

	THE CORPORATION OF THE TOWN OF GRAVENHURST	
	To:	Committee of the Whole
	From:	Wayne Campbell, Director of Financial Services / Treasurer
	Date:	May 12, 2026
	Subject:	2025 Capital Year End Report No. FIN 2026-07

RECOMMENDATIONS

The Director of Financial Services / Treasurer recommends:

THAT Report No. FIN 2026-07 re: 2025 Capital Year End be received for information;

AND THAT Administration continues to proactively manage capital spending for 2025 projects within the funding envelope approved by Council through the Capital Budget.

PURPOSE

The purpose of the 2025 Capital Year End Report is to provide Committee with an update on the status of the Town of Gravenhurst 2025 Capital Program.

BACKGROUND

The Town's capital planning process is guided by the principles of prudent financial management and asset sustainability. Under the recently imposed Strong Mayor framework, the Mayor presents their budget, which is subject to Council review and amendment. Following Council's consideration and potential amendments, the budget is deemed adopted in accordance with the framework's rules and timelines. The Capital Budget and Multi-Year Plan is a critical component of this process, aimed at maintaining and extending the useful lifecycle of core Town assets, minimizing long-term asset degradation, and ensuring continuity of access and service delivery to the community.

Program Management

The capital program is actively managed to ensure value for money and timely project completion. However, for a variety of reasons, it is not uncommon for projects to extend beyond the budget year. In these instances, the funding approved is set aside to allow the project to progress until it is fully completed. With so many variables, it is not unusual for some projects to come in under budget while others exceed their budget. Where necessary, and in accordance with existing financial control policies and practices, appropriate reporting and recommendations are brought forward to ensure these projects are appropriately funded.

Reporting and Oversight

A Mid-Year Capital update and a Year-End Capital update are brought forward each year to keep stakeholders apprised of progress. This regular reporting enables monitoring of the capital program's progress, identification of any issues or concerns, and informed decision-making about future capital investments.

ANALYSIS

The Town of Gravenhurst's 2025 Capital Program has demonstrated effective management and oversight, with a total projected cost savings of \$156,846.81 representing less than 1% of the overall Capital budget.

Project Status and Completion

As of year-end 2025, there were 145 active projects (147 in 2024). The status of these projects is as follows:

- **Completed Projects:** 62 projects were completed or closed (78 in 2024). Completed projects are projects deemed substantially complete by the respective Project Manager. In some cases, the warranty period is on-going or invoices for completed work are still pending; however, for our purposes, these projects are considered complete and accessible to the public. Highlights of projects that were substantially completed included:
 - Various fleet purchases, including plow trucks and a new road grader for Public Works
 - Fleet replacements and a Fast Attack pumper for Fire & Emergency Services
 - Opera House sound and lighting equipment
 - Various facility repairs
 - Various sidewalk and road repairs
- **Ongoing Projects:** 83 projects are ongoing, including:
 - Drainage system improvements, Oriole, Musquash and Abbey.
 - Parks improvements to Wharf and Gull Lake Rotary Park ball diamonds
 - Various repairs to facilities, Opera House Elevator, Building Automation, Gull Lake Rotary Park Barge
 - Continued wharf boardwalk replacement

Much of the Town's capital projects are completed within 12-18 months of being initiated by staff. However, delays may occur for several reasons, including changes in scope, delays in delivery or completion, and external factors such as negotiations with other parties.

- Projects Not Yet Started: There are a number of projects that have not yet started, mainly in fleet and facilities, that need to be tendered. Other projects have not begun due to time or staff constraints, but are important directives and will be completed as soon as possible.

Project Management and Variance Analysis

The Town's Capital Program continues to prioritize value for money and timely project completion. While some projects experienced scope creep or changes in scope, resulting in budget overruns, many projects were completed within or under budget, absorbing the excess costs. The Town's investment in assets through the capital program again exceeds the amortization for the year, demonstrating a commitment to maintaining and improving the Town's infrastructure.

The 2025 Capital Program has demonstrated effective management and oversight, with a minimal variance from the approved budget. The completion of various projects has enhanced the Town's asset base and service delivery and the ongoing projects will continue to contribute to the Town's infrastructure and community development. Overall, the Town's Capital Program is proactively managed and all completed and ongoing 2025 capital projects are fully funded within the overall funding envelope approved by Council.

CONSULTATION

The following individuals / community groups were consulted:

- Members of Senior Leadership Team
- Manager of Facilities
- Pahapill and Associates Chartered Professional Accountants

CORPORATE FINANCIAL IMPACT

The Capital Program is within an acceptable variance of the funding envelope approved by Council.

COMMUNICATIONS

This Report will be posted on the Town website.

FUTURE CONSULTATIONS

NIL

CONCLUSIONS

Administration concludes that the Town's Capital Spending program is proactively managed and at this time, all completed and on-going 2025 capital projects are fully funded within the overall envelope provided by Council.

CLIMATE CHANGE IMPLICATIONS

This Report does not directly contribute to meeting the intentions of the Climate Change Declaration. Many of the projects that the Capital Plan funds contribute to climate mitigation and adaptation in some way. This Declaration is always in mind when considering funding and management of municipal assets.

RELATION TO STRATEGIC PLAN

This Report advances and supports the following elements of the Town of Gravenhurst Strategic Plan by:

Pillar 3: Effective Municipal Services

Goal 10: Ensure continued prudent financial and asset management planning

Administration's quarterly reporting schedule on performance is an important component in the accountability cycle to both Council and the community. It provides an opportunity to keep Council and the community informed on the use of resources approved in the annual budget.

RELATION TO OTHER MUNICIPAL REPORTS, PLANS OR APPLICABLE LEGISLATION

This Report related to other municipal reports, plans or applicable legislation including:

1. 2025 Capital Budget and Multi Year Plan
2. Prior year Capital Budgets (for Multi-year project carried forward)
3. Town Asset Management Plan and Long-Term Sustainability Plan

ATTACHMENTS

1. Attachment A – 2025 Year End Summary of Capital Projects

RESPECTFULLY SUBMITTED BY:

Author: Theresa Trott, Manager of Accounting / Deputy Treasurer

Approved by: Wayne Campbell, Director of Financial Services / Treasurer

Approved by: Scott Lucas, Chief Administrative Officer

Prior Year Capital Projects	Cumulative		Projected Final Cost	(Over) / Under Budget	Project Status
	Approved Budget	2025 Spent to Date			
Kilworthy Park - Sign Replacement	7,500	966.72	966.72	6,533	Complete
Park Benches	10,000	5,519.46	10,000	-	Complete
Discovery Centre - Elevator Door Operator Upgrade (New Add)	30,000	19,654.83	19,654.83	10,345	Complete
Planning Fees Review	60,000	31,291.20	60,000	-	Complete
Outdoor AED	32,000	45,407.28	45,407.28	(13,407)	Complete
2020 Riley Lake Boat Launch/Dock Improvements	80,000	45,831.47	80,000	-	Complete
Information Technology Review	50,000	49,239.12	49,239.12	761	Complete
Fire Device Upgrade - Annunciator Panels, Detectors - Various Buildings	52,500	57,428.98	57,428.98	(4,929)	Complete
Municipal Office - Replacement of Fire Panels and Devices	80,000	73,489.90	80,000	-	Complete
Fast Attack Pumper - deposit		76,232.00	76,232.00	(76,232)	Complete
Parks Tractor MH-01 (2024)	120,000	101,418.24	101,418.24	18,582	Complete
Wharf Boardwalk - Phase 2 and Phase 3	150,000	149,999.97	149,999.97	0	Complete
Pinetree Road Bridge Repairs	250,000	201,518.48	250,000	-	Complete
Single Axle Plows - Multi Yr. - 47 (2024)	425,000	408,400.33	408,400.33	16,600	Complete
Single Axle Plows - Multi Yr. - 44(2023)	375,000	413,561.78	375,000	-	Complete
Tandom Axle Plow - 45 (2023)	400,000	432,887.32	400,000	-	Complete
2022 First St. S. - Rehabilitation - Bethune Rd. S to Sharpe St.	1,020,000	459,406.81	1,020,000	-	Complete
Redwing Dr. - Major Drainage System Improvements	400,000	496,212.00	400,000	-	Complete
2018 North Morrison Landing - Improvements	200,000	200,000.00	200,000	-	Carry Forward
Sidewalk (New) - Pineridge Gate (N side) - from Kelly Dr. to Bethune St. S	14,000	-	14,000	-	Carry Forward
Oriole Cres - Minor Repair Drainage Outlet	75,000	75,000.00	75,000	-	Carry Forward
Muskoka Beach Accessible Washroom Upgrades	30,000	24,194.83	30,000	-	Carry Forward
Hewitt Landing - Boat Launch Improvements	20,000	57,153.78	20,000	-	Carry Forward
Indian Landing - Boat Launch Improvements	30,000	-	30,000	-	Carry Forward
Directional Signage	15,000	6,660.95	15,000	-	Carry Forward
Musquash Rd. - Major Drainage System Improvements	500,000	212,565.98	500,000	-	Carry Forward
Fairview Rd. - Pinegrove to Pineridge (New Add) HCB 0.2KM's	720,000	202,399.24	720,000	-	Carry Forward
Abbey Lane - Major Drainage Outlet Improvements	350,000	349,999.86	350,000	-	Carry Forward
Oriole Cres - Major Drainage System Improvements	700,000	653,951.62	700,000	-	Carry Forward
Muskoka Bay Park - Accessible Washrooms	35,000	5,513.91	35,000	-	Carry Forward
Parks (External) Stair Structures - Various Parks	45,000	1,726.02	45,000	-	Carry Forward
Gull Lake Park - Ball Diamond - Fence & Backstops	35,000	12,368.05	35,000	-	Carry Forward
Gull Lake Barge Assessment	55,000	17,347.93	55,000	-	Carry Forward
Wharf Ball Diamond - Fence & Backstops	30,000	-	30,000	-	Carry Forward
2023 - Library - Interior Enhancements	50,000	41,771.71	50,000	-	Carry Forward
Opera House - Digital Marquee Sign (New Add)	45,000	44,728.21	45,000	-	Carry Forward
Opera House - Elevator Cab Upgrade (New Add)	30,000	-	30,000	-	Carry Forward
Directional Signage	15,000	-	15,000	-	Carry Forward
Community Improvement Plan	70,000	70,000.00	70,000	-	Carry Forward
Kinsmen Park - Accessible Pathway	6,000	-	6,000	-	Carry Forward
Building Automation System Various Facilities	70,000	57,790.40	70,000	-	Carry Forward
Communications Project	30,000	13,604.49	30,000	-	Carry Forward
Human Resources Information System	150,000	96,303.62	150,000	-	Carry Forward
Surveillance Cameras - 2024 (FH's)	75,000	62,216.39	75,000	-	Carry Forward
Bay & Beyond - Town Contribution (Budget \$750,000 CRIF)	750,000	1,161,545.25	750,000	-	Carry Forward
Industrial Park Design		7,975.44	-	-	Carry Forward
Musquash Rd - Major Drainage System Improvements	1,500,000	-	1,500,000	-	Carry Forward
Fairview Drive - Pinegrove to Pineridge	930,000	-	930,000	-	Carry Forward
Abbey Lane - Major Drainage Outlet Improvements	40,000	40,000.00	40,000	-	Carry Forward
Gull Lake Rotary Park - Playground Equip & Fibremat	50,000	-	50,000	-	Carry Forward
North Morrison Lake landing improvements	200,000	60,813.64	200,000	-	Carry Forward
The Shops on the Boardwalk Phase 2	50,000	781.81	50,000	-	Carry Forward

Prior Year Capital Projects	Cumulative		Projected Final Cost	(Over) / Under Budget	Project Status
	Approved Budget	2025 Spent to Date			
Discovery Centre - Roof Replacement	230,000	141,680.50	230,000	-	Carry Forward
Library - Interior Enhancements	30,000	-	30,000	-	Carry Forward
Opera House Elevator Cab Upgrade	130,000	32,461.47	130,000	-	Carry Forward
Community Improvement Plan	70,000	92,963.35	70,000	-	Carry Forward
Columbarium Garden # 2 - Phase 1 - Mickle Cemetery	75,000	-	75,000	-	Carry Forward
Cockburn Square - Stonewall Rehabilitation (2024)	25,000	-	25,000	-	Carry Forward
Gull Lake Barge - Structural Repairs	100,000	-	100,000	-	Carry Forward
Opera House Roof Hatches & Roof	100,000	-	100,000	-	Carry Forward
Parkland Dedication By-Law Update	60,000	-	60,000	-	Carry Forward
Directional Signage	15,000	-	15,000	-	Carry Forward
CN Train Station Accessible Washrooms Upgrades	10,000	816.33	10,000	9,184	Closed
Opera House AODA Upgrades	20,000	-	-	20,000	Closed
Roof Repairs - YMCA/Centennial Centre	15,000	-	-	15,000	Closed
Solar Radar Speed Signs - Multi Year	30,000	-	-	30,000	Closed
Total Prior Years Capital Program	11,367,000	6,812,801	11,343,747	32,436	

2025 Capital Projects	Cumulative		Projected Final Cost	(Over) / Under Budget	Project Status
	Approved Budget	2025 Spent to Date			
Municipal Elections	2,000	7,557.69	7,557.69	(5,557.69)	Complete
Food Cycler Municipal Pilot Program	34,200	37,165.37	37,165.37	(2,965.37)	Complete
Picnic Table Multi Yr. Replacements	12,000	6,842.66	6,842.66	5,157.34	Complete
Bridge Study	15,000	10,836.23	10,836.23	4,163.77	Complete
Fire Station HQ, Station 3 - Overhead Door High Speed Operator	17,500	21,255.08	21,255.08	(3,755.08)	Complete
Washer/Dryer Procurement and Installations - All Fire Stations	20,000	13,491.09	13,491.09	6,508.91	Complete
Zero Turn Mower - Cemetery - 1 (2025)	20,000	18,507.95	18,507.95	1,492.05	Complete
Parks Structure - Roof Replacement	20,000	7,456.91	7,456.91	12,543.09	Complete
Splashpad - PLC (Programmable Logic Controller - Features) Replacement	20,000	11,275.01	11,275.01	8,724.99	Complete
Opera House Lighting Board Replacement	20,000	20,030.25	20,030.25	(30.25)	Complete
Opera House Tower Repair	25,000	11,775.81	11,775.81	13,224.19	Complete
Fire - Equipment Replacement	30,000	16,612.37	16,612.37	13,387.63	Complete
Fire - Hose Replacement	30,000	29,499.35	29,499.35	500.65	Complete
Opera House Sound Equipment	30,000	27,377.99	27,377.99	2,622.01	Complete
Air Cleaner/Purifiers for Station Protective Gear Storage	34,200	28,919.78	28,919.78	5,280.22	Complete
YMCA Hot Water Tank	40,000	31,005.48	31,005.48	8,994.52	Complete
Firefighter Personal Protective Equipment Replacement Program	55,000	54,688.43	54,688.43	311.57	Complete
Fire Headquarters Window Replacement	60,000	59,504.06	59,504.06	495.94	Complete
By-law Truck Replacement	60,000	56,917.40	56,917.40	3,082.60	Complete
Communications/Technology Upgrades	75,000	80,678.92	80,678.92	(5,678.92)	Complete
Wharf Boat Launch Improvements	75,000	94,922.60	94,922.60	(19,922.60)	Complete
Fire Vehicle - Car 2	110,000	105,200.22	105,200.22	4,799.78	Complete
Utility Pickup Truck Replacement	110,000	110,692.37	110,692.37	(692.37)	Complete
Computer & Printer Annual Replacement	139,000	126,922.85	126,922.85	12,077.15	Complete
Backhoe - TR13 (2025)	200,000	218,275.91	218,275.91	(18,275.91)	Complete
Pumper 3 Replacement	750,000	775,736.87	775,736.87	(25,736.87)	Complete
Road Grader - NEW (2026)	800,000	744,036.86	744,036.86	55,963.14	Complete
One Ton Dump Asphalt Trays	7,000	-	7,000.00	-	Carry Forward
PSD Parks Tablets x 6	12,000	10,114.02	12,000.00	-	Carry Forward
Digital Dressing Room Assignment Boards	12,000	4,374.38	12,000.00	-	Carry Forward
CN Train Station Fire/Electrical Panel Replacement	17,000	-	17,000.00	-	Carry Forward
Restoration of POW Mural	20,000	1,521.12	20,000.00	-	Carry Forward
Combination Extrication Tool	20,900	-	20,900.00	-	Carry Forward

	Cumulative				
2025 Capital Projects	Approved Budget	2025 Spent to Date	Projected Final Cost	(Over) / Under Budget	Project Status
Building Department Furniture	30,000	25,094.30	30,000.00	-	Carry Forward
North Kahshe Drainage Improvements (Design & Construction)	30,000	25,223.98	30,000.00	-	Carry Forward
Library - Interior Enhancements	30,000	1,329.77	30,000.00	-	Carry Forward
Campbells Road Rehabilitation (Design 2025) (Construction 2026)	35,000	25,487.68	35,000.00	-	Carry Forward
Furniture Replacement Program	40,000	37,312.36	40,000.00	-	Carry Forward
Seniors Centre Roof Repair/Recoating	40,000	9,896.84	40,000.00	-	Carry Forward
Hahne Storm Sewer Realignment (Engineering & Design)	40,000	36,409.24	40,000.00	-	Carry Forward
The Shops on the Boardwalk Phase 2	45,000	-	45,000.00	-	Carry Forward
Lorne St Major Rehabilitation - Austin St to Louise St	45,000	-	45,000.00	-	Carry Forward
Facility Furnace Replacements	50,000	33,719.10	50,000.00	-	Carry Forward
Road Needs Study	50,000	47,769.05	50,000.00	-	Carry Forward
Hybrid 1/4 Ton Pickup (Replace #06)	60,000	-	60,000.00	-	Carry Forward
Fire Device Upgrade - Annunciator Panels, Detectors - Various Buildings (library and ?)	60,000	19,302.16	60,000.00	-	Carry Forward
Asset Management Compliance Analysis	65,000	54,499.06	65,000.00	-	Carry Forward
Sidewalk - Various Panels - Multi Yr	65,000	9,210.54	65,000.00	-	Carry Forward
First St. N - Rehabilitation -Brock St. to Harvie St.	65,000	-	65,000.00	-	Carry Forward
Surveillance Cameras - 2025(MO)	75,000	37,053.48	75,000.00	-	Carry Forward
Gull Lake Barge - Structural Repairs	75,000	-	75,000.00	-	Carry Forward
Community Improvement Plan	85,000	-	85,000.00	-	Carry Forward
Muskoka Beach Park - AODA Ramp	90,000	18,905.38	90,000.00	-	Carry Forward
YMCA - Boiler Replacement	90,000	-	90,000.00	-	Carry Forward
Cemetery Software	100,000	60,000.00	100,000.00	-	Carry Forward
Wharf Boardwalk - Phase 4	150,000	97,993.16	150,000.00	-	Carry Forward
Outdoor Recreation Park Design	150,000	21,426.70	150,000.00	-	Carry Forward
1/2 Ton Pick Ups - Multi Yr. - 07, 14 (2024) 31,32 (2028)	160,000	-	160,000.00	-	Carry Forward
Sand/Salt Dome remove and replace	256,571	455,857.05	256,570.94	(199,286.11)	Carry Forward
Gravel/Asphalt Low Volume Road Improvements	300,000	118,393.20	300,000.00	-	Carry Forward
Bay & Beyond - Muskoka Rd. 169 Sidewalk Replacement/Selective Streetlights	400,000	400,000.00	400,000.00	-	Carry Forward
Single Axle Plows - Multi Yr.	425,000	-	425,000.00	-	Carry Forward
Gull Lake Rotary Park - Playground Structure	500,000	-	500,000.00	-	Carry Forward
Abbey Lane - Major Drainage Outlet Improvements	1,200,000	(1,532,587.09)	1,200,000.00	-	Carry Forward
Riley Lake Rd. - Rehabilitation - Various Segments	840,000	-	-	840,000.00	Closed
Kayakomat Purchase	20,000	-	-	20,000.00	Closed
E-Bike Rental Program	30,000	-	-	30,000.00	Closed
Road Work Administration		-	-	-	
	8,589,370.94	2,745,490.99	7,622,656.45	767,428.38	
2025 Group Roads Projects					
Peninsula Road - 600m S of North Muldrew Fork (4.8Km) Cold in place	1,900,000	2,430,483.27	1,900,000.00	(530,483.27)	Carry Forward
Baseline Rd. - Rehabilitation - Southwood Rd. to Sparrow Rte D	1,100,000	1,223,062.45	1,100,000.00	(123,062.45)	Carry Forward
	3,000,000.00	3,653,545.72	3,000,000.00	(653,545.72)	
Total 2025 Capital Program	11,589,370.94	6,399,036.71	10,622,656.45	113,882.66	

	Cumulative				
2025 In Year Capital Projects	Approved Budget	2023 Spent to Date	Projected Final Cost	(Over) / Under Budget	Project Status
Unidentified Capital Expenditures Fund - see below	120,000.00	-	-	-	
Municipal Office Walkway		13,521.95	13,521.95	-	Complete
Crawford Rd Facility		12,526.65	12,526.65	-	Complete
Splash Pad - Eavestrough Replacement		6,186.09	6,186.09	-	Complete
Snack Bar Gull Lake		1,383.60	1,383.60	-	Complete
CC Hot Water Tank		25,080.52	25,080.52	-	Complete

2025 In Year Capital Projects	Cumulative Approved Budget	2023 Spent to Date	Projected Final Cost	(Over) / Under Budget	Project Status
Dessicant Motor		14,726.72	14,726.72	-	Complete
YMCA - Pump Replacement Boiler #2		10,097.77	10,097.77	-	Complete
Directional Boring Segwun dock		25,948.75	25,948.75	-	Complete
				10,527.95	
Reay Rd		15,112.80	15,112.80		Complete
Blower for Sidewalk plow		21,613.83	21,613.83		Complete
Total 2025 In Year Projects	120,000.00	146,198.68	146,198.68	10,527.95	
Capital Expenditures	23,076,370.94	13,358,036.06	22,112,602.60	156,846.81	