastructure Equipment	478,548	98,655	80,945	18,945	4 - 10 years
Fire Department Vehicles	1,918,264	264,771	200,899	90,961	5 - 15 years
Facilities	3,014,370	505,765	303,362	216,979	5 - 15 years
Total Internal Financing	\$ 26,977,779	\$ 7,730,959	\$ 2,935,378	\$ 5,314,236	
Total Debenture and Internal Financing	49,927,779	18,524,815	4,292,749	11,525,729	

Notes

(a) There is \$3,640,000 owing in 2024.

(b) The 2024 payments reflect draws on the Development Charges reserve and the Community Reinvestment reserve to reduce the debt principal and interest costs related to Municipal Parking, the Muskoka Wharf, and the Centennial Centre.

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. The next outstanding balance payable is \$3,640,000 this year for one of the two debentures for the Community Centre and Aquatic Centre.

Corporate Administration – 2024 Operating Budget

EXPLANATION FOR SIGNIFICANT CHANGES FROM 2023 BUDGET

1. Corporate Items

Contribution to Reserve: Increase of \$275,000

- \$275,000 in increased contribution and redistribution to various reserves to partially fund the \$754,000 increase in the 2024 capital budget and multi-year program.

Consultant Services: Increase of \$35,000

- The increase of consultant services to \$60,000 to fund an organizational review as well as a full market salaries review.

Insurance: Increase of \$34,000

- Reflect the increase in the annual premium of 3.57% along with expected in-year policy change to reflect the Muskoka Discovery Centre addition.

Information Technology Services: Increase of \$50,373

- The shared District, Gravenhurst, and Bracebridge IT budget called for a number of increases including the addition of a shared project manager whose duties include security initiatives, the implementation and support of mobile devices, and the implementation of projects to support continuous improvement programs. Other increases were in software licensing and around the clock security monitoring.

Grants: Decrease of \$51,300

- Reduction in the Ontario Municipal Partnership Fund (OMPF) grant for 2024.

Tax Penalties & Fees: Increase of \$10,000

- Tax Penalties and Fees are projected to increase in proportion to the taxable growth of the Town's tax base. Finance continues to maintain an active program to reduce outstanding taxes payable and encourage timely payment of taxes through either on-line transfers or the pre-authorized payment program.

Transfers from Reserves: Decrease of \$37,000

- The transfer recommended from reserves:
 - \$121,500 being utilized from the Tax Stabilization reserve to partially fund 2024 operations representing the phased draw down on provincial grants to offset the impacts of the pandemic.

Corporate Administration – 2024 Operating Budget

Investment Income: Increase of \$110,000

- High interest rates are expected throughout most of 2024 before they begin a downward trend with the easing of inflation.

Supplementary Taxes Net of Taxes Written Off: Increase of \$347,000

The following amounts contribute to the net increase of \$347,000.

- \$33,000 increase in supplementary property taxes are based on an upward trend in planning fees and building permits resulting in increasing assessment due to physical improvements to property.
- \$317,000 increase in the education portion of the Payment in Lieu taxes the Town is entitled to retain.

2. Internal Financing

Internal Financing: Increase of \$273,389

- The increase in Internal Financing reflects an increase in borrowing rates for 2023 projects. The internal financing program uses 5- and 10-year rates from Infrastructure Ontario.

3. External Financing

Transfer from Reserves: Increase of \$3,424,928

- \$3,424,928 being utilized from the Community Reinvestment Reserve to fund the payout of one of the two debentures for the Community Centre and Aquatic Centre.

TOWN OF GRAVENHURST
2024
Recommended Operating Budget
Corporate Administration

Description	2020 Actuals	2021 Actuals	2022 Actuals	2023 YTD as Oct 23, 2023	2023 Budget	2024 Recommended Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Corporate Administration								
Corporate Administration								
Expenditures								
Staff Costs	25,506		140,336	(27,873)				
Community Support	47,148					15,000	15,000	
Professional Development	192,395	153,226	117,927	51,719	65,500	70,500	5,000	
Contribution to Reserve	2,795,579	2,696,156	3,030,000	2,403,750	3,205,000	3,572,000	367,000	
Contracted Services	8,032	1,756	6,989	7,495	13,000	11,000	(2,000)	
Consultant Services	6,106	35,412	25,033		25,000	60,000	35,000	
Debit Machine Fees	29,339	42,755	47,511	35,445	37,000	44,000	7,000	
Legal Services	81,595	93,331	50,676	34,695	70,000	75,000	5,000	
Audit	18,611	18,571	21,075	16,027	21,500	21,500		
Insurance	557,264	606,363	714,967	702,395	748,300	782,300	34,000	
Information Technology Services	418,461	420,003	535,833	441,014	593,027	643,400	50,373	
Communications	84,231	71,572	80,819	64,694	78,000	76,000	(2,000)	
Other Services	691	2,639	2,180	825	2,000	2,000		
Materials & Supplies	16,792	27,018	26,595	18,830	20,000	26,000	6,000	
Total Expenditures	4,281,750	4,168,802	4,799,941	3,749,016	4,878,327	5,398,700	520,373	
Revenue								
Grants	(1,940,700)	(1,951,600)	(1,964,200)	(1,419,450)	(1,892,600)	(1,841,300)	51,300	
Tax Penalties & Fees	(265,017)	(302,538)	(316,459)	(283,134)	(300,000)	(310,000)	(10,000)	
Accounts Receivable Fees	(1,249)	(891)	129	24	(1,000)	(500)	500	
Other Fees and Rebates	1,112	(33,796)	(4,958)	(4,484)	(12,300)	(7,800)	4,500	
Transfers From Reserves	(47,725)	(323,162)	(333,117)		(158,500)	(121,500)	37,000	
Investment Income	(85,062)	(87,734)	(264,518)	(411,653)	(140,000)	(250,000)	(110,000)	
Total Revenue	(2,338,641)	(2,699,721)	(2,883,123)	(2,118,697)	(2,504,400)	(2,531,100)	(26,700)	
Total Corporate Administration	1,943,109	1,469,081	1,916,818	1,630,319	2,373,927	2,867,600	493,673	
Town								
Revenue								
Supplementary Taxes	(176,036)	(331,062)	(303,640)	(330,468)	(262,500)	(609,500)	(347,000)	
Taxes Written Off	66,293	173,443	103,025	48,418	90,000	90,000		
Total Revenue	(109,743)	(157,619)	(200,615)	(282,050)	(172,500)	(519,500)	(347,000)	
Total Town	(109,743)	(157,619)	(200,615)	(282,050)	(172,500)	(519,500)	(347,000)	
Total Corporate Items	1,833,366	1,311,462	1,716,203	1,348,269	2,201,427	2,348,100	146,673	6.7%
Total Internal Financing	2,404,489	2,574,489	2,574,489	1,996,493	2,661,989	2,935,378	273,389	10.3%
External Financing								
External Financing						4,782,299		
Less Transfer from Reserves						(3,424,928)	(3,424,928)	
Total External Financing	1,554,836	1,454,746	1,353,141	473,790	1,358,704	1,357,371	(1,333)	-0.1%
Total Corporate Administration	5,792,691	5,340,697	5,643,833	3,818,552	6,222,120	6,640,849	418,729	6.7%

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2024 Operating Budget

Reserve, Reserve Funds & Endowments

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Projected Balances for funding of 2024 Capital Budget and Multi-Year Plan

Description	Audited Balance Dec 31 2022	Outstanding Commitments Against Balances	2023 Revenues/ Contributions	2023 Approved Capital and Operating	Balance Dec 31 2023	2024 Budgeted Capital and Operating	2024 Projected Revenue	Projected Balance Dec 31 2024
Reserves/Reserve Funds								
Working Fund	(1,352,096)				(1,352,096)			(1,352,096)
Tax Stabilization	(1,363,143)	22,923		658,500	(681,720)	121,500		(560,220)
Employee Benefit	(179,259)		(3,702)		(182,962)			(182,962)
Strategic Property	(188,646)				(188,646)		(6,603)	(195,249)
Municipal Accomodation Tax	0		(56,800)		(56,800)		(78,500)	(135,300)
Election	(80,880)		(60,000)	15,000	(125,880)	2,500	(34,500)	(157,880)
Accessibility	(14,371)				(14,371)			(14,371)
Hall of Fame	(22,193)				(22,193)			(22,193)
Health Services	0		(500,000)		(500,000)		(17,500)	(517,500)
Community Improvement Plan	(184,655)	61,947	(65,000)	70,000	(117,708)	70,000	(70,000)	(117,708)
Planning	(126,570)	4,220	(60,000)	135,000	(47,350)	289,500	(260,000)	(17,850)
Fleet & Heavy Equipment	(486,392)	214,000	(10,896)	3,000	(280,288)	245,000	(148,310)	(183,598)
Furniture & Light Equipment	(98,347)	8,299	(133,602)	112,000	(111,650)	189,000	(107,408)	(30,058)
Information Systems	(254,839)	54,092	(60,030)	82,000	(178,777)	367,500	(316,757)	(128,034)
Facilities	(1,518,107)	1,114,747	(1,001,439)	900,000	(504,800)	1,285,500	(1,052,668)	(271,968)
Fire & Emergency Services	(374,633)		(22,685)	110,000	(287,318)	260,000	(58,052)	(85,370)
Infrastructure	(2,333,403)	1,078,099	(2,172,293)	915,000	(2,512,597)	1,370,500	(1,904,366)	(3,046,463)
Wharf Capital	(995,318)	145,667	(163,986)	270,000	(743,637)	150,000	(212,327)	(805,964)
Gravenhurst Public Library	(77,833)			19,000	(58,833)	58,000		(833)
Opera House Capital Improvements	(53,100)		(12,124)		(65,224)	0	(12,633)	(77,857)
Gravenhurst BIA	(72,751)		(20,000)		(92,751)	50,000		(42,751)
Community Reinvestment	(7,806,088)	1,446,050	(3,652,119)	3,572,000	(6,440,158)	8,006,928	(3,854,868)	(2,288,097)
Total	(17,582,622)	4,150,042	(7,994,677)	6,861,500	(14,565,757)	12,465,928	(8,134,492)	(10,234,321)

Town of Gravenhurst

Reserves, Reserve Funds and Endowments

Projected Balances for funding of 2024 Capital Budget and Multi-Year Plan

Description	Audited Balance Dec 31 2022	Outstanding Commitments Against Balances	2023 Revenues/ Contributions	2023 Approved Capital and Operating	Balance Dec 31 2023	2024 Budgeted Capital and Operating	2024 Projected Revenue	Projected Balance Dec 31 2024
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Obligatory Reserve Funds

Canada Community Building	(1,441,869)	449,158	(447,128)	1,185,000	(254,839)	400,000	(428,094)	(282,933)
Parkland Dedication	(274,415)	22,000	(65,097)	66,000	(251,512)	0	(65,553)	(317,065)
Development Charges	(1,249,299)	60,977	(497,533)	353,123	(1,332,732)	258,956	(504,750)	(1,578,526)
Parking - Cash in Lieu	0		(52,500)		(52,500)		(1,838)	(54,338)
Building Permit	(1,170,673)		(126,227)	125,000	(1,171,900)	30,000	(213,344)	(1,355,244)

Total	(4,136,256)	532,136	(1,188,485)	1,729,123	(3,063,483)	688,956	(1,213,579)	(3,588,106)
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Reserves & Reserve Funds	(21,718,879)	4,682,177	(9,183,162)	8,590,623	(17,629,240)	13,154,884	(9,348,071)	(13,822,427)
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Endowments

Terence Haight (Town)	(1,028,340)		(40,000)	44,986	(1,023,354)	40,000	(40,000)	(1,023,354)
Henderson (GPLB)	(448,516)		(17,000)	35,000	(430,516)	40,000	(17,000)	(407,516)

Notes:

1. Reserve activity and balances are not final and are subject to year end adjustment and audit
2. This schedule was prepared on November 2, 2023

Town of Gravenhurst
Reserves and Reserve Funds
Ten Year Projections from 2024 to 2033

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Budget and Multi-Year Plan Projected Expenditures	9,994,000	10,499,000	10,953,500	11,605,000	11,914,500	12,391,080	12,886,723	13,402,192	13,938,280	26,495,811
External Debt Repayment from Reserves and Reserve Funds	3,424,928									
Projected Contributions to Reserve and Reserve Funds	(9,612,114)	(10,669,892)	(10,903,018)	(11,434,256)	(11,884,093)	(12,352,319)	(13,115,085)	(13,924,062)	(14,781,949)	(15,691,602)
New External Debt Requirement	0	0	0	0	0	0	0	0	0	(6,000,000)
	3,806,814	(170,892)	50,482	170,744	30,407	38,761	(228,362)	(521,869)	(843,669)	4,804,209
Projected Opening Reserve and Reserve Fund Balances	(17,629,241)	(13,822,427)	(13,993,319)	(13,942,837)	(13,772,094)	(13,741,686)	(13,702,926)	(13,931,288)	(14,453,157)	(15,296,826)
Projected Closing Reserve and Reserve Fund Balances	(13,822,427)	(13,993,319)	(13,942,837)	(13,772,094)	(13,741,686)	(13,702,926)	(13,931,288)	(14,453,157)	(15,296,826)	(10,492,618)
Projected External Debt Balances	(6,211,494)	(5,904,664)	(5,585,981)	(5,254,918)	(4,911,058)	(4,553,886)	(4,182,886)	(3,797,523)	(3,268,844)	(8,981,460)

Assumptions Used In Projection Modelling:

Phased-in Increase in Expenditures to catch up to Asset Management Plan including Inflation	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Increase in Contributions to Reserves and Reserve Fund from Taxation	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Percentage Operating Surplus to the Community Reinvestment Reserve	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Rate Earned on Investments	4%	3.5%	3%	3%	3%	3%	3%	3%	3%	3%
Other Contributions from Operating Budget including Building Permit Surplus, CIP, Official Plan Dock Rental, Opera House Seat Levy, Fire Marquee Proceeds, Parkland Dedication, Shore Road Closure Fees and License of Occupation Fees	710,000	587,000	587,000	587,000	587,000	587,000	587,000	587,000	587,000	587,000
Development Charges	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Canada Community-Building Fund (formerly Federal Gas Tax)	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000
Grants from Upper Governments, including Ontario Community Infrastructure Fund (OCIF)	700,000	780,095	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000
Municipal Accomodation Tax Transfer to Reserves	78,500	-	-	-	-	-	-	-	-	-
Proceeds for the Sale of Surplus Property	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fundraising, Donations, and Sponsorships	12,000	-	-	-	-	-	-	-	-	-

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2024 CAPITAL BUDGET & MULTI-YEAR PLAN



Town of Gravenhurst

2024 Capital Budget & Multi-Year Plan
Recommended to Council

Capital Budget and Multi-Year Plan	2024	2025	2026	2027	2028	5 - Year Avg
Bridges		15,000		15,000	350,000	76,000
Cemeteries	75,000		175,000	38,000		57,600
Facilities	1,192,500	880,000	1,175,000	770,000	840,000	971,500
Furniture, Fixtures & Equipment	297,000	145,000	70,000	40,000	40,000	118,400
Fire & Emergency Services	260,000	1,160,000	525,000	1,425,000	1,015,000	877,000
Fleet	830,000	275,000	450,000	995,000	1,120,000	734,000
Information Technology	367,500	105,000	75,000	75,000	75,000	139,500
Parks	487,000	932,000	1,082,000	1,504,000	2,287,000	1,258,400
Roads	6,032,500	6,730,000	6,986,500	6,643,000	6,100,000	6,498,400
Special Projects	452,500	257,000	335,000	100,000	87,500	246,400
Total Capital Budget and Multi-Year Plan	\$9,994,000	\$10,499,000	\$10,873,500	\$11,605,000	\$11,914,500	\$10,977,200

Funding from Reserves and Other	2024	2025	2026	2027	2028	5 - Year Avg
Community Reinvestment (Loan)	4,582,000	3,526,000	4,895,000	5,017,000	4,005,000	4,405,000
Capital Reserves	3,717,500	4,866,000	4,428,500	5,056,000	5,926,000	4,798,800
Obligatory Reserve Funds	440,500	945,000	510,000	670,000	1,120,000	737,100
Wharf Reserve	150,000	150,000	370,000		600,000	254,000
Community Improvement Plan (CIP)	70,000	85,000	85,000	85,000	85,000	82,000
Opera House Capital Improvements		30,000	30,000			12,000
Planning Reserve	289,500	125,000	100,000			102,900
Building Permit Reserve	30,000					6,000
Elections	2,500	2,000	150,000	15,000	2,500	34,400
External Financing						
Partner Fundraising	12,000					2,400
Provincial Grants	700,000	770,000	305,000	762,000	176,000	542,600
Total	\$9,994,000	\$10,499,000	\$10,873,500	\$11,605,000	\$11,914,500	\$10,977,200

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Town of Gravenhurst
2024 Capital Budget & Multi-Year Plan
Recommended to Council

Capital Project	2024	2025	2026	2027	2028
Bridges					
330515a Bridge Study		15,000		15,000	
330B225 Barkway Culvert Rehabilitation Structure C201					350,000
Total Bridges		15,000		15,000	350,000
Cemeteries					
550B004 Columbarium Garden # 2 - Phase 1 - Mickle Cemetery	75,000				
550B006 Cemetery Signage - Upgrade/Replacement			100,000		
550B008 Columbarium Garden - Bethel Cemetery			75,000		
550B011 Mickle Cemetery - Survey for Cremation Only Section				20,000	
550B007 Lutheran Cemetery - Radar Imagery				18,000	
Total Cemeteries	75,000		175,000	38,000	
Facilities					
770B013 Discovery Centre - Roof Replacement	230,000				
7901B013 Opera House Elevator Cab Upgrade	130,000				
160B001 Unidentified Capital Expenditures Fund	120,000	120,000	120,000	120,000	120,000
7901B014 Opera House Roof Hatches & Roof	100,000				
740B002 Gull Lake Barge - Structural Repairs	100,000				
160B022 Building Automation System Various Facilities	70,000	500,000	500,000	500,000	500,000
7201B017 Centennial Centre Snow Pit Rad Replacement	65,000				
1602B013 Seniors Centre Washroom Update	60,000				
7201B016 Centennial Centre/YMCA - Multi Room Floor Replacement	60,000				
770B014 Discovery Centre Washroom Update	60,000				
2101B005 Fire Station HQ Replace Flooring	55,000				
160B019 Fire Device Upgrade - Annunciator Panels, Detectors - Various Buildings	52,500	55,000	55,000	55,000	55,000
7201B015 YMCA Hot Water Tank	30,000				
780102 Library - Interior Enhancements	30,000	30,000	30,000	30,000	
160B012 Roof Repairs - YMCA/Centennial Centre	15,000	15,000	15,000	15,000	15,000
2101B006 Fire Station HQ - Training Anchor Points	15,000				
160004 Facility Furnace Replacements		50,000	50,000	50,000	50,000
1602B012 Seniors Centre Roof Repair/Recoating		20,000			
160B005 Lighting Retrofit - PW Shop, Cemetery Buildings		60,000			
720B004 Centennial Centre Fixed Lobby Seating/Elevated Counter		30,000			
1602B007 Seniors Centre Sidewalk/Railing Replacement/Repair - Ramp			75,000		
770B004 Discovery Centre Interior Painting			50,000		
770B006 Discovery Centre Floor Treatment			100,000		
770B008 Discovery Centre Carpet Replacement			50,000		
770B015 Discovery Centre Elevator Modernization			130,000		
7201B010 Centennial Centre - Paint Steel Trusses Over Rink					100,000
Total Facilities	1,192,500	880,000	1,175,000	770,000	840,000

Capital Project

	2024	2025	2026	2027	2028
Furniture, Fixtures & Equipment					
160B018 Surveillance Cameras - 2023 (OH/LIB); 2024 (FH1); 2025(MO)	75,000	75,000			
821B009 Welcome Sign - Kinsmen Park	50,000				
160013 Furniture Replacement Program	40,000	40,000	40,000	40,000	40,000
241B001 Building Department Furniture	30,000				
790005 Opera House Projector	30,000				
720B001 Score Board	22,000				
130B005 Records - Central Files	20,000				
720B002 Ice Paint Spray Boom	15,000				
821B003 Directional Signage	15,000				
790017 Opera House Sound Equipment		30,000	30,000		
Total Furniture, Fixtures & Equipment	297,000	145,000	70,000	40,000	40,000
Fire					
210B010 Communications/Technology Upgrades	150,000	75,000	60,000		
210B020 Firefighter Personal Protective Equipment Replacement Program	50,000	55,000	55,000	55,000	55,000
210016 Fire - Equipment Replacement	30,000	30,000	30,000	30,000	30,000
210017 Fire - Hose Replacement	30,000	30,000	30,000	30,000	30,000
210B012 Pumper 3 Replacement		750,000			
210B017 Deputy Fire Chief Vehicle - Car 2		110,000			
210B018 Utility Pickup Truck Replacement		110,000			
210B016 SCBA Replacement			350,000		
210B021 Pumper 1 Replacement				1,200,000	
210B019 Utility Pickup Truck Replacement				110,000	
210B022 Tanker 1 Replacement					900,000
Total Fire	260,000	1,160,000	525,000	1,425,000	1,015,000
Fleet					
335B013 Single Axle Plows - Multi Yr. 47 (2024)	425,000			425,000	
335B008 1/2 Ton Pick Ups - Multi Yr. - 07, 14 (2024) 31,32 (2028)	160,000				150,000
335B035 Parks Tractor MH-01 (2024)	120,000				
335B034 Small Multi Use Tractor for Cemetery Operations	75,000				
335B036 One Ton Dump Plow Blade (2024)	50,000				
335B014 Backhoe - TR13 (2025)		275,000			
335B030 Tandem Axle Plow - Multi Year - 50(2025); 51(2026)			450,000	450,000	
335B038 One Ton Dump 8 (2027) 9 (2029)				120,000	120,000
335B022 Road Grader - NEW (2026)					750,000
335B037 Float Trailer T-40 (2028)					100,000
Total Fleet	830,000	275,000	450,000	995,000	1,120,000

Capital Project**2024****2025****2026****2027****2028****Information Technology**

135B001 Human Resources Information System	150,000				
120016 Computer & Printer Annual Replacement	75,000	75,000	75,000	75,000	75,000
821B007 Website Upgrade	70,000				
130B004 Information Technology Review	50,000				
242B001 By-law Software	22,500				
550B010 Stone Orchard Software Program for Mapping		30,000			
Total Information Technology	367,500	105,000	75,000	75,000	75,000

Parks

710022 North Morrison Lake landing improvements	200,000				
710B034 Wharf Boardwalk - Phase 1 and Phase 2	150,000	150,000	150,000		
710B021 Gull Lake Rotary Park - Playground Equip & Fibremat	50,000	500,000			
7101B005 Outdoor AED's	32,000				
710B086 Cockburn Square - Stonewall Rehabilitation (2024)	25,000				
710B031 Picnic Table Multi Yr. Replacements	12,000	12,000	12,000	12,000	12,000
710B028 Franklin Park - Mobi Mat	6,000				
710B029 Muskoka Beach Park - Mobi Mat	6,000				
710B030 Muskoka Bay Park - Mobi Mat	6,000				
710B089 Wharf - Multi-Phased Pavers Replacement (2025)		250,000	250,000	400,000	400,000
710B071 Concrete Parking Barriers in parks' parking lots - Replacement		20,000			
710B046 Heritage Square / Cenotaph - Improvement Implementation			300,000		
330B219 Wharf - Accessible Lift			150,000		
710B084 Wharf Dock Replacement Multi Year - Design (2026)			70,000		
710B081 Wharf Playground Structure - Design (2026) Build (2028)			60,000		675,000
710B062 Muskoka Bay Park - Playground Structure			50,000	500,000	
710B037 Heritage Square / Cenotaph Improvements - Design			40,000		
710B082 Wharf Landscape Revitalization (2027)				400,000	
710B061 Replacement of Green Perimeter Fence in various parks' parking lots				82,000	
710B067 Pickleball Court(s)				40,000	
710B044 Franklin Park - Holding Tank Replacement				35,000	
710B045 Bass Lake Park - Holding Tank Replacement				35,000	
710B074 New Splash Pad					600,000
710B085 Wharf Dock A Replacement - Construction (2028)					600,000
Total Parks	487,000	932,000	1,082,000	1,504,000	2,287,000

Capital Project	2024	2025	2026	2027	2028
Roads					
330B254 Musquash Rd - Major Drainage System Improvements	1,500,000	500,000	500,000		
330B023 Narrows Rd Major Rehabilitation	1,055,000				
330B199 Kilworthy Rd - Rehabilitation - Various Segments	970,000				
330B257 Fairview Drive - Pinegrove to Pineridge	930,000				
330B064 Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz Rd	770,000				
330B253 Tower Crescent Rehabilitittion	400,000				
330517 Gravel Improvements	150,000		150,000		150,000
330B058 Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St	120,000				
330B223 Sidewalk - Various Panels - Multi Yr	60,000	100,000	100,000	100,000	100,000
330B256 Abbey Lane - Major Drainage Outlet Improvements	40,000				
330B170 Solar Radar Speed Signs - Multi Year	30,000	30,000	30,000	30,000	30,000
710B077 Kilworthy Park - Sign Replacement	7,500				
330B195 First St. N - Rehabilitation -Brock St. to Harvie St.		1,690,000			
330B232 Peninsula Rd. - Rehabilitation - 4826 m West of N. Muldrew to Juniper Dr.		870,000			
330B201 Riley Lake Rd. - Rehabilitation - Various Segments		840,000			
330B203 Baseline Rd. - Rehabilitation - Southwood Rd. to Sparrow Rte D		533,000			
330B230 Muskoka Rd. 169 Sidewalk Replacement/Selective Streetlights		500,000	500,000		
330B090 Baseline Rd Minor Rehabilitation - Canning Rd to Sparrow Lk Rte D		470,000			
330B204 Graham Rd. - Rehabilitation - Godfrey Rd. to Rockcastle Rd.		366,000			
330B263 Rockcastle Rd - Rehabilitation - Graham Rd to Catherine Bagley Road		140,000			
330B101 Jones Rd Major Rehabilitation - Forest Glen Dr to Progress Rd		127,000			
330B103 Kilworthy Rd Major Rehabilitation - McCormick Rd to Road 7000		125,000			
330B042 Kilworthy Rd Major Rehabilitation - Road 7000 to Cyril Gill Dr		118,000			
330B021 Kilworthy Rd Minor Rehabilitation - Cardinal Cres to Hummingbird Ln		96,000			
330B145 Phillip St E - Bethune Dr to Sixth St		75,000	1,600,000		
330515b Road Needs Study		50,000			
330B020 Kilworthy Rd Minor Rehabilitation - Goldfinch Crt to Cardinal Cres		48,000			
330B043 Lorne St Major Rehabilitation - Austin St to Louise St		37,000			
330B084 Kilworthy Rd Major Rehabilitation - Heron Land to Starling Blvd		15,000			
330B196 North Kahshe Lake Rd. - Rehabilitation - Various Segments			1,100,000		
330B209 South Morrison Lake Rd. - Rehabilitation - Various Segments			750,000		
330B212 Parkers Point Rd. - Rehabilitation - Various Segments			675,000		
330B216 Sparrow Rd. Rte D - Rehabilitation - Baseline Rd. to Hwy 11S			370,000		
330B215 Shamrock Rd. - Rehabilitation - Graham Rd. to Renee Dr.			235,000		
330B038 Brydons Bay Rd Reconstruction - Mejemi Ln to Sunny Bay Ln			200,000		
330B109 Barkway Rd Minor Rehabilitation - Thomas Rd (First Intersection) to 647m NE of Thomas Rd (First Intersection)			190,000		
330B205 Talbot Trail - Rehabilitation - Graham Rd to end			140,000		
330B262 Gold Finch Court			125,000		
330B047 Wellington St Major Rehabilitation - Evans Ave E to Catherine St E			115,000		
330B046 Wagner St Major Rehabilitation - John St N to Mary St N			96,000		
330B260 Starling Blvd			35,000		
330B258 Cardinal Crescent			30,500		

Capital Project	2024	2025	2026	2027	2028
330B261 Heron Lane			25,000		
330B182 Clairmont Rd - Drainage System Improvements			20,000	200,000	
330B240 Loon Lake Rd. - Rehabilitation - Various Segments				2,027,000	
330B095 Reay Rd Minor Rehabilitation - Elzner Rd to End				1,100,000	
330B080 Elzner Rd Reconstruction - Reay Rd to End				790,000	
330B053 Lakeshore Dr Reconstruction - Sunshine Crt to End				675,000	
330B200 John St. N. - Rehabilitation - Various Segments				354,000	
330B234 Arthur Schulz - Rehabilitation - Beiers to Kilworthy				340,000	
330B202 South Kahshe Lake Rd - Rehabilitation - Hwy 11N to South Bay Rd.				325,000	
330B242 McCormick Rd. - Rehabilitation - Kilworthy Rd. to end				320,000	
330B206 Jones Rd - Rehabilitation - Forest Glen to Elwell Park Rd.				185,000	
330B218 Ure Rd. - Rehabilitation -Ramp to Hwy 11 to Sedore Rd.				110,000	
330B217 Lofty Pines Dr. - Rehabilitation - Muskoka Rd. N. to Lofty Pines Cres				87,000	
330B208 Barkway Rd. - Rehabilitation - Merkley Rd. to Thomas Rd.					1,600,000
330B251 Bethune Dr Recreational Sidewalk - Philip St. To Brock St.					900,000
330B207 Lorne St. - Rehabilitation - From end (at park) to Wagner St.					815,000
330B211 Merkley Rd. - Rehabilitation - Barkway Rd. to Hopkins Rd.					580,000
330B210 Wagner St. - Rehabilitation - Lorne St. to Louise St.					480,000
330B213 Sarah St. - Rehabilitation - Hotchkiss St. to Bay St					380,000
330B036 Baseline Rd Major Rehabilitation - Four Seasons Rd to Canning Rd					370,000
330B241 S. Sunset Bay Rd. - Rehabilitation - to end					340,000
330B235 Musquash Rd - Rehabilitation - 467 m West of Revell St. to Loon Lk Rd.					176,000
330B248 Henry Island Rd. - Rehabilitation - Muskoka Rd. N. to end					99,000
710B087 Franklin Beach Park - Dredging Boat Launch					80,000
Total Roads	6,032,500	6,730,000	6,986,500	6,643,000	6,100,000
Special Projects					
4123031 Community Improvement Plan	70,000	85,000	85,000	85,000	85,000
130B002 Ward Boundary Review	75,000	25,000			
810B004 Planning Fees Review	60,000				
810B005 Parkland Dedication By-Law Update	60,000				
120022 Development Charges Study	55,000				
821B006 Economic Development Strategy	50,000				
821B008 The Shops on the Boardwalk Phase 2	50,000	45,000			
130B003 Communications Project	30,000				
4130001 Municipal Elections	2,500	2,000	150,000	15,000	2,500
810B001 Official Plan Review		100,000			
810B002 Comprehensive Zoning By-law Update/Community Planning Permit			100,000		
Total Special Projects	452,500	257,000	335,000	100,000	87,500
Total Capital Projects	9,994,000	10,499,000	10,873,500	11,605,000	11,914,500

December 12, 2023

Removed by Council:

821B009 Welcome Sign - Kinsmen Park \$50,000 (pg 206)

Added by Council:

810B006 Housing Needs Assessment \$35,000 (pg. 268)

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Town of Gravenhurst

2024 Capital Budget & Multi-Year Plan
Recommended to Council

NEW Capital Projects

2024 2025 2026 2027 2028

Facilities					
7901B013 Opera House Elevator Cab Upgrade	130,000				
7901B014 Opera House Roof Hatches & Roof	100,000				
740B002 Gull Lake Barge - Structural Repairs	100,000				
160B022 Building Automation System Various Facilities	70,000	500,000	500,000	500,000	500,000
7201B017 Centennial Centre Snow Pit Rad Replacement	65,000				
1602B013 Seniors Centre Washroom Update	60,000				
7201B016 Centennial Centre/YMCA - Multi Room Floor Replacement	60,000				
770B014 Discovery Centre Washroom Update	60,000				
2101B005 Fire Station HQ Replace Flooring	55,000				
7201B015 YMCA Hot Water Tank	30,000				
2101B006 Fire Station HQ - Training Anchor Points	15,000				
720B004 Centennial Centre Fixed Lobby Seating/Elevated Counter		30,000			
770B015 Discovery Centre Elevator Moderization			130,000		
Total Facilities	745,000	530,000	630,000	500,000	500,000
Furniture, Fixtures & Equipment					
821B009 Welcome Sign - Kinsmen Park	50,000				
241B001 Building Department Furniture	30,000				
790005 Opera House Projector	30,000				
720B001 Score Board	22,000				
130B005 Records - Central Files	20,000				
720B002 Ice Paint Spray Boom	15,000				
Total Furniture, Fixtures & Equipment	167,000	0	0	0	0
Fire					
210B010 Communications/Technology Upgrades	150,000	75,000	60,000		
210B021 Pumper 1 Replacement				1,200,000	
210B022 Tanker 1 Replacement					900,000
Total Fire	150,000	75,000	60,000	1,200,000	900,000
Fleet					
335B035 Parks Tractor MH-01 (2024)	120,000				
335B036 One Ton Dump Plow Blade (2024)	50,000				
335B038 One Ton Dump 8 (2027) 9 (2029)				120,000	120,000
335B037 Float Trailer T-40 (2028)					100,000
Total Fleet	170,000	0	0	120,000	220,000
Information Technology					
821B007 Website Upgrade	70,000				
130B004 Information Technology Review	50,000				
242B001 By-law Software	22,500				
Total Information Technology	142,500	0	0	0	0

NEW Capital Projects

	2024	2025	2026	2027	2028
Parks					
710022 North Morrison Lake landing improvements	200,000				
7101B005 Outdoor AED's	32,000				
710B086 Cockburn Square - Stonewall Rehabilitation (2024)	25,000				
710B089 Wharf - Multi-Phased Pavers Replacement (2025)		250,000	250,000	400,000	400,000
710B084 Wharf Dock Replacement Multi Year - Design (2026)			70,000		
710B081 Wharf Playground Structure - Design (2026) Build (2028)			60,000		675,000
710B082 Wharf Landscape Revitalization (2027)				400,000	
710B085 Wharf Dock A Replacement - Construction (2028)					600,000
Total Parks	257,000	250,000	380,000	800,000	1,675,000
Roads					
330B257 Fairview Drive - Pinegrove to Pineridge	930,000				
330B253 Tower Crescent Rehabilittion	400,000				
330B256 Abbey Lane - Major Drainage Outlet Improvements	40,000				
330B262 Gold Finch Court			125,000		
330B260 Starling Blvd			35,000		
330B258 Cardinal Crescent			30,500		
330B261 Heron Lane			25,000		
710B087 Franklin Beach Park - Dredging Boat Launch					80,000
Total Roads	1,370,000	0	215,500	0	80,000
Special Projects					
810B004 Planning Fees Review	60,000				
810B005 Parkland Dedication By-Law Update	60,000				
821B006 Economic Development Strategy	50,000				
821B008 The Shops on the Boardwalk Phase 2	50,000	45,000			
130B003 Communications Project	30,000				
Total Special Projects	250,000	45,000	0	0	0
Total NEW Capital Projects	3,251,500	900,000	1,285,500	2,620,000	2,475,000





2024 Capital Budget

Cemeteries

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	550B004	Columbarium Garden # 2 - Phase 1 - Mickle Cemetery		
Department	Cemeteries			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
The phased-in construction of a second columbarium garden (Columbarium Garden #2) to be situated in Mickle Cemetery.

Project Justification
The Town currently has one columbarium garden (Garden #1) consisting of 4 individual columbarium units. In columbarium Garden #1, the fourth (and final) columbarium unit was constructed at Mickle Cemetery in Fall of 2020 (consisting of approximately 96 niches). Currently 34% of the fourth (and final) columbarium unit in Garden #1 has been sold. The construction of Columbarium Garden #2 will be in a similar vicinity to that of Columbarium Garden #1. To minimize up-front capital expenditures, Columbarium Garden #2 will be constructed in Phases - Phase 1 being the concrete pads to house the four columbarium units, as well as the construction of 1 columbarium unit, in a similar design, size and style of the columbarium units in Columbarium Garden #1.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	75,000					75,000
	75,000					75,000
Expenditures Total	75,000					75,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	75,000					75,000
	75,000					75,000
Funding Total	75,000					75,000

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2024 Capital Budget

Facilities

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	770B013	Discovery Centre - Roof Replacement		
Department	Discovery Centre			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
The existing roof at the Discovery Centre although not reaching the expected life cycle requires extensive repairs including but not limited to replacement of the asphalt shingles, the installation of underlay, along with increasing the ventilation in the attic space.

Project Justification
The current roof at the Discovery Centre requires the replacement of asphalt shingles due to the accelerated deterioration of the current asphalt shingles. This has caused leaks in many locations, which continues to cause damage inside the building and possibly to the roof decking in different areas. Many factors contributed to the accelerated depreciation including, poor ventilation, poor installation, and substandard material. The entire roof is approximately 19,000 square feet. The requirement to increase the ventilation is necessary on the entire roof. The replacement of shingles is required on approximately 16,500 square feet. Repairs to the decking, although presumed minimal will be discovered during the installation. Replacement of some insulation is also essential to prevent mould from occurring in the attic space. The installation of underlayment on the total surface of the roof offers peace of mind protection under the shingles and considered secondary protection especially in the climate experienced in this region.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	230,000					230,000
	230,000					230,000
Expenditures Total	230,000					230,000
Funding						
Reserve Funds						
Tfr.from-Facilities	230,000					230,000
	230,000					230,000
Funding Total	230,000					230,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	7901B013	Opera House Elevator Cab Upgrade		
Department	Opera House Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Top up to 2023 Capital Project ID 790B011 - Required elevator upgrades at the Opera House.

Project Justification
The passenger elevator situated at the Opera House is in need of a cab upgrade. The elevator is approximately 25 years old and a recent inspection has identified numerous deficiencies that need to be addressed. The upgrade will include the replacement of door operator and detector, along with all associated door equipment and the installation of the following new equipment, car station in cab, hall stations, car direction lantern, hall position indicator, travel cable in hoistway, controller, pumping unit, associated piping & fittings, hydraulic fluid, new horizontal plastic laminate panels on all non-entrance walls, panel to come with metal trims around the perimeter of each panel, brushed stainless steel reveals and kick plates, drop ceiling consisting of extruded aluminum frame, brushed stainless steel panels, light fixtures, and warm LED light bulbs, brushed #4 stainless steel cladding to the car door, transom and return wall, one 1/4" x 2" stainless steel handrail on all non-access walls, flooring to match current (porcelain tile or rubber flooring), pad hooks for moving pads A service life of an elevator ranges from 20 to 25 years, after which the elevator car operating panel, elevator cab, cables, traveling cables should be replaced for optimum efficiency and safety. Passenger Elevators are inspected quarterly by a licensed technician and are to adhere to the requirements of the Technical Safety and Standards Act (2000) - Regulation 209/01 Elevating Devices. A failed inspection may result in the elevator becoming non-operational.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	130,000					130,000
	130,000					130,000
Expenditures Total	130,000					130,000
Funding						
Reserve Funds						
Tfr.from-Facilities	130,000					130,000
	130,000					130,000
Funding Total	130,000					130,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	160B001	Unidentified Capital Expenditures Fund		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Annual Contingency Fund for Unexpected Capital Expenditures.

Project Justification
Even with the aid of a Corporate Asset Management Plan and supporting studies in place, capital needs can be unpredictable, particularly with facilities. The contingency fund (established in 2018) allows the Town to continue with its Council-approved Capital Program while addressing emergency unplanned needs at various municipal buildings. This fund is consistently fully utilized. This fund is an important part of maintaining Town assets without disruption to service levels and is highly recommended by Corporate Asset Management Professionals.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	120,000	120,000	120,000	120,000	120,000	600,000
	120,000	120,000	120,000	120,000	120,000	600,000
Expenditures Total	120,000	120,000	120,000	120,000	120,000	600,000
Funding						
Reserve Funds						
Tfr.from-Facilities	120,000	120,000	120,000	120,000	120,000	600,000
	120,000	120,000	120,000	120,000	120,000	600,000
Funding Total	120,000	120,000	120,000	120,000	120,000	600,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	7901B014	Opera House Roof Hatches & Roof		
Department	Opera House Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Replace the existing Smoke Hatches at the Opera House.

Project Justification
The existing Smoke Hatches at the Opera House are approximately 30 years and require replacement. The hatches have on occasion accidentally opened since being installed 30 years ago. The base around the hatches have also periodically leaked from pooling rain water or melting snow. Once installed the manner that the hatches are triggered to open will also change. Instead of opening when the fire alarm is activated, a flow switch will be connected to the sprinkler system which will control how these devices operate. This should eliminate any future accidental opening. After installation is complete the existing 1500 square foot tar and felt roof will require repairs.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	100,000					100,000
	100,000					100,000
Expenditures Total	100,000					100,000
Funding						
Reserve Funds						
Tfr.from-Facilities	100,000					100,000
	100,000					100,000
Funding Total	100,000					100,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	740B002	Gull Lake Barge - Structural Repairs		
Department	Barge			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Rebuild the backdrop of Gull Lake Barge, including increasing the size of dressing rooms/electrical room/staging area.

Project Justification
Gull Lake Barge is an over water stage area that accommodates 'Music on the Barge' performances, is situated at Gull Lake Rotary Park and is a very popular attraction for both local residents and visitors. The 'Barge' itself was constructed in 1959. With the first official performance on the present structure being held on the day of the visit of Her Royal Highness Queen Elizabeth and Prince Philip. Improvements to the Barge over the years have generally been limited to minor maintenance and emergency repairs. Currently the back drop on the barge is in need of extensive repairs. It is the recommendation of our consultant to remove the backdrop from the stage platform and rebuild with new material while maintaining/duplicating the look and feel of this prestigious landmark beloved by Gravenhurst residents. The minor changes to occur will be to increase size/height of the green rooms (dressing room/staging area), replace doors and frames to guarantee the security of those areas, plus increase the size of the doors accessing those rooms to better accommodate equipment setup.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	100,000					100,000
	100,000					100,000
Expenditures Total	100,000					100,000
Funding						
Reserve Funds						
Tfr.from-Facilities	100,000					100,000
	100,000					100,000
Funding Total	100,000					100,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	160B022	Building Automation System Various Facilities		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Assessment and re-design of the Building Automation System (BAS) in four Town Facilities.

Project Justification
The BAS is a means to allow access, control and monitoring of building HVACsystems and rooftop units. There are four Town Facilities that are controlled by a BAS. These four Facilities are the Municipal Office, Centennial Centre, Opera House and the Discovery Centre. Those systems are aging and it is becoming difficult to find replacement parts to guarantee that the system continues to be operational. The project will be to conduct an on-site assessment and inventory of existing components. A review of historical maintenance records to determine the ongoing issues that occur on a regular basis.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	70,000	500,000	500,000	500,000	500,000	2,070,000
	70,000	500,000	500,000	500,000	500,000	2,070,000
Expenditures Total	70,000	500,000	500,000	500,000	500,000	2,070,000
Funding						
Reserve Funds						
Tfr.from-Facilities	70,000	500,000	500,000	500,000	500,000	2,070,000
	70,000	500,000	500,000	500,000	500,000	2,070,000
Funding Total	70,000	500,000	500,000	500,000	500,000	2,070,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	7201B017	Centennial Centre Snow Pit Rad Replacement		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Replacement of the heat exchangers in the snow melt pit at the Centennial Centre.

Project Justification
There are currently two heat exchangers in the snow melt pit at the Centennial Centre. The snow pit is where ice shavings that are collected during ice resurfacing are dumped. These heat exchangers have hot water circulating through them, which melts the snow. Currently one of the two are full of pin holes caused by the continuous circulation of water through the system. The second one has also deteriorated to the point that failure could occur at anytime. The replacement heat exchangers will be made from stainless steel, which will be stronger and last longer than the original black iron composition.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	65,000					65,000
	65,000					65,000
Expenditures Total	65,000					65,000
Funding						
Reserve Funds						
Tfr.from-Facilities	65,000					65,000
	65,000					65,000
Funding Total	65,000					65,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	1602B013	Seniors Centre Washroom Update		
Department	Seniors Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Update the main floor washrooms at the Seniors Centre to meet current accessibility standards and specifications. Phase two of the two-year initiative.

Project Justification
The washrooms on the main floor at the Seniors Centre require a number of upgrades in order to become barrier-free. These include; automatic door openers, new fixtures, grab handles, new stalls and accessible counter tops. Removal of a wall is required to accommodate accessibility needs to enter and exit those areas. Gravenhurst is committed to providing accessibility to all residents and visitors. Currently, this facility does not meet the AODA building code specifications.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserve Funds						
Tfr.from-Facilities	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	7201B016	Centennial Centre/YMCA - Multi Room Floor Replacement		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Removal and replacement of flooring at the YMCA/Centennial Centre Administration Office and the upstairs meeting room.

Project Justification
Flooring is essential when it comes to having a warm, safe and inviting office space. The flooring in the adminstration office at the YMCA and Centennial Centre and the upstairs meeting room at the Centennial Centre consists of commercial grade carpet which has degraded over time and lacks aesthetical appeal. It also gives a negative impression to both staff and customers which could be affecting the Town's professional reputation. Regular maintenance/cleaning has occurred in those spaces over the years but the condition has now reached the point that replacement is necessary. It was also the recommendation of our pest control contractor, to better control seasonal infiltration of certain insects/bugs, all of which could pose health risks to staff and visitors, that it was time to consider replacing the existing flooring.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserve Funds						
Tfr.from-Facilities	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	770B014	Discovery Centre Washroom Update		
Department	Discovery Centre			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Update the main floor washrooms at the Discovery Centre. Phase two of the two year initiative.

Project Justification
The washrooms on the main floor at the Discovery Centre require a number of upgrades in order to become barrier-free. Also these washrooms are almost 20 years old are in need of a remodeling. These updates include; new faucets, new fixtures, grab handles, new stalls and an accessible counter top. This update also includes re-tiling around the sinks, and re-painting of walls. Restrooms are considered one of the most crucial spaces in a commercial setting. They tell the story of your brand, communicate your values, and create the first (and sometimes most important) impression to patrons. According to industry professionals, an update is recommended every 10 years.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserve Funds						
Tfr.from-Facilities	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	2101B005	Fire Station HQ Replace Flooring		
Department	Fire Station One			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Replacement of existing carpet and laminate flooring, including stairs on the main level of Fire HQ.

Project Justification
Fire Station Headquarters main level flooring is in poor condition and needs replacement. The existing laminate flooring installed over 14 years ago has been exposed to above average harsh foot traffic, and along with wet conditions due to seasonal elements has deteriorated at a quicker rate than normal. These conditions not only reduced the life expectancy of flooring but has also damaged the subfloor in certain areas. These damaged areas have caused the laminate to become uneven and begin sagging, which could be a trip hazard. The use of substandard material in the original install had a direct impact on the life of the flooring.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	55,000					55,000
	55,000					55,000
Expenditures Total	55,000					55,000
Funding						
Reserve Funds						
Tfr.from-Facilities	55,000					55,000
	55,000					55,000
Funding Total	55,000					55,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	160B019	Fire Device Upgrade - Annunciator Panels, Detectors - Various		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
Replacement of Fire Alarm Annunciator Panels and Fire Safety Devices in the Opera House.

Project Justification
Annunciator Panels are critical infrastructure that control and monitor various components of the fire alarm system. Each of the fire system's elements relays information directly to the annunciator's control panel. Some of these elements include smoke detectors, heat detectors, and manual pull stations. The critical information that a fire alarm annunciator panel along with the devices conveys to a building helps inform occupants of a building when it's necessary to safely evacuate the premises.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	52,500	55,000	55,000	55,000	55,000	272,500
	52,500	55,000	55,000	55,000	55,000	272,500
Expenditures Total	52,500	55,000	55,000	55,000	55,000	272,500
Funding						
Reserve Funds						
Tfr.from-Facilities	52,500	55,000	55,000	55,000	55,000	272,500
	52,500	55,000	55,000	55,000	55,000	272,500
Funding Total	52,500	55,000	55,000	55,000	55,000	272,500

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	7201B015	YMCA Hot Water Tank		
Department	Centennial Centre / YMCA Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Removal and replacement of a 100 gallon commercial high efficiency hot water tank that supply domestic hot water throughout the YMCA.

Project Justification
During service performed by Simcoe Benchmark, it was identified that a 100 gallon hot water tank had developed a leak. The tanks in that facility are high capacity, high recovery tanks, which means, they are designed to take 50 degree F water and increase it to 140 degrees in a very short period of time. To achieve these demands, they work incredibly hard, which puts a phenomenal amount of stress on all components of the tank. This particular tank's outer shell deteriorated at a unusually accelerated rate, which has resulted in failure. The tank is one of three that supply domestic hot water throughout the YMCA.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	780102	Library - Interior Enhancements		
Department	Library Building			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
To date, this multi-year project has included the replacement of stationary bookshelves on the first floor with mobile units, the replacement of carpet and refreshing/upgrading of the interior paint on both floors completed in 2020 and the replacement of the furniture in the public and staff areas in 2022. Replacement of the window blinds on both floors as well as shelving on the second floor is to take place over the next three to four years.

Project Justification
Costs for shelving are anticipated to increase over the coming year, shelving on the second floor will be replaced in a phased in manner over multiple years. As a demonstration of fiscal responsibility the amount of \$70,000 proposed for 2023 in the previous interior enhancement project justification was reduced to \$50,000 with costs for the replacement of additional shelving to be spread over the following two to three years (2024 - 2026). Existing metal shelves will be refreshed to match the colour of the new shelves.
Replacing existing shelves will also increase the availability of space in specific areas such as the fiction section.
2024 - Replacement of section two (fiction) of bookshelves on the second floor with more up to date and flexible shelving units for better use of space.
2025 - Replacement of section three (non-fiction) of bookshelves on the second floor with more up to date and flexible shelving units for better use of space.
2026 - Depending on cost increases, this year may be used to replace shelves not replaced in previous years.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000	30,000	30,000	30,000		120,000
	30,000	30,000	30,000	30,000		120,000
Expenditures Total	30,000	30,000	30,000	30,000		120,000
Funding						
Reserve Funds						
Tfr.from-Facilities	30,000	30,000	30,000	30,000		120,000
	30,000	30,000	30,000	30,000		120,000
Funding Total	30,000	30,000	30,000	30,000		120,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	160B012	Roof Repairs - YMCA/Centennial Centre		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A well planned, healthy, green and livable community			
Project Manager	Rob Funston			

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

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

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	15,000	15,000	15,000	15,000	15,000	75,000
	15,000	15,000	15,000	15,000	15,000	75,000
Expenditures Total	15,000	15,000	15,000	15,000	15,000	75,000
Funding						
Reserve Funds						
Tfr.from-Facilities	15,000	15,000	15,000	15,000	15,000	75,000
	15,000	15,000	15,000	15,000	15,000	75,000
Funding Total	15,000	15,000	15,000	15,000	15,000	75,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	2101B006	Fire Station HQ - Training Anchor Points		
Department	Fire Station One			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Installation of engineered fall arrest training anchor points for the Fire Station Headquarters.

Project Justification
To expand upon the training provided to the Town's volunteer fire department, it is necessary to install a fall arrest anchor system at Fire HQ training facility. This training provides the fire fighters a better understanding, knowledge and skill to perform their duties while under extreme pressure in a safe manner. Installation of the system requires that two galvanized steel channels be bolted to the exterior wall. Reinforcement of the truss anchorage within the attic to the stud wall is necessary. This also involves the installation of two built up studs inside the wall. A steel eye bolt welded to the exterior channel will complete the installation. Engineered drawings will be provided by Tatham Engineering.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Reserve Funds						
Tfr.from-Facilities	15,000					15,000
	15,000					15,000
Funding Total	15,000					15,000



2024 Capital Budget

Furniture, Fixtures & Equipment

Furniture, Fixture
& Equipment

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	160B018	Surveillance Cameras - 2024 (FH1); 2025(MO)		
Department	Municipal Buildings			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Rob Funston			

Project Description
The Town has implemented a multi-year initiative pertaining to the installation of CCTV cameras at its designated municipal parks and facilities. In 2024, cameras are scheduled to be installed at the Municipal Office and the Fire Stations.

Project Justification
Incidents of vandalism and illegal activity at various municipal properties / buildings is an ongoing issue with the rate of occurrences increasing year-over-year. While graffiti is a nuisance, the more concerning issues are the physical damage to buildings (i.e. broken windows, damaged equipment, etc.). In an effort to deter this negative behaviour, it was recommended by the OPP that the Town install a security camera system at designated municipal facilities and parks. This ongoing initiative has been successful in discouraging individuals from this undesirable behaviour, and has provided a means for the police to investigate incidents that occur on Town and surrounding properties. The video obtained has also aided in identifying and laying charges against the perpetrators. The installation of this system has also helped to improve the safety and security of staff and patrons / visitors to that facility. The potential costs of future damage or possible liability claims far outweigh this investment. In 2021 the Town installed cameras at the Centennial Centre, in 2022 at Gull Lake Rotary Park, and 2023 Gravenhurst Opera House and Public Library. The installation of the cameras and use therein, will adhere to the Town's Video Surveillance Policy as passed by Council July 20, 2021.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	75,000	75,000				150,000
	75,000	75,000				150,000
Expenditures Total	75,000	75,000				150,000
Funding						
Reserve Funds						
Tfr.from-Facilities	75,000	75,000				150,000
	75,000	75,000				150,000
Funding Total	75,000	75,000				150,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	821B009	Welcome Sign - Kinsmen Park		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build our Cultural Capital: Valuing our cultural and heritage assets			
Project Manager	Amy Taylor	NOT APPROVED		

Project Description
Repair and Install the Segwun Float in Kinsmen Park as a welcome feature for the Community.

Project Justification
In 1987 a scale model was built to mark the 100th anniversary of the Segwun. This model then went on to be used in Santa Claus Parades for the next 3 decades or so. Over time the model has been refreshed but has seen significant wear and a decline in the use as a float. Given recent public feedback that the community could use an icon for visitors entering Gravenhurst, this project would see the float repaired and rebuilt in Kinsmen Park as a community welcome feature. This will not only support the action items of the Tourism Destination Plan by offering unique tourist experiences and attractions, but will also see the model rebuilt in a more sustainable and maintainable fashion.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	160013	Furniture Replacement Program		
Department	3-5 Pineridge Gate			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

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

Project Justification
The furniture presently in use in Town Facilities consists of different types of chairs and work stations from different points in time. The furniture is aging and in some cases, damaged. Adjustable height workstations, along with ergonomically sound chairs continue to be replaced throughout Town Facilities in an attempt to eliminate the potential for future long-term health issues. The program that was introduced in 2018 allows the Facilities team in conjunction with Human Resources to identify and address furniture-related gaps that address health and safety concerns as they arise. This program has helped ensure a safe, professional environment for staff, Council, and visitors to Town facilities.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	40,000	40,000	40,000	40,000	40,000	200,000
	40,000	40,000	40,000	40,000	40,000	200,000
Expenditures Total	40,000	40,000	40,000	40,000	40,000	200,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	40,000	40,000	40,000	40,000	40,000	200,000
	40,000	40,000	40,000	40,000	40,000	200,000
Funding Total	40,000	40,000	40,000	40,000	40,000	200,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	241B001	Building Department Furniture		
Department	Building Inspection			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andy Jones			

Project Description
New sit/stand work stations for 7 work stations. New furniture for the meeting room.

Project Justification
As part of the infrastructure department furniture replacement project, the furniture within the building department can be purchased using the building department reserve fund. This will have all the furniture in the building department replaced with proper sit/stand stations, proper shelves and new chairs where needed. These stations are important for the health of the workers and will replace some out-of-date furniture and some broken chairs and shelves.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Material/Equipment/Labour						
Town Equipment	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Building Permit Reserve						
Tfr.from-Building Permit	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	790005	Opera House Projector		
Department	Opera House			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Shawna Patterson			

Project Description
Replacement of the current projector at the Opera House was purchased in 2017 and was originally scheduled to be replaced in 2020.

Project Justification
The current projector is dated and unable to project clear, quality images. Technology has changed drastically since the purchase of the current projector. The Opera House is seeing an increase of shows requiring projection and the quality of our projector is not suitable to the level of performers that are attracted to play at the Opera House. Administration is currently renting higher quality projectors to accommodate the show quality we are attracting in order to retain their business in the future.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Material/Equipment/Labour						
Equipment - Small Tools/Equipment	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	720B001	Score Board		
Department	Centennial Centre			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Shawna Patterson			

Project Description
Replacement of current scoreboard system at the Centennial Centre Arena. The current scoreboard was installed in 2011. Average lifespan of a scoreboard is 10-15 years.

Project Justification
The current scoreboard system is dated and malfunctioning frequently during games at the facility. In addition to expanded arena programming (including Ringette on the ice pad and Lacrosse on the dry pad (spring 2024), the current system does not support shot clocks which are required for both of these sports in our facility.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Material/Equipment/Labour						
Equipment - Small Tools/Equipment	22,000					22,000
	22,000					22,000
Expenditures Total	22,000					22,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	22,000					22,000
	22,000					22,000
Funding Total	22,000					22,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	130B005	Records - Central Files		
Department	Legislative			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Kayla Thibeault			

Project Description
Renovations and installations of new shelving units to accommodate the closing of the Fire Hall Offsite Storage.

Project Justification
Although administrative services were moved to Pineridge Gate from Harvie St., the basement of the Fire Hall remained as the primary records storage location (basement). The needs of the Fire and Emergency Services have expanded requiring the use of this space. As well, from a risk management perspective, the basement facility is not the ideal location for the storage of long-term permanent records. In 2022, the permanent building permit files located at the Fire Hall offsite storage were scanned (350 banker boxes). In 2023, the digitized records were uploaded into the Town's Electronic Document Records Management system with the intent to destroy the physical versions. The remaining records, approximately 125 banker boxes, require appropriate shelving within central files at Town Hall to hold the records as they work through the records retention process.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	20,000					20,000
	20,000					20,000
Expenditures Total	20,000					20,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	20,000					20,000
	20,000					20,000
Funding Total	20,000					20,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	720B002	Ice Paint Spray Boom		
Department	Centennial Centre			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Shawna Patterson			

Project Description
Replacement of Ice Paint Spray Boom.

Project Justification
The current paint spray boom is no longer efficient to coat the arena ice surface with white paint. The boom replacement is necessary for the operation of the ice to ensure proper coating of white paint on the surface. Staff currently are required to take a small spray bottle and walk around the edge of the boards to ensure a proper coating.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Material/Equipment/Labour						
Equipment - Small Tools/Equipment	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	15,000					15,000
	15,000					15,000
Funding Total	15,000					15,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	821B003	Directional Signage		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build Economic & Employment Opportunities: A more Diverse economy with more year round employment opportunities			
Project Manager	Amy Taylor			

Project Description
Complete a number of outstanding sign projects focused on way-finding, asset identification, and place-making.

Project Justification
In previous years, a staff working group convened to list and prioritize signage projects from a number of outstanding documents, including but not limited to the Corporate Way-Finding Sign Plan, the Age-Friendly Active Transportation Plan, the Downtown Revitalization Plan, First Impression Community Exchanges and various facility plans. The program represents starting those higher priority signage programs with the intention of creating a better built environment, better representation of Town assets and ensuring that locals and guests are able to appropriately navigate core areas.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	15,000					15,000
	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	15,000					15,000
	15,000					15,000
Funding Total	15,000					15,000

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2024 Capital Budget

Fire & Emergency Services

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	210B010	Communications/Technology Upgrades		
Department	Fire Department			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
To replace antiquated communication equipment, dispatching equipment and technology, critical to the effective and safe operation of Fire and Emergency Services.

Project Justification
This capital project will be utilized to replace, upgrade and/or repair communication equipment, to bring all components into a replacement schedule that will be spread out according to manufacturer's specifications and industry best practices. It will help to accomplish the following in 2024: 1. The replacement of the main radio repeaters at all three stations that are past due for replacement. Their failure could result in a complete loss of radio communications, placing the community and fire service personnel at great risk. 2. The replacement of all FES portable radios. The portable radios used by fire personnel on emergency scenes have exceeded the end of their usage lifespan, this project will enable FES to replace these radios with the latest radio equipment reducing costly repairs and hazardous breakdowns in on scene communications. 3. Purchase and installation of all radio equipment and radio equipment upgrades necessary for the recent FES dispatch changeover. The addition of these components will aid in a seamless line of communication for FES to receive emergency calls and in turn communicate with our dispatch centre.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	150,000	75,000	60,000			285,000
	150,000	75,000	60,000			285,000
Expenditures Total	150,000	75,000	60,000			285,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	150,000	75,000	60,000			285,000
	150,000	75,000	60,000			285,000
Funding Total	150,000	75,000	60,000			285,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	210B020	Firefighter Personal Protective Equipment Replacement Program		
Department	Fire Department			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
Firefighter Personal Protective Equipment (PPE) maintenance program. This capital program is designed to ensure that firefighters PPE is maintained and replaced as required by industry standards and best practices.

Project Justification
The PPE that firefighters utilize during training and at every call for assistance is getting more and more expensive with each passing year. However, the need for up-to-date, standard approved, high quality gear has never and will never change. In order to ensure that our personnel are protected to respond to the challenges they face, a robust PPE maintenance program is required, year to year. Each piece of a firefighter's PPE comes with a replacement date, that date generally spans 10 years. All components contain materials that wear down over time and the fire service can be rough on gear, physical damage occurs as well, requiring immediate replacement. PPE that includes, but is not limited to, fire helmets, gloves, flash hoods, boots and the bunker gear comprised of a coat and pants, are all required to be compliant with the industry standards and best practices. Specialized rescue PPE would be included in this capital project, items such as the ice rescue suits worn by firefighters. A firefighter's PPE is not only a barrier against immediate physical harm, it is also key in preventing long-term ailments like the many cancers that plague the fire service.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000	55,000	55,000	55,000	55,000	270,000
	50,000	55,000	55,000	55,000	55,000	270,000
Expenditures Total	50,000	55,000	55,000	55,000	55,000	270,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	50,000	55,000	55,000	55,000	55,000	270,000
	50,000	55,000	55,000	55,000	55,000	270,000
Funding Total	50,000	55,000	55,000	55,000	55,000	270,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	210016	Fire - Equipment Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
The replacement of aging departmental equipment that is necessary for firefighters to deliver core services to our community.

Project Justification
The replacement of aging portable equipment used in emergency operations is necessary due to equipment life cycling. This type of equipment is essential to deliver the types of emergency services authorized by Town Council under the Department's scope of duties and services. Portable pumps are necessary to draw water from static water sources such as ponds, rivers and lakes in rural locations where no fire hydrants exist. Specialized gasoline-powered or electric equipment such as rotary saws for cutting metal, concrete and roofing materials exceed contractor grade equipment and bear corresponding price premiums. Large fans used to exhaust smoke, heat or gases from a building; rescue stretchers; portable extrication equipment for freeing persons trapped as a result of motor vehicle collisions; lighting equipment for night-time emergencies; ladders; and specialized water/ice rescue equipment are but some of the large equipment needs of the Department. The inventory of these larger but portable pieces of equipment is expensive and the continuation of this capital program ensures that when these tools are needed by our firefighters, they are readily available.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Expenditures Total	30,000	30,000	30,000	30,000	30,000	150,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	30,000	30,000	30,000	30,000	30,000	150,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	210017	Fire - Hose Replacement		
Department	Fire Department			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build a Safer, Healthier and more environmentally sustainable community: A Safer Community			
Project Manager	Jared Cayley			

Project Description
The replacement of aging departmental fire hose (65mm, 100mm, and 25mm forestry specific hose).

Project Justification
Hose is a rudimentary tool in the firefighter's cache of equipment. Moving water from a static water source such as a pond or lake, or from a pressurized source such as a fire hydrant, and then onto a fire requires reliable hose of good quality to ensure efficient and safe operations. Hose that is of poor quality, improperly maintained, or is simply beyond its life cycle can burst unexpectedly placing crews and the public in danger if they are operating inside a building and can compromise efficient fireground operations. Hose is available in differing sizes or diameters depending on the application. For residential fire attack purposes, 45mm is the accepted standard throughout North America. For commercial, institutional and industrial applications, 65mm hose is the standard, and for water supply operations 100mm is utilized by most contemporary fire services. Fire hose is provided in lengths of either 15M or 30M . The Department also utilizes smaller diameter 25mm hose for forestry applications.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Expenditures Total	30,000	30,000	30,000	30,000	30,000	150,000
Funding						
Reserve Funds						
Tfr.from-Fire & Emergency Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	30,000	30,000	30,000	30,000	30,000	150,000



2024 Capital Budget

Fleet

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	335B013	Single Axle Plows - Multi Yr. - 47 (2024)		
Department	Fleet			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Replacement of Single Axle Plow 47 including plow, harness and wing, winter material spreading unit and float trailer towing capabilities.

Project Justification
Although this unit is used year-round, the primary use is for winter operations (plowing and spreading winter abrasives). Throughout the summer this unit hauls road construction materials including, but not limited to, aggregate, culverts and asphalt products.
1. - Truck 09-47 A 2009 Sterling Single Axle with approx. 150,000 km (as of Oct. 2023) This single axle plow will be 15 years old in 2024 and was originally scheduled for replacement in 2020 (AMP).

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	425,000			425,000		850,000
	425,000			425,000		850,000
Expenditures Total	425,000			425,000		850,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	425,000			425,000		850,000
	425,000			425,000		850,000
Funding Total	425,000			425,000		850,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	335B008	1/2 Ton Pick Ups - Multi Yr. - 07, 14 (2024) 31,32 (2028)		
Department	Fleet			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Multi-year replacement program of light duty (half ton) pick-up trucks as identified in Asset Management Plan (AMP).

Project Justification
2024 - Truck 08-27 was scheduled to be replaced in 2023 due to age and mileage. This 2WD Ford has Approx. 230,000 kms as of Oct 2023 with an annual repair cost of \$2,500.00 and was scheduled for replacement 2015 (AMP). 2024 - 14-07 has approx. 150,000 kms as of Oct 2023. This 2014 Ford is a 2WD with an annual repair cost of \$1,500.00 and was scheduled for replacement 2021 (AMP). 2024 - 11-14 is scheduled for replacement in 2024. It is a 2011 Ford 2WD with an annual repair cost of \$1,500 and approx. 261,000 kms as of Oct 2023. It was scheduled for replacement in 2018 (AMP) The replacement of the 2WD pick-up trucks with Hybrid 4WD vehicles will provide greater operator safety due to advanced safety features and provides added maneuverability during inclement weather conditions. The hybrid function aligns with a greener mandate and increased fuel economy.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	160,000				150,000	310,000
	160,000				150,000	310,000
Expenditures Total	160,000				150,000	310,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	160,000				150,000	310,000
	160,000				150,000	310,000
Funding Total	160,000				150,000	310,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	335B035	Parks Tractor MH-01 (2024)		
Department	Fleet			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Replacement of Tractor MH-01.

Project Justification
This equipment is used for the daily dragging and regrading of the Town's ball fields using the Bannerman groomer. Given its high use within the Parks Division this tractor has reached the end of its life cycle and is no longer considered serviceable. Due to its poor condition the tractor has been taken out of service which for the 2023 operating season necessitated the need to procure a rental unit on a temporary basis.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	120,000					120,000
	120,000					120,000
Expenditures Total	120,000					120,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	120,000					120,000
	120,000					120,000
Funding Total	120,000					120,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	335B034	Small Multi Use Tractor for Cemetery Operations		
Department	Fleet			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Purchase of a "new" cemetery tractor.

Project Justification
New equipment acquisition to support service level needs within the Cemetery Division. The tractor is an ideal addition for the maintenance and operation of the Town's cemetery properties. Specifically this unit will be used for performing earth works, burials and general stock piling/distribution of materials. Complete with a loader bucket on the front and backhoe attachment on the rear, the open cab tractor is designed to maneuver in tight spaces and is easily transported. Due to the size of the equipment this small tractor will also have the ability to crossover to the Roads and Parks Departments for smaller jobs as required.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	75,000					75,000
	75,000					75,000
Expenditures Total	75,000					75,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	75,000					75,000
	75,000					75,000
Funding Total	75,000					75,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	335B036	One Ton Dump Plow Blade (2024)		
Department	Fleet			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andrew Stacey			

Project Description
Purchase of a One Ton Dump Plow Blade attachment.

Project Justification
Specific to winter operations, the Town currently does not have a 'light duty' vehicle with a plow and sanding unit that complements the existing winter control fleet. A five (5) way plow with a sanding unit will increase the Towns versatility throughout the winter operation season as some of our newer developments have geometric layouts that are tighter to maneuver from traditional patterns with the purpose of increasing urban intensification.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Fleet & Heavy Equipment	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

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2024 Capital Budget

Information Technology

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	135B001	Human Resources Information System		
Department	Human Resources			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Elaine Harkiss-Laird			

Project Description
The Human Resources Department is requesting capital funds in the amount of \$150,000 to purchase and implement a Human Resources Information System (HRIS). The Request for Proposal, selection and purchase of a system will be a joint venture between the District of Muskoka, the Town of Bracebridge and the Town of Gravenhurst.

Project Justification
Human Resources data for the Town of Gravenhurst currently resides in iCity, which is a municipal financial software solution being used for financial and payroll purposes and is extremely limited in providing human resources functionality.
Human Resources is responsible for the collection and retention of data related to its employees, health and safety matters, recruitment and retention, organizational design, performance management, employee & labour relations, compensation management and learning and development.
Human Resources efficiency is slowed down by the lack of automation. For example, currently processes either lack automation or are performed via a multi-step process of completing fillable forms or hand-written forms and sending via email and using Excel spreadsheets or manual processes.
Legislated Health & Safety training along with other mandatory staff training, is not automated and relies on spreadsheets and manual processes to ensure training is complete and recorded.
Partnering with the District of Muskoka and Town of Bracebridge will allow us to leverage economies of scale, provide one common HRIS among the three organizations that will be supported by District IT Services.
It is expected that by implementing an HRIS, the Town's employees, management, Payroll and Human Resources will gain efficiencies in the way human resources services are delivered.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	150,000					150,000
	150,000					150,000
Expenditures Total	150,000					150,000
Funding						
Reserve Funds						
Tfr.from-Information System &	150,000					150,000
	150,000					150,000
Funding Total	150,000					150,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	120016	Computer & Printer Annual Replacement		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Kayla Thibeault			

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

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

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	75,000	75,000	75,000	75,000	75,000	375,000
	75,000	75,000	75,000	75,000	75,000	375,000
Expenditures Total	75,000	75,000	75,000	75,000	75,000	375,000
Funding						
Reserve Funds						
Tfr.from-Information System &	75,000	75,000	75,000	75,000	75,000	375,000
	75,000	75,000	75,000	75,000	75,000	375,000
Funding Total	75,000	75,000	75,000	75,000	75,000	375,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	821B007	Website Upgrade		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Amy Taylor			

Project Description
Upgrade the Corporate Website with a new content management interface and refresh the design of the public facing pages.

Project Justification
Gravenhurst.ca is our single biggest information asset that is used by all departments and the public. The industry standard lifecycle for a website is 2 - 3 years; the current site was implemented in 2018. Our website needs to have updates to its accessibility features, provide a more nimble platform for our business needs and provide a better user experience for internal and external users.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	70,000					70,000
	70,000					70,000
Expenditures Total	70,000					70,000
Funding						
Reserve Funds						
Tfr.from-Information System &	70,000					70,000
	70,000					70,000
Funding Total	70,000					70,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	130B004	Information Technology Review		
Department	Legislative			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Kayla Thibeault			

Project Description
Development of a review and needs analysis for corporate Information Technology Services. This project will be completed jointly with the Town of Bracebridge.

Project Justification
The Town of Gravenhurst is provided Information Technology Services through a consortium of members - Towns of Gravenhurst and Bracebridge, District of Muskoka. The scope of IT needs and services continues to expand on a yearly basis which may or may not mean the current arrangement is meeting the needs of the municipality. In coordination with the Town of Bracebridge, this project will engage the services with an IT consultant and produce the following: Discovery and Analysis Review of current IT structure, skills assessment, review of current services Recommendations to address gaps identified in Discovery phase, recommended road map, budgetary requirements Final Report

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserve Funds						
Tfr.from-Information System &	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	242B001	By-law Software		
Department	By-Law Enforcement			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Andy Jones			

Project Description
Implement new by-law software platform, Cloud Permit, removing the need for multiple data base and software platforms that are currently being used.

Project Justification
By-law Services is currently using multiple online platforms to input investigation information, photos, mapping and roll file information. Through consultation with other municipalities, other Town departments and representatives from Cloud Permit, it has been determined that this cloud based system would be an asset for By-law Services and increase production and assist with providing consistent processes along with the collection, retention and input of information. The Cloud Permit By-Law Enforcement product supplies functionality to enforce violations of statutes or ordinances regulating public health, safety, public works, and building standards within the municipality. Accessible through any browser or mobile device, municipal by-law enforcement authorities manage citizens' complaints, inspections, and by-law enforcement cases in Cloud Permit to ensure the violations are duly resolved. The proposed implementation of this would be for the spring of 2024.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	22,500					22,500
	22,500					22,500
Expenditures Total	22,500					22,500
Funding						
Reserve Funds						
Tfr.from-Information System &	22,500					22,500
	22,500					22,500
Funding Total	22,500					22,500

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2024 Capital Budget

Parks

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	710022	North Morrison Lake Landing Improvements		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
North Morrison Landing Improvements "top up".

Project Justification
In 2023 following the completion of a Schedule B Class Environmental Assessment; a preferred option was selected by Council that would see the existing parking lot at North Morrison expanded to include parking for up to 25 public spaces, complete with 14 deeded spaces and 5 trailer parking spaces. In order to facilitate Council's direction the planned works will include clearing of an expanded parking platform, storm water drainage improvements, lighting improvement, and the creation of turtle nesting habitat.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	200,000					200,000
	200,000					200,000
Expenditures Total	200,000					200,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	200,000					200,000
	200,000					200,000
Funding Total	200,000					200,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	710B034	Wharf Boardwalk - Phase 2, 3 & 4		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Phase 2, 3 and 4: Rehabilitation of the Wharf Boardwalk. Replacement of supporting stringers and deck boards with either fir or cedar.

Project Justification
The stringers supporting the boardwalk deck are showing signs of aging and several of the deck boards are warped and damaged creating a tripping hazard. Due to the magnitude of improvements required, staff are not able to accommodate repairs within operational parameters. In 2018 Phase 1 Boardwalk Improvements were undertaken and this project is to be considered an extension, with a goal of eventually rehabilitating all of the boardwalk over a number of budget cycles.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	150,000	150,000	150,000			450,000
	150,000	150,000	150,000			450,000
Expenditures Total	150,000	150,000	150,000			450,000
Funding						
Reserve Funds						
Tfr.from-Wharf Capital	150,000	150,000	150,000			450,000
	150,000	150,000	150,000			450,000
Funding Total	150,000	150,000	150,000			450,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	710B021	Gull Lake Rotary Park - Playground Equip & Fibremat		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Design and installation of an accessible playground structure within Gull Lake Rotary Park.

Project Justification
The existing wooden playground equipment at Gull Lake Rotary Park is heavily utilized and is of older vintage and should be replaced to reflect current CAN/CSA and AODA standards and best practices. Enhancements will be selected based on an all inclusive environment whereby eliminating physical barriers and meeting the needs of a broad range of user groups. For 2024 the project will undergo a detailed design phase with construction planned for the 2025 construction season.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000	500,000				550,000
	50,000	500,000				550,000
Expenditures Total	50,000	500,000				550,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	50,000	474,910				524,910
	50,000	474,910				524,910
Development Charges						
Tfr.from-Development Charges		25,090				25,090
		25,090				25,090
Funding Total	50,000	500,000				550,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	7101B005	Outdoor AED's		
Department	Parks Facilities			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Rob Funston			

Project Description
Installation of outdoor AED's at various locations as a pilot program to provide essential lifesaving equipment and evaluate its long term sustainability. These locations are as follows; Lions Pavilion, and Muskoka Beach Park. This program is being funded by combination of community partner funding and infrastructure Reserve Fund and

Project Justification
The SaveStation Tower is a free-standing AED cabinet that can be placed in any outdoor location. By placing a SaveStation Tower in an outdoor location the Town will be providing 24/7 public access to a life-saving AED. The tower is free-standing with a back-lit topper for enhanced visibility that includes a audible alarm triggered upon opening. The cabinet includes a security camera that has photo control (a burst of six photos when the cabinet door is opened) The cabinet monitors cabinet conditions including temperatures, AED presence, power, and battery condition.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	32,000					32,000
	32,000					32,000
Expenditures Total	32,000					32,000
Funding						
Partner Funding						
Partner Funding	12,000					12,000
	12,000					12,000
Reserve Funds						
Tfr.from-Infrastructure	20,000					20,000
	20,000					20,000
Funding Total	32,000					32,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	710B086	Cockburn Square - Stonewall Rehabilitation (2024)		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Andrew Stacey			

Project Description
Rehabilitation of the existing granite stone decorative wall surrounding the Cockburn Gazebo

Project Justification
Cockburn square is a destination focal point situated at the Muskoka Wharf, that offers a unique space for memorable experiences,a scenic photo opportunity, reflections of the Steamship Era and the celebration of art. The Gazebo situated in the center of the square has a granite stonewall surrounding its perimeter that is crumbling as a result of mortar loss at the joints. Given the high profile of this area the scope of this project will be to fully dismantle and reconstruct the existing wall restoring to original condition.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	25,000					25,000
	25,000					25,000
Expenditures Total	25,000					25,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	25,000					25,000
	25,000					25,000
Funding Total	25,000					25,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	710B031	Picnic Table Multi Yr. Replacements		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

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

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

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	12,000	12,000	12,000	12,000	12,000	60,000
	12,000	12,000	12,000	12,000	12,000	60,000
Expenditures Total	12,000	12,000	12,000	12,000	12,000	60,000
Funding						
Reserve Funds						
Tfr.from-Furniture & Light Equipment	12,000	12,000	12,000	12,000	12,000	60,000
	12,000	12,000	12,000	12,000	12,000	60,000
Funding Total	12,000	12,000	12,000	12,000	12,000	60,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	710B028	Franklin Park - Mobi Mat		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Installation of a Mobi-Mat to provide non-slip wheelchair beach access. The Mobi-Mat can extend directly into the water.

Project Justification
Accessibility to our beaches should be available to everyone in our community. Mobi-Mats provide a light weight non-slip rigid surface that aides with mobility support needs. Mats will be removed on an annual basis as part of the Parks Division seasonal beach closing. In previous budget cycles Council has approved the placement of a Mobi-Mat at Gull Lake Rotary Park.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	6,000					6,000
	6,000					6,000
Expenditures Total	6,000					6,000
Funding						
Reserve Funds						
Tfr.from-Facilities	6,000					6,000
	6,000					6,000
Funding Total	6,000					6,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	710B029	Muskoka Beach Park - Mobi Mat		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Installation of a Mobi-Mat to provide non-slip wheelchair beach access. The Mobi-Mat can extend directly into the water.

Project Justification
Accessibility to our beaches should be available to everyone in our community. Mobi-Mats provide a light weight non-slip rigid surface that aides with mobility support needs. Mats will be removed on an annual basis as part of the Parks Division seasonal beach closing. In previous budget cycles Council has approved the placement of a Mobi-Mat at Gull Lake Rotary Park.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	6,000					6,000
	6,000					6,000
Expenditures Total	6,000					6,000
Funding						
Reserve Funds						
Tfr.from-Facilities	6,000					6,000
	6,000					6,000
Funding Total	6,000					6,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	710B030	Muskoka Bay Park - Mobi Mat		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Installation of a Mobi-Mat to provide non-slip wheelchair beach access. The Mobi-Mat can extend directly into the water.

Project Justification
Accessibility to our beaches should be available to everyone in our community. Mobi-Mats provide a light weight non-slip rigid surface that aides with mobility support needs. Mats will be removed on an annual basis as part of the Parks Division seasonal beach closing. In previous budget cycles Council has approved the placement of a Mobi-Mat at Gull Lake Rotary Park.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	6,000					6,000
	6,000					6,000
Expenditures Total	6,000					6,000
Funding						
Reserve Funds						
Tfr.from-Facilities	6,000					6,000
	6,000					6,000
Funding Total	6,000					6,000

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2024 Capital Budget

Roads

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B254	Musquash Rd - Major Drainage System Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Musquash Rd - Major Drainage System Improvements "Top Up".

Project Justification
In 2022/23 the Town initiated a Schedule B Class Environmental Assessment with the purpose of addressing long term historic flooding of residential properties on Musquash Rd and Private St. Costs to complete the recommended betterment strategy have risen and as such the project is now being planned to be phased over a number of budget cycles. The work program will consist of the following: 1. Upsize the existing storm sewer on Musquash Rd and construct a new storm sewer on Pearl Drive capable of conveying the 1:100 year return event; 2. Construct a new storm sewer from Pearl Dr to Private St; 3. Extend new storm sewer to ditchline of Muskoka Road 169; 4. Extend new storm sewer from ditchline through Muskoka Bay Park.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	1,500,000	500,000	500,000			2,500,000
	1,500,000	500,000	500,000			2,500,000
Expenditures Total	1,500,000	500,000	500,000			2,500,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure		500,000	100,000			600,000
Tfr.from-Community Reinvestment	1,500,000					1,500,000
	1,500,000	500,000	100,000			2,100,000
Federal Gas Tax						
Tfr.from-Federal Gas Tax			400,000			400,000
			400,000			400,000
Funding Total	1,500,000	500,000	500,000			2,500,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B023	Narrows Rd Major Rehabilitation		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverizing of the existing subbase and adding up to 6" (150mm) of aggregate, complete with hot mix paving of the road surface over a distance of 1.61 kilometres of road.

Project Justification
This section of Narrows Rd was identified as requiring rehabilitation per the 2021 Road Needs Study. By conducting the necessary improvements, the need for reactive maintenance will be greatly reduced. Currently, this asset supports an Average Annual Daily Traffic count of 400.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	1,055,000					1,055,000
	1,055,000					1,055,000
Expenditures Total	1,055,000					1,055,000
Funding						
Provincial / Federal Funding						
Provincial Government Funding	700,000					700,000
	700,000					700,000
Reserve Funds						
Tfr.from-Infrastructure	355,000					355,000
	355,000					355,000
Funding Total	1,055,000					1,055,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B199	Kilworthy Rd - Rehabilitation - Various Segments		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverizing of the existing subbase and adding up to 6" (150mm) of aggregate, complete with hot mix paving of the road surface over a distance of 2.1 kilometres.
Rehabilitation of 2.1 km of Kilworthy Rd. - Various Segments, from Hwy 11S to Cardinal Cres.

Project Justification
Various consecutive sections of Kilworthy Rd were identified as requiring rehabilitation per the 2021 Road Needs Study. By conducting the necessary improvements, the need for reactive maintenance will be greatly reduced. Currently, this asset supports an Average Annual Daily Traffic count of upwards of 350.

	Budget					
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	970,000					970,000
	970,000					970,000
Expenditures Total	970,000					970,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	173,000					173,000
Tfr.from-Community Reinvestment	797,000					797,000
	970,000					970,000
Funding Total	970,000					970,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B257	Fairview Drive - Pinegrove to Pineridge		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Andrew Stacey			

Project Description
Full depth reconstruction, complete with new storm sewer and storm laterals.

Project Justification
This section of Fairview Dr was approved for rehabilitation in 2023 which included localized storm sewer improvements and pulverizing of the road base. Based on advancement of the detailed design, inclusion of recent District of Muskoka requirements and subsequent geo-technical investigations that have uncovered a high ground conditions, the scope of work has increased.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	930,000					930,000
	930,000					930,000
Expenditures Total	930,000					930,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	930,000					930,000
	930,000					930,000
Funding Total	930,000					930,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B064	Kilworthy Rd Reconst - Arthur Schulz Rd to 1604m W of Arthur Schulz		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverizing of the existing subbase and adding up to 6" (150mm) of aggregate, complete with hot mix paving of the road surface over a distance of 1.6 kilometres.

Project Justification
This section of Kilworthy Rd was identified as requiring rehabilitation per the 2021 Road Needs Study. By conducting the necessary improvements, the need for reactive maintenance will be greatly reduced. Currently, this asset supports an Average Annual Daily Traffic count of 349.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	770,000					770,000
	770,000					770,000
Expenditures Total	770,000					770,000
Funding						
Reserve Funds						
Tfr.from-Community Reinvestment	770,000					770,000
	770,000					770,000
Funding Total	770,000					770,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B253	Tower Crescent Rehabilittion		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverizing of the existing subbase and adding up to 6" (150mm) of aggregate, complete with hot mix paving of the road surface over a distance of 1.3 kilometres.

Project Justification
This section of Tower Cres was identified as requiring rehabilitation per the 2021 Road Needs Study. By conducting the necessary improvements, the need for reactive maintenance will be greatly reduced. Currently, this asset supports an Average Annual Daily Traffic count of 500.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	400,000					400,000
	400,000					400,000
Expenditures Total	400,000					400,000
Funding						
Federal Gas Tax						
Tfr.from-Federal Gas Tax	400,000					400,000
	400,000					400,000
Funding Total	400,000					400,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	330517	Gravel Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Tendering for the supply and placement of 3/4" Granite Crusher Run at a depth of 2" (50mm) along selected gravel road sections maintained by the municipality.

Project Justification
In order to sustain an adequate state of repair, as a best practice gravel roads require regular resurfacing or a "topping up" of aggregate on a continual basis. Generally this application can last up to five years as long as other maintenance parameters (such as the application of dust suppressant and routine mechanical grading) are routinely performed.
Gravel roads are suitable for light duty lower volume roads that have an Average Annual Daily Traffic count below a threshold of 300 vehicles.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	150,000		150,000		150,000	450,000
	150,000		150,000		150,000	450,000
Expenditures Total	150,000		150,000		150,000	450,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	150,000		150,000		150,000	450,000
	150,000		150,000		150,000	450,000
Funding Total	150,000		150,000		150,000	450,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B058	Kilworthy Rd Minor Rehabilitation - Ramp to Xavier St		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Pulverizing of the existing subbase and adding up to 6" (150mm) of aggregate, complete with hot mix paving of the road surface over a distance of 0.08 kilometres.

Project Justification
This section of Kilworthy Rd was identified as requiring rehabilitation per the 2021 Road Needs Study. By conducting the necessary improvements, the need for reactive maintenance will be greatly reduced. Currently, this asset supports an Average Annual Daily Traffic count of 400.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	120,000					120,000
	120,000					120,000
Expenditures Total	120,000					120,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	120,000					120,000
	120,000					120,000
Funding Total	120,000					120,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B223	Sidewalk - Various Panels - Multi Yr		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Replacement or repair various sidewalk panels in the urban core to ensure compliance with Minimum Maintenance Standards.

Project Justification
Sidewalk inspections are conducted annually with the purpose of identifying and planning for the timely repair of sidewalk surface discontinuities that exceed the thresholds permitted under Regulation 239/02 (Minimum Maintenance Standards). This is an ongoing year over year program to address observed trip hazards and cracked or broken panels.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000	100,000	100,000	100,000	100,000	460,000
	60,000	100,000	100,000	100,000	100,000	460,000
Expenditures Total	60,000	100,000	100,000	100,000	100,000	460,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	60,000	100,000	100,000	100,000	100,000	460,000
	60,000	100,000	100,000	100,000	100,000	460,000
Funding Total	60,000	100,000	100,000	100,000	100,000	460,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	330B256	Abbey Lane - Major Drainage Outlet Improvements		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Andrew Stacey			

Project Description
Abbey Ln - Major Drainage Outlet Improvements "Top Up".

Project Justification
In 2023 Council approved capital funding for the purpose of improving the hydraulic capacity of a major stormwater outlet situated on Abbey Ln. As a result of challenging onsite conditions to complete the project which necessitated the need for additional third party survey work the cost to complete this project have marginally increased.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	40,000					40,000
	40,000					40,000
Expenditures Total	40,000					40,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	40,000					40,000
	40,000					40,000
Funding Total	40,000					40,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	330B170	Solar Radar Speed Signs - Multi Year		
Department	Roads			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Andrew Stacey			

Project Description
Installation of solar radar speed signs with the objective of heighten awareness of speed limits on designated sections of Town roadways.

Project Justification
This ongoing multi-year initiative will see the installation of solar radar speed signs (4 to 6 each year) on Town roads where road improvements have been recently performed. Focus will be on road sections that have an Average Annual Daily Traffic count of over 400 vehicles.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Expenditures Total	30,000	30,000	30,000	30,000	30,000	150,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	30,000	30,000	30,000	30,000	30,000	150,000
	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	30,000	30,000	30,000	30,000	30,000	150,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	710B077	Kilworthy Park - Sign Replacement		
Department	Parks			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Andrew Stacey			

Project Description
Kilworthy Park Sign replacement

Project Justification
Installation of a new park sign in accordance with the 2014 Council approved wayfinding strategy. Following complaints being filed with the department regarding the condition of the existing park sign at Kilworthy Park, staff have confirmed that the sign is in disrepair and should be replaced. Examples of similar park identification signs can be viewed at Gull Lake and Franklin Parks.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	7,500					7,500
	7,500					7,500
Expenditures Total	7,500					7,500
Funding						
Reserve Funds						
Tfr.from-Infrastructure	7,500					7,500
	7,500					7,500
Funding Total	7,500					7,500



2024 Capital Budget

Special Projects

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	4123031	Community Improvement Plan		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build our Partnerships, Connections & Connectivity: A more connected community			
Project Manager	Amy Taylor			

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

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

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Community Group Grants						
Community Group Grants	70,000	85,000	85,000	85,000	85,000	410,000
	70,000	85,000	85,000	85,000	85,000	410,000
Expenditures Total	70,000	85,000	85,000	85,000	85,000	410,000
Funding						
Reserves						
Tfr.from-Community Improvement Plan	70,000	85,000	85,000	85,000	85,000	410,000
	70,000	85,000	85,000	85,000	85,000	410,000
Funding Total	70,000	85,000	85,000	85,000	85,000	410,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	130B002	Ward Boundary Review		
Department	Legislative			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Kayla Thibeault			

Project Description
Conduct a comprehensive Ward Boundary Review including a strong public engagement aspect. Project to be completed prior to the end of December 2025 to be in effect for the 2026 Term of Council.

Project Justification
Section 222 of the Municipal Act provides authority for municipalities to conduct Ward Boundary Reviews. The last formal review was completed for the 2010 Term of Council. Since that time, there has been considerable growth in population as well as public and private assets.
At the October 19, 2021 Committee of the Whole meeting, Council directed for a Ward Boundary Review be included in the Multi-Year Capital Plan with the intention of the project being finalized for the 2026 - 2030 term of Council.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	75,000	25,000				100,000
	75,000	25,000				100,000
Expenditures Total	75,000	25,000				100,000
Funding						
Reserves						
Tfr.from-Planning	75,000	25,000				100,000
	75,000	25,000				100,000
Funding Total	75,000	25,000				100,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	810B004	Planning Fees Review		
Department	Planning			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Customer Service			
Project Manager	Adam Ager			

Project Description
Planning Fees Review - To hire a consultant to review the current Planning fees in context with comparable municipalities and take into consideration the recent changes to the Planning Act.

Project Justification
Recent changes to the Planning Act include the requirement for Municipalities to issue refunds on Planning Act Applications should statutory time lines not be met. Staff note that application fees should be increased to ensure better cost recovery of staff time and the inflated costs of resources relied upon to fulfil our statutory requirements.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserves						
Tfr.from-Planning	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	810B005	Parkland Dedication By-Law Update		
Department	Planning			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Adam Ager			

Project Description
Parkland Dedication By-Law Update - Hire Consultant to complete the background work and update.

Project Justification
After the completion of the Parks, Recreation and Trails Master Plan it was identified that the Town is deficient in physical parkland and the rate that cash-in-lieu of parkland has been charged at is not up to date. As a result it was recognized that an update to the Town's current Cash-In-Lieu of Parkland By-law requires updating to meet the identified needs of the new Master Plan.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	60,000					60,000
	60,000					60,000
Expenditures Total	60,000					60,000
Funding						
Reserves						
Tfr.from-Planning	60,000					60,000
	60,000					60,000
Funding Total	60,000					60,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	120022	Development Charges Study		
Department	Corporate Administration			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Ross Jeffery			

Project Description
Engagement of a consultant to conduct a background study and a public consultation process for the establishment of a new Development Charges By-law and Community Benefit Charges under the Development Charges Act, 1997 as amended.

Project Justification
Every five years, a municipality must update its Development Charges By-law. This project provides the external consulting resources required to retain experts in the field to conduct the background work and ensure the rather stringent guidelines and requirements required by the legislation are met in determining new Development Charges based on the needs of the community. In addition to the Development Charges Act, 1997 as amended, the Smart Growth for our Communities Act, 2015, Planning Act, More Homes Built Faster Act, 2022 and More Homes for Everyone Act, 2022 and related regulations also require consideration in this study. The outcome of the study and public consultation process will be a report to Council recommending new Development Charges (DCs) and possibly new Community Benefit Charges (CBCs). This project will be initiated in early 2024 in preparation for a new Development Charges regime effective January 1, 2025.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	55,000					55,000
	55,000					55,000
Expenditures Total	55,000					55,000
Funding						
Development Charges						
Tfr.from-Development Charges	40,500					40,500
	40,500					40,500
Reserves						
Tfr.from-Planning	14,500					14,500
	14,500					14,500
Funding Total	55,000					55,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	821B006	Economic Development Strategy		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Amy Taylor			

Project Description
Development of a 5-year Economic Development Strategy.

Project Justification
The previous Economic Development Strategy expired in 2019. With the impacts of COVID19, development of a new strategy was paused to deal with the immediate issues at hand. Now that we have seen a full year of economic recovery in our community, it is important to craft a plan for how we will continue to support our business community as we rebound and realign to current challenges.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000					50,000
	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Reserves						
Tfr.from-Planning	50,000					50,000
	50,000					50,000
Funding Total	50,000					50,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	821B008	The Shops on the Boardwalk Phase 2		
Department	Economic Development			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Build Economic & Employment Opportunities: A more Diverse economy with more year round employment opportunities			
Project Manager	Amy Taylor			

Project Description
Ongoing implementation of Action 1.4 of the Wharf Revitalization Plan. Development of the pop-up site to include services, signage, bike repair station and additional units.

Project Justification
As part of the Wharf Revitalization Plan this new vendor village was established to try and help add to the retail business mix at the Wharf, but also to provide opportunities for businesses to expand from a home-based business, experiment with new products and services and bring new retailers to Gravenhurst. This phase of the project will see services (water and electricity) installed at the site to allow for more diverse vendors and visitor experiences. The site also has the capacity for additional units and a pylon sign will need to be installed to advertise the tenants and provide better wayfinding for visitors and patrons.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	50,000	45,000				95,000
	50,000	45,000				95,000
Expenditures Total	50,000	45,000				95,000
Funding						
Reserve Funds						
Tfr.from-Infrastructure	50,000	45,000				95,000
	50,000	45,000				95,000
Funding Total	50,000	45,000				95,000

Town of Gravenhurst
2024 Capital Budget & Multi Year Plan

Project	130B003	Communications Project		
Department	Legislative			
Version	Initial Budget	Project Year	2024	
Strategic Plan				
Project Manager	Kayla Thibeault			

Project Description
Implementation of recommendations from the Communications Strategic Plan.

Project Justification
In response to the 2023 Communications Strategic Plan, a variety of recommendations have been offered to enhance and support the Town's external communications program. Timely, accurate and responsive communications are important for the community.
In 2023, the Town lost the use of the physical weekly newspaper. The municipality is required to be creative and use alternate avenues to respond to the loss of this key communications piece.

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	30,000					30,000
	30,000					30,000
Expenditures Total	30,000					30,000
Funding						
Reserves						
Tfr.from-Planning	30,000					30,000
	30,000					30,000
Funding Total	30,000					30,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	4130001	Municipal Elections		
Department	Legislative			
Version	Initial Budget	Project Year	2024	
Strategic Plan	Provide better Municipal Service: Exceptional Municipal Management			
Project Manager	Kayla Thibeault			

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

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

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	2,000	2,000	150,000	15,000	2,500	171,500
	2,000	2,000	150,000	15,000	2,500	171,500
Material/Equipment/Labour						
Material & Supplies	500					500
	500					500
Expenditures Total	2,500	2,000	150,000	15,000	2,500	172,000
Funding						
Reserves						
Tfr.from-Election	2,500	2,000	150,000	15,000	2,500	172,000
	2,500	2,000	150,000	15,000	2,500	172,000
Funding Total	2,500	2,000	150,000	15,000	2,500	172,000

Town of Gravenhurst

2024 Capital Budget & Multi Year Plan

Project	810B006	Gravenhurst Housing Needs Assessment		
Department	Planning			
Version	Approved Version	Project Year	2024	
Strategic Plan				
Project Manager	Melissa Halford			

Project Description
Retain a consultant to complete a foundational assessment of housing needs and affordability challenges in the Town and make recommendations for possible Town role in addressing the local housing need.

Project Justification
Town of Gravenhurst Strategic Plan - Goal 6, Initiative 1

Budget						
	2024	2025	2026	2027	2028	Total
Expenditures						
Contracted Services						
Contracted Services	35,000					35,000
	35,000					35,000
Expenditures Total	35,000					35,000
Funding						
Reserves						
Tfr.from-Planning	35,000					35,000
	35,000					35,000
Funding Total	35,000					35,000