



BUILDING THE 2022 BUDGET

Enhance and Sustain Public Services and Infrastructure



Budget Introduction – Operating & Capital

November 3, 2021 | 9:00 a.m.

Table of Contents

1. Impact on Tax Rate	3
2. Capital Budget	5
a. Summary	5
b. Divisional Reports	7
3. Operating Budget	47
a. Summary	47
b. Divisional Reports	48
i. General Administration	50
1. Council	53
2. Clerk	54
3. Human Resources	55
4. Treasury	58
5. Information Technology	62
ii. Emergency Services	63
iii. Development Services and Environmental Sustainability	68
1. Building	73
2. By-law Enforcement	74
3. Communications/Economic Development	75
4. Planning	76
5. Grants	77
iv. Public Works	78
1. Administration	80
2. Facilities	81
3. Parks and Recreation	86
4. Fleet	94
5. Roads & Bridges	98
v. Public Library	113
4. Reserves	115
5. Service Enhancements/New Initiatives	138
6. Appendix I - Operating Grant Submissions	159
7. Appendix II – Initial Public Engagement Results	203

The Corporation of the Township of Muskoka Lakes					Residential Tax Rate: 0.00126644		
2022 Tax Levy Calculations							
CLASSIFICATION	2021 ASSESSMENT	2021 RATE	2021 TAX LEVY	2022 ASSESSMENT	2022 RATIO	2022 RATE	2022 TAX LEVY
<u>PROPERTY TAX LEVY:</u>							
Commercial	197,180,653	0.13533%	\$ 266,849	243,008,334	1.1000	0.139308%	\$ 338,530
- Excess Land	1,597,300	0.11503%	\$ 1,837		1.1000	0.139308%	\$ -
- Vacant Land	3,013,200	0.11503%	\$ 3,466		1.1000	0.139308%	\$ -
Industrial	5,519,900	0.13533%	\$ 7,470	6,293,600	1.1000	0.139308%	\$ 8,767
- Excess Land	46,600	0.11503%	\$ 54		1.1000	0.139308%	\$ -
- Vacant Land	259,500	0.11503%	\$ 299		1.1000	0.139308%	\$ -
Residential	9,986,841,958	0.12303%	\$ 12,286,712	10,142,759,328	1.0000	0.126644%	\$ 12,845,196
Farmlands	8,420,300	0.03076%	\$ 2,590	7,554,300	0.2500	0.031661%	\$ 2,392
Managed Forest	48,259,900	0.03076%	\$ 14,843	53,638,300	0.2500	0.031661%	\$ 16,982
TOTAL	10,251,139,311		\$ 12,584,052	10,453,253,862			\$ 13,211,868
				Levy Requirement \$ 13,211,800			
					Tax Rate Rounding		\$ 68

Weighted Assessment	
Commercial	267,309,167
Industrial	6,922,960
Residential	10,142,759,328
Farmlands	1,888,579
Managed Forest	13,409,601
Total Assessment	10,432,289,636
Required Levy	\$ 13,211,800
Levy per \$ of assessment	\$ 0.00126643

Actual Tax Rate Change	2021	2022	%
Commercial and Industrial	0.13533%	0.13931%	2.94%
Residential	0.12303%	0.12664%	2.94%
Farmlands and Managed Forest	0.03076%	0.03166%	2.95%

Levy Comparison	2021	2022	%
Approved Levy	\$12,584,052	\$ 13,211,800	4.98%

Effective Tax Rate Comparison	2021	2022
Effective tax increase when considering MPAC reassessment and tax rate change	1.70%	2.94%
Effective annual tax increase per \$100,000 of property assessment	\$2.06	\$3.61

Township of Muskoka Lakes
Impact of 2022 Assessment Increase and Township Tax Rate

ASSESSMENT EXAMPLES	2021 Tax Rate	2021 Township Tax	2022 Assessment	2022 Tax Rate	2022 Township Tax	Dollar Increase	Percentage Increase
Per \$100,000 of Assessment	0.00123029	\$ 123.03	\$ 100,000	0.00126644	\$ 126.64	\$ 3.61	2.94%
\$200,000 Assessed Value	0.00123029	\$ 246.06	\$ 200,000	0.00126644	\$ 253.29	\$ 7.23	2.94%
\$250,000 Assessed Value	0.00123029	\$ 307.57	\$ 250,000	0.00126644	\$ 316.61	\$ 9.04	2.94%
\$350,000 Assessed Value	0.00123029	\$ 430.60	\$ 350,000	0.00126644	\$ 443.25	\$ 12.65	2.94%
\$500,000 Assessed Value	0.00123029	\$ 615.15	\$ 500,000	0.00126644	\$ 633.22	\$ 18.08	2.94%
\$750,000 Assessed Value	0.00123029	\$ 922.72	\$ 750,000	0.00126644	\$ 949.83	\$ 27.11	2.94%
\$1,000,000 Assessed Value	0.00123029	\$ 1,230.29	\$ 1,000,000	0.00126644	\$ 1,266.44	\$ 36.15	2.94%
\$1,500,000 Assessed Value	0.00123029	\$ 1,845.44	\$ 1,500,000	0.00126644	\$ 1,899.66	\$ 54.22	2.94%

Capital Budget Summary By Division

DIVISION	2022	2023	2024	2025	2026	2027	2028	2029	2030	2023	TOTAL
Council	-	-	70,000	-	-	-	80,000	-	-	-	150,000
Clerk	15,000	15,000	15,000	20,000	20,000	20,000	20,000	1,025,000	25,000	25,000	1,200,000
Treasury	-	-	40,000	-	-	-	-	50,000	-	-	90,000
Human Resources/Health & Safety	-	-	30,000	-	-	-	-	35,000	-	-	65,000
Information Technology	246,000	201,137	83,395	42,573	43,467	44,380	77,031	299,557	47,235	48,227	1,133,002
Administration	261,000	216,137	238,395	62,573	63,467	64,380	177,031	1,409,557	72,235	73,227	2,638,002
Communications/Economic Development	-	-	150,000	-	-	10,000	-	-	-	-	160,000
Building (Protective Inspection)	40,000	45,000	40,000	40,000	40,000	40,000	47,000	40,000	40,000	40,000	412,000
By-Law Enforcement	-	-	-	45,000	-	-	40,000	-	-	-	85,000
Planning & Zoning	-	150,000	-	-	-	-	-	-	200,000	-	350,000
Development Services and Environmental Sustainability	40,000	195,000	190,000	85,000	40,000	50,000	87,000	40,000	240,000	40,000	1,007,000
Fire Stations	1,300,800	858,419	936,238	932,914	906,395	1,031,356	945,557	1,184,451	1,304,626	1,512,647	10,913,403
Fire and Emergency Services	1,300,800	858,419	936,238	932,914	906,395	1,031,356	945,557	1,184,451	1,304,626	1,512,647	10,913,403
Muskoka Lakes Public Library	42,500	40,329	44,304	42,041	46,184	43,825	48,144	45,685	50,187	47,624	450,823
Muskoka Lakes Public Library	42,500	40,329	44,304	42,041	46,184	43,825	48,144	45,685	50,187	47,624	450,823
Cemeteries	10,000	10,210	10,424	4,257	5,433	-	7,363	-	-	-	47,687
Parks	667,500	424,225	229,858	251,182	299,381	72,118	172,752	644,800	625,867	36,170	3,423,853
Community Centres	754,884	139,877	129,263	131,977	52,161	187,506	159,159	204,485	193,664	-	1,952,976
Arenas	118,200	1,576,424	208,488	1,894,511	453,690	323,975	238,908	413,829	247,985	136,242	5,612,252
Facilities Maintenance	341,500	313,958	161,578	214,463	186,910	2,261,168	167,655	121,442	124,583	2,351,074	6,244,331
Trails	60,000	30,630	-	-	5,433	-	-	-	-	5	96,063

Capital Budget Summary By Division

DIVISION	2022	2023	2024	2025	2026	2027	2028	2029	2030	2023	TOTAL
Port Carling Nursing Station/Health Hub	7,000	-	-	-	-	-	-	-	-	-	7,000
Township Equipment	655,000	439,030	792,255	627,956	643,316	649,060	713,666	693,955	732,146	874,119	6,820,503
Roads Capital Projects	2,412,099	3,031,523	2,898,664	2,874,761	2,603,584	2,559,958	2,963,300	3,384,477	2,844,269	3,087,382	28,660,017
Bridges and Culverts	1,540,000	1,276,250	1,042,441	1,112,227	559,642	882,055	606,050	902,142	560,918	723,407	9,205,132
Public Works	6,566,183	7,242,127	5,472,971	7,111,334	4,809,550	6,935,840	5,028,853	6,365,130	5,329,432	7,208,394	62,069,814
GRAND TOTAL	8,210,483	8,552,012	6,881,908	8,233,862	5,865,596	8,125,401	6,286,585	9,044,823	6,996,480	8,881,892	77,079,042

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Council										
011100 - Council										
Plans and Reports										
CL24001 - 2024 Township Strategic Plan	-	-	70,000	-	-	-	-	-	-	-
CL28001 - 2028 Township Strategic Plan	-	-	-	-	-	-	80,000	-	-	-
Total Plans and Reports	-	-	70,000	-	-	-	80,000	-	-	-
Total 011100 - Council	-	-	70,000	-	-	-	80,000	-	-	-
Total Council	-	-	70,000	-	-	-	80,000	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Clerk										
012100 - Clerk										
Buildings										
29006 - Clerks - Document Storage - to reserves	-	-	-	-	-	-	-	1,000,000	-	-
Total Buildings	-	-	-	-	-	-	-	1,000,000	-	-
Furniture & Equipment										
95003 - Clerks - Furniture and Fixtures	15,000	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000
Total Furniture & Equipment	15,000	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000
Total 012100 - Clerk	15,000	15,000	15,000	20,000	20,000	20,000	20,000	1,025,000	25,000	25,000
Total Clerk	15,000	15,000	15,000	20,000	20,000	20,000	20,000	1,025,000	25,000	25,000

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Financial Services										
012200 - Treasury										
Plans and Reports										
FS29001 - Development Charges - Background Study	-	-	-	-	-	-	-	50,000	-	-
24002 - Finance - Development Charges Background Study	-	-	40,000	-	-	-	-	-	-	-
Total Plans and Reports	-	-	40,000	-	-	-	-	50,000	-	-
Total 012200 - Treasury	-	-	40,000	-	-	-	-	50,000	-	-
012600 - Information Technology										
Inflation										
00002 - Inflation Factor - Information Technology	-	4,137	3,395	2,573	3,467	4,380	9,031	40,557	7,235	8,227
Total Inflation	-	4,137	3,395	2,573	3,467	4,380	9,031	40,557	7,235	8,227
Information Technology										
20031 - Cityworks Asset Management System (prior year plus current allotment)	20,000	-	-	-	-	-	-	-	-	-
PW22074 - Cityworks Patrol Rollout	20,000	-	-	-	-	-	-	-	-	-
99115 - Computer Related	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
20029 - Conference Phones (Council/Bd.Rm.)	-	-	-	-	-	-	6,000	-	-	-
PW22075 - Customer Relations Software	40,000	-	-	-	-	-	-	-	-	-
23001 - DataCentre servers	-	125,000	-	-	-	-	-	130,000	-	-
FS22001 - Implementation of new accounting system	70,000	-	-	-	-	-	-	-	-	-
20026 - M-Files Project and cleanup of Laserfiche	25,000	-	-	-	-	-	-	-	-	-
99116 - Mobile Hardware	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20028 - Projection Display-Comm. Room	6,000	-	-	-	-	-	-	7,000	-	-
20027 - Projection Displays (3) Council	20,000	-	-	-	-	-	14,000	22,000	-	-
24001 - Public Wifi Connectivity	-	-	40,000	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
20032 - Public Works Fleet Management Software	5,000	-	-	-	-	-	-	-	-	-
20030 - Scanners/Printers/Projectors	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
28001 - Smart Board - Board Room	-	-	-	-	-	-	8,000	-	-	-
28066 - Tablets Ipads (10 pumpers, 3 Cmd, 4 Boats, 10 tankers)	-	32,000	-	-	-	-	-	-	-	-
29002 - VOIP phone system upgrade	-	-	-	-	-	-	-	40,000	-	-
29001 - Webcasting upgrades	-	-	-	-	-	-	-	20,000	-	-
Total Information Technology	246,000	197,000	80,000	40,000	40,000	40,000	68,000	259,000	40,000	40,000
Total 012600 - Information Technology	246,000	201,137	83,395	42,573	43,467	44,380	77,031	299,557	47,235	48,227
Total Financial Services	246,000	201,137	123,395	42,573	43,467	44,380	77,031	349,557	47,235	48,227

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Human Resources/Health & Safety										
012500 - Human Resources/Health & Safety										
Plans and Reports										
24004 - HR - Comprehensive Compensation review and job evaluation	-	-	30,000	-	-	-	-	-	-	-
HR29001 - Job Evaluation and Compensation review	-	-	-	-	-	-	-	35,000	-	-
Total Plans and Reports	-	-	30,000	-	-	-	-	35,000	-	-
Total 012500 - Human Resources/Health & Safety	-	-	30,000	-	-	-	-	35,000	-	-
Total Human Resources/Health & Safety	-	-	30,000	-	-	-	-	35,000	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Development Services and Environmental Sustainability										
012307 - Communications/Economic Development										
Buildings										
24003 - Port Carling Wall Mural	-	-	150,000	-	-	-	-	-	-	-
Total Buildings	-	-	150,000	-	-	-	-	-	-	-
Furniture & Equipment										
ED27001 - Street Banners	-	-	-	-	-	10,000	-	-	-	-
Total Furniture & Equipment	-	-	-	-	-	10,000	-	-	-	-
Total 012307 - Communications/Economic Development	-	-	150,000	-	-	10,000	-	-	-	-
024100 - Building (Protective Inspection)										
Plans and Reports										
BU28001 - MNR Air Photos of Municipality	-	-	-	-	-	-	7,000	-	-	-
23006 - MNR Air photos of Municipality (Partnership with Area Municipalities - once every 5 years)	-	5,000	-	-	-	-	-	-	-	-
Total Plans and Reports	-	5,000	-	-	-	-	7,000	-	-	-
Vehicles										
24008 - Replacement of Vehicle 1	-	-	40,000	-	-	-	-	-	-	-
BU31001 - Replacement of Vehicle 1	-	-	-	-	-	-	-	-	-	40,000
BU25001 - Replacement of Vehicle 2	-	-	-	40,000	-	-	-	-	-	-
BU28002 - Replacement of Vehicle 3	-	-	-	-	-	-	40,000	-	-	-
22003 - Replacement of Vehicle 4	40,000	-	-	-	-	-	-	-	-	-
BU29001 - Replacement of Vehicle 4	-	-	-	-	-	-	-	40,000	-	-
23005 - Replacement of Vehicle 5	-	40,000	-	-	-	-	-	-	-	-
BU30001 - Replacement of Vehicle 5	-	-	-	-	-	-	-	-	40,000	-
BU26001 - Replacement of Vehicle 6	-	-	-	-	40,000	-	-	-	-	-
BU27001 - Replacement of Vehicle 7	-	-	-	-	-	40,000	-	-	-	-
Total Vehicles	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Total 024100 - Building (Protective Inspection)	40,000	45,000	40,000	40,000	40,000	40,000	47,000	40,000	40,000	40,000
025100 - By-Law Enforcement										
Vehicles										
BL25001 - Replacement of Vehicle 1	-	-	-	45,000	-	-	-	-	-	-
BL28001 - Replacement of Vehicle 2	-	-	-	-	-	-	40,000	-	-	-
Total Vehicles	-	-	-	45,000	-	-	40,000	-	-	-
Total 025100 - By-Law Enforcement	-	-	-	45,000	-	-	40,000	-	-	-
081100 - Planning & Zoning										
Plans and Reports										
30001 - OP Review	-	-	-	-	-	-	-	-	200,000	-
23004 - Zoning By-Law Review	-	150,000	-	-	-	-	-	-	-	-
Total Plans and Reports	-	150,000	-	-	-	-	-	-	200,000	-
Total 081100 - Planning & Zoning	-	150,000	-	-	-	-	-	-	200,000	-
Total Development Services and Environmental Sustainability	40,000	195,000	190,000	85,000	40,000	50,000	87,000	40,000	240,000	40,000

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Emergency Services										
021100 - Fire Stations										
Furniture & Equipment										
98041 - AED Automatic External Defibrillators (3 per annum)	5,600	5,900	6,300	6,600	7,000	7,400	7,900	8,400	8,900	9,400
27001 - Bunker Gear Washing Machines At Station 6 and Station 3	-	-	-	-	-	20,000	20,000	-	-	-
27065 - Confined Space Rescue Gear	-	-	-	-	-	30,000	-	-	-	-
98026 - Cutoff Saw and Ventilation Chainsaw	-	6,000	-	6,000	-	6,000	-	6,000	-	6,000
98030 - Fire Hose full truck compliment NFPA 1901 C5.93	14,000	14,900	15,800	16,700	17,700	18,800	19,900	21,100	22,400	23,700
98029 - Gas Detection	8,400	-	8,400	-	8,400	-	8,400	-	8,400	-
98032 - Marine Firefighting Pumps	35,000	35,000	35,000	35,000	-	-	-	-	-	-
29003 - Marine Nav updates (Sonar/Radar/Depth)	4,200	-	4,200	-	4,200	-	4,200	-	4,200	-
98033 - Nozzels, Fittings, Adaptors, Tools as per NFPA 1901 Equipment for Fire Pumping Apparatus	15,300	16,300	17,200	18,300	19,400	20,500	22,700	23,100	24,400	25,900
98036 - Passenger Vehicle and Heavy Vehicle Rescue Equipment - NFPA 1006	14,900	62,400	66,200	17,500	18,600	19,700	20,800	22,000	23,500	65,000
98034 - PPE for 20 Firefighters per year	62,200	66,000	69,900	74,100	78,600	83,300	88,300	93,600	99,200	105,100
98031 - Pumps Generators Fans	23,300	23,800	24,200	24,700	25,200	25,700	26,200	26,800	27,300	27,800
98035 - Self Contained Breathing Apparatus 10 per year	132,000	139,500	142,000	145,000	148,000	151,000	153,700	156,800	159,900	163,100
21003 - Self Contained Breathing Apparatus Filling Station	-	-	-	-	-	-	-	-	-	74,000
98024 - Surface Water, Ice Water, and Watercraft Rescue Gear - NFPA 1006 tool list	6,200	6,300	6,400	6,500	6,700	6,800	6,900	7,000	7,200	7,400
28067 - Swift Water Rescue Equipment	-	-	-	-	-	-	65,000	-	-	-
98028 - Thermal Imaging Cameras	9,600	10,200	10,800	11,500	12,200	12,900	13,700	14,500	15,300	16,300
98021 - Traffic Safety Vests, Traffic Cones, Signage, Flares	4,200	4,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Furniture & Equipment	334,900	390,800	411,400	366,900	351,000	407,100	462,700	384,300	405,700	528,700

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Inflation										
00003 - Inflation Factor - Fire	-	9,019	20,138	32,314	41,695	58,256	52,457	103,351	131,826	161,047
Total Inflation	-	9,019	20,138	32,314	41,695	58,256	52,457	103,351	131,826	161,047
Information Technology										
98027 - Radio Communications Infrastructure	28,000	29,100	30,200	31,400	32,700	34,000	35,400	36,800	38,300	39,900
Total Information Technology	28,000	29,100	30,200	31,400	32,700	34,000	35,400	36,800	38,300	39,900
Plans and Reports										
20035 - Accredited Superior Tanker Shuttle Testing	-	-	-	7,800	-	-	-	-	7,800	-
20034 - Fire Master Plan	-	-	-	-	-	62,000	-	-	-	62,000
Total Plans and Reports	-	-	-	7,800	-	62,000	-	-	7,800	62,000
Vehicles										
20036 - Car 1 - Chief	-	-	-	76,000	-	-	-	-	76,000	-
21004 - Car 2 - Deputy Chief	-	-	-	-	76,000	-	-	-	-	76,000
22001 - Car 3 - Fire Prevention/By-Law	76,000	-	-	-	-	76,000	-	-	-	-
29005 - Marine 1 - Foot's Bay Fire Boat	-	-	-	-	-	-	-	210,000	-	-
ES31004 - Marine 4 - Torrance Fire Boat	-	-	-	-	-	-	-	-	-	210,000
30004 - Marine 5 Minett Fire Boat	-	-	-	-	-	-	-	-	210,000	-
22002 - Pumper 1 - Glen Orchard	395,000	-	-	-	-	-	-	-	-	-
25001 - Pumper 2 - Foot's Bay	-	-	405,000	-	-	-	-	-	-	-
21007 - Pumper 44 - Walkers Point	-	-	-	-	-	-	-	405,000	-	-
27002 - Pumper 5 - Minett	-	-	-	-	405,000	-	-	-	-	-
24007 - Pumper 77 - Raymond	-	405,000	-	-	-	-	-	-	-	-
25002 - Rescue Sled/Trailer - Foot's Bay	-	-	24,500	-	-	-	-	-	-	-
22046 - Rope Rescue Gear - NFPA 1006	35,000	-	-	-	-	-	-	-	-	-
23002 - Sled/Trailer - Bala	-	-	-	24,500	-	-	-	-	-	-
21009 - Sled/Trailer - Windermere	-	24,500	-	-	-	-	-	-	-	-
29007 - Tanker 3 - Bala	-	-	-	-	-	-	395,000	-	-	-
26007 - Tanker 5 - Minett	-	-	-	394,000	-	-	-	-	-	-
28002 - Tanker 6 - Port Carling	-	-	-	-	-	394,000	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
30003 - Tanker 7	-	-	-	-	-	-	-	-	395,000	-
23003 - Tanker 77 - Raymond	394,000	-	-	-	-	-	-	-	-	-
ES31003 - Tanker 9	-	-	-	-	-	-	-	-	-	395,000
25003 - Wildland 4/Trailer	-	-	-	-	-	-	-	-	40,000	-
24006 - Wildland 5 Side by Side ATV with Track Kit - Minett	37,900	-	-	-	-	-	-	-	-	-
21010 - Wildland 9/Trailer	-	-	-	-	-	-	-	-	-	40,000
24005 - Zodiac/Motor/Trailer Bala	-	-	45,000	-	-	-	-	-	-	-
30002 - Zodiac/Motor/Trailer Raymond	-	-	-	-	-	-	-	45,000	-	-
Total Vehicles	937,900	429,500	474,500	494,500	481,000	470,000	395,000	660,000	721,000	721,000
Total 021100 - Fire Stations	1,300,800	858,419	936,238	932,914	906,395	1,031,356	945,557	1,184,451	1,304,626	1,512,647
Total Emergency Services	1,300,800	858,419	936,238	932,914	906,395	1,031,356	945,557	1,184,451	1,304,626	1,512,647

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Public Works										
055000 - Cemeteries										
Buildings										
28006 - Glen Orchard Repaint Roof	-	-	-	-	-	-	6,500	-	-	-
Total Buildings	-	-	-	-	-	-	6,500	-	-	-
Inflation										
00008 - Inflation Factor - Cemeteries	-	210	424	257	433	-	863	-	-	-
Total Inflation	-	210	424	257	433	-	863	-	-	-
Land Improvements										
25010 - Doherty-Fencing	-	-	-	4,000	-	-	-	-	-	-
PW24001 - Milford Bay Cemetery Fence	-	-	10,000	-	-	-	-	-	-	-
26018 - Port Carling-Paint Fence	-	-	-	-	5,000	-	-	-	-	-
22015 - Ufford-Front Fence	10,000	-	-	-	-	-	-	-	-	-
23015 - Ziska-Front Fence	-	10,000	-	-	-	-	-	-	-	-
Total Land Improvements	10,000	10,000	10,000	4,000	5,000	-	-	-	-	-
Total 055000 - Cemeteries	10,000	10,210	10,424	4,257	5,433	-	7,363	-	-	-
071100 - Parks										
Buildings										
21069 - Animal proof garbage receptacles Phase 1	-	-	-	-	10,000	-	-	-	-	-
22053 - Animal proof garbage receptacles Phase 2	20,000	-	-	-	-	-	-	-	-	-
23067 - Animal proof garbage receptacles Phase 3	-	10,000	-	-	-	-	-	-	-	-
24078 - Animal proof garbage receptacles Phase 4	-	-	20,000	-	-	-	-	-	-	-
22051 - Bala Sports Park - Accessible pathways	10,000	-	-	-	-	-	-	-	-	-
22052 - Bala Sports Park - Footpath bridge replacement	20,000	-	-	-	-	-	-	-	-	-
PW22077 - Bala Sports Park Basketball	40,000	-	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
20051 - Baycliffe Park-Paint Washrooms	-	-	-	1,000	-	-	-	-	-	-
26077 - Hanna Park - Playground Replacement Phase 2	-	-	-	-	105,000	-	-	-	-	-
25056 - Hannah Park - Playground replacement Phase 1	-	-	-	75,000	-	-	-	-	-	-
96015 - Jaspen Park - Paint Washrooms	-	2,500	-	-	2,500	-	-	-	-	-
23013 - Jaspen Park - Playground replacement Phase 1	-	35,000	-	-	-	-	-	-	-	-
24079 - Jaspen Park - Playground Replacement Phase 2	-	-	32,500	-	-	-	-	-	-	-
21078 - Port Carling Snow Mobile Bridge - Deck repairs Phase 1	-	7,500	-	-	-	-	-	-	-	-
96022 - Port Sandfield Park - Paint Washrooms	-	2,500	-	-	-	-	2,500	-	-	-
96027 - Sunset Park - Paint Washrooms	-	-	2,500	-	-	-	-	-	-	-
PW28073 - Sunset Park - Replace Play Structures	-	-	-	-	-	-	20,000	-	-	-
PW24080 - Torrance Ball Diamond - Clay/Sand Replacement	-	-	10,500	-	-	-	-	-	-	-
21098 - Washroom Renovations Phase 1	40,000	-	-	-	-	-	-	-	-	-
PW30024 - Washroom Renovations Phase 10	-	-	-	-	-	-	-	-	-	30,000
PW22055 - Washroom Renovations Phase 2	-	30,000	-	-	-	-	-	-	-	-
PW23068 - Washroom Renovations Phase 3	-	-	30,000	-	-	-	-	-	-	-
PW24081 - Washroom Renovations Phase 4	-	-	-	30,000	-	-	-	-	-	-
PW25055 - Washroom Renovations Phase 5	-	-	-	-	30,000	-	-	-	-	-
PW26078 - Washroom Renovations Phase 6	-	-	-	-	-	30,000	-	-	-	-
PW27080 - Washroom Renovations Phase 7	-	-	-	-	-	-	30,000	-	-	-
PW28074 - Washroom Renovations Phase 8	-	-	-	-	-	-	-	30,000	-	-
PW29072 - Washroom Renovations Phase 9	-	-	-	-	-	-	-	-	30,000	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
96032 - Windermere Park-Paint Washrooms	-	-	2,500	-	-	-	-	2,500	-	-
96034 - Windsor Park-Paint Washrooms	-	-	-	-	2,500	-	-	-	-	-
Total Buildings	130,000	87,500	98,000	106,000	150,000	30,000	52,500	32,500	30,000	30,000
Furniture & Equipment										
96018 - Sports Park - Refurbish Bleachers	-	-	5,000	-	-	-	-	-	-	-
Total Furniture & Equipment	-	-	5,000	-	-	-	-	-	-	-
Inflation										
00007 - Inflation Factor - Parks	-	8,725	9,358	15,182	23,881	7,118	20,252	87,300	95,867	6,170
Total Inflation	-	8,725	9,358	15,182	23,881	7,118	20,252	87,300	95,867	6,170
Land Improvements										
PW22063 - Baycliffe Park Milford Bay	80,000	-	-	-	-	-	-	-	-	-
PW22066 - Beaumaris Wharf Pier	25,000	-	-	-	-	-	-	-	-	-
PW25060 - Beaumaris Wharf repair concrete pier	-	-	-	120,000	-	-	-	-	-	-
22054 - Port Carling Snow Mobile Bridge - Deck repairs Phase 2	-	-	7,500	-	-	-	-	-	-	-
PW22076 - Appian Way Ramp	75,000	-	-	-	-	-	-	-	-	-
29073 - Bala Bay Dock Bridge - Rehabilitation	-	-	-	-	-	-	-	25,000	-	-
24016 - Baycliffe Park-Swim Dock replace	-	-	5,000	-	-	-	-	-	-	-
PW22079 - Beaumaris Dock Engineering	15,000	-	-	-	-	-	-	-	-	-
23012 - Beaumaris Wharf rebuild crib dock	-	320,000	-	-	-	-	-	-	-	-
22060 - Bert Sims Dock replace dock	20,000	-	-	-	-	-	-	-	-	-
PW22062 - Birch Avenue Port Carling	80,000	-	-	-	-	-	-	-	-	-
25059 - Brandy Lake Dock Replace with new Floater	20,000	-	-	-	-	-	-	-	-	-
27083 - Church Rd. Dock replace floater	-	-	-	-	-	15,000	-	-	-	-
26015 - Dock Road facility rebuild crib dock	20,000	-	-	-	50,000	-	-	-	-	-
PW22064 - Foots Bay Macdonald Road Dock	12,500	-	-	-	-	-	-	-	-	-
28076 - Foot's Bay Wharf Design	-	-	-	-	-	-	100,000	-	-	-
29076 - Foot's Bay Wharf Replacement	-	-	-	-	-	-	-	500,000	500,000	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
22014 - Four Mile Point Park-Swim Dock replace	5,000	-	-	-	-	-	-	-	-	-
27005 - Gordon St. Dock rebuild crib dock	-	-	-	-	-	20,000	-	-	-	-
PW22065 - Gregory Cemetery Dock Shelter	5,000	-	-	-	-	-	-	-	-	-
24051 - Huckleberry Trail-Parking Area	-	-	40,000	-	-	-	-	-	-	-
27082 - Leonard Lake Road Facility Replace dock with floater	20,000	-	-	-	-	-	-	-	-	-
27084 - Long Lake Dock/Ramp replace with floater	25,000	-	-	-	-	-	-	-	-	-
26084 - Nine Mile Lake Launch rebuild launch ramp	-	-	-	-	70,000	-	-	-	-	-
22058 - Rosseau Lake Rd. 2 Dock Replacement	75,000	-	-	-	-	-	-	-	-	-
24015 - Skeleton Lake Rd.2 Dock replace pier dock	-	-	65,000	-	-	-	-	-	-	-
22059 - Sunset Park (Queen's Walk) Dock replace	60,000	-	-	-	-	-	-	-	-	-
23014 - Torrance Ball Diamond-Fencing for dog park	-	8,000	-	-	-	-	-	-	-	-
96028 - Torrance Ball Diamond-Gravel	-	-	-	-	5,500	-	-	-	-	-
Total Land Improvements	537,500	328,000	117,500	120,000	125,500	35,000	100,000	525,000	500,000	-
Vehicles										
25053 - Trailer 20803-2008 Weberlane-L'scpe	-	-	-	10,000	-	-	-	-	-	-
Total Vehicles	-	-	-	10,000	-	-	-	-	-	-
Total 071100 - Parks	667,500	424,225	229,858	251,182	299,381	72,118	172,752	644,800	625,867	36,170
071200 - Community Centres										
Buildings										
25012 - Bala CC Convert to Propane	-	-	-	16,000	-	-	-	-	-	-
28008 - Bala CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	10,000	-	-	-
30030 - Bala CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	8,500	-
24020 - Bala CC Paint/Stain Facility	-	-	26,000	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
30032 - Bala CC Replace A/C Units	-	-	-	-	-	-	-	-	20,000	-
26019 - Bala CC Replace Kitchen Flooring	-	-	-	-	6,500	-	-	-	-	-
30033 - Foots Bay CC Repaint Siding	-	-	-	-	-	-	-	-	9,500	-
27090 - Glen Orchard CC Misc. Interior Finishes	-	-	-	-	-	6,500	-	-	-	-
23016 - Glen orchard CC Misc. Interior Finishes	-	7,500	-	-	-	-	-	-	-	-
25013 - Glen Orchard CC Replace Side Deck	-	-	-	8,000	-	-	-	-	-	-
22016 - Hekkla CC Replace Generator	20,000	-	-	-	-	-	-	-	-	-
PW22085 - Kitchen Equipment Misc - Pen Rec	13,884	-	-	-	-	-	-	-	-	-
28080 - Milford Bay Kitchen Equipment Misc	-	-	-	-	-	-	15,000	-	-	-
28009 - Milford Bay CC Commercial Dishwasher	-	-	-	-	-	-	15,000	-	-	-
22017 - Milford Bay CC Exterior Painting	17,500	-	-	-	-	-	-	-	-	-
23017 - Milford Bay CC Generator	-	40,000	-	-	-	-	-	-	-	-
PW22073 - Milford Bay CC Grounds	350,000	-	-	-	-	-	-	-	-	-
21061 - Milford Bay CC Install Ductless Split A/C Unit Upstairs and Basement	-	15,000	-	-	-	-	-	-	-	-
27010 - Milford Bay CC Misc. Kitchen Eqpt.	-	-	-	-	-	14,000	-	-	-	-
22018 - Milford Bay CC Oil Furnace	12,500	-	-	-	-	-	-	-	-	-
30034 - Milford Bay CC Re-finish Tennis Courts	-	-	-	-	-	-	-	-	35,000	-
29015 - Milford Bay CC Re-paint Roof	-	-	-	-	-	-	-	11,000	-	-
29014 - Milford Bay CC Re-pave parking area	-	-	-	-	-	-	-	60,000	-	-
25014 - Milford Bay CC replace Flooring	-	-	-	40,000	-	-	-	-	-	-
27089 - Pen Rec CC Kitchen Equipment Misc	-	-	-	-	-	9,000	-	-	-	-
24021 - Pen Rec CC Misc. Kitchen Eqpt.	-	-	13,000	-	-	-	-	-	-	-
21090 - Pen Rec CC Re-pave Parking Area	19,000	-	-	-	-	-	-	-	-	-
22061 - Pen Rec CC replace 3ton and 5ton AC	-	-	-	12,000	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
27012 - Pen Rec CC Replace Carpet Downstairs	-	-	-	-	-	8,000	-	-	-	-
27091 - Pen Rec CC Replace Septic System	-	-	-	-	-	35,000	-	-	-	-
28081 - Pen Rec CC Tables/Chairs	-	-	-	-	-	-	7,500	-	-	-
22019 - Port Carling CC Hot Water Tank/Water Fountain	-	-	-	8,000	-	-	-	-	-	-
27013 - Port Carling CC Misc. Kitchen Eqpt.	-	-	-	-	-	16,500	-	-	-	-
21020 - Port Carling CC Paint Siding	35,000	-	-	-	-	-	-	-	-	-
23018 - Port Carling CC Redo Flat Roof	-	45,000	-	-	-	-	-	-	-	-
30035 - Port Carling CC Re-pave Parking Area	-	-	-	-	-	-	-	-	60,000	-
29017 - Port Carling CC Replace Paving Stones/Stairs	-	-	-	-	-	-	-	75,000	-	-
25015 - Port Carling CC Replace R/T Unit	-	-	-	28,000	-	-	-	-	-	-
28082 - Port Carling CC Replace waterfall	-	-	-	-	-	-	52,000	-	-	-
22020 - Port Carling CC Retrofit LED Main Hall/Dark Sky Lighting	7,000	-	-	-	-	-	-	-	-	-
28083 - Raymond CC A/C Unit	-	-	-	-	-	-	5,000	-	-	-
26085 - Raymond CC Accessibility Upgrade	250,000	-	-	-	-	-	-	-	-	-
30029 - Raymond CC Kitchen Equipment Misc	-	-	-	-	-	-	-	-	7,500	-
24022 - Raymond CC Misc. Kitchen Eqpt.	-	-	15,000	-	-	-	-	-	-	-
27014 - Raymond CC Paint Kitchen Roof	-	-	-	-	-	6,500	-	-	-	-
22021 - Raymond CC Paint Siding	7,000	-	-	-	-	-	-	-	-	-
25016 - Raymond CC Replace accessible ramp	-	-	-	12,000	-	-	-	-	-	-
23019 - Raymond CC Replace Effluent Pump/Gas Hot Water Tank	-	5,000	-	-	-	-	-	-	-	-
20070 - Torrance CC Automatic Door Openers	-	-	-	-	6,000	-	-	-	-	-
27092 - Torrance CC Convert Oil furnace to Propane	-	-	-	-	-	11,000	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
24023 - Torrance CC Re-Paint Siding/Sheds	13,000	-	-	-	-	-	-	-	-	-
27093 - Torrance CC Replace Generator	-	-	-	-	-	35,000	-	-	-	-
28084 - Torrance CC Replace Paving Stone Walkway	-	-	-	-	-	-	18,000	-	-	-
28011 - Torrance CC Replace Septic System	-	-	-	-	-	-	18,000	-	-	-
PW22078 - Torrance CC Sports Pad	10,000	-	-	-	-	-	-	-	-	-
23020 - Ullswater CC Replace South Exit	-	16,000	-	-	-	-	-	-	-	-
22022 - Walkers Point CC Replace Septic System	-	-	-	-	30,000	-	-	-	-	-
27015 - Walkers Point CC Ceiling Fans	-	-	-	-	-	7,000	-	-	-	-
27016 - Walkers Point CC Misc. Kitchen Eqpt.	-	-	-	-	-	5,500	-	-	-	-
23070 - Walkers Point CC Paving Stone Walkway	-	8,500	-	-	-	-	-	-	-	-
29020 - Walkers Point CC Replace Main Hall Windows	-	-	-	-	-	-	-	18,000	-	-
30036 - Walkers Point CC Replace Vinyl Flooring	-	-	-	-	-	-	-	-	15,000	-
24025 - Walkers Point CC replace water disinfection system	-	-	25,000	-	-	-	-	-	-	-
24026 - Walkers Point CC Upgrade to Electric Heaters	-	-	15,000	-	-	-	-	-	-	-
30031 - Windermere CC Misc. Kitchen Eqpt.	-	-	-	-	-	-	-	-	8,500	-
29022 - Windermere CC Remove Dead Trees	-	-	-	-	-	-	-	5,300	-	-
27094 - Windermere CC Repaint siding / windows	-	-	-	-	-	7,000	-	-	-	-
27017 - Windermere CC Replace Rear Deck	-	-	-	-	-	8,000	-	7,500	-	-
22023 - Windermere CC Replace Septic Bed	-	-	15,000	-	-	-	-	-	-	-
26024 - Windermere Village Hall HVAC Convert to Propane	-	-	-	-	5,500	-	-	-	-	-
24027 - Windermere Village Hall Repair Front Entrance	-	-	15,000	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Total Buildings	754,884	137,000	124,000	124,000	48,000	169,000	140,500	176,800	164,000	-
Inflation										
00009 - Inflation Factor - Community Centre	-	2,877	5,263	7,977	4,161	18,506	18,659	27,685	29,664	-
Total Inflation	-	2,877	5,263	7,977	4,161	18,506	18,659	27,685	29,664	-
Total 071200 - Community Centres	754,884	139,877	129,263	131,977	52,161	187,506	159,159	204,485	193,664	-

071300 - Arenas

Buildings

PW22071 - Bala Arena - Repurpose	5,000	-	-	-	-	-	-	-	-	-
25019 - Bala Arena AODA Compliance	-	-	-	250,000	-	-	-	-	-	-
27018 - Bala Arena -Ceiling-Dropped	-	-	-	-	-	13,500	-	-	-	-
29071 - Bala Arena Ceiling-Low E	-	-	-	-	-	-	-	65,000	-	-
28017 - Bala Arena -Condenser	-	-	-	-	-	-	127,500	-	-	-
28019 - Bala Arena -Doors-Interior	-	-	-	-	-	-	15,400	-	-	-
24034 - Bala Arena Floor - Rubber	-	-	33,000	-	-	-	-	-	-	-
24077 - Bala Arena Floor -Concrete Phase II	-	-	-	1,250,000	-	-	-	-	-	-
21088 - Bala arena -Floor Machine (Commercial)	5,200	-	-	-	-	-	-	-	-	-
23066 - Bala Arena Floor-Concrete Phase I	-	100,000	-	-	-	-	-	-	-	-
21087 - Bala Arena Floor-Rubber	-	-	-	30,000	-	-	-	-	-	-
26074 - Bala Arena -Hot Water Tanks	-	-	-	-	8,000	-	-	-	-	-
26076 - Bala Arena -Hot Water Tanks	-	-	-	-	-	-	-	-	-	-
23065 - Bala Arena Ice Resurfacer	-	-	110,000	-	-	-	-	-	-	-
28015 - Bala Arena -Infra Red-Eye System	-	-	-	-	-	-	-	-	-	-
30016 - Bala Arena Lighting-Banked	-	-	-	-	-	-	-	-	-	12,000
23064 - Bala Arena Lighting-Ice Surface	-	45,000	-	-	-	-	-	-	-	-
26072 - Bala Arena MCC Panel Plant Room	-	-	-	-	50,000	-	-	-	-	-
21083 - Bala Arena Mechanical-Dehumidifier (2)	-	35,000	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
27021 - Bala Arena Mechanical-Furnace	-	-	-	-	-	10,000	-	-	-	-
27019 - Bala Arena Plumbing-Double Showers	-	-	-	-	-	48,000	-	-	-	-
28014 - Bala Arena Plumbing-Sinks	-	-	-	-	-	-	6,000	-	-	-
28012 - Bala Arena Plumbing-Toilets	-	-	-	-	-	-	5,000	-	-	-
20081 - Bala Arena Roofing-EPDM Roofs (2)	-	-	-	-	107,000	-	-	-	-	-
27023 - Bala Arena -Score Clock	-	-	-	-	-	20,000	-	-	-	-
29025 - Bala Arena-Asphalt Paving	-	-	-	-	-	-	-	16,800	-	-
30023 - Bala Arena-Fire Alarm	-	-	-	-	-	-	-	-	8,000	-
22049 - Bala-Arena Exhaust Fan	-	6,000	-	-	-	-	-	-	-	-
24030 - Both Arenas -Engineer Report	-	-	28,000	-	-	-	-	36,000	-	-
27077 - PC arena - Toilets	-	-	-	-	-	7,000	-	-	-	-
30020 - PC Arena .-Score Clock	-	-	-	-	-	-	-	-	-	20,000
23024 - PC Arena -Asphalt Sheet West side flat roof	-	90,000	-	-	-	-	-	-	-	-
30013 - PC Arena Ceiling-Dropped	-	-	-	-	-	-	-	-	27,000	-
26071 - PC Arena Ceiling-Low E	-	-	-	-	57,500	-	-	-	-	-
28021 - PC Arena Cladding-Eaves	-	-	-	-	-	-	15,000	-	-	-
30012 - PC Arena Cladding-Pre-finished Aluminum	-	-	-	-	-	-	-	-	30,000	-
30021 - PC Arena Cladding-Stucco	-	-	-	-	-	-	-	-	60,000	-
30014 - PC Arena -Compressor	-	-	-	-	-	-	-	-	45,000	-
27072 - PC Arena Dehumidifier	-	-	-	-	-	35,000	-	-	-	-
26034 - PC Arena Desiccant-Dehumidifier (2)	-	-	-	-	75,000	-	-	-	-	-
28022 - PC Arena -Diesel Tank	-	-	-	-	-	-	10,000	-	-	-
21023 - PC Arena Doors-Exterior Steel	8,000	-	-	-	-	-	-	-	-	-
30010 - PC Arena -Double Showers	-	-	-	-	-	-	-	-	32,000	-
30015 - PC Arena Dressing Room Benches	-	-	-	-	-	-	-	-	-	5,000
PW23072 - PC Arena Eavestrough	-	18,000	-	-	-	-	-	-	-	-
27073 - PC Arena Floor - Rubber	-	-	-	-	-	28,000	-	-	-	-
28070 - PC Arena Floor - Rubber	-	-	-	-	-	-	32,000	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
22050 - PC Arena Floor -Concrete Phase II	-	1,250,000	-	-	-	-	-	-	-	-
20085 - PC Arena Floor-Concrete	100,000	-	-	-	-	-	-	-	-	-
24076 - PC Arena Floor-Rubber Replace	-	-	29,000	-	-	-	-	-	-	-
30019 - PC Arena Hot Water Tanks	-	-	-	-	-	-	-	-	-	-
21095 - PC Arena Landscaping	-	-	-	-	34,000	-	-	-	-	-
30018 - PC Arena Lighting-Banked	-	-	-	-	-	-	-	-	-	12,000
30022 - PC Arena Mechanical Hot Water Tanks	-	-	-	-	-	-	-	-	8,000	-
28072 - PC Arena Misc.-Caulking	-	-	-	-	-	-	-	-	-	-
27076 - PC Arena Misc.-Stereo	-	-	-	-	-	12,000	-	-	-	-
27078 - PC Arena -Plumbing-Sinks	-	-	-	-	-	8,000	-	-	-	-
26033 - PC Arena Pre-finished Aluminum siding	-	-	-	-	-	-	-	-	-	56,000
26035 - PC Arena -Replace Furnace	-	-	-	-	17,000	-	-	-	-	-
26036 - PC Arena -Rooftop Unit	-	-	-	-	23,000	-	-	-	-	-
27074 - PC Arena Single Showers	-	-	-	-	-	10,500	-	-	-	-
28024 - PC Arena.-Floor Machine (Commercial)	-	-	-	-	-	-	-	-	-	8,000
30017 - PC Arena.-Lobby Seating	-	-	-	-	-	-	-	-	-	-
25018 - PC Arena-AODA Compliance	-	-	-	250,000	-	-	-	-	-	-
29026 - PC Arena-Asphalt Paving	-	-	-	-	-	-	-	240,000	-	-
30011 - PC Arena-Discharge Pipe	-	-	-	-	-	-	-	-	-	-
27025 - PC Arena-Generator	-	-	-	-	-	100,000	-	-	-	-
26073 - PC Arena-Retaining Wall	-	-	-	-	30,000	-	-	-	-	-
26075 - PC Arena-Rooftop Unit	-	-	-	-	16,000	-	-	-	-	-
Total Buildings	118,200	1,544,000	200,000	1,780,000	417,500	292,000	210,900	357,800	210,000	113,000
Inflation										
00010 - Inflation Factor - Arenas	-	32,424	8,488	114,511	36,190	31,975	28,008	56,029	37,985	23,242
Total Inflation	-	32,424	8,488	114,511	36,190	31,975	28,008	56,029	37,985	23,242
Total 071300 - Arenas	118,200	1,576,424	208,488	1,894,511	453,690	323,975	238,908	413,829	247,985	136,242

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
071800 - Facilities Maintenance										
Buildings										
22031 - Bala Fire Hall - Replace Generator	35,000	-	-	-	-	-	-	-	-	-
95009 - ED - Township Nursing Station lower level construction - New in 2020	-	-	-	-	15,000	-	-	-	-	-
25020 - Glen Orchard Garage Parking Area - Asphalt Strip	-	-	-	-	-	-	-	20,000	-	-
PW30025 - Milford Bay Fire Hall - Convert Furnace	-	-	-	-	-	-	-	-	5,500	-
21085 - Minett Fire Hall Repave Parking Area	19,000	-	-	-	-	-	-	-	-	-
27003 - Minett Station - Station 5 - (1961) 60 years	-	-	-	-	-	1,900,000	-	-	-	-
23069 - Municipal Office - Replace Windows Street	-	27,000	-	-	-	-	-	-	-	-
23031 - Municipal Office - Replace A/C Units	-	6,000	-	-	-	-	-	-	-	-
24048 - Municipal Office Electrical Auto Openers	-	-	5,000	-	-	-	-	-	-	-
21032 - Municipal Office HVAC - Replace R/T Units	55,000	-	-	-	-	-	-	-	-	-
27085 - Municipal Office HVAC Rooftop units above Council	-	-	-	-	-	45,000	-	-	-	-
28079 - Municipal Office new carpet	-	-	-	-	-	-	40,000	-	-	-
30028 - Municipal Office new carpet	-	-	-	-	-	-	-	-	15,000	-
26039 - Municipal Office New Carpet Clerks / Planning	-	-	-	-	40,000	-	-	-	-	-
PW22061 - Municipal Office Renovations	100,000	-	-	-	-	-	-	-	-	-
26038 - Municipal Office Repave Parking Area	-	-	-	-	40,000	-	-	-	-	-
27088 - Municipal Office Repave Parking East side	-	-	-	-	-	15,000	-	-	-	-
28078 - Municipal office replace 5 ton AC Unit	-	-	-	-	-	-	6,000	-	-	-
24084 - Municipal office Replace AC Units IT Room	-	-	5,000	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
27028 - Municipal Office Replace Aluminum Siding	-	-	-	-	-	28,000	-	-	-	-
30027 - Municipal Office Replace Roof	-	-	-	-	-	-	-	-	35,000	-
21086 - Municipal Office Replace Windows Parking lot side	-	-	-	19,500	27,000	-	-	-	-	-
PW22069 - Municipal Office Security System	7,500	-	-	-	-	-	-	-	-	-
PW25061 - Patterson Garage Fuel System Replacement	-	-	-	132,000	-	-	-	-	-	-
21059 - Patterson Yard - Sand Storage Building Repair	27,000	-	-	-	-	-	-	-	-	-
23033 - PC Fire Hall Replace Boilers	-	20,000	-	-	-	-	-	-	-	-
24049 - PC Fire Hall Replace Generator	-	-	25,000	-	-	-	-	-	-	-
22032 - PC Fire Hall-Re-paint	42,500	-	-	-	-	-	-	-	-	-
24082 - PC Library Dark Sky Lighting	-	-	5,000	-	-	-	-	-	-	-
28077 - PC Library replace HVAC units	-	-	-	-	-	-	52,000	-	-	-
PW23070 - Ranwood Garage Fuel System Replacement	-	162,000	-	-	-	-	-	-	-	-
24083 - Ranwood Garage Replace Roof-Steel	-	-	30,000	-	-	-	-	-	-	-
23030 - Ranwood Garage Replace Windows (6)	-	5,500	-	-	-	-	-	-	-	-
20604 - Torrance Fire Hall - New Siding	-	-	35,000	-	-	-	-	-	-	-
29028 - Torrance Fire Hall Replace Generator	-	-	-	-	-	-	-	35,000	-	-
ES31001 - Torrance Fire Station	-	-	-	-	-	-	-	-	-	1,900,000
23032 - Walkers Point Fire Hall Replace Generator	-	25,000	-	-	-	-	-	-	-	-
21029 - Windermere Fire Hall Paint Gable ends and soffits	-	12,000	-	-	-	-	-	-	-	-
Total Buildings	286,000	257,500	105,000	151,500	122,000	1,988,000	98,000	55,000	55,500	1,900,000
Furniture & Equipment										
PW22067 - Glen Orchard Garage Relocate Generator	5,500	-	-	-	-	-	-	-	-	-
Total Furniture & Equipment	5,500	-	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Inflation										
00011 - Inflation Factor - Facilities	-	6,458	6,578	12,963	14,910	223,168	19,655	16,442	19,083	401,074
Total Inflation	-	6,458	6,578	12,963	14,910	223,168	19,655	16,442	19,083	401,074
Land Improvements										
96047 - Municipal Parking	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Land Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total 071800 - Facilities Maintenance	341,500	313,958	161,578	214,463	186,910	2,261,168	167,655	121,442	124,583	2,351,074
074100 - Trails										
Inflation										
00013 - Inflation Factor - Trails	-	630	-	-	433	-	-	-	-	-
Total Inflation	-	630	-	-	433	-	-	-	-	-
Land Improvements										
21072 - Huckleberry Rock Trail - Access Controls	-	10,000	-	-	-	-	-	-	-	-
22034 - Huckleberry Trail Parking Lot upgrades	20,000	-	-	-	-	-	-	-	-	-
23037 - Huckleberry Trail-Structures	-	20,000	-	-	-	-	-	-	-	-
PW21001 - Skeleton Lake Trail Improvements	-	-	-	-	5,000	-	-	-	-	-
21075 - Weir Lake Trail - Water Crossings	40,000	-	-	-	-	-	-	-	-	-
Total Land Improvements	60,000	30,000	-	-	5,000	-	-	-	-	-
Total 074100 - Trails	60,000	30,630	-	-	5,433	-	-	-	-	-
081300 - Port Carling Nursing Station/Health Hub										
Buildings										
PW22068 - Nursing Station - back up generator	7,000	-	-	-	-	-	-	-	-	-
Total Buildings	7,000	-	-	-	-	-	-	-	-	-
Total 081300 - Port Carling Nursing Station/Health Hub	7,000	-	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
300935 - Township Equipment										
Furniture & Equipment										
26062 - Backhoe 11101 Case	-	-	-	-	160,000	-	-	-	-	-
PW30005 - Backhoe 11503 (2015 Case)	-	-	-	-	-	-	-	-	160,000	-
24070 - Chipper 10703 Woodsman (2007)	-	-	50,000	-	-	-	-	-	-	-
27051 - Chipper 11202 Vermeer (2012)	-	-	-	-	-	50,000	-	-	-	-
24072 - Compressor 18801 Ingersoll-Rand	-	-	30,000	-	-	-	-	-	-	-
29074 - Excavator 10702 Volvo	-	-	-	-	-	-	-	325,000	-	-
23053 - Front end Loader 19001 Case	-	-	160,000	-	-	-	-	-	-	-
22047 - Grass Cutter 20704-2007 JD	15,000	-	-	-	-	-	-	-	-	-
23059 - Grass Cutter 20905-2009 JD	-	15,000	-	-	-	-	-	-	-	-
PW24069 - Grass Cutter 21105 - 2011 JD	-	-	15,000	-	-	-	-	-	-	-
24069 - Grass Cutter 21203-2012 JD	-	-	10,000	-	-	-	-	-	-	-
24071 - Grass Cutter 21301-2013 JD	-	-	10,000	-	-	-	-	-	-	-
25050 - Grass Cutter 21406-2014 JD	-	-	-	10,000	-	-	-	-	-	-
25051 - Grass Cutter 21504-2015 JD	-	-	-	15,000	-	-	-	-	-	-
25052 - Grass Cutter 21505-2015 JD	-	-	-	15,000	-	-	-	-	-	-
22004 - Replace Turf Mntce 2222- Unit 8 (2015)	5,000	-	-	-	-	-	-	-	-	-
24009 - Trailer 20302-2003 Bushwacker-16' Float	-	-	10,000	-	-	-	-	-	-	-
27066 - Trailer 21103-2011 Weberlane Landscape	-	-	-	-	-	10,000	-	-	-	-
PW24070 - Trailer 29501 11995 Landscape Trailer	-	-	5,000	-	-	-	-	-	-	-
PW25049 - Trailer 30501 2005 Landscape Trailer	-	-	-	5,000	-	-	-	-	-	-
27067 - Turf Mntnce 2222- Unit 8 Sand Spreader (2017)	-	-	-	-	-	5,000	-	-	-	-
24011 - Turf Mntnce 2222- Unit 9 (2016)	-	-	5,000	-	-	-	-	-	-	-
27038 - Vibratory Plate Packer (2017)	-	-	-	-	-	14,000	-	-	-	-
26068 - V-Plow 2222 36-11 Boss	-	-	-	-	12,000	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
PW27067 - Water Tank (2018 2000 gal water tank)	-	-	-	-	-	10,000	-	-	-	-
27004 - Water Tank-900 L-Skid Mount	-	-	-	-	-	6,000	-	-	-	-
Total Furniture & Equipment	20,000	15,000	295,000	45,000	172,000	95,000	-	325,000	160,000	-
Inflation										
00016 - Inflation Factor - Equipment	-	9,030	32,255	37,956	51,316	64,060	83,666	93,955	112,146	149,119
Total Inflation	-	9,030	32,255	37,956	51,316	64,060	83,666	93,955	112,146	149,119
Vehicles										
PW31007 - 3/4 Ton (2024 Truck)	-	-	-	-	-	-	-	-	-	65,000
PW31005 - Snow Plow (2021 Western Star)	-	-	-	-	-	-	-	-	-	295,000
PW31008 - Sweeper (2017 Elgin Eagle)	-	-	-	-	-	-	-	-	-	300,000
PW31006 - 3/4 Ton (2024 Truck)	-	-	-	-	-	-	-	-	-	65,000
27068 - Boat 20904-12 Ft. Alumcraft	-	-	-	-	-	5,000	-	-	-	-
PW27066 - Half ton (2020 Truck)	-	-	-	-	-	40,000	-	-	-	-
PW28071 - Half ton (2021 Truck)	-	-	-	-	-	-	40,000	-	-	-
PW30007 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	40,000	-
PW30008 - Half ton (2023 Truck)	-	-	-	-	-	-	-	-	40,000	-
22045 - Snow Plow 10701 (2007 Sterling)	295,000	-	-	-	-	-	-	-	-	-
22048 - Snow Plow 10802 (2008 Sterling)	295,000	-	-	-	-	-	-	-	-	-
23063 - Snow Plow 10902 (2009 Sterling)	-	295,000	-	-	-	-	-	-	-	-
24075 - Snow Plow 11201 (2012 Western)	-	-	295,000	-	-	-	-	-	-	-
25054 - Snow Plow 11402 (2014 Western)	-	-	-	295,000	-	-	-	-	-	-
26069 - Snow Plow 11502 (2015 Western)	-	-	-	-	295,000	-	-	-	-	-
27071 - Snow Plow 11602 (2016 Western)	-	-	-	-	-	295,000	-	-	-	-
28071 - Snow Plow 11603 (2016 Freightliner)	-	-	-	-	-	-	295,000	-	-	-
PW28070 - Snow Plow 11801 (2018 Freightliner)	-	-	-	-	-	-	295,000	-	-	-
PW29070 - Snow Plow 11901 (2019 Freightliner)	-	-	-	-	-	-	-	275,000	-	-
PW30006 - Snow Plow 11906 (2019 Freightliner)	-	-	-	-	-	-	-	-	295,000	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
25004 - Tractor 20906-Trackless Sidewalk	-	-	-	125,000	-	-	-	-	-	-
25049 - Trailer 10602 Tri Axle Float	-	-	-	45,000	-	-	-	-	-	-
24054 - Trailer 18001 Single Axle Culvert	-	-	10,000	-	-	-	-	-	-	-
24074 - Trailer 18101 Single Axle Culvert	-	-	10,000	-	-	-	-	-	-	-
24059 - Trailer 18102 Single Axle Culvert	-	-	20,000	-	-	-	-	-	-	-
23062 - Truck 11501-1/2 T (2015 Chev)	-	40,000	-	-	-	-	-	-	-	-
26060 - Truck 11601-1 T (2016 Ford)	-	-	-	-	85,000	-	-	-	-	-
27070 - Truck 11701-1 T (2017 Ford)	-	-	-	-	-	85,000	-	-	-	-
25030 - Truck 11703-1/2 T (2017 Chev)	-	-	-	40,000	-	-	-	-	-	-
27069 - Truck 11902-1/2 T (2019 Ford)	-	-	-	-	-	65,000	-	-	-	-
30009 - Truck 11905-1 T (2019 Ford)	-	-	-	-	-	-	-	-	85,000	-
23061 - Vehicle 21404 - 1 T (2014 Ford)	-	80,000	-	-	-	-	-	-	-	-
23060 - Vehicle 21405-1/2 T (2014 Ford)	45,000	-	-	-	-	-	-	-	-	-
24013 - Vehicle 21604-3/4 T (2016 Ford)	-	-	65,000	-	-	-	-	-	-	-
24073 - Vehicle 21704-3/4 T (2017 GMC)	-	-	65,000	-	-	-	-	-	-	-
25021 - Vehicle 31806-1/2 T (2018 Chev)	-	-	-	40,000	-	-	-	-	-	-
26070 - Vehicle 31904-1/2 T (2019 Ford)	-	-	-	-	40,000	-	-	-	-	-
Total Vehicles	635,000	415,000	465,000	545,000	420,000	490,000	630,000	275,000	460,000	725,000
Total 300935 - Township Equipment	655,000	439,030	792,255	627,956	643,316	649,060	713,666	693,955	732,146	874,119
360051 - Roads Capital Projects										
Furniture & Equipment										
24055 - Steamer 19301 Thompson	-	-	10,000	-	-	-	-	-	-	-
Total Furniture & Equipment	-	-	10,000	-	-	-	-	-	-	-
Inflation										
00014 - Inflation Factor - Roads	-	62,353	118,014	173,761	207,684	252,658	347,400	458,227	435,669	526,682
Total Inflation	-	62,353	118,014	173,761	207,684	252,658	347,400	458,227	435,669	526,682
Plans and Reports										
PW22002 - Transportation Master Plan	150,000	-	-	-	-	-	-	-	-	-
Total Plans and Reports	150,000	-	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Roads and Bridges										
PW22003 - 1027 Old Bridge Rd - slurry Seal 0.25km	5,306	-	-	-	-	-	-	-	-	-
25041 - Aberdeen St - hot mix resurfacing 0.37km	-	-	-	68,450	-	-	-	-	-	-
PW31003 - Acton Island Rd - slurry seal 0.52km	-	-	-	-	-	-	-	-	-	10,400
PW30038 - Acton Island Rd - surface treatment resurfacing 0.52km	-	-	-	-	-	-	-	-	62,400	-
PW31011 - Acton Island Road - surface treatment resurfacing (5.0 km)	-	-	-	-	-	-	-	-	-	600,000
24065 - Appian Way - reconstruction 1.2km	-	-	264,500	-	-	-	-	-	-	-
25025 - Appian Way - slurry seal 1.2km	-	-	-	23,800	-	-	-	-	-	-
29066 - Ashforth Dr - slurry seal 2.36km	-	-	-	-	-	-	-	47,200	-	-
28065 - Ashforth Dr - surface treatment resurfacing 2.36km	-	-	-	-	-	-	283,200	-	-	-
28051 - Bailey St - hot mix resurfacing 0.42km	-	-	-	-	-	-	77,700	-	-	-
PW22082 - Bala Sidewalk Reconstruction	30,000	-	-	-	-	-	-	-	-	-
29031 - Bannockburn Rd - gravel resurfacing 1.79km	-	-	-	-	-	-	-	152,150	-	-
23045 - Bayview Av - hot mix resurfacing 0.32km	-	59,200	-	-	-	-	-	-	-	-
23071 - Bear Cave Rd - gravel resurfacing 2.23km	-	210,000	-	-	-	-	-	-	-	-
22044 - Bear Cave Rd - gravel resurfacing 2.26km	182,608	-	-	-	-	-	-	-	-	-
25060 - Bear Cave Rd - gravel resurfacing 3.35km	-	-	-	315,500	-	-	-	-	-	-
24085 - Bear Cave Rd - gravel resurfacing 4.14km	-	-	390,000	-	-	-	-	-	-	-
24066 - Beaumaris Rd - hot mix resurfacing 1.87km	-	-	345,950	-	-	-	-	-	-	-
26042 - Bluff Rd - slurry seal 0.23km	-	-	-	-	4,600	-	-	-	-	-
25035 - Bluff Rd - surface treatment resurfacing 0.23km	-	-	-	53,800	-	-	-	-	-	-
29064 - Bradley Rd - slurry seal 2.04km	-	-	-	-	-	-	-	40,800	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
28063 - Bradley Rd - surface treatment resurfacing 2.04km	-	-	-	-	-	-	244,800	-	-	-
28056 - Brandy Crest Rd - gravel resurfacing 1.13km	-	-	-	-	-	-	96,050	-	-	-
26056 - Burgess Av - hot mix resurfacing 0.31km	-	-	-	-	57,350	-	-	-	-	-
26050 - Burns St - hot mix resurfacing 0.16km	-	-	-	-	29,600	-	-	-	-	-
27035 - Butter & Egg Rd - gravel resurfacing 0.11km	-	-	-	-	-	9,350	-	-	-	-
PW30044 - Buttler Rd - slurry seal 0.84	-	-	-	-	-	-	-	-	16,800	-
PW31002 - Buttler Rd - slurry seal 0.84km	-	-	-	-	-	-	-	-	-	16,800
30055 - Buttler Rd - surface treatment resurfacing 0.84km	-	-	-	-	-	-	-	-	100,800	-
26086 - Camel Lake Extension Road gravel resurfacing 0.26km	-	-	-	-	22,100	-	-	-	-	-
26066 - Camel Lake Rd - reconstruction 3.49km	-	-	-	-	785,300	-	-	-	-	-
27095 - Camel Lake Rd slurry seal 3.49km	-	-	-	-	-	69,100	-	-	-	-
PW30029 - Camp Jackson Rd - gravel resurfacing 2.0km	-	-	-	-	-	-	-	-	170,000	-
29057 - Cardwell Lake Rd - reconstruction 1.15km	-	-	-	-	-	-	-	115,000	-	-
PW30035 - Carlo Enterprise Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	60,000	-
PW30051 - Cedar Beach Rd - slurry seal 0.09km	-	-	-	-	-	-	-	-	1,800	-
29053 - Cedar Beach Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	-	10,800	-	-
24056 - Cherokee Crescent - slurry seal 0.55km	-	-	10,900	-	-	-	-	-	-	-
23046 - Cherokee Crescent - surface treatment resurfacing 0.55km	-	66,100	-	-	-	-	-	-	-	-
29058 - Church Dock Rd - reconstruction 0.17km	-	-	-	-	-	-	-	29,800	-	-
28054 - Cooper Point Rd - gravel resurfacing 0.97km	-	-	-	-	-	-	82,450	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
PW31013 - Cowan Park Rd - gravel resurfacing (0.4km)	-	-	-	-	-	-	-	-	-	85,000
28036 - Cowan Park Rd - gravel resurfacing 0.36km	-	-	-	-	-	-	30,600	-	-	-
27058 - Cranberry Rd - reconstruction 1.58km	-	-	-	-	-	189,600	-	-	-	-
PW31012 - Currie St - hot mix resurfacing (0.5km)	-	-	-	-	-	-	-	-	-	92,500
28039 - Dark Bay Rd - reconstruction 0.17km	-	-	-	-	-	-	38,300	-	-	-
29061 - Dark Bay Rd - slurry seal 0.17km	-	-	-	-	-	-	-	3,400	-	-
27054 - Deewood Road - gravel resurfacing 0.69km	-	-	-	-	-	58,650	-	-	-	-
28044 - Dock Rd - reconstruction 0.3km	-	-	-	-	-	-	52,500	-	-	-
96046 - Drainage Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
28038 - Duke St - hot mix resurfacing 0.19km	-	-	-	-	-	-	35,150	-	-	-
28043 - East Bay Rd - gravel resurfacing 0.6km	-	-	-	-	-	-	51,000	-	-	-
23051 - East Bay Rd - road reconstruction 4.08km	-	918,000	-	-	-	-	-	-	-	-
29059 - Echo Beach Rd - slurry seal 0.82km	-	-	-	-	-	-	-	16,400	-	-
28057 - Echo Beach Rd - surface treatment resurfacing 0.82km	-	-	-	-	-	-	98,400	-	-	-
26063 - Ed Brieze Road - gravel resurfacing 1.78km	-	-	-	-	151,300	-	-	-	-	-
PW31010 - Elgin House Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	-	222,000
27029 - Elizabeth St - slurry seal 0.24km	-	-	-	-	-	4,800	-	-	-	-
26054 - Elizabeth St - surface treatment resurfacing 0.24km	-	-	-	-	47,000	-	-	-	-	-
25029 - Elm St - hot mix resurfacing 0.21km	-	-	-	38,850	-	-	-	-	-	-
PW22001 - Eveleigh Rd Phase II - reconstruction 1.0km	600,000	-	-	-	-	-	-	-	-	-
23072 - Eveleigh Rd Phase III- Reconstruction 0.75km	-	450,000	-	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
23056 - Fair Lee Park Road - reconstruction 1.03km	-	231,800	-	-	-	-	-	-	-	-
24060 - Fair Lee Park Road - slurry seal 1.03km	-	-	20,400	-	-	-	-	-	-	-
PW31001 - Falkenburg Rd - slurry seal 3.9km	-	-	-	-	-	-	-	-	-	78,000
PW30037 - Falkenburg Rd - surface treatment resurfacing 3.9km	-	-	-	-	-	-	-	-	468,000	-
28042 - Fish Hatchery Rd - slurry seal 2.49km	-	-	-	-	-	-	56,000	-	-	-
27061 - Fish Hatchery Rd - surface treatment resurfacing 2.49km	-	-	-	-	-	336,600	-	-	-	-
PW31016 - Fish Hatchery Rd- surface tretment resurfacing (2.1km)	-	-	-	-	-	-	-	-	-	252,000
PW30030 - Fogo St - reconstruction 1.03km	-	-	-	-	-	-	-	-	231,750	-
28033 - Foord Rd - gravel resurfacing 0.26km	-	-	-	-	-	-	22,100	-	-	-
27055 - Gibson Rd - hot mix resurfacing 0.35km	-	-	-	-	-	64,750	-	-	-	-
PW22081 - Glen Gordon Road - reconstruction of paved hill	250,000	-	-	-	-	-	-	-	-	-
PW30032 - Golf Avenue Rd - hot mix resurfacing 0.92km	-	-	-	-	-	-	-	-	170,200	-
29032 - Goltz Rd - gravel resurfacing 1.78km	-	-	-	-	-	-	-	151,300	-	-
23041 - Gregory Road - slurry seal 0.85km	-	16,800	-	-	-	-	-	-	-	-
22043 - Gregory Road - surface treatment resurfacing	153,242	-	-	-	-	-	-	-	-	-
25038 - Grey St - hot mix resurfacing 0.36km	-	-	-	66,600	-	-	-	-	-	-
PW30041 - Gross Rd - slurry seal 0.5km	-	-	-	-	-	-	-	-	10,000	-
29039 - Gross Rd - surface treatment resurfacing 0.5km	-	-	-	-	-	-	-	60,000	-	-
PW22080 - Guiderail System Design	12,500	-	-	-	-	-	-	-	-	-
96045 - Guiderail various locations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
25044 - Hallets Road - surface treatment resurfacing 0.99km	-	-	-	119,000	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
26047 - Hallets Road -slurry seal 0.99km	-	-	-	-	19,600	-	-	-	-	-
22068 - Hamill Rd - surface treatment resurfacing 0.29km	53,820	-	-	-	-	-	-	-	-	-
PW23004 - Hamill Rd Slurry seal 0.29km	-	5,800	-	-	-	-	-	-	-	-
PW31009 - Hamill's Point Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	-	264,000
29033 - Hardy Lake Rd - gravel resurfacing 1.2km	-	-	-	-	-	-	-	102,000	-	-
29035 - Harris St - hot mix resurfacing 0.85km	-	-	-	-	-	-	-	157,250	-	-
24062 - Hemlock Point Rd - slurry seal 1.6km	-	-	32,000	-	-	-	-	-	-	-
23055 - Hemlock Point Rd - surface treatment resurfacing 1.6km	-	192,000	-	-	-	-	-	-	-	-
29065 - Henshaw Lake Rd - slurry seal 0.63km	-	-	-	-	-	-	-	12,600	-	-
28050 - Henshaw Lake Rd - surface treatment resurfacing 0.63km	-	-	-	-	-	-	75,600	-	-	-
28040 - Hesners Lake Rd - gravel resurfacing 0.54km	-	-	-	-	-	-	45,900	-	-	-
28037 - Hudson Point Rd - gravel resurfacing 0.41km	-	-	-	-	-	-	34,850	-	-	-
PW31017 - Innisfree Rd - surface treatment resurfacing (3.6km)	-	-	-	-	-	-	-	-	-	432,000
27048 - Inverness Road - gravel resurfacing 0.54km	-	-	-	-	-	45,900	-	-	-	-
24058 - Islander Avenue - slurry seal 0.62km	-	-	12,300	-	-	-	-	-	-	-
23050 - Islander Avenue - surface treatment resurfacing 0.62km	-	114,000	-	-	-	-	-	-	-	-
28028 - James Bartleman Way - hot mix resurfacing 0.04km	-	-	-	-	-	-	7,400	-	-	-
28041 - Johnston St - hot mix resurfacing 0.25km	-	-	-	-	-	-	46,250	-	-	-
28055 - Juddhaven Rd - slurry seal 4.14km	-	-	-	-	-	82,800	-	-	-	-
27064 - Juddhaven Rd - surface treatment resurfacing 4.14km	-	-	-	-	496,800	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
22067 - Keeler Rd - surface treatment resurfacing 1.44km	236,704	-	-	-	-	-	-	-	-	-
PW23003 - Keeler Rd Slurry seal 1.44km	-	28,800	-	-	-	-	-	-	-	-
26051 - Kendon Road - slurry seal 1.6km	-	-	-	-	31,700	-	-	-	-	-
25045 - Kendon Road - surface treatment resurfacing 1.6km	-	-	-	192,200	-	-	-	-	-	-
27030 - Kidd St - slurry seal 0.24km	-	-	-	-	-	4,800	-	-	-	-
26055 - Kidd St - surface treatment resurfacing 0.24km	-	-	-	-	47,000	-	-	-	-	-
22064 - Kimberly Point Rd - slurry seal 0.17km	3,608	-	-	-	-	-	-	-	-	-
27032 - King St - slurry seal 0.35km	-	-	-	-	-	6,900	-	-	-	-
26052 - King St - surface treatment resurfacing 0.35km	-	-	-	-	42,100	-	-	-	-	-
26041 - Kirrie Glen Rd - slurry seal 0.2km	-	-	-	-	4,000	-	-	-	-	-
25027 - Kirrie Glen Rd - surface treatment resurfacing 0.2km	-	-	-	31,200	-	-	-	-	-	-
24037 - Kirrie Glen Rd gravel resurfacing 0.42km	-	-	35,700	-	-	-	-	-	-	-
26061 - Kitchener St - hot mix resurfacing 0.47km	-	-	-	-	86,950	-	-	-	-	-
PW30045 - Lakeview Rd - slurry seal 0.36km	-	-	-	-	-	-	-	-	7,200	-
29047 - Lakeview Rd - surface treatment resurfacing 0.36km	-	-	-	-	-	-	-	43,200	-	-
28046 - Leonard Lake 2 Rd - gravel resurfacing 0.79km	-	-	-	-	-	-	67,150	-	-	-
28048 - Long Lake Rd - gravel resurfacing 0.82km	-	-	-	-	-	-	69,700	-	-	-
PW30043 - Long Point Rd - slurry seal 0.455km	-	-	-	-	-	-	-	-	9,100	-
29041 - Long Point Rd - surface treatment resurfacing 0.455km	-	-	-	-	-	-	-	54,600	-	-
26064 - Luckey Road - gravel resurfacing 3.49km	-	-	-	-	244,300	-	-	-	-	-
27049 - Maple Ave - hot mix resurfacing 0.25km	-	-	-	-	-	46,250	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
23047 - Matthews Dr - hot mix resurfacing 0.36km	-	66,600	-	-	-	-	-	-	-	-
22040 - McDonald Rd - hot mix resurfacing 0.4km	74,000	-	-	-	-	-	-	-	-	-
PW30027 - McKenzie Rd - gravel resurfacing 0.59km	-	-	-	-	-	-	-	-	50,150	-
26046 - McLeod Road - slurry seal 0.85km	-	-	-	-	16,800	-	-	-	-	-
25043 - McLeod Road - surface treatment resurfacing 0.85km	-	-	-	102,100	-	-	-	-	-	-
25036 - McMullen Dr - hot mix resurfacing 0.31km	-	-	-	57,350	-	-	-	-	-	-
29062 - Medora Lake Rd - slurry seal 1.3km	-	-	-	-	-	-	-	26,000	-	-
28059 - Medora Lake Rd - surface treatment resurfacing 1.3km	-	-	-	-	-	-	156,000	-	-	-
PW30031 - Milford Bay Rd - hot mix resurfacing 1.98km	-	-	-	-	-	-	-	-	366,300	-
26040 - Milford Manor Road - slurry seal 0.13km	-	-	-	-	2,600	-	-	-	-	-
25024 - Milford Manor Road - surface treatment resurfacing 0.13km	-	-	-	15,600	-	-	-	-	-	-
27046 - Mill St - hot mix resurfacing 0.23km	-	-	-	-	-	42,550	-	-	-	-
25032 - Minto St - hot mix resurfacing 0.22km	-	-	-	40,700	-	-	-	-	-	-
22042 - Moon River Road - slurry seal 4.84km	111,486	-	-	-	-	-	-	-	-	-
27037 - Musquash Rd - hot mix resurfacing 0.06km	-	-	-	-	-	11,100	-	-	-	-
27043 - Neals Rd - gravel resurfacing 0.37km	-	-	-	-	-	31,450	-	-	-	-
PW31015 - Nine Mile Lake Rd - surface treatment resurfacing (2.0km)	-	-	-	-	-	-	-	-	-	240,000
PW30047 - Nixon Rd - slurry seal 0.09km	-	-	-	-	-	-	-	-	1,800	-
29049 - Nixon Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	-	10,800	-	-
25031 - North Burgess Av - hot mix resurfacing 0.22km	-	-	-	40,700	-	-	-	-	-	-
PW30049 - North Dr - slurry seal 1.18km	-	-	-	-	-	-	-	-	23,600	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
29051 - North Dr - surface treatment resurfacing 1.18km	-	-	-	-	-	-	-	141,600	-	-
PW30036 - North Shore Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	60,000	-
PW30039 - North Shore Rd - slurry seal 4.26km	-	-	-	-	-	-	-	-	85,200	-
29037 - North Shore Rd - surface treatment resurfacing 4.26km	-	-	-	-	-	-	-	511,200	-	-
28034 - Old Bala Rd - gravel resurfacing 0.3km	-	-	-	-	-	-	25,500	-	-	-
22036 - Old Bridge Rd - slurry seal 0.6km	12,734	-	-	-	-	-	-	-	-	-
27039 - Omineca Rd - gravel resurfacing 0.21km	-	-	-	-	-	17,850	-	-	-	-
28032 - Omineca Rd - gravel resurfacing 0.21km	-	-	-	-	-	-	17,850	-	-	-
27050 - Paignton House Rd - gravel resurfacing 0.56km	-	-	-	-	-	47,600	-	-	-	-
27033 - Park Rd - slurry seal 0.37km	-	-	-	-	-	7,400	-	-	-	-
26053 - Park Rd - surface treatment resurfacing 0.37km	-	-	-	-	44,500	-	-	-	-	-
27031 - Patterson Rd - slurry seal 0.27km	-	-	-	-	-	5,400	-	-	-	-
26058 - Patterson Rd - surface treatment resurfacing 0.27km	-	-	-	-	68,000	-	-	-	-	-
27044 - Penney Rd - gravel resurfacing 0.4km	-	-	-	-	-	34,000	-	-	-	-
27034 - Pine Glen Rd - slurry seal 0.43km	-	-	-	-	-	8,600	-	-	-	-
26049 - Pine Glen Rd - surface treatment resurfacing 0.35km	-	-	-	-	28,000	-	-	-	-	-
PW30042 - Pine Needle Point Rd - slurry seal 0.75km	-	-	-	-	-	-	-	-	15,000	-
29040 - Pine Needle Point Rd - surface treatment resurfacing 0.75km	-	-	-	-	-	-	-	90,000	-	-
26043 - Pine Ridge Road - slurry seal 0.35km	-	-	-	-	6,900	-	-	-	-	-
25033 - Pine Ridge Road - surface treatment resurfacing 0.35km	-	-	-	42,100	-	-	-	-	-	-
PW30050 - Pineridge Rd - slurry seal 0.35km	-	-	-	-	-	-	-	-	7,000	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
29052 - Pineridge Rd - surface treatment resurfacing 0.35km	-	-	-	-	-	-	-	42,000	-	-
22069 - Pleasant View Point Rd - slurry seal 1.2km	-	22,520	-	-	-	-	-	-	-	-
21092 - Pleasant View Point Rd - surface treatment resurfacing 1.2km	197,253	-	-	-	-	-	-	-	-	-
22066 - Point Manchee Rd - surface treatment resurfacing 0.29km	53,820	-	-	-	-	-	-	-	-	-
PW23002 - Point Manchee Rd Slurry seal 0.29km	-	5,800	-	-	-	-	-	-	-	-
27057 - Purdy Rd - gravel resurfacing 2.2km	-	-	-	-	-	187,000	-	-	-	-
22039 - Queens Walk Rd - hot mix resurfacing 0.31km	67,350	-	-	-	-	-	-	-	-	-
29067 - Redwood Rd - slurry seal 2.03km	-	-	-	-	-	-	-	40,600	-	-
28062 - Redwood Rd - surface treatment resurfacing 2.03km	-	-	-	-	-	-	243,600	-	-	-
27062 - River St - hot mix resurfacing 1.64km	-	-	-	-	-	303,400	-	-	-	-
25039 - Riverdale Rd - reconstruction 0.3km	-	-	-	67,500	-	-	-	-	-	-
96050 - Rock Removal	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
PW30033 - Rosseau Lake Rd 1 - hot mix resurfacing -hills	-	-	-	-	-	-	-	-	90,000	-
PW31014 - Rosseau Lake Rd 1 - surface treatment resurfacing (1.4km)	-	-	-	-	-	-	-	-	-	168,000
25042 - Rosseau Lake Rd 3 - gravel resurfacing 1.15km	-	-	-	97,750	-	-	-	-	-	-
28047 - Rostrevor Rd - slurry seal 3.37km	-	-	-	-	-	-	67,400	-	-	-
27063 - Rostrevor Rd - surface treatment resurfacing 3.37km	-	-	-	-	-	404,400	-	-	-	-
28031 - Roy Klingbeil Rd - gravel resurfacing 0.17km	-	-	-	-	-	-	14,450	-	-	-
25040 - Russ Hammel Road - slurry seal 3.76km	-	-	-	68,100	-	-	-	-	-	-
24067 - Russ Hammel Road - surface treatment resurfacing 3.76km	-	-	451,800	-	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
24061 - Sagamo Boulevard - slurry seal 1.2km	-	-	23,800	-	-	-	-	-	-	-
23052 - Sagamo Boulevard - surface treatment resurfacing 1.2km	-	144,200	-	-	-	-	-	-	-	-
27056 - Sands Rd - gravel resurfacing 1.2km	-	-	-	-	-	102,000	-	-	-	-
PW30040 - Sandwood Rd - slurry seal 1.68km	-	-	-	-	-	-	-	-	33,600	-
29038 - Sandwood Rd - surface treatment resurfacing 1.68km	-	-	-	-	-	-	-	201,600	-	-
24086 - Scarcliffe Rd - reconstruction 1.37km	-	-	376,800	-	-	-	-	-	-	-
25026 - Scarcliffe Rd - slurry seal 1.37km	-	-	-	27,100	-	-	-	-	-	-
22062 - Scarcliffe Rd - utilities relocation & property acquisition	30,000	-	-	-	-	-	-	-	-	-
22065 - Section House Rd - surface treatment resurfacing 0.32km	59,388	-	-	-	-	-	-	-	-	-
PW23001 - Section House Rd Slurry seal 0.32km	-	6,400	-	-	-	-	-	-	-	-
22063 - Segwun PI - gravel resurfacing 0.35km	28,280	-	-	-	-	-	-	-	-	-
PW30052 - Sherwood Rd - slurry seal 0.76km	-	-	-	-	-	-	-	-	15,200	-
29054 - Sherwood Rd - surface treatment resurfacing 0.76km	-	-	-	-	-	-	-	91,200	-	-
28035 - Silver St - hot mix resurfacing 0.15km	-	-	-	-	-	-	27,750	-	-	-
PW30046 - Skeleton Lake Rd 3 - slurry seal 1.07km	-	-	-	-	-	-	-	-	21,400	-
29048 - Skeleton Lake Rd 3 - surface treatment resurfacing 1.07km	-	-	-	-	-	-	-	128,400	-	-
PW30048 - Smith Rd - slurry seal 0.34km	-	-	-	-	-	-	-	-	6,800	-
29050 - Smith Rd - surface treatment resurfacing 0.34km	-	-	-	-	-	-	-	40,800	-	-
25047 - South Monck Drive - gravel resurfacing 4.14km	-	-	-	351,900	-	-	-	-	-	-
PW30026 - Strachan Point Rd - gravel resurfacing 0.54km	-	-	-	-	-	-	-	-	45,900	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
25023 - Stroud Beach Road - gravel resurfacing 0.12km	-	-	-	10,200	-	-	-	-	-	-
29036 - Sutton Dr (Bala) - hot mix resurfacing 0.47km	-	-	-	-	-	-	-	86,950	-	-
PW30053 - Sutton Rd - slurry seal 0.45km	-	-	-	-	-	-	-	-	9,000	-
29055 - Sutton Rd - surface treatment resurfacing 0.45km	-	-	-	-	-	-	-	54,000	-	-
PW30054 - Three Mile Lake 1 Rd - slurry seal 2.76km	-	-	-	-	-	-	-	-	55,200	-
29056 - Three Mile Lake 1 Rd - surface treatment resurfacing 2.76km	-	-	-	-	-	-	-	331,200	-	-
PW30028 - Tom Greer Rd - gravel resurfacing 0.64km	-	-	-	-	-	-	-	-	54,400	-
28029 - Tom Wroe Rd - gravel resurfacing 0.14km	-	-	-	-	-	-	11,900	-	-	-
21054 - Torrance Rd - hot mix resurfacing 0.77km	-	142,450	-	-	-	-	-	-	-	-
23054 - Torrance Rd - hot mix resurfacing 1.02km	-	188,700	-	-	-	-	-	-	-	-
28060 - Trafalgar Bay Rd - gravel resurfacing 1.84km	-	-	-	-	-	-	156,400	-	-	-
PW30034 - Tribble Rd - hot mix resurfacing	-	-	-	-	-	-	-	-	60,000	-
27047 - Victoria St - hot mix resurfacing 0.23km	-	-	-	-	-	42,550	-	-	-	-
24068 - Walkers Point Rd - reconstruction 3.14km	-	-	706,500	-	-	-	-	-	-	-
29063 - Walkers Point Rd - slurry seal 1.67km	-	-	-	-	-	-	-	33,400	-	-
25037 - Walkers Point Rd - slurry seal 3.14km	-	-	-	62,200	-	-	-	-	-	-
28061 - Walkers Point Rd - surface treatment resurfacing 1.67km	-	-	-	-	-	-	200,400	-	-	-
27045 - Wares Rd - gravel resurfacing 0.5km	-	-	-	-	-	42,500	-	-	-	-
28052 - West St - hot mix resurfacing 0.43	-	-	-	-	-	-	79,550	-	-	-
25028 - Wray Road - hot mix resurfacing 0.18km	-	-	-	33,300	-	-	-	-	-	-
25048 - Ziska Rd - reconstruction 3.0km	-	-	-	675,000	-	-	-	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
26057 - Ziska Rd - slurry seal 3.0km	-	-	-	-	59,400	-	-	-	-	-
Total Roads and Bridges	2,262,099	2,969,170	2,770,650	2,701,000	2,395,900	2,307,300	2,615,900	2,926,250	2,408,600	2,560,700
Total 360051 - Roads Capital Projects	2,412,099	3,031,523	2,898,664	2,874,761	2,603,584	2,559,958	2,963,300	3,384,477	2,844,269	3,087,382

370040 - Bridges and Culverts

Inflation

00015 - Inflation Factor - Bridges	-	26,250	42,441	67,227	44,642	87,055	71,050	122,142	85,918	123,407
Total Inflation	-	26,250	42,441	67,227	44,642	87,055	71,050	122,142	85,918	123,407

Roads and Bridges

24080 - Burgess Dam Rehabilitation/Replacement	-	-	1,000,000	1,000,000	-	-	-	-	-	-
22057 - Burgess Dam Rehabilitation/Replacement -Design	-	250,000	-	-	-	-	-	-	-	-
PW28075 - Medora Lake Road Bridge - Rehabilitate	-	-	-	-	-	-	450,000	-	-	-
30026 - Bala Bay Dock Bridge Rehabilitation	-	-	-	-	-	-	-	-	240,000	-
22056 - Bala Falls Bridge Replacement	1,500,000	1,000,000	-	-	-	-	-	-	-	-
PW22084 - Beatrice Townline Bridge 1 - Guiderail	40,000	-	-	-	-	-	-	-	-	-
PW31004 - Beatrice Townline Bridge 1- Replacement	-	-	-	-	-	-	-	-	-	600,000
PW30055 - Beatrice Townline Bridge 1- Design	-	-	-	-	-	-	-	-	60,000	-
26079 - Beatrice Townline Road Bridge - Design	-	-	-	-	65,000	-	-	-	-	-
27052 - Beatrice Townline Road Bridge - Replacement	-	-	-	-	-	590,000	-	-	-	-
30024 - Clear Lake Road Bridge - Rehabilitation	-	-	-	-	-	-	-	-	85,000	-
26080 - Culvert 201 Dark Bay Road - Design	-	-	-	-	20,000	-	-	-	-	-
26082 - Culvert 202 Milford Bay - Rehabilitate	-	-	-	-	70,000	-	-	-	-	-
28049 - Culvert 203 Gross Rd - Replacement	-	-	-	-	-	-	85,000	-	-	-

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
26081 - Culvert 207 Bear Cave Road - Rehabilitate	-	-	-	-	60,000	-	-	-	-	-
PW27075 - Dark Bay Road Culvert 201 - Rehabilitation	-	-	-	-	-	155,000	-	-	-	-
25058 - Dee River Bridge - Design	-	-	-	20,000	-	-	-	-	-	-
26083 - Dee River Bridge - Rehabilitate	-	-	-	-	150,000	-	-	-	-	-
25057 - Doherty Road Bridge - Design	-	-	-	25,000	-	-	-	-	-	-
26078 - Doherty Road Bridge - Rehabilitate	-	-	-	-	150,000	-	-	-	-	-
29075 - Gross Road Culvert 203 Replacement	-	-	-	-	-	-	-	780,000	-	-
PW27081 - Medora Lake Road Bridge - Design	-	-	-	-	-	50,000	-	-	-	-
30025 - Rosseau Lake Road #3 Bridge Rehabilitation	-	-	-	-	-	-	-	-	90,000	-
Total Roads and Bridges	1,540,000	1,250,000	1,000,000	1,045,000	515,000	795,000	535,000	780,000	475,000	600,000
Total 370040 - Bridges and Culverts	1,540,000	1,276,250	1,042,441	1,112,227	559,642	882,055	606,050	902,142	560,918	723,407
Total Public Works	6,566,183	7,242,127	5,472,971	7,111,334	4,809,550	6,935,840	5,028,853	6,365,130	5,329,432	7,208,394

Capital Project Summary - 10 Years

	2022	2022	2024	2025	2026	2027	2028	2029	2030	2031
Library										
072100 - Muskoka Lakes Public Library										
Furniture & Equipment										
99009 - Office Furniture	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Furniture & Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Inflation										
00012 - Inflation Factor - Library	-	829	1,804	2,541	3,684	4,325	5,644	6,185	7,687	8,124
Total Inflation	-	829	1,804	2,541	3,684	4,325	5,644	6,185	7,687	8,124
Information Technology										
99100 - Computers	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-
Total Information Technology	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-
Plans and Reports										
99006 - Collection	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Total Plans and Reports	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Total 072100 - Muskoka Lakes Public Library	42,500	40,329	44,304	42,041	46,184	43,825	48,144	45,685	50,187	47,624
Total Library	42,500	40,329	44,304	42,041	46,184	43,825	48,144	45,685	50,187	47,624

Operating Budget Summary



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	7,428,877	7,806,900	8,358,322	8,268,889	8,743,900	9,215,500	9,438,000	385,578	475,011
Contract Services, Materials, Equipment	1,422,454	1,618,179	1,746,345	1,226,078	1,492,400	1,520,800	1,549,200	(253,945)	(266,322)
Utilities and Facility Maintenance	860,281	689,273	790,118	654,408	699,000	721,200	740,100	(91,118)	44,592
Insurance	767,879	821,653	972,000	945,300	1,130,400	1,352,600	1,617,800	158,400	185,100
Professional Fees and Honouraria	506,240	406,083	484,400	380,065	556,300	395,000	279,700	71,900	176,235
Staff Development	271,743	171,723	271,755	240,732	316,100	335,400	351,800	44,345	75,368
IT Hardware and Software	249,251	261,492	352,942	341,262	364,100	367,500	373,800	11,158	22,838
Administration	232,762	203,988	236,509	199,988	225,300	234,900	216,300	(11,209)	25,312
Debt Repayment	134,052	134,052	134,052	134,100	134,100	134,100	134,100	48	0
Grants and Community Programs	228,934	153,286	207,900	195,746	188,800	195,400	202,000	(19,100)	(6,946)
Other Expenses	307,506	301,800	226,925	157,396	113,800	122,200	125,200	(113,125)	(43,596)
Operating Expenses	12,409,979	12,568,429	13,781,268	12,743,964	13,964,200	14,594,600	15,028,000	182,932 1.33%	1,220,236 9.58%
Transfers to Reserves	4,760,594	4,428,859	3,558,990	4,031,767	4,000,000	4,496,900	4,755,500	441,010	(31,767)
Total Expenses	17,170,573	16,997,288	17,340,258	16,775,731	17,964,200	19,091,500	19,783,500	623,942 3.60%	1,188,469 7.08%
Revenues									
User Fees	555,756	386,486	466,950	497,171	537,700	506,400	508,300	70,750	40,529
Other Tax Revenues	803,070	753,686	831,495	649,114	851,500	917,400	978,400	20,005	202,386
License, Permits and Rentals	1,857,190	1,967,165	1,755,780	2,019,884	1,917,500	1,928,700	1,991,100	161,720	(102,384)
Fines and Penalties	3,535	90	2,500	10,000	12,000	12,000	12,000	9,500	2,000
Cost Recoveries	729,293	538,080	741,975	597,423	759,500	773,500	794,600	17,525	162,077
Grants and Subsidies	110,282	708,751	118,085	108,001	122,900	124,200	125,500	4,815	14,899
Investment Income	508,372	280,757	285,650	185,650	210,700	235,900	270,900	(74,950)	25,050
Other Revenues	387,571	103,950	134,735	160,121	131,100	123,400	125,300	(3,635)	(29,021)
Operating Revenues	4,955,069	4,738,965	4,337,170	4,227,364	4,542,900	4,621,500	4,806,100	205,730 4.74%	315,536 7.46%
Transfer from Reserves	28,171	40,000	419,000	0	210,000	15,000	0	(209,000)	210,000
Total Revenues	4,983,240	4,778,965	4,756,170	4,227,364	4,752,900	4,636,500	4,806,100	(3,270) (0.07%)	525,536 12.43%
NET LEVY REQUIREMENT	12,187,333	12,218,323	12,584,088	12,548,367	13,211,300	14,455,000	14,977,400	627,212 4.98%	662,933 5.28%

Operating Budget Summary By Division

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Clerk	1,296,403	1,361,965	1,519,872	1,470,529	1,495,500	1,619,900	1,767,300	(24,372)	24,971
Council	320,769	298,170	318,144	323,344	348,700	360,100	368,300	30,556	25,356
Financing Charges	833,934	911,434	184,052	134,100	134,100	134,100	134,100	(49,952)	0
Human Resources/Health & Safety	212,149	246,587	300,723	286,370	295,900	302,900	309,300	(4,823)	9,530
Information Technology	743,412	631,643	502,267	479,850	432,500	450,600	453,300	(69,767)	(47,350)
Treasury	1,025,641	379,164	479,268	821,460	538,800	562,500	516,000	478,532	(282,660)
ADMINISTRATION	4,432,308	3,828,963	3,304,326	3,515,653	3,245,500	3,430,100	3,548,300	360,174	(270,153)
								12.48%	(7.68%)
Building (Protective Inspection)	(50,555)	0	0	0	0	0	0	0	0
By-Law Enforcement	111,892	74,281	207,737	213,200	306,700	327,100	338,700	98,963	93,500
Communications/Economic Development	140,424	129,390	126,157	120,800	129,300	133,500	139,200	3,143	8,500
Grants	157,771	111,500	125,000	125,000	116,000	116,000	116,000	(9,000)	(9,000)
Planning & Zoning	734,029	714,233	853,705	683,350	798,400	875,300	804,500	(55,305)	115,050
DEVELOPMENT SERVICES AND	1,093,561	1,029,404	1,312,599	1,142,350	1,350,400	1,451,900	1,398,400	37,801	208,050
								2.88%	18.21%
Emergency Management	47,808	42,317	62,431	57,650	43,800	45,400	46,900	(18,631)	(13,850)
Fire Stations	1,324,500	1,271,330	2,078,218	2,034,859	2,296,700	2,390,300	2,483,100	218,482	261,841
FIRE AND EMERGENCY SERVICES	1,372,308	1,313,647	2,140,649	2,092,509	2,340,500	2,435,700	2,530,000	199,851	247,991
								9.34%	11.85%
Muskoka Lakes Public Library	445,497	437,451	462,365	442,300	498,900	518,800	541,700	36,535	56,600
MUSKOKA LAKES PUBLIC LIBRARY	445,497	437,451	462,365	442,300	498,900	518,800	541,700	36,535	56,600
								7.90%	12.80%
Arenas	563,635	557,386	656,787	569,309	556,000	586,500	620,800	(100,787)	(13,309)
Cemeteries	37,441	24,605	47,850	(20,680)	34,000	35,300	37,000	(13,850)	54,680
Community Centres	486,736	500,793	518,733	437,996	433,800	468,800	509,500	(84,933)	(4,196)
Dock Lighting	2,160	3,959	4,600	3,621	4,700	5,000	5,400	100	1,079
Facilities Maintenance	229,129	234,123	257,628	245,590	384,000	639,800	845,900	126,372	138,410
Parks	529,691	684,567	556,578	621,842	570,600	590,200	611,900	14,022	(51,242)
Port Carling Nursing Station/Health Hub	(27,270)	29,864	21,950	20,094	17,900	21,200	25,100	(4,050)	(2,194)
Private Signage	1	0	(100)	0	(300)	(300)	(300)	(200)	(300)

Operating Budget Summary By Division

Public Works Admin	1,597,599	1,926,069	1,825,115	1,952,162	2,120,500	2,352,700	2,387,400	295,385	168,338
Roads	2,084,813	2,325,185	2,598,583	2,067,616	2,648,900	2,696,800	2,750,700	50,317	581,284
Street Lighting	0	0	0	(34,766)	(17,600)	(18,200)	(18,900)	(17,600)	17,166
Swimming	17,842	320	0	199	20,100	21,200	22,200	20,100	19,901
Trails	28,587	14,515	65,423	67,572	73,400	74,500	77,300	7,977	5,828
PUBLIC WORKS	5,550,364	6,301,386	6,553,147	5,930,555	6,846,000	7,473,500	7,874,000	292,853	915,445
								4.47%	15.44%
NET EXPENSES	12,894,038	12,910,851	13,773,086	13,123,367	14,281,300	15,310,000	15,892,400	927,214	1,157,933
								6.94%	8.82%
Other Tax Revenues	706,706	692,528	770,000	575,000	790,000	855,000	915,000	20,000	215,000
Salary - recovery	0	0	0	0	180,000	0	0	180,000	180,000
Transfer from Reserves	0	0	419,000	0	100,000	0	0	100,000	100,000
	706,706	692,528	1,189,000	575,000	1,070,000	855,000	915,000	300,000	495,000
								38.96%	86.09%
NET LEVY REQUIREMENT	12,187,332	12,218,323	12,584,086	12,548,367	13,211,300	14,455,000	14,977,400	627,214	662,933
								4.98%	5.28%

COUNCIL AND LEGISLATIVE SERVICES

Council

The role of Council is to represent the public and to determine which services the municipality provides. Council ensures the accountability and transparency of the operations of the municipality through approval of policies, practices and procedures, and maintains oversight of the financial integrity of the municipality.

Legislative Services

The Clerk and Legislative Services Department prepares Council/Committee agendas and minutes, maintains municipal records, administers property transactions and agreements, and provides administrative services for the Township, the Mayor and CAO. This Department conducts municipal elections, issues corporate communications, and oversees reception and customer service for the Township, which is generally the first point of contact with the Township.



2021 ACCOMPLISHMENTS

Key Department Successes include:

Council

- Fulfilled legislative requirements
- Implemented the TML Strategic Plan
- Continued with TML Official Plan Review
- Provided continued direction on municipal policy, services and financial accountability
- Continued to work with partners and stakeholders to achieve shared goals

Legislative Services

- Fulfilled legislative requirements
- Commenced review/update of TML policies
- Commenced preparations for 2022 Municipal Election
- Reorganization of Departmental Functions

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Preserve And Protect The Natural And Cultural Environment

Action of Goal

Council

- Strengthen Key Relationships
- Preserve and Protect the Natural and Cultural Environment
- Enhance and Sustain Public Services and Infrastructure
- Strengthen and Diversify Muskoka Lakes' Economy

Legislative Services

- Strengthen Key Relationships
- Enhance and Sustain Public Services and Infrastructure

Success Measures

Council

- Fulfill legislative requirements
- Continue to implement the TML Strategic Plan
- Continue with TML Official Plan Review
- Provide continued direction on municipal policy, services and financial accountability
- Continue to work with partners and stakeholders to achieve shared goals

Legislative Services

- Fulfill legislative requirements
- Conduct 2022 Municipal Election
- Continue with review/update TML policies
- Review TML delegation of authority
- Complete TML land inventory
- Complete M-Files project
- Complete AODA Compliance

2022 BUDGET HIGHLIGHTS

Council

- Increased Council Mileage back to pre-pandemic budget in anticipation of in person attendance at meetings and conferences from \$2,000 to \$5,000
- Increased Council Purchase of Goods and Services from \$3,000 to \$4,000 to accommodate additional expenses related to incoming Council following the 2022 Municipal Election

Legislative Services

- Reduction in Clerks Legal Expense from \$75,000 to \$40,000 based on past 4 years actuals and reallocation of expenses to other departments
- Increased Clerks Revenue Transfer from Reserves and Expenditure Elections by \$110,000 to fund the 2022 Municipal

Election

- Reduction in Clerks Transfer to Reserve Funds from \$184,000 to \$160,000
- Increased Clerks Revenues for Road Closing, License Agreement, and Trailer Park Applications based on increased fee implementation January 2022
- Increased Clerks Revenues from Building Division (Overhead) from \$35,000 to \$70,000

Division: 011100 - Council



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	292,192	290,757	301,644	315,544	328,700	337,800	345,500	27,056	13,156
Staff Development	9,206	3,551	10,500	4,000	10,000	12,200	12,400	(500)	6,000
Administration	697	762	1,000	1,000	1,000	1,000	1,100	0	0
Other Expenses	18,674	3,100	5,000	2,800	9,000	9,100	9,300	4,000	6,200
Operating Expenses	320,769	298,170	318,144	323,344	348,700	360,100	368,300	30,556	25,356
								9.60%	7.84%
Total Expenses	320,769	298,170	318,144	323,344	348,700	360,100	368,300	30,556	25,356
								9.60%	7.84%
NET LEVY REQUIREMENT	320,769	298,170	318,144	323,344	348,700	360,100	368,300	30,556	25,356
								9.60%	7.84%

Division: 012100 - Clerk



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	781,583	817,709	813,714	774,100	849,600	877,100	900,100	35,886	75,500
Contract Services, Materials, Equipment	0	0	0	1,364	0	0	0	0	(1,364)
Utilities and Facility Maintenance	80,601	67,796	91,888	91,888	88,700	95,000	96,400	(3,188)	(3,188)
Insurance	246,305	293,953	356,000	354,000	424,800	509,800	611,800	68,800	70,800
Professional Fees and Honouraria	67,572	48,725	75,000	52,116	150,000	40,000	25,000	75,000	97,884
Staff Development	20,498	13,339	20,980	20,980	26,000	26,300	26,600	5,020	5,020
IT Hardware and Software	0	0	0	0	0	0	0	0	0
Administration	24,917	24,983	26,100	26,100	25,800	26,300	26,700	(300)	(300)
Other Expenses	12,023	19,048	16,500	42,099	12,000	13,700	13,900	(4,500)	(30,099)
Operating Expenses	1,233,499	1,285,553	1,400,182	1,362,647	1,576,900	1,588,200	1,700,500	176,718	214,253
								12.62%	15.72%
Transfers to Reserves	130,000	141,000	184,000	184,000	160,000	178,400	198,900	(24,000)	(24,000)
Total Expenses	1,363,499	1,426,553	1,584,182	1,546,647	1,736,900	1,766,600	1,899,400	152,718	190,253
								9.64%	12.30%
Revenues									
User Fees	17,250	11,600	13,800	19,400	14,300	14,500	14,700	500	(5,100)
License, Permits and Rentals	8,074	14,780	9,880	10,436	11,100	11,200	11,400	1,220	664
Cost Recoveries	37,649	37,830	38,230	40,830	103,500	103,500	103,500	65,270	62,670
Grants and Subsidies	0	0	0	0	0	0	0	0	0
Other Revenues	1,461	379	2,400	5,452	2,500	2,500	2,500	100	(2,952)
Operating Revenues	64,434	64,589	64,310	76,118	131,400	131,700	132,100	67,090	55,282
								104.32%	72.63%
Transfer from Reserves	2,662	0	0	0	110,000	15,000	0	110,000	110,000
Total Revenues	67,096	64,589	64,310	76,118	241,400	146,700	132,100	177,090	165,282
								275.37%	217.14%
NET LEVY REQUIREMENT	1,296,403	1,361,964	1,519,872	1,470,529	1,495,500	1,619,900	1,767,300	(24,372)	24,971
								(1.60%)	1.70%

HUMAN RESOURCES

Provision of Human Resource (HR) services to employees, departments and senior leaders including: workplace health and safety; employee and labour relations; talent management and development; recruitment; compensation and benefits, job evaluation; organizational development, policy development and implementation.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Ongoing pandemic management responses (policies, communications, investigations)
- WSIB Excellence Program completed and rebate anticipated
- 30 Recruitment Processes (New positions, replacements, temporary replacements), up 9 from last year
- Various organizational changes supported
- New five year Collective Agreement bargained successfully

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal – Enhance and Sustain Public Services and Infrastructure

Action of Goal:

Maintain a focus on organizational excellence, accountability, and responsibility, strengthen staff engagement, and support staff with training necessary to effectively deliver services to residents

Success Measures

- Continue to develop and enhance Human Resources and Health and Safety policies in order to support strategic initiatives.
- Maintain a focus on a positive Health, Safety and Wellness culture
- Maintain a focus on employee training and development and succession planning to ensure retention and future role replacement

2022 BUDGET HIGHLIGHTS

Increased staff time to be spent on Human Resources policy development and enhancement as a priority in order to increase retention and overall employee satisfaction.

To ensure a focus on a safety culture; HR staff will participate in the WSIB Excellence Program for a second year. The program provides resources to review Township safety initiatives and assist with new initiative implementation, thereby ensuring successful progress in the Health, Safety and Wellness program. An additional benefit of receiving a rebate helps to prioritize this program.

Employee development and succession planning continues to be a major area of focus for Human Resources. In order to compete in a challenging labour market, and to retain existing staff, the municipality must continue to invest in employee training and development. With a new performance development program that helps leaders and their employees identify skills gaps, training needs can become more predictable. Leadership development training will be refined and focused on the strategic and operational levels of the organization, and preferred providers selected. Additional leadership competency training will be included in the online learning platform for all staff to access, but must be developed or purchased. In 2022, the focus will be on identifying training needs and providing clear paths forward for career development.

Division: 012500 - Human Resources/Health & Safety

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	178,588	208,392	218,568	218,500	230,400	235,700	240,500	11,832	11,900
Professional Fees and Honouraria	(186)	626	3,000	3,740	1,000	1,000	1,000	(2,000)	(2,740)
Staff Development	33,912	40,232	55,725	42,000	57,500	58,000	58,500	1,775	15,500
Administration	105	52	(3,570)	0	0	0	0	3,570	0
Other Expenses	629	786	2,000	1,100	700	800	800	(1,300)	(400)
Operating Expenses	213,048	250,088	275,723	265,340	289,600	295,500	300,800	13,877	24,260
								5.03%	9.14%
Transfers to Reserves	0	0	25,000	25,000	10,000	11,200	12,500	(15,000)	(15,000)
Total Expenses	213,048	250,088	300,723	290,340	299,600	306,700	313,300	(1,123)	9,260
								(0.37%)	3.19%
Revenues									
License, Permits and Rentals	0	0	0	400	0	0	0	0	(400)
Cost Recoveries	900	3,500	0	3,570	3,700	3,800	4,000	3,700	130
Operating Revenues	900	3,500	0	3,970	3,700	3,800	4,000	3,700	(270)
								N/A	(6.80%)
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	900	3,500	0	3,970	3,700	3,800	4,000	3,700	(270)
								N/A	(6.80%)
NET LEVY REQUIREMENT	212,148	246,588	300,723	286,370	295,900	302,900	309,300	(4,823)	9,530
								(1.60%)	3.33%

FINANCIAL SERVICES

Financial Services is responsible for budgeting, taxation, procurement, financial reporting and risk management for the Township.

The department also oversees the Information Technology services for the Township and managing its agreement with service providers.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Information Technology Strategic Plan
- Review/update of several finance policies
- Supported the Cityworks implementation
- Updated IT inventory and refreshed hardware to facilitate work-from-home arrangements

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

Modernization of financial activities to enhance the provision of accurate, timely financial reporting

Success Measures

- Selection and implementation of a new accounting software which is partially funded under the province's Municipal Modernization Funding.

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

Begin to implement the Information Technology Strategic Plan

Success Measures

- The pending IT Strategic Plan that was developed in 2021 will require specific actions based on the recommendations that are endorsed by Council. The plan will support the modernization of the Township's IT services and support procedures which will mitigate risk exposures to cyber attacks.

2022 BUDGET HIGHLIGHTS

Staffing is forecasted to be at full complement for 2022. Expenses continue to be closely monitored. Additional consulting costs may be required in 2022 related to new financial reporting requirements prescribed by the Public Sector Accounting Board primarily related to reporting for asset retirement obligations.

User fees were increased for 2022. Assuming similar volumes, these fees are expected to generate moderately increased income. As the Township examines new self-serve options available through a new accounting system, these revenues may potentially decrease once the application is implemented.

Interest rates continue to be low which is having an adverse impact on interest revenue earned on cash holdings as compared to past years.

Division: 012200 - Treasury



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	470,024	580,182	640,043	640,500	730,100	762,900	786,900	90,057	89,600
Contract Services, Materials, Equipment	40,551	7,430	5,000	0	5,000	5,000	0	0	5,000
Professional Fees and Honouraria	31,498	43,400	35,400	35,200	50,500	35,500	37,500	15,100	15,300
Staff Development	4,576	3,084	6,200	4,500	7,400	5,600	3,600	1,200	2,900
Administration	61,638	70,712	76,300	50,450	77,500	79,200	49,800	1,200	27,050
Other Expenses	4,006	43,019	7,300	7,400	8,200	8,200	5,700	900	800
Operating Expenses	612,293	747,827	770,243	738,050	878,700	896,400	883,500	108,457	140,650
								14.08%	19.06%
Transfers to Reserves	1,074,482	618,524	125,000	395,000	15,000	16,700	18,600	(110,000)	(380,000)
Total Expenses	1,686,775	1,366,351	895,243	1,133,050	893,700	913,100	902,100	(1,543)	(239,350)
								(0.17%)	(21.12%)
Revenues									
User Fees	49,922	27,240	44,000	47,880	65,000	45,000	45,000	21,000	17,120
Other Tax Revenues	23,059	23,032	23,095	23,090	23,100	23,100	23,100	5	10
Cost Recoveries	5,961	6,000	6,120	6,120	6,300	6,500	7,000	180	180
Grants and Subsidies	0	616,000	0	0	0	0	0	0	0
Investment Income	497,634	270,575	275,000	175,000	200,000	225,000	260,000	(75,000)	25,000
Other Revenues	84,558	44,340	67,760	59,500	60,500	51,000	51,000	(7,260)	1,000
Operating Revenues	661,134	987,187	415,975	311,590	354,900	350,600	386,100	(61,075)	43,310
								(14.68%)	13.90%
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	661,134	987,187	415,975	311,590	354,900	350,600	386,100	(61,075)	43,310
								(14.68%)	13.90%
NET LEVY REQUIREMENT	1,025,641	379,164	479,268	821,460	538,800	562,500	516,000	59,532	(282,660)
								12.42%	(34.41%)

Division: 012400 - Financing Charges

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Debt Repayment	134,052	134,052	134,052	134,100	134,100	134,100	134,100	48	0
Operating Expenses	134,052	134,052	134,052	134,100	134,100	134,100	134,100	48	0
								0.04%	0.00%
Transfers to Reserves	699,882	777,382	50,000	0	0	0	0	(50,000)	0
Total Expenses	833,934	911,434	184,052	134,100	134,100	134,100	134,100	(49,952)	0
								(27.14%)	0.00%
NET LEVY REQUIREMENT	833,934	911,434	184,052	134,100	134,100	134,100	134,100	(49,952)	0
								(27.14%)	0.00%

Division: 012600 - Information Technology



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	13,000	6,000	6,000	13,700	6,000	13,000	6,000	0	(7,700)
Contract Services, Materials, Equipment	0	0	0	0	0	0	0	0	0
Insurance	10,342	10,621	12,825	11,000	13,200	15,800	19,000	375	2,200
Professional Fees and Honouraria	0	2,625	10,000	3,000	10,000	10,000	10,000	0	7,000
Staff Development	0	0	0	0	0	0	0	0	0
IT Hardware and Software	237,110	244,111	335,592	317,000	341,100	349,300	354,300	5,508	24,100
Administration	32,976	25,738	34,200	27,000	25,000	26,000	28,000	(9,200)	(2,000)
Other Expenses	4,090	94,847	21,000	25,500	5,000	5,000	5,000	(16,000)	(20,500)
Operating Expenses	297,518	383,942	419,617	397,200	400,300	419,100	422,300	(19,317) (4.60%)	3,100 0.78%
Transfers to Reserves	456,794	264,700	100,000	100,000	50,000	50,000	50,000	(50,000)	(50,000)
Total Expenses	754,312	648,642	519,617	497,200	450,300	469,100	472,300	(69,317) (13.34%)	(46,900) (9.43%)
Revenues									
Cost Recoveries	10,900	17,000	17,350	17,350	17,800	18,500	19,000	450	450
Operating Revenues	10,900	17,000	17,350	17,350	17,800	18,500	19,000	450 2.59%	450 2.59%
Total Revenues	10,900	17,000	17,350	17,350	17,800	18,500	19,000	450 2.59%	450 2.59%
NET LEVY REQUIREMENT	743,412	631,642	502,267	479,850	432,500	450,600	453,300	(69,767) (13.89%)	(47,350) (9.87%)

FIRE AND EMERGENCY MANAGEMENT

Emergency Services Department consists of the Muskoka Lakes Fire Department and the Muskoka Lakes Emergency Management program.

The Muskoka Lakes Fire Department protects the life, property and the environment in Muskoka Lakes from all perils, through education, prevention, training, rescue, fire suppression and life support services in compliance with the Fire Protection and Prevention Act.

Muskoka Lakes Fire Department have 111 staff serving from 10 fire stations located throughout the Township. The department equipment includes 40 fire units, including 10 Pumpers, 9 Tankers, 7 Rescues, 5 Fire Boats, 4 Sleds, 2 ATVs and 3 Support Units.

The Muskoka Lakes Emergency Management program ensures there is a municipal emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to any emergency compliant with the Emergency Management and Civil Protection Act.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Arrival of Stock Fire Pumper with 4x4 capability and 1,000 gal. tank to meet unique Muskoka need
- Completion of Fire Dispatch Upgrade, including paperless reporting option with tablets
- Breathing Air Compressor Installation for Bala Station, enhancing respiratory health and safety
- Water device Standardization Project to ensure consistent fire attack (Nozzles, Tools, Eductors, Valves)

- Marine Emergency Duties training for commercial vessel worker
- On boarded 23 New Firefighters, 13 required Training at Huntsville RTC for Firefighter Certifications
- Fire Rescue Inflatable Boat custom for small water bodies for Port Carling response
- Four Battery Operated Ice Augers as environmentally friendly
- 503 Emergency Incident Calls at Oct 11, up 10% from year prior
- Zero Loss Time Injuries, Zero Civilian fire injuries
- 1,000 homes checked for working smoke alarms
- 70 installed smoke alarms

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal – Preserve And Protect The Natural And Cultural Environment

Action of Goal – Preserve and protect the watershed by enhancing our spill response. Communicate and market this response to the public through stakeholder meetings and social media. Evaluate opportunities to change our operation that will reduce any negative environmental impact.

Success Measures

- We will measure success by reducing the time to respond to environmental spills with the appropriate response that protects the watershed
- Complete an analysis of green initiatives to reduce our carbon footprint of our fire operations, includes evaluations of battery powered tools in lieu of fossil fuel powered small engines (Augers, Pumps, Fans)

Strategic Plan Goal – Enhance and Sustain Public Services and Infrastructure

Action of Goal – Update the Township Master Fire Plan and identify opportunities for modernization, digitization, and enhanced customer service engagement.

Success Measures

- We will measure success by providing Council with insights and recommendations that enhance our service delivery to our ratepayers, guests and all people in the Township
- Increase safety and improve our effectiveness while maintaining the efficiency of the service delivery model will be a priority, including analysis of our station locations and data that will enable better decision making

2022 BUDGET HIGHLIGHTS

We saw a decrease in revenues due to the reduced false alarm calls that we invoiced for in 2020. We are continuing with the new approach of standing down units on route when new information cancels the need for response. Prior to COVID we responded to every alarm to ensure that building was safe, now we are reducing our response based upon updates from the homeowner for residential properties.

The Muskoka Lakes Fire Department expects increases in Training and Education related to the closure of the Ontario Fire College and the development of the Regional Training Centre in Huntsville. We expect increased training required of our firefighters for various rescues, water based firefighting, live firefighting, marine vessel training and driver operator training. Along with this on going training we now expect roughly 10 to 15 new recruits requiring Certification training per annum to maintain our workforce numbers.

Another increase in our Operating budget relates to our work towards a safer firefighter environment in compliance with the Occupational Health and Safety Act and the Section 21 Guidance Notes. Specifically, we know that we need to train more on decontamination identified in the Firefighter Cancer prevention checklist and Covid protocols.

Technology advancements by having tablets and connectivity at each of our stations is helping us be more effective in our jobs, more information is safety, this is the cost increase that shown under Communications. MLFD appreciates the support that we have received from Council advancing our paperless reporting.

Division: 021200 - Emergency Management

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	29,118	28,741	32,931	30,150	30,800	31,600	32,400	(2,131)	650
Contract Services, Materials, Equipment	1	0	500	0	0	0	0	(500)	0
Staff Development	1,396	0	1,700	0	1,000	1,100	1,300	(700)	1,000
Administration	2,585	300	7,000	7,200	7,200	7,700	8,200	200	0
Grants and Community Programs	68	386	3,500	3,500	0	0	0	(3,500)	(3,500)
Other Expenses	4,640	2,889	4,800	4,800	4,800	5,000	5,000	0	0
Operating Expenses	37,808	32,316	50,431	45,650	43,800	45,400	46,900	(6,631) (13.15%)	(1,850) (4.05%)
Transfers to Reserves	10,000	10,000	12,000	12,000	0	0	0	(12,000)	(12,000)
Total Expenses	47,808	42,316	62,431	57,650	43,800	45,400	46,900	(18,631) (29.84%)	(13,850) (24.02%)
Revenues									
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	0	0	0 N/A	0 N/A
NET LEVY REQUIREMENT	47,808	42,316	62,431	57,650	43,800	45,400	46,900	(18,631) (29.84%)	(13,850) (24.02%)

Division: 021100 - Fire Stations

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	709,173	720,895	773,629	774,495	804,700	835,500	866,300	31,071	30,205
Contract Services, Materials, Equipment	134,672	166,497	160,400	144,184	141,200	148,100	155,500	(19,200)	(2,984)
Utilities and Facility Maintenance	64,842	62,080	59,030	75,263	69,100	75,300	83,000	10,070	(6,163)
Insurance	95,507	109,778	125,500	123,300	144,000	170,000	199,800	18,500	20,700
Professional Fees and Honouraria	78,544	15,878	18,000	16,000	0	0	0	(18,000)	(16,000)
Staff Development	119,424	74,344	95,900	110,761	132,500	147,900	164,000	36,600	21,739
Administration	56,864	43,877	42,659	51,515	51,200	56,100	62,900	8,541	(315)
Grants and Community Programs	28,149	16,303	51,400	51,301	52,000	58,000	63,000	600	699
Other Expenses	33,507	57,303	35,400	13,200	52,200	54,500	58,800	16,800	39,000
Operating Expenses	1,320,682	1,266,955	1,361,918	1,360,019	1,446,900	1,545,400	1,653,300	84,982	86,881
								6.24%	6.39%
Transfers to Reserves	164,092	110,000	812,000	812,000	1,000,000	1,000,000	1,000,000	188,000	188,000
Total Expenses	1,484,774	1,376,955	2,173,918	2,172,019	2,446,900	2,545,400	2,653,300	272,982	274,881
								12.56%	12.66%
Revenues									
User Fees	17,347	22,314	20,200	21,400	25,600	23,500	23,700	5,400	4,200
License, Permits and Rentals	41,900	33,278	35,000	53,100	60,000	64,900	71,200	25,000	6,900
Cost Recoveries	101,027	41,907	40,500	44,160	64,600	66,700	75,300	24,100	20,440
Other Revenues	0	8,126	0	18,500	0	0	0	0	(18,500)
Operating Revenues	160,274	105,625	95,700	137,160	150,200	155,100	170,200	54,500	13,040
								56.95%	9.51%
Total Revenues	160,274	105,625	95,700	137,160	150,200	155,100	170,200	54,500	13,040
								56.95%	9.51%
NET LEVY REQUIREMENT	1,324,500	1,271,330	2,078,218	2,034,859	2,296,700	2,390,300	2,483,100	218,482	261,841
								10.51%	12.87%

DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY

The Development Services and Environmental Sustainability involves economic development, land use planning, Building Code Act and Ontario Building Code regulations compliance, as well as compliance with other provincial statutes and municipal bylaws. In addition, the department coordinates matters related to heritage and affordable housing, as well as the financial support of community projects deemed to be in the Township's interest.

The department provides advice to Council and Committees on development and land use matters, ensures new development meets the Ontario Building Code, and performs enforcement activities which promote and protect environmental and public health and safety through education, patrols, inspections and investigations into contraventions.



2021 ACCOMPLISHMENTS

Key Department Successes include:

Economic Development

- Completed development of Community Improvement Plan
- Initiated the Hike the Lakes Contest and Business Welcome Program
- Updated Street Banner and Municipal Grants policies, and creation of Public Art policy

Planning

- Continued progress on the Official Plan Review, including the preparation of first and second drafts and community engagement
- Continued progress on Official Plan Amendment 56 for the Resort Village of Minett, including a Public Meeting on draft policies and Council consideration of adoption
- Initiated update to Comprehensive Zoning By-law 2014-14 in regards to legal non-complying provisions and accessory structures along the waterfront

- On boarded new Manager of Planning, Planner, Planning Technician and other administrative staff

Planning Activity

Application	2020	2021 YTD
MV	69	81
ZBA	30	54
SPA	78	108
Consent	31	108

Building

- Initiated review of Septic Re-inspection Program and related community engagement
- On boarded new Chief and Deputy Chief Building Official

Building Activity

Building Permit Summary	Jan. – Sept. 2020	Jan. – Sept. 2021
Permits Issued	815	932
Value of Construction	\$94,898,385	\$105,976,134
Permit Fees	\$1,126,849	\$1,211,102

By-law

- On boarded new Chief By-law Enforcement Officer and seasonal By-law Enforcement Officer positions
- Continued functional review of Division through preparation of Policy and Procedure Manual and prioritization and update of by-laws

By-law Activity

	2020	2021 YTD
Formal complaints	174	297

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal – Preserve And Protect The Natural And Cultural Environment

Action of Goal – Completion of OPA No. 56, Resort Village of Minett and update to the Township Official Plan

Success Measures

- Council adoption of OPA No. 56 and Township Official Plan
- Forward to District of Muskoka for consideration of approval

Strategic Plan Goal – Preserve And Protect The Natural And Cultural Environment

Action of Goal – Implementation of updated Septic Re-inspection Program

Success Measures

- Receive community input, approval of policy
- Creation of sewage disposal system database

Strategic Plan Goal – Strengthen and Diversify Muskoka Lakes' Economy

Action of Goal – Implementation of Community Improvement Plan

Success Measures

- Contribution to reserves
- Advertisement of Plan and incentive programs

- Community uptake of incentive programs

Strategic Plan Goal – Enhance and Sustain Public Services and Infrastructure

Action of Goal – Process Review and Implement E-permitting platform

Success Measures

- Contract with bid partner
- Software launched and live for public use

Strategic Plan Goal – Enhance and Sustain Public Services and Infrastructure

Action of Goal – Continue functional review through updates to identified by-laws

Success Measures

- Prioritization of By-laws for review
- Updates to By-laws approved by Council

Strategic Plan Goal – Strengthen Key Relationships

Action of Goal – Improve communication and community outreach

Success Measures

- Implementation of community outreach events, increased utilization of Engage Muskoka Lakes webpage
- Decrease in by-law violations

2022 BUDGET HIGHLIGHTS

The Development Services and Environmental Sustainability department consists of five (5) areas: Economic Development and Community Grants, Planning and Development, Building and By-law Enforcement.

Economic Development expenses have increased marginally in comparison to 2021.

Planning expenses have also increased from 2021 partially related to the annualizing of salary and benefit costs related to the new planning position added in 2021. Revenue from user fees due to high volumes are able to partially offset these costs.

The Building Division continues to generate revenues from permits sufficient to offset annual expenses and contribute to the Building Reserve for future use.

The By-law Division expenses have increased from 2021 as a result of annualizing the Chief By-law Officer salary and benefits. Additional amounts have been added to the Bylaw budget for legal fees associated with an increase in enforcement and court appearances. A portion of these costs are offset by increasing fines.

Division: 024100 - Building (Protective Inspection)

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	905,661	964,509	1,035,010	1,045,200	1,148,300	1,187,500	1,218,900	113,290	103,100
Contract Services, Materials, Equipment	22,874	23,263	24,000	24,000	24,000	25,000	25,000	0	0
Utilities and Facility Maintenance	35,000	35,000	35,000	35,000	100,000	100,000	100,000	65,000	65,000
Insurance	83,773	86,128	103,800	100,000	120,000	144,000	172,800	16,200	20,000
Professional Fees and Honouraria	253	10,283	25,000	20,000	70,000	20,000	20,000	45,000	50,000
Staff Development	17,754	5,412	22,000	22,000	22,000	23,000	23,000	0	0
Administration	4,403	4,967	5,500	6,000	6,500	6,800	7,500	1,000	500
Other Expenses	8,875	9,693	27,000	25,000	15,000	15,000	16,000	(12,000)	(10,000)
Operating Expenses	1,078,593	1,139,255	1,277,310	1,277,200	1,505,800	1,521,300	1,583,200	228,490	228,600
								17.89%	17.90%
Transfers to Reserves	433,088	491,882	180,690	436,800	56,200	39,700	27,800	(124,490)	(380,600)
Total Expenses	1,511,681	1,631,137	1,458,000	1,714,000	1,562,000	1,561,000	1,611,000	104,000	(152,000)
								7.13%	(8.87%)
Revenues									
User Fees	7,800	5,100	8,000	14,000	12,000	11,000	11,000	4,000	(2,000)
License, Permits and Rentals	1,554,434	1,626,037	1,450,000	1,700,000	1,550,000	1,550,000	1,600,000	100,000	(150,000)
Grants and Subsidies	0	0	0	0	0	0	0	0	0
Operating Revenues	1,562,234	1,631,137	1,458,000	1,714,000	1,562,000	1,561,000	1,611,000	104,000	(152,000)
								7.13%	(8.87%)
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	1,562,234	1,631,137	1,458,000	1,714,000	1,562,000	1,561,000	1,611,000	104,000	(152,000)
								7.13%	(8.87%)
NET LEVY REQUIREMENT	(50,553)	0	0	0	0	0	0	0	0
								N/A	N/A

Division: 025100 - By-Law Enforcement

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	93,430	52,536	151,287	153,600	222,500	236,400	241,600	71,213	68,900
Contract Services, Materials, Equipment	4,673	3,656	6,500	5,500	6,000	7,000	7,000	(500)	500
Professional Fees and Honouraria	0	0	0	0	30,000	30,000	30,000	30,000	30,000
Staff Development	0	0	0	0	7,000	7,000	7,000	7,000	7,000
Administration	542	476	800	750	900	1,000	1,000	100	150
Other Expenses	10,738	9,329	17,700	18,200	14,300	14,300	14,300	(3,400)	(3,900)
Operating Expenses	109,383	65,997	176,287	178,050	280,700	295,700	300,900	104,413	102,650
								59.23%	57.65%
Transfers to Reserves	12,800	12,800	50,000	50,000	50,000	55,800	62,200	0	0
Total Expenses	122,183	78,797	226,287	228,050	330,700	351,500	363,100	104,413	102,650
								46.14%	45.01%
Revenues									
User Fees	805	575	800	600	700	700	700	(100)	100
License, Permits and Rentals	875	625	1,250	1,250	1,300	1,700	1,700	50	50
Fines and Penalties	3,535	90	2,500	10,000	12,000	12,000	12,000	9,500	2,000
Grants and Subsidies	0	0	10,000	0	10,000	10,000	10,000	0	10,000
Other Revenues	5,077	3,226	4,000	3,000	0	0	0	(4,000)	(3,000)
Operating Revenues	10,292	4,516	18,550	14,850	24,000	24,400	24,400	5,450	9,150
								29.38%	61.62%
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	10,292	4,516	18,550	14,850	24,000	24,400	24,400	5,450	9,150
								29.38%	61.62%
NET LEVY REQUIREMENT	111,891	74,281	207,737	213,200	306,700	327,100	338,700	98,963	93,500
								47.64%	43.86%

Division: 012307 - Communications/Economic Development



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	89,388	97,174	99,657	96,100	102,800	105,100	107,400	3,143	6,700
Contract Services, Materials, Equipment	0	4,804	0	0	0	0	0	0	0
Utilities and Facility Maintenance	26	512	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0	0	0
Professional Fees and Honouraria	0	0	0	0	0	0	0	0	0
Staff Development	2,592	930	2,000	1,000	1,500	1,500	2,000	(500)	500
Administration	552	581	1,000	1,000	1,000	1,000	1,000	0	0
Grants and Community Programs	30,592	3,820	6,000	6,000	7,000	7,000	8,000	1,000	1,000
Other Expenses	1,166	1,570	2,500	1,700	2,000	2,200	2,200	(500)	300
Operating Expenses	124,316	109,391	111,157	105,800	114,300	116,800	120,600	3,143	8,500
								2.83%	8.03%
Transfers to Reserves	20,000	20,000	15,000	15,000	15,000	16,700	18,600	0	0
Total Expenses	144,316	129,391	126,157	120,800	129,300	133,500	139,200	3,143	8,500
								2.49%	7.04%
Revenues									
License, Permits and Rentals	442	0	0	0	0	0	0	0	0
Grants and Subsidies	3,450	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0	0	0
Operating Revenues	3,892	0	0	0	0	0	0	0	0
								N/A	N/A
Total Revenues	3,892	0	0	0	0	0	0	0	0
								N/A	N/A
NET LEVY REQUIREMENT	140,424	129,391	126,157	120,800	129,300	133,500	139,200	3,143	8,500
								2.49%	7.04%

Division: 081100 - Planning & Zoning



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	650,631	681,571	772,905	791,600	880,400	925,200	954,200	107,495	88,800
Contract Services, Materials, Equipment	788	168	3,000	2,000	2,000	2,000	2,000	(1,000)	0
Professional Fees and Honouraria	312,243	252,983	275,000	210,000	210,000	223,000	120,000	(65,000)	0
Staff Development	7,674	2,632	12,000	8,500	12,500	13,500	13,500	500	4,000
Administration	4,592	1,436	10,000	4,700	6,200	6,300	6,300	(3,800)	1,500
Other Expenses	107,097	33,237	64,200	17,750	18,000	23,200	23,200	(46,200)	250
Operating Expenses	1,083,025	972,027	1,137,105	1,034,550	1,129,100	1,193,200	1,119,200	(8,005) (0.70%)	94,550 9.14%
Transfers to Reserves	10,000	35,000	25,000	25,000	25,000	27,900	31,100	0	0
Total Expenses	1,093,025	1,007,027	1,162,105	1,059,550	1,154,100	1,221,100	1,150,300	(8,005) (0.69%)	94,550 8.92%
Revenues									
User Fees	324,288	243,244	291,900	372,000	341,400	331,500	331,500	49,500	(30,600)
License, Permits and Rentals	3,000	6,750	4,500	0	3,000	3,000	3,000	(1,500)	3,000
Cost Recoveries	2,400	0	8,500	2,000	8,500	8,500	8,500	0	6,500
Other Revenues	3,800	2,800	3,500	2,200	2,800	2,800	2,800	(700)	600
Operating Revenues	333,488	252,794	308,400	376,200	355,700	345,800	345,800	47,300 15.34%	(20,500) (5.45%)
Transfer from Reserves	25,509	40,000	0	0	0	0	0	0	0
Total Revenues	358,997	292,794	308,400	376,200	355,700	345,800	345,800	47,300 15.34%	(20,500) (5.45%)
NET LEVY REQUIREMENT	734,028	714,233	853,705	683,350	798,400	875,300	804,500	(55,305) (6.48%)	115,050 16.84%

Division: 081200 - Grants



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	11,714	0	0	0	0	0	0	0	0
Contract Services, Materials, Equipment	666	0	0	0	0	0	0	0	0
Grants and Community Programs	136,891	103,000	110,000	110,000	101,000	101,000	101,000	(9,000)	(9,000)
Operating Expenses	149,271	103,000	110,000	110,000	101,000	101,000	101,000	(9,000) (8.18%)	(9,000) (8.18%)
Transfers to Reserves	8,500	8,500	15,000	15,000	15,000	15,000	15,000	0	0
Total Expenses	157,771	111,500	125,000	125,000	116,000	116,000	116,000	(9,000) (7.20%)	(9,000) (7.20%)
Revenues									
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	0	0	0 N/A	0 N/A
NET LEVY REQUIREMENT	157,771	111,500	125,000	125,000	116,000	116,000	116,000	(9,000) (7.20%)	(9,000) (7.20%)

PUBLIC WORKS – Administration

The Administration Division is responsible for the administration and management of all of the programs and services delivered under the public works mandate including engineering, facilities, parks and recreation, transportation, vehicles and equipment. Staffing consists of the Director of Public Works, the Engineering Technician, and two Administrative Assistants.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Authored over 50 reports, 15 by-laws and five policies over the course of the year
- Implemented the CityWorks Asset/Work Management System
- Updated the Township's asset inventories including geocoding for inclusion in the Geographic Information System
- Completed the Municipal Class Environmental Assessments for the Bala Falls Bridge and Burgess 1 Dam projects

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

- Initiate a Transportation Master Plan (TMP) for the municipality
- Complete the design and initiate the construction of the Bala Falls Bridge Replacement
- Initiate design of rehabilitation to Burgess¹ dam
- Enhance the functionality of the CityWorks Computerized Maintenance Management System (CMMS)
- Update the Roads Needs study for the Township
- Continued improvements to the Asset Management System for the Township

2022 BUDGET HIGHLIGHTS

The increased projected net levy requirement in 2022 for this division is mainly related to increases in general insurance costs and an increase in contributions to reserves. This increase is offset by a reduction in salaries and benefits due to transfer of benefit costs that were previously budgeted for in this area of the budget to the operations which they apply. In doing so, the true cost of these services will be known.

Revenues are expected to continue to lag behind 2019 peak levels in large measure due to the effects of the pandemic.

The division's staff resources are reduced by 1.0 FTE with the ending of the Asset Management Technician's contract, having completed its mandate. The need for this position will be reassessed in 2022 and may be brought forward in a future year's budget.

Division: 300130 - Public Works Admin



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	846,881	845,258	863,815	891,100	535,300	548,500	558,000	(328,515)	(355,800)
Contract Services, Materials, Equipment	6,526	7,536	7,000	8,390	7,500	7,700	7,900	500	(890)
Utilities and Facility Maintenance	514	369	300	2,297	1,800	1,800	1,800	1,500	(497)
Insurance	134,283	124,849	150,500	142,500	171,000	205,200	246,200	20,500	28,500
Professional Fees and Honouraria	16,316	31,562	43,000	40,009	34,800	35,500	36,200	(8,200)	(5,209)
Staff Development	48,611	24,565	34,100	23,303	34,200	34,800	35,400	100	10,897
Administration	4,565	2,125	2,900	3,680	3,500	3,600	3,700	600	(180)
Grants and Community Programs	6,335	11,442	7,500	5,084	4,200	4,300	4,400	(3,300)	(884)
Other Expenses	13,649	4,319	22,200	32,280	20,000	20,400	20,800	(2,200)	(12,280)
Operating Expenses	1,077,680	1,052,025	1,131,315	1,148,643	812,300	861,800	914,400	(319,015)	(336,343)
								(28.20%)	(29.28%)
Transfers to Reserves	1,474,934	1,630,428	1,597,500	1,597,500	2,178,500	2,378,500	2,378,500	581,000	581,000
Total Expenses	2,552,614	2,682,453	2,728,815	2,746,143	2,990,800	3,240,300	3,292,900	261,985	244,657
								9.60%	8.91%
Revenues									
License, Permits and Rentals	183,334	272,888	208,200	228,701	250,200	255,200	260,300	42,000	21,499
Cost Recoveries	558,157	426,018	628,500	478,879	550,600	561,500	572,800	(77,900)	71,721
Grants and Subsidies	36,261	39,841	40,000	58,401	42,500	43,400	44,300	2,500	(15,901)
Other Revenues	177,263	17,636	27,000	28,000	27,000	27,500	28,100	0	(1,000)
Operating Revenues	955,015	756,383	903,700	793,981	870,300	887,600	905,500	(33,400)	76,319
								(3.70%)	9.61%
Total Revenues	955,015	756,383	903,700	793,981	870,300	887,600	905,500	(33,400)	76,319
								(3.70%)	9.61%
NET LEVY REQUIREMENT	1,597,599	1,926,070	1,825,115	1,952,162	2,120,500	2,352,700	2,387,400	295,385	168,338
								16.18%	8.62%

PUBLIC WORKS – FACILITIES

The Public Works Department operates and maintains the Township's noncore infrastructure (facilities), which includes:

- the Township Office;
- the Port Carling Library;
- 14 community centres (Bala, Cardwell/Hekkla, Foot's Bay, Glen Orchard, Glen Orchard Cemetery Building, Milford Bay, Peninsula Recreation, Port Carling, Raymond, Torrance, Ullswater, Walker's Point, Windermere, Windermere Village Hall);
- 10 fire halls (Bala, Foots Bay, Glen Orchard, Milford Bay, Minett, Port Carling, Raymond, Torrance, Walker's Point, and Windermere)
- 3 garage facilities (Glen Orchard, Patterson's Corners, Ranwood); and
- the Willa and Brock Napier Health Centre in Port Carling.



The division's resources include one Facilities Foreman, one Facilities Maintenance person, both of whom are full time employees and nine part time Custodians.

2021 ACCOMPLISHMENTS

Key Department Successes include:

- Maintenance of the facilities despite the impacts of the COVID pandemic
- Completion of a space optimization study of the Township municipal offices
- Initiated the design of renovations to the municipal offices
- Design and construction of renovations to the Port Carling Fire Station

- Replacement of the fuel dispensing system at the Glen Orchard Public Works Yard and decommissioning of the old system.
- Conversion of the Raymond Community Centre furnace from oil to propane in accordance with the directions from our insurer
- Upgrades to the HVAC system and replacement of the fume extraction equipment at the Peninsula Community Centre

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Preserve And Protect The Natural And Cultural Environment

- Lighting upgrades at the Port Carling Community Centre to be dark sky compliant

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

- Implement the repairs and renovations to Township Hall as recommended in the Space Optimization Study
- Replace the skin on the sand storage facility at the Paterson Yard
- Repaving at the Minett Fire Hall
- Replacement of the generators at the Bala Fire Hall and the Hekkla Community Centre
- Accessibility upgrades to the Raymond Community Centre
- Major maintenance projects at the Port Carling and Torrance Community Centres

2022 BUDGET HIGHLIGHTS

The provisions for reserve in the Facilities budget have been increased to support the need for capital works in the Township's aging facilities. Otherwise, modest increases in costs have been added to operate facilities.

Budgeted expenses for our Community Centres has been brought in line with actuals resulting in a reduction in the net levy requirement for 2022. This is in part a reflection of the continued impacts of COVID which are anticipated to continue through 2022.

With the Health Hub fully occupied and the initial start up costs absorbed in 2021, it is hoped that operating expenses will now fall into a routine. As a consequence, the dependency on the net levy to support the facility is projected to be reduced for 2022.

Budgeted expenses associated with the Township's garages have been set in line with the 2021 actuals resulting in a reduction in the net levy requirement for 2022.

There are no changes to the resources of the division proposed within this budget. Staff continue to struggle with the volume of needs within this area and changes may be required in future years.

Division: 071800 - Facilities Maintenance



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	182,142	192,147	200,908	200,800	210,400	215,200	219,400	9,492	9,600
Contract Services, Materials, Equipment	18,989	12,647	13,800	3,406	5,100	5,100	5,100	(8,700)	1,694
Utilities and Facility Maintenance	6,042	6,416	6,100	3,596	4,200	4,300	4,400	(1,900)	604
Insurance	5,171	5,311	6,400	6,000	7,200	8,600	10,300	800	1,200
Staff Development	1,090	160	500	0	0	0	0	(500)	0
Administration	2,774	2,835	(880)	3,232	2,500	2,500	2,500	3,380	(732)
Other Expenses	6,934	8,607	5,800	7,636	6,600	6,100	6,200	800	(1,036)
Operating Expenses	223,142	228,123	232,628	224,670	236,000	241,800	247,900	3,372	11,330
								1.45%	5.04%
Transfers to Reserves	10,000	10,000	25,000	25,000	150,000	400,000	600,000	125,000	125,000
Total Expenses	233,142	238,123	257,628	249,670	386,000	641,800	847,900	128,372	136,330
								49.83%	54.60%
Revenues									
Cost Recoveries	4,012	4,000	0	4,080	2,000	2,000	2,000	2,000	(2,080)
Operating Revenues	4,012	4,000	0	4,080	2,000	2,000	2,000	2,000	(2,080)
								N/A	(50.98%)
Total Revenues	4,012	4,000	0	4,080	2,000	2,000	2,000	2,000	(2,080)
								N/A	(50.98%)
NET LEVY REQUIREMENT	229,130	234,123	257,628	245,590	384,000	639,800	845,900	126,372	138,410
								49.05%	56.36%

Division: 081300 - Port Carling Nursing Station/Health Hub



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	9,718	2,593	5,000	3,200	0	0	0	(5,000)	(3,200)
Contract Services, Materials, Equipment	0	0	0	3,588	2,800	2,900	3,000	2,800	(788)
Utilities and Facility Maintenance	15,941	14,489	13,900	17,626	14,600	14,900	15,200	700	(3,026)
Insurance	12,201	13,355	10,900	10,000	12,000	14,400	17,300	1,100	2,000
Administration	451	471	1,000	368	300	300	300	(700)	(68)
Other Expenses	220	1,283	350	0	200	200	200	(150)	200
Operating Expenses	38,531	32,191	31,150	34,782	29,900	32,700	36,000	(1,250) (4.01%)	(4,882) (14.04%)
Transfers to Reserves	0	5,000	10,000	6,667	7,500	8,400	9,400	(2,500)	833
Total Expenses	38,531	37,191	41,150	41,449	37,400	41,100	45,400	(3,750) (9.11%)	(4,049) (9.77%)
Revenues									
License, Permits and Rentals	0	7,326	19,200	21,355	19,500	19,900	20,300	300	(1,855)
Cost Recoveries	1,000	0	0	0	0	0	0	0	0
Other Revenues	64,799	0	0	0	0	0	0	0	0
Operating Revenues	65,799	7,326	19,200	21,355	19,500	19,900	20,300	300 1.56%	(1,855) (8.69%)
Total Revenues	65,799	7,326	19,200	21,355	19,500	19,900	20,300	300 1.56%	(1,855) (8.69%)
NET LEVY REQUIREMENT	(27,268)	29,865	21,950	20,094	17,900	21,200	25,100	(4,050) (18.45%)	(2,194) (10.92%)

PUBLIC WORKS – PARKS AND RECREATION

Under the Public Works Department, Parks and Recreational Services include the operation and maintenance of the Township's arenas (2), cemeteries (12), docks and wharves (35), grounds at our buildings (18), parks, public accesses to water (19), public washrooms (15) and trails (5 + 1 owned by others). In addition the division is responsible for the maintenance of the streetscape of the Bala and Port Carling main streets and the Milford Manor Golf Course with the assistance of three volunteer groups. Maintenance of the facilities and structures is focused on ensuring the safety and cleanliness for our users. The Department also is responsible for the winter maintenance of the sidewalks in Port Carling and oversees the seasonal swimming program offered in three communities.



Operations for the division are based out of the Port Carling Arena and the Ranwood Works Yard. Staff resources consist of:

- Arenas: An Arenas Manager, one Arenas Operator and two seasonal Arenas Attendants
- Parks: A Parks Foreman, five full time Parks Operators, six part time Parks Operators on staff during the non-winter months of the year and one Seasonal Labourer assigned to trails. Note that two of Parks Operators are transferred to arena operations to assist with the operations and maintenance of those facilities during the winter months.

Major equipment resources include two medium duty trucks with plow and sanding attachments, one medium duty excavator, one sidewalk plow, and eight turf maintenance units.

2021 ACCOMPLISHMENTS

Key Department Successes include:

- Replacement of the chiller at the Bala Arena
- Major maintenance items at the Bala arena
- Replacement of the Portage Street Dock

- Re-decking of the Baycliffe Dock
- Upgrades to 6.5 km of trails at Hazelwood, Raymond and Weir Lake Trails including major improvements to the trailheads at each location as well as the Walker's Point Lookout Trail.
- Initiated the Parks and Recreation Master Plan

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

- Complete the Parks and Trails Master Plan
- Upgrades to the Bala Sports Park including accessible pathways, replacement of the footbridge and construction of an outdoor basket ball court
- Continue with upgrades to the trails system including replacement of a pedestrian bridge on the Weir lake Trail and upgrades to the Huckleberry trail head
- Winterize two of the public washrooms at Windsor and Hanna Parks
- Dock and boat launch improvements at several locations including Beaumaris, Appian Way, Birch Ave., Leonard Lake, Long Lake, Rosseau Lake Road 2 and Sunset Park
- Design of the floor replacement at the Port Carling Arena

2022 BUDGET HIGHLIGHTS

Arenas, Parks and Recreation budgets have been set to reflect pre-COVID actual experience. The Trails budget for 2022 has been set to reflect the heightened priority approved by Council in 2021. It is anticipated that the Bala Arena will remain closed to winter activities for the 2021/2022 winter season and reopen to normal activities in the fall of 2022. The budget proposes to restore the annual swim program on the assumption that the provincial government relaxes the physical distancing and masking requirements currently in place in sufficient time to hire the staff and organize the sessions. It is expected that cleaning routines in our parks and public washrooms will return to normal, pre-COVID requirements.

No expansion of the division's resources are proposed in the 2022 budget. Staff will continue to evaluate the demands for service and manage resources as required.

Division: 071100 - Parks



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	335,647	517,368	394,003	390,000	425,000	435,800	445,300	30,997	35,000
Contract Services, Materials, Equipment	80,559	163,448	127,050	200,609	173,800	175,300	178,800	46,750	(26,809)
Utilities and Facility Maintenance	50,894	27,164	29,600	21,867	23,500	23,900	24,300	(6,100)	1,633
Insurance	18,951	17,330	20,950	20,000	24,000	28,800	34,600	3,050	4,000
Staff Development	997	866	1,700	0	0	0	0	(1,700)	0
Administration	7,300	1,213	7,000	725	1,000	1,000	1,000	(6,000)	275
Grants and Community Programs	22,273	16,440	24,000	18,861	19,000	19,400	19,800	(5,000)	139
Other Expenses	32,043	(57,048)	(58,900)	(79,645)	(94,600)	(96,500)	(98,500)	(35,700)	(14,955)
Operating Expenses	548,664	686,781	545,403	572,417	571,700	587,700	605,300	26,297	(717)
								4.82%	(0.13%)
Transfers to Reserves	0	21,000	50,000	50,000	37,500	41,800	46,600	(12,500)	(12,500)
Total Expenses	548,664	707,781	595,403	622,417	609,200	629,500	651,900	13,797	(13,217)
								2.32%	(2.12%)
Revenues									
User Fees	16,189	21,014	20,000	0	20,000	20,400	20,800	0	20,000
License, Permits and Rentals	2,076	1,500	2,100	333	2,100	2,100	2,100	0	1,767
Cost Recoveries	707	700	725	242	500	500	500	(225)	258
Grants and Subsidies	0	0	16,000	0	16,000	16,300	16,600	0	16,000
Other Revenues	0	0	0	0	0	0	0	0	0
Operating Revenues	18,972	23,214	38,825	575	38,600	39,300	40,000	(225)	38,025
								(0.58%)	6613.04%
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	18,972	23,214	38,825	575	38,600	39,300	40,000	(225)	38,025
								(0.58%)	6613.04%
NET LEVY REQUIREMENT	529,692	684,567	556,578	621,842	570,600	590,200	611,900	14,022	(51,242)
								2.52%	(8.24%)

Division: 055000 - Cemeteries



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	41,285	27,662	45,975	0	41,000	41,800	42,600	(4,975)	41,000
Contract Services, Materials, Equipment	0	0	7,000	10,155	9,500	9,300	9,400	2,500	(655)
Utilities and Facility Maintenance	0	0	0	0	0	0	0	0	0
Staff Development	714	256	500	688	0	0	0	(500)	(688)
Other Expenses	8,523	13,569	15,450	2,896	4,100	4,100	4,100	(11,350)	1,204
Operating Expenses	50,522	41,487	68,925	13,739	54,600	55,200	56,100	(14,325) (20.78%)	40,861 297.41%
Transfers to Reserves	20,581	10,000	10,000	10,000	10,000	11,200	12,500	0	0
Total Expenses	71,103	51,487	78,925	23,739	64,600	66,400	68,600	(14,325) (18.15%)	40,861 172.13%
Revenues									
Investment Income	10,581	10,180	10,500	10,500	10,500	10,700	10,900	0	0
Other Revenues	23,080	16,703	20,575	33,919	20,100	20,400	20,700	(475)	(13,819)
Operating Revenues	33,661	26,883	31,075	44,419	30,600	31,100	31,600	(475) (1.53%)	(13,819) (31.11%)
Total Revenues	33,661	26,883	31,075	44,419	30,600	31,100	31,600	(475) (1.53%)	(13,819) (31.11%)
NET LEVY REQUIREMENT	37,442	24,604	47,850	(20,680)	34,000	35,300	37,000	(13,850) (28.94%)	54,680 (264.41%)

Division: 071200 - Community Centres



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	187,810	145,037	124,283	114,900	131,500	133,200	134,800	7,217	16,600
Contract Services, Materials, Equipment	0	0	49,900	16,239	14,700	14,700	14,700	(35,200)	(1,539)
Utilities and Facility Maintenance	214,781	167,423	166,900	132,463	112,100	114,100	116,100	(54,800)	(20,363)
Insurance	107,004	108,619	122,200	117,500	141,000	168,100	200,500	18,800	23,500
Administration	14,437	12,245	13,250	6,533	5,800	5,800	5,800	(7,450)	(733)
Other Expenses	3,641	10,593	5,450	1,500	4,100	4,200	4,300	(1,350)	2,600
Operating Expenses	527,673	443,917	481,983	389,135	409,200	440,100	476,200	(72,783) (15.10%)	20,065 5.16%
Transfers to Reserves	0	58,800	50,000	50,000	37,500	41,800	46,600	(12,500)	(12,500)
Total Expenses	527,673	502,717	531,983	439,135	446,700	481,900	522,800	(85,283) (16.03%)	7,565 1.72%
Revenues									
License, Permits and Rentals	36,468	991	12,250	947	11,900	12,100	12,300	(350)	10,953
Cost Recoveries	4,471	934	1,000	192	1,000	1,000	1,000	0	808
Grants and Subsidies	0	0	0	0	0	0	0	0	0
Operating Revenues	40,939	1,925	13,250	1,139	12,900	13,100	13,300	(350) (2.64%)	11,761 1032.57%
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	40,939	1,925	13,250	1,139	12,900	13,100	13,300	(350) (2.64%)	11,761 1032.57%
NET LEVY REQUIREMENT	486,734	500,792	518,733	437,996	433,800	468,800	509,500	(84,933) (16.37%)	(4,196) (0.96%)

Division: 071300 - Arenas



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	327,260	285,873	304,662	219,400	282,200	287,900	293,800	(22,462)	62,800
Contract Services, Materials, Equipment	26,611	15,073	40,050	26,057	24,200	24,700	25,200	(15,850)	(1,857)
Utilities and Facility Maintenance	209,304	148,023	192,000	152,227	149,600	152,600	155,800	(42,400)	(2,627)
Insurance	35,991	33,262	40,175	39,000	46,800	56,200	67,500	6,625	7,800
Staff Development	2,288	805	3,450	0	0	0	0	(3,450)	0
Administration	6,239	4,489	4,100	3,719	3,100	3,100	3,100	(1,000)	(619)
Other Expenses	6,295	440	4,350	4,159	2,700	2,700	2,700	(1,650)	(1,459)
Operating Expenses	613,988	487,965	588,787	444,562	508,600	527,200	548,100	(80,187) (13.62%)	64,038 14.40%
Transfers to Reserves	100,000	128,000	150,000	150,000	115,000	128,200	142,900	(35,000)	(35,000)
Total Expenses	713,988	615,965	738,787	594,562	623,600	655,400	691,000	(115,187) (15.59%)	29,038 4.88%
Revenues									
User Fees	122,156	55,399	68,250	21,891	58,700	59,800	60,900	(9,550)	36,809
License, Permits and Rentals	26,087	2,990	12,700	3,362	7,900	8,100	8,300	(4,800)	4,538
Cost Recoveries	2,110	191	1,050	0	1,000	1,000	1,000	(50)	1,000
Operating Revenues	150,353	58,580	82,000	25,253	67,600	68,900	70,200	(14,400) (17.56%)	42,347 167.69%
Transfer from Reserves	0	0	0	0	0	0	0	0	0
Total Revenues	150,353	58,580	82,000	25,253	67,600	68,900	70,200	(14,400) (17.56%)	42,347 167.69%
NET LEVY REQUIREMENT	563,635	557,385	656,787	569,309	556,000	586,500	620,800	(100,787) (15.35%)	(13,309) (2.34%)

Division: 071400 - Swimming



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	29,597	0	0	0	33,200	34,700	36,100	33,200	33,200
Staff Development	250	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	0	0	0
Other Expenses	3,021	320	0	199	1,400	1,400	1,400	1,400	1,201
Operating Expenses	32,868	320	0	199	34,600	36,100	37,500	34,600	34,401
								N/A	17286.93%
Total Expenses	32,868	320	0	199	34,600	36,100	37,500	34,600	34,401
								N/A	17286.93%
Revenues									
Grants and Subsidies	3,658	0	0	0	3,800	3,900	4,000	3,800	3,800
Other Revenues	11,368	0	0	0	10,700	11,000	11,300	10,700	10,700
Operating Revenues	15,026	0	0	0	14,500	14,900	15,300	14,500	14,500
								N/A	N/A
Total Revenues	15,026	0	0	0	14,500	14,900	15,300	14,500	14,500
								N/A	N/A
NET LEVY REQUIREMENT	17,842	320	0	199	20,100	21,200	22,200	20,100	19,901
								N/A	10000.50%

Division: 074100 - Trails



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	21,178	3,079	4,823	30,500	35,000	35,700	36,400	30,177	4,500
Contract Services, Materials, Equipment	0	0	37,800	15,150	21,900	20,900	21,100	(15,900)	6,750
Administration	61	29	0	0	0	0	0	0	0
Other Expenses	7,347	3,007	2,800	1,922	1,500	1,200	1,200	(1,300)	(422)
Operating Expenses	28,586	6,115	45,423	47,572	58,400	57,800	58,700	12,977	10,828
								28.57%	22.76%
Transfers to Reserves	0	8,400	20,000	20,000	15,000	16,700	18,600	(5,000)	(5,000)
Total Expenses	28,586	14,515	65,423	67,572	73,400	74,500	77,300	7,977	5,828
								12.19%	8.62%
NET LEVY REQUIREMENT	28,586	14,515	65,423	67,572	73,400	74,500	77,300	7,977	5,828
								12.19%	8.62%

PUBLIC WORKS – FLEET VEHICLES AND EQUIPMENT

The Public Works Department maintains a fleet of 108 vehicles and major pieces of equipment that are integral to our ability to deliver services to the residents of the Township. The fleet includes:

- 17 light duty trucks
- 5 medium duty trucks
- 12 heavy duty combination plow/ spreader trucks
- 2 graders
- 10 backhoe/loaders/excavators
- 1 sweeper
- 22 fire apparatus
- 8 rescue vehicles
- 3 fire boats
- 28 attachments and ancillary pieces of equipment



The division is based out of the Glen Orchard Public Works yard. Staff resources include a Fleet Foreman and two Mechanics.

2021 ACCOMPLISHMENTS

Key Department Successes include:

- Hiring of a second mechanic for fleet operations
- Replacement of five fleet units including 1 combination plow spreader unit, one medium duty truck, two light duty trucks and one mini backhoe/loader
- Refurbishment of the heavy duty excavator
- Conversion of six combination plow /spreader units to automated spreader controls
- Complete fitting out of operational equipment with Automated Vehicle Location technology

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Preserve And Protect The Natural And Cultural Environment

- Conversion of two additional plow / spreader units to automated spreader controls.

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

- Implement a fleet management system to enhance our ability to manage the Township's rolling stock
- Replacement of two heavy duty combination plow/spreader units
- Replace one light duty truck
- Replacement of two grass cutters

2022 BUDGET HIGHLIGHTS

There are no resource changes proposed in 2022 budget. Two of the plow/spreader units are well beyond the end of their useful lives and must be replaced. The replacement units will be equipped with automated spreader controls and AVL technology. Adding the fleet module to the CityWorks CMMS will enable staff to better monitor the performance of the fleet and implement preventative maintenance strategies to ensure reliability and longevity. A key driver to this area of the Departments is the annualization of the second mechanic's salary which was only budgeted for a half year in 2021.

Division: 300935 - Township Equipment



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	94,800	99,829	219,505	167,600	306,000	312,100	318,300	86,495	138,400
Contract Services, Materials, Equipment	(724,269)	(653,278)	(736,705)	(1,039,110)	(734,600)	(747,600)	(761,900)	2,105	304,510
Other Expenses	0	0	0	0	0	0	0	0	0
Operating Expenses	(629,469)	(553,449)	(517,200)	(871,510)	(428,600)	(435,500)	(443,600)	88,600 (17.13%)	442,910 (50.82%)
Total Expenses	(629,469)	(553,449)	(517,200)	(871,510)	(428,600)	(435,500)	(443,600)	88,600 (17.13%)	442,910 (50.82%)
NET LEVY REQUIREMENT	(629,469)	(553,449)	(517,200)	(871,510)	(428,600)	(435,500)	(443,600)	88,600 (17.13%)	442,910 (50.82%)

Division: 310200 - Garages



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	34,046	25,647	27,500	26,100	32,700	33,300	33,900	5,200	6,600
Contract Services, Materials, Equipment	30,382	23,121	40,050	20,384	29,600	29,300	30,000	(10,450)	9,216
Utilities and Facility Maintenance	92,039	91,017	102,550	65,106	55,800	57,000	58,200	(46,750)	(9,306)
Insurance	355	0	450	0	0	0	0	(450)	0
IT Hardware and Software	0	0	0	6,912	5,200	0	0	5,200	(1,712)
Administration	2,706	2,533	2,550	1,966	1,600	1,600	1,600	(950)	(366)
Other Expenses	0	0	0	100	0	0	0	0	(100)
Operating Expenses	159,528	142,318	173,100	120,568	124,900	121,200	123,700	(48,200) (27.85%)	4,332 3.59%
Total Expenses	159,528	142,318	173,100	120,568	124,900	121,200	123,700	(48,200) (27.85%)	4,332 3.59%
NET LEVY REQUIREMENT	159,528	142,318	173,100	120,568	124,900	121,200	123,700	(48,200) (27.85%)	4,332 3.59%

PUBLIC WORKS – ROADS AND BRIDGES

Under the Public Works Department, the Roads and Bridges Division ensures the safety and maintenance of the Township's transportation infrastructure (including sidewalks, roadside drainage).

The Township of Muskoka Lakes maintains 356 km of road, 9.74 km of sidewalk and 21 bridge structures under its jurisdiction. It also maintains 73 km of District of Muskoka roads on a cost recovery basis.

Staff resources include one Foreman, 14 Operators, and three seasonal employees. Major equipment resources include 12 heavy duty plow/spreader combination units, three medium duty plow/spreader combination units, two graders, one excavator, four backhoe loaders and one sweeper.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Replacement of the Milford Bay Road Bridge
- Reconstruction of approximately 0.75 km of Eveleigh Road
- Resurfacing of Old Bridge Road
- Completion of the reconstruction of Moon River Road
- Gravel resurfacing of 5.9 km of Doherty Road
- Sealing of 11.0 km of surface treated road

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goal: Enhance and Sustain Public Services and Infrastructure

- Commence the replacement of the Bala Falls Bridge
- Continuation with the reconstruction of 1.0 km of Eveleigh Road
- Commence the gravel resurfacing of Bear Cave Road for 2.26 km
- Surface treatment of 4.39 km of roads including Gregory, Hamill, Keeler, Pleasant View and Pt Manchee Roads
- Sealing of approximately 4.84 km of surface treated road constructed in 2020 and 2021
- Replacement of approximately 50 m of sidewalk in Bala

2022 BUDGET HIGHLIGHTS

The Roads Division is responsible for the delivery of a number of specific transportation maintenance activities including bridges and culverts, roadside, paved surface, loose top surface, winter control, signs and safety devices, and sidewalks as well as maintenance of District roads on a cost recovery basis.

In prior years the benefits associated with roads maintenance staff salaries was budgeted in Public Works Administration. This had the effect of understating the roads maintenance costs. These costs have been incorporated into the roads maintenance budgets for 2022 in order to give Council a true picture of the costs to deliver these services.

Overall the net levy requirement for roads operations is expected to experience a nominal increase over 2021's budget. Accounting for the benefit costs that have been transferred into the budget for the 2022 fiscal year, the budget as presented has been set to reflect the actual expenditures.

No changes to the division's resource compliment are proposed in the budget

Division: 330036 - District Roads



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	132,390	103,699	132,300	112,000	140,300	143,100	146,000	8,000	28,300
Contract Services, Materials, Equipment	487,682	318,046	496,200	293,677	318,000	324,400	331,000	(178,200)	24,323
Operating Expenses	620,072	421,745	628,500	405,677	458,300	467,500	477,000	(170,200) (27.08%)	52,623 12.97%
Total Expenses	620,072	421,745	628,500	405,677	458,300	467,500	477,000	(170,200) (27.08%)	52,623 12.97%
NET LEVY REQUIREMENT	620,072	421,745	628,500	405,677	458,300	467,500	477,000	(170,200) (27.08%)	52,623 12.97%

Division: 330037 - Aggregate Source Maintenance

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	0	639	0	0	0	0	0	0	0
Contract Services, Materials, Equipment	0	1,212	1,300	0	500	500	500	(800)	500
Operating Expenses	0	1,851	1,300	0	500	500	500	(800) (61.54%)	500 N/A
Total Expenses	0	1,851	1,300	0	500	500	500	(800) (61.54%)	500 N/A
NET LEVY REQUIREMENT	0	1,851	1,300	0	500	500	500	(800) (61.54%)	500 N/A

Division: 350033 - Sidewalk Maintenance



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	11,025	5,297	6,000	7,500	9,400	9,600	9,800	3,400	1,900
Contract Services, Materials, Equipment	487	6,289	22,500	26,780	27,200	27,700	28,200	4,700	420
Operating Expenses	11,512	11,586	28,500	34,280	36,600	37,300	38,000	8,100 28.42%	2,320 6.77%
Total Expenses	11,512	11,586	28,500	34,280	36,600	37,300	38,000	8,100 28.42%	2,320 6.77%
NET LEVY REQUIREMENT	11,512	11,586	28,500	34,280	36,600	37,300	38,000	8,100 28.42%	2,320 6.77%

Division: 370040 - Bridges and Culverts



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	67,258	97,319	76,307	66,800	33,600	34,300	35,000	(42,707)	(33,200)
Contract Services, Materials, Equipment	44,523	103,423	60,500	33,195	37,600	38,200	38,800	(22,900)	4,405
Operating Expenses	111,781	200,742	136,807	99,995	71,200	72,500	73,800	(65,607) (47.96%)	(28,795) (28.80%)
Total Expenses	111,781	200,742	136,807	99,995	71,200	72,500	73,800	(65,607) (47.96%)	(28,795) (28.80%)
NET LEVY REQUIREMENT	111,781	200,742	136,807	99,995	71,200	72,500	73,800	(65,607) (47.96%)	(28,795) (28.80%)

Division: 370041 - Roadside Maintenance



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	60,832	157,699	129,878	136,200	124,300	126,700	129,300	(5,578)	(11,900)
Contract Services, Materials, Equipment	131,087	269,637	204,800	136,330	211,300	215,500	219,700	6,500	74,970
Operating Expenses	191,919	427,336	334,678	272,530	335,600	342,200	349,000	922	63,070
								0.28%	23.14%
Total Expenses	191,919	427,336	334,678	272,530	335,600	342,200	349,000	922	63,070
								0.28%	23.14%
NET LEVY REQUIREMENT	191,919	427,336	334,678	272,530	335,600	342,200	349,000	922	63,070
								0.28%	23.14%

Division: 370042 - Paved Maintenance



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	103,270	116,035	133,017	144,700	181,300	184,900	188,600	48,283	36,600
Contract Services, Materials, Equipment	199,503	299,593	293,700	304,930	246,700	251,600	256,500	(47,000)	(58,230)
Operating Expenses	302,773	415,628	426,717	449,630	428,000	436,500	445,100	1,283	(21,630)
								0.30%	(4.81%)
Total Expenses	302,773	415,628	426,717	449,630	428,000	436,500	445,100	1,283	(21,630)
								0.30%	(4.81%)
NET LEVY REQUIREMENT	302,773	415,628	426,717	449,630	428,000	436,500	445,100	1,283	(21,630)
								0.30%	(4.81%)

Division: 370043 - Loose Top Maintenance



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	50,760	60,916	79,319	78,300	90,600	92,300	94,000	11,281	12,300
Contract Services, Materials, Equipment	240,332	286,319	286,400	332,779	278,500	284,000	289,500	(7,900)	(54,279)
Other Expenses	0	5,503	0	0	0	0	0	0	0
Operating Expenses	291,092	352,738	365,719	411,079	369,100	376,300	383,500	3,381 0.92%	(41,979) (10.21%)
Total Expenses	291,092	352,738	365,719	411,079	369,100	376,300	383,500	3,381 0.92%	(41,979) (10.21%)
NET LEVY REQUIREMENT	291,092	352,738	365,719	411,079	369,100	376,300	383,500	3,381 0.92%	(41,979) (10.21%)

Division: 393044 - Winter Control



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	320,453	274,274	345,109	423,500	530,500	541,100	552,000	185,391	107,000
Contract Services, Materials, Equipment	656,171	511,400	544,700	598,165	554,200	565,300	576,500	9,500	(43,965)
Operating Expenses	976,624	785,674	889,809	1,021,665	1,084,700	1,106,400	1,128,500	194,891 21.90%	63,035 6.17%
Total Expenses	976,624	785,674	889,809	1,021,665	1,084,700	1,106,400	1,128,500	194,891 21.90%	63,035 6.17%
NET LEVY REQUIREMENT	976,624	785,674	889,809	1,021,665	1,084,700	1,106,400	1,128,500	194,891 21.90%	63,035 6.17%

Division: 325132 - Miscellaneous



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	32,740	52,526	48,854	51,400	64,400	65,700	67,000	15,546	13,000
Contract Services, Materials, Equipment	4,460	2,491	6,100	17,746	15,000	15,300	15,600	8,900	(2,746)
Operating Expenses	37,200	55,017	54,954	69,146	79,400	81,000	82,600	24,446 44.48%	10,254 14.83%
Total Expenses	37,200	55,017	54,954	69,146	79,400	81,000	82,600	24,446 44.48%	10,254 14.83%
NET LEVY REQUIREMENT	37,200	55,017	54,954	69,146	79,400	81,000	82,600	24,446 44.48%	10,254 14.83%

Division: 396145 - Safety Devices



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	988	23,631	35,899	19,200	24,100	24,600	25,100	(11,799)	4,900
Contract Services, Materials, Equipment	10,653	40,369	39,800	35,356	65,100	66,300	67,500	25,300	29,744
Operating Expenses	11,641	64,000	75,699	54,556	89,200	90,900	92,600	13,501 17.84%	34,644 63.50%
Total Expenses	11,641	64,000	75,699	54,556	89,200	90,900	92,600	13,501 17.84%	34,644 63.50%
NET LEVY REQUIREMENT	11,641	64,000	75,699	54,556	89,200	90,900	92,600	13,501 17.84%	34,644 63.50%

Division: 075100 - Private Signage

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	98	0	0	0	0	0	0	0	0
Contract Services, Materials, Equipment	403	0	600	0	200	200	200	(400)	200
Other Expenses	0	0	0	0	0	0	0	0	0
Operating Expenses	501	0	600	0	200	200	200	(400) (66.67%)	200 N/A
Total Expenses	501	0	600	0	200	200	200	(400) (66.67%)	200 N/A
Revenues									
License, Permits and Rentals	500	0	700	0	500	500	500	(200)	500
Operating Revenues	500	0	700	0	500	500	500	(200) (28.57%)	500 N/A
Total Revenues	500	0	700	0	500	500	500	(200) (28.57%)	500 N/A
NET LEVY REQUIREMENT	1	0	(100)	0	(300)	(300)	(300)	(200) 200.00%	(300) N/A

Division: 035000 - Street Lighting



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Contract Services, Materials, Equipment	4,129	5,036	4,400	2,004	2,400	2,400	2,400	(2,000)	396
Utilities and Facility Maintenance	33,736	18,446	34,000	14,254	18,400	18,700	19,000	(15,600)	4,146
Operating Expenses	37,865	23,482	38,400	16,258	20,800	21,100	21,400	(17,600) (45.83%)	4,542 27.94%
Transfers to Reserves	35,440	14,644	0	0	0	0	0	0	0
Total Expenses	73,305	38,126	38,400	16,258	20,800	21,100	21,400	(17,600) (45.83%)	4,542 27.94%
Revenues									
Other Tax Revenues	73,304	38,126	38,400	51,024	38,400	39,300	40,300	0	(12,624)
Operating Revenues	73,304	38,126	38,400	51,024	38,400	39,300	40,300	0 0.00%	(12,624) (24.74%)
Total Revenues	73,304	38,126	38,400	51,024	38,400	39,300	40,300	0 0.00%	(12,624) (24.74%)
NET LEVY REQUIREMENT	1	0	0	(34,766)	(17,600)	(18,200)	(18,900)	(17,600) N/A	17,166 (49.38%)

Division: 035200 - Dock Lighting

	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Utilities and Facility Maintenance	2,160	1,159	1,800	821	1,900	1,900	1,900	100	1,079
Operating Expenses	2,160	1,159	1,800	821	1,900	1,900	1,900	100	1,079
								5.56%	131.43%
Transfers to Reserves	0	2,800	2,800	2,800	2,800	3,100	3,500	0	0
Total Expenses	2,160	3,959	4,600	3,621	4,700	5,000	5,400	100	1,079
								2.17%	29.80%
NET LEVY REQUIREMENT	2,160	3,959	4,600	3,621	4,700	5,000	5,400	100	1,079
								2.17%	29.80%

PUBLIC LIBRARY

The Muskoka Lakes Public Library is committed to providing a diverse library collection and ensuring equitable access to all in a safe, positive, and welcoming environment. A community hub of engagement, knowledge, advancement, and enjoyment for the sustainable future.

The Muskoka Lakes Public Library will continue to evolve our services, in concert with our communities to enrich the lives of our members; to engage more of our residents of all ages with easy, affordable access, more online services, and planned outreach programs.



2021 ACCOMPLISHMENTS

Key Department Successes include:

- Obtained provincial designation of Library Accreditation
- Lower Level Accessible Service Desk
- A variety of outreach opportunities that engaged our community during COVID

2022 STRATEGIC PLAN INITIATIVES

Strategic Plan Goals –

- Provide a safe, responsive environment to staff & users
- Optimize full potential of our collection, resources, and services
- Increase financial sustainability

Success Measures

- Return to full use of library facilities.
- Increased success of existing donation opportunities (CanadaHelps and Giving Tree) resulting in financial gain.

2022 BUDGET HIGHLIGHTS

- Increase in wages and benefits in order to accommodate full time staff vacation coverage and a return to regular programs and events.

Division: 072100 - Muskoka Lakes Public Library



	PRIOR YEARS				BUDGET	OUTLOOK		CHANGE FROM PRIOR	
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2021 Budget	2021 Forecast
Expenses									
Salaries and Benefits	314,196	321,904	335,775	332,200	358,800	367,200	372,800	23,025	26,600
Contract Services, Materials, Equipment	0	0	0	3,200	3,000	0	0	3,000	(200)
Utilities and Facility Maintenance	54,266	49,379	57,050	42,000	59,300	61,700	64,000	2,250	17,300
Insurance	17,996	18,448	22,300	22,000	26,400	31,700	38,000	4,100	4,400
Staff Development	762	1,548	4,500	3,000	4,500	4,500	4,500	0	1,500
IT Hardware and Software	12,141	17,382	17,350	17,350	17,800	18,200	19,500	450	450
Administration	4,360	4,164	5,600	4,050	5,200	5,600	5,800	(400)	1,150
Grants and Community Programs	4,626	1,895	5,500	1,000	5,600	5,700	5,800	100	4,600
Other Expenses	20,387	36,384	26,025	26,800	26,600	27,400	28,600	575	(200)
Operating Expenses	428,734	451,104	474,100	451,600	507,200	522,000	539,000	33,100	55,600
								6.98%	12.31%
Transfers to Reserves	100,000	50,000	50,000	50,000	50,000	55,800	62,200	0	0
Total Expenses	528,734	501,104	524,100	501,600	557,200	577,800	601,200	33,100	55,600
								6.32%	11.08%
Revenues									
Grants and Subsidies	66,914	52,910	52,085	49,600	50,600	50,600	50,600	(1,485)	1,000
Investment Income	157	2	150	150	200	200	0	50	50
Other Revenues	16,165	10,740	9,500	9,550	7,500	8,200	8,900	(2,000)	(2,050)
Operating Revenues	83,236	63,652	61,735	59,300	58,300	59,000	59,500	(3,435)	(1,000)
								(5.56%)	(1.69%)
Total Revenues	83,236	63,652	61,735	59,300	58,300	59,000	59,500	(3,435)	(1,000)
								(5.56%)	(1.69%)
NET LEVY REQUIREMENT	445,498	437,452	462,365	442,300	498,900	518,800	541,700	36,535	56,600
								7.90%	12.80%

Reserve Balance Forecast

Budget Year: 2022

Summary

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	15,474,267	13,972,028	12,105,418	12,413,943	11,561,861	13,001,000	12,419,117	13,864,411	12,580,374	13,188,345
Capital Fund Requirements	(8,210,483)	(8,552,012)	(6,881,908)	(8,233,862)	(5,855,596)	(8,125,401)	(6,286,585)	(9,044,823)	(6,996,480)	(8,881,892)
Fund Contributions	6,553,500	6,545,400	6,944,000	7,133,503	7,063,500	7,283,500	7,483,500	7,483,500	7,353,500	7,483,500
Interest Earned	154,744	140,002	246,433	248,277	231,235	260,018	248,379	277,286	250,951	264,081
Closing Balance	13,972,028	12,105,418	12,413,943	11,561,861	13,001,000	12,419,117	13,864,411	12,580,374	13,188,345	12,054,034

Reserve Balance Forecast

Budget Year: 2022

Obligatory

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	3,348,629	3,152,115	2,243,636	2,601,009	1,748,030	2,172,990	1,236,450	1,611,179	1,621,152	1,590,170
Capital Fund Requirements	(804,000)	(1,514,000)	(336,500)	(1,554,000)	(309,000)	(1,679,000)	(349,000)	(721,250)	(761,750)	(1,679,000)
Fund Contributions	574,000	574,000	649,000	649,000	699,000	699,000	699,000	699,000	699,000	699,000
Interest Earned	33,486	31,521	44,873	52,021	34,960	43,460	24,729	32,223	31,768	31,804
Closing Balance	3,152,115	2,243,636	2,601,009	1,748,030	2,172,990	1,236,450	1,611,179	1,621,152	1,590,170	641,974

Reserve Balance Forecast

Budget Year: 2022

099971 - Parkland Dedication

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	1,126,011	682,271	774,094	802,076	863,118	920,380	1,058,788	1,079,964	696,563	330,494
Capital Fund Requirements	(605,000)	(65,000)	(137,500)	(105,000)	(110,000)	(30,000)	(150,000)	(555,000)	(530,000)	(30,000)
Fund Contributions	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Interest Earned	11,260	6,823	15,482	16,042	17,262	18,408	21,176	21,599	13,931	6,610
Closing Balance	682,271	774,094	802,076	863,118	920,380	1,058,788	1,079,964	696,563	330,494	457,104

Reserve Balance Forecast

Budget Year: 2022

099983 - Development Charges

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	2,222,618	2,469,844	1,469,542	1,798,933	884,912	1,252,610	177,662	531,215	891,839	1,259,676
Capital Fund Requirements	0	(1,250,000)	0	(1,250,000)	0	(1,450,000)	0	0	0	(1,450,000)
Fund Contributions	225,000	225,000	300,000	300,000	350,000	350,000	350,000	350,000	350,000	350,000
Interest Earned	22,226	24,698	29,391	35,979	17,698	25,052	3,553	10,624	17,837	25,194
Closing Balance	2,469,844	1,469,542	1,798,933	884,912	1,252,610	177,662	531,215	891,839	1,259,676	184,870

Reserve Balance Forecast

Budget Year: 2022

099984 - Canada Community Building Fund (Gas Tax)

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	0	0	0	0	0	0	0	0	32,750	0
Capital Fund Requirements	(199,000)	(199,000)	(199,000)	(199,000)	(199,000)	(199,000)	(199,000)	(166,250)	(231,750)	(199,000)
Fund Contributions	199,000	199,000	199,000	199,000	199,000	199,000	199,000	199,000	199,000	199,000
Closing Balance	0	0	0	0	0	0	0	32,750	0	0

Reserve Balance Forecast

Budget Year: 2022

Restricted

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	4,201,974	4,267,694	4,320,542	4,462,649	4,609,861	4,715,875	4,826,368	4,974,751	5,128,561	5,280,946
Capital Fund Requirements	(82,500)	(85,329)	(84,304)	(42,041)	(86,184)	(83,825)	(48,144)	(45,685)	(50,187)	(47,624)
Fund Contributions	106,200	95,500	140,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Earned	42,020	42,677	86,411	89,253	92,198	94,318	96,527	99,495	102,572	105,619
Closing Balance	4,267,694	4,320,542	4,462,649	4,609,861	4,715,875	4,826,368	4,974,751	5,128,561	5,280,946	5,438,941

Reserve Balance Forecast

Budget Year: 2022

072107 - Library

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	83,752	92,090	108,482	178,548	190,078	197,696	207,825	213,837	222,429	226,691
Capital Fund Requirements	(42,500)	(40,329)	(44,304)	(42,041)	(46,184)	(43,825)	(48,144)	(45,685)	(50,187)	(47,624)
Fund Contributions	50,000	55,800	112,200	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earned	838	921	2,170	3,571	3,802	3,954	4,156	4,277	4,449	4,534
Closing Balance	92,090	108,482	178,548	190,078	197,696	207,825	213,837	222,429	226,691	233,601

Reserve Balance Forecast

Budget Year: 2022

099977 - Building Services

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	4,118,222	4,175,604	4,212,060	4,284,101	4,419,783	4,518,179	4,618,543	4,760,914	4,906,132	5,054,255
Capital Fund Requirements	(40,000)	(45,000)	(40,000)	0	(40,000)	(40,000)	0	0	0	0
Fund Contributions	56,200	39,700	27,800	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earned	41,182	41,756	84,241	85,682	88,396	90,364	92,371	95,218	98,123	101,085
Closing Balance	4,175,604	4,212,060	4,284,101	4,419,783	4,518,179	4,618,543	4,760,914	4,906,132	5,054,255	5,205,340

Reserve Balance Forecast

Budget Year: 2022

Discretionary

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	5,839,415	4,444,327	3,453,169	3,223,753	2,939,907	3,827,791	4,381,269	5,255,951	3,757,680	4,437,789
Capital Fund Requirements	(7,323,983)	(6,802,683)	(6,321,104)	(6,637,821)	(5,460,412)	(5,912,576)	(5,802,441)	(8,192,888)	(5,984,543)	(6,705,268)
Fund Contributions	5,870,500	5,766,800	6,018,300	6,289,503	6,289,500	6,389,500	6,589,500	6,589,500	6,589,500	6,589,500
Interest Earned	58,395	44,725	73,388	64,472	58,796	76,554	87,623	105,117	75,152	88,756
Closing Balance	4,444,327	3,453,169	3,223,753	2,939,907	3,827,791	4,381,269	5,255,951	3,757,680	4,437,789	4,410,777

Reserve Balance Forecast

Budget Year: 2022

099973 - Fire and Emergency Services

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	272,675	(25,398)	84,183	149,629	319,708	595,707	776,265	1,046,233	1,082,707	999,735
Capital Fund Requirements	(1,300,800)	(890,419)	(936,238)	(932,914)	(830,395)	(1,031,356)	(945,557)	(1,184,451)	(1,304,626)	(1,436,647)
Fund Contributions	1,000,000	1,000,000	1,000,000	1,100,000	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Interest Earned	2,727	0	1,684	2,993	6,394	11,914	15,525	20,925	21,654	19,995
Closing Balance	(25,398)	84,183	149,629	319,708	595,707	776,265	1,046,233	1,082,707	999,735	783,083

Reserve Balance Forecast

Budget Year: 2022

099974 - Building and Facilities

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	308,264	(2,737)	(211,396)	76,575	117,155	466,737	633,423	1,110,369	417,820	884,944
Capital Fund Requirements	(1,186,584)	(745,259)	(464,329)	(960,951)	(652,761)	(842,649)	(535,722)	(1,714,756)	(541,232)	(562,316)
Fund Contributions	872,500	536,600	752,300	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest Earned	3,083	0	0	1,531	2,343	9,335	12,668	22,207	8,356	17,699
Closing Balance	(2,737)	(211,396)	76,575	117,155	466,737	633,423	1,110,369	417,820	884,944	1,340,327

Reserve Balance Forecast

Budget Year: 2022

099975 - Roads, Bridges and Major Infrastructure

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	3,372,202	2,510,825	1,545,160	941,958	412,309	695,829	706,233	789,508	124,429	392,981
Capital Fund Requirements	(3,863,099)	(4,158,773)	(3,802,105)	(3,837,988)	(3,014,226)	(3,293,013)	(3,420,350)	(4,170,369)	(3,223,437)	(3,661,789)
Fund Contributions	2,968,000	3,168,000	3,168,000	3,289,500	3,289,500	3,289,500	3,489,500	3,489,500	3,489,500	3,489,500
Interest Earned	33,722	25,108	30,903	18,839	8,246	13,917	14,125	15,790	2,489	7,860
Closing Balance	2,510,825	1,545,160	941,958	412,309	695,829	706,233	789,508	124,429	392,981	228,552

Reserve Balance Forecast

Budget Year: 2022

099979 - Parks, Recreation and Trails

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	71,756	154,974	(4,831)	157,511	114,477	21,951	80,270	159,121	172,501	180,082
Capital Fund Requirements	(122,500)	(389,855)	(92,358)	(146,182)	(194,814)	(42,118)	(22,752)	(89,800)	(95,867)	(6,170)
Fund Contributions	205,000	228,500	254,700	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Earned	718	1,550	0	3,148	2,288	437	1,603	3,180	3,448	3,600
Closing Balance	154,974	(4,831)	157,511	114,477	21,951	80,270	159,121	172,501	180,082	277,512

Reserve Balance Forecast

Budget Year: 2022

099981 - Information Technology

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	1,217,679	1,093,856	985,658	971,976	998,843	1,025,353	1,051,480	1,045,479	816,832	835,934
Capital Fund Requirements	(186,000)	(169,137)	(83,395)	(42,573)	(43,467)	(44,380)	(77,031)	(299,557)	(47,235)	(48,227)
Fund Contributions	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earned	12,177	10,939	19,713	19,440	19,977	20,507	21,030	20,910	16,337	16,719
Closing Balance	1,093,856	985,658	971,976	998,843	1,025,353	1,051,480	1,045,479	816,832	835,934	854,426

Reserve Balance Forecast

Budget Year: 2022

099984 - Cemeteries

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	123,484	124,719	126,956	131,571	129,946	127,112	129,654	124,884	127,382	129,930
Capital Fund Requirements	(10,000)	(10,210)	(10,424)	(4,257)	(5,433)	0	(7,363)	0	0	0
Fund Contributions	10,000	11,200	12,500	1	0	0	0	0	0	0
Interest Earned	1,235	1,247	2,539	2,631	2,599	2,542	2,593	2,498	2,548	2,599
Closing Balance	124,719	126,956	131,571	129,946	127,112	129,654	124,884	127,382	129,930	132,529

Reserve Balance Forecast

Budget Year: 2022

099985 - Port Carling Mural

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	113,621	129,757	147,755	19,310	19,697	20,091	20,493	20,903	21,321	21,747
Capital Fund Requirements	0	0	(150,000)	0	0	0	0	0	0	0
Fund Contributions	15,000	16,700	18,600	1	0	0	0	0	0	0
Interest Earned	1,136	1,298	2,955	386	394	402	410	418	426	435
Closing Balance	129,757	147,755	19,310	19,697	20,091	20,493	20,903	21,321	21,747	22,182

Reserve Balance Forecast

Budget Year: 2022

099986 - Fleet and Equipment

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	158,846	255,434	574,758	566,198	614,566	657,541	771,632	743,399	774,312	767,652
Capital Fund Requirements	(655,000)	(439,030)	(782,255)	(712,956)	(719,316)	(649,060)	(793,666)	(733,955)	(772,146)	(990,119)
Fund Contributions	750,000	755,800	762,200	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Interest Earned	1,588	2,554	11,495	11,324	12,291	13,151	15,433	14,868	15,486	15,353
Closing Balance	255,434	574,758	566,198	614,566	657,541	771,632	743,399	774,312	767,652	542,886

Reserve Balance Forecast

Budget Year: 2022

099990 - Community Improvement

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	200,888	202,897	204,926	209,025	213,206	217,470	211,819	216,055	220,376	224,784
Capital Fund Requirements	0	0	0	0	0	(10,000)	0	0	0	0
Fund Contributions	0	0	0	1	0	0	0	0	0	0
Interest Earned	2,009	2,029	4,099	4,180	4,264	4,349	4,236	4,321	4,408	4,496
Closing Balance	202,897	204,926	209,025	213,206	217,470	211,819	216,055	220,376	224,784	229,280

Reserve Balance Forecast

Budget Year: 2022

Operating

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	2,084,249	2,107,892	2,088,071	2,126,532	2,264,063	2,284,344	1,975,030	2,022,530	2,072,981	1,879,440
Capital Fund Requirements	0	(150,000)	(140,000)	0	0	(450,000)	(87,000)	(85,000)	(200,000)	(450,000)
Fund Contributions	2,800	109,100	136,700	95,000	(25,000)	95,000	95,000	95,000	(35,000)	95,000
Interest Earned	20,843	21,079	41,761	42,531	45,281	45,686	39,500	40,451	41,459	37,902
Closing Balance	2,107,892	2,088,071	2,126,532	2,264,063	2,284,344	1,975,030	2,022,530	2,072,981	1,879,440	1,562,342

Reserve Balance Forecast

Budget Year: 2022

099900 - Tax Stabilization

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	1,793,268	1,814,001	1,835,241	1,875,446	1,912,955	1,951,214	1,540,238	1,571,043	1,602,464	1,634,513
Capital Fund Requirements	0	0	0	0	0	(450,000)	0	0	0	(450,000)
Fund Contributions	2,800	3,100	3,500	0	0	0	0	0	0	0
Interest Earned	17,933	18,140	36,705	37,509	38,259	39,024	30,805	31,421	32,049	32,690
Closing Balance	1,814,001	1,835,241	1,875,446	1,912,955	1,951,214	1,540,238	1,571,043	1,602,464	1,634,513	1,217,203

Reserve Balance Forecast

Budget Year: 2022

099978 - Studies and Reviews

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	91,366	162,280	92,003	40,943	91,762	143,597	196,469	163,398	131,666	(15,701)
Capital Fund Requirements	0	(150,000)	(140,000)	0	0	0	(87,000)	(85,000)	(200,000)	0
Fund Contributions	70,000	78,100	87,100	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earned	914	1,623	1,840	819	1,835	2,872	3,929	3,268	2,633	0
Closing Balance	162,280	92,003	40,943	91,762	143,597	196,469	163,398	131,666	(15,701)	34,299

Reserve Balance Forecast

Budget Year: 2022

099980 - Election

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	132,998	49,328	62,721	95,075	126,977	39,517	70,307	101,713	133,747	36,422
Fund Contributions	(85,000)	12,900	31,100	30,000	(90,000)	30,000	30,000	30,000	(100,000)	30,000
Interest Earned	1,330	493	1,254	1,902	2,540	790	1,406	2,034	2,675	728
Closing Balance	49,328	62,721	95,075	126,977	39,517	70,307	101,713	133,747	36,422	67,150

Reserve Balance Forecast

Budget Year: 2022

099989 - Attainable Housing

Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	66,617	82,283	98,106	115,068	132,369	150,016	168,016	186,376	205,104	224,206
Fund Contributions	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest Earned	666	823	1,962	2,301	2,647	3,000	3,360	3,728	4,102	4,484
Closing Balance	82,283	98,106	115,068	132,369	150,016	168,016	186,376	205,104	224,206	243,690

Service Enhancements/New Initiatives

INITIATIVE TITLE

A-la-Carte Items

		Net Impact	Impact on Tax Levy
1	Communications Officer	\$100,000	0.8%
2	Planner I	\$94,100	0.8%
3	GIS Specialist	\$80,000	0.6%
4	Seasonal By-law Enforcement	\$12,300	0.1%
5	Building Administrative Assistant	\$36,000	0.0%
6	Septic Re-inspection Program	\$50,000	0.0%
7	Community Improvement Reserve	\$150,000	1.2%
8	Climate Change Reserve	\$25,000	0.2%

Operating Grants

9	South Muskoka Hospital Foundation (no request received)	\$5,000	0.1%
10	Habitat For Humanity (see Operating Grant submission in Tab 9)	\$25,000	0.2%
11	Muskoka Lakes Chamber of Commerce (see Operating Grant submission in Tab 9)	\$20,000	0.2%

Corporate Business Case

Request/Project Name: Separate Communications & Economic Development Specialist position

Department: Development Services and Environmental Sustainability **Division:** Communications & Economic Development

Council Resolution (if applicable): Planning Committee Verbal Direction - October 14, 2021

Implementation Year: 2022 – June/July

Summary

Overview of Proposal:

Whether it be through the update the Township's Strategic Plan, recent events such as the Flood and Pandemic, inappropriate waterfront site alteration, and climate change, it is evident that Council and the community are placing an increased emphasis on the need for improved communications, outreach and education.

Combined with increasingly digitally perceptive clients, communication tools and expectations have evolved, resulting in a demand for increased in house technical skills and communication/marketing savvy. Communications is an integral component across all functions in the Corporation.

Similarly, Economic Development is an important function, with a focus on creating conditions to allow businesses to flourish. Important initiatives like the Community Improvement Plan will require leadership to implement, while also focusing on initiatives such as broadband, exploring grant and new business opportunities.

To take these functions to the next level, consideration should be given to adding to the current half time positions of the Communications and Economic Development functions. A new, full-time Communications position reporting to the Director of Legislative Services/Chief Administrative Officer and an Economic Development position reporting to the Director of Development Services and Environmental Sustainability Department would better enable Council to better achieve its objectives in these areas.

Driver's for Proposed Course of Action:

Current Position

The FTE Communications and Economic Development Specialist was established in 2017 upon recommendation from the Organizational Review.

This position is responsible for all external corporate communications, including social media, website, print material and media releases, marketing/promotion and event initiative/tourism coordination efforts. They also implements the goals and objectives as outlined in the approved Economic Development Strategy. This includes collaborating with local and regional partners to develop a year round local economic strategy, attracting and facilitating development of new and retention/expansion of existing industries, businesses and services in the Township for the purpose of

expanding the economy of the community, providing local employment opportunities and strengthening the property tax base.

Continuous Improvement

Communications/Education

Since the position was established, many new projects have been implemented in conjunction with the day to day duties. In 2016, the Township approved a social media policy and launched platforms on Facebook and Twitter. Communications with the public and local media has improved with the use of media releases and to assist with further questions. Branding of the Township has been used in a consistent format across communications materials such as posters, brochures, signs, etc. A new website was created in 2019. The Township also launched a new community engagement platform in 2020 called Engage Muskoka Lakes to receive public input of projects. This has included a staff only website to help assist in sharing information in a single location for all departments.

Communication demands continue to increase, including expectations from the public, and as the Township puts more focus on improving customer service, there are opportunities to align communications activities with initiatives underway to better serve our community.

The role of Communications has come to the forefront in the past 6 months in regards to by-law education and the environmental awareness. The Township's Strategic Plan identifies the development and deployment communications and marketing materials regarding the importance protecting shoreline buffers and natural features, cultural and heritage features, climate mitigation and adaptation, septic management, etc., in the next two years. As such, developing a Communications Strategy/Plan is of importance to ensure effective tools and channels are used to distribute the content.

Further, Communications has played an important role in the past two years with emergency situations. During these times, communications is relied on heavily to share up to the minute information to the public. As we continue to see more severe weather storms, it can be anticipated that Communications will be come even more important.

Economic Development

An Economic Development Strategy was revised in 2020 along with the creation of a Grants and Economic Development Committee. Most recently, the Township was successful in receiving a grant to complete a Community Improvement Plan for Bala and Port Carling. New policies were created in regards to Filming on Municipal Properties and Use of Street Banners, while existing policies have been updated such as Grants to Organizations.

Economic development is a critical component that drives economic growth in our economy, creating jobs and facilitating an improved quality of life in the community. The updated Township Strategic Plan places importance on economic development.

Lastly, with an engaged and driven Economic Development Advisory Committee, benefits of a FTE position will include better engagement with the business community, especially with the

implementation of the Community Improvement Plan and desire to encourage private sector development in a responsible fashion.

Categorize your specific request (mark an 'X' for all that apply):

x	Change to base operating budget		Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in project (Operating)		Investment in project (Capital)

Recommendation:

This is a proposal to add a split the position of Communications and Economic, adding one new FTE.

This responds directly to the increasing demands and expectations from the public, and as the Township puts more focus on improving customer service, there are opportunities to align communications activities with initiatives underway to better serve our community. Additionally, the updated Township Strategic Plan places importance on economic development. One of the three goals of the plan is to strengthen and diversify Muskoka Lakes' economy by leveraging competitive advantages.

How does this align with Council's Strategic Plan?

	Preserve, Protect, and Promote the Natural and Cultural Environment		Sustain and Enhance Public Services and Infrastructure
x	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships

Qualitative Implications:

Increased dedicated staff in the communications and economic development portfolios will provide improved overall service, engagement, transparency and confidence of the community in the municipality.

Quantifiable Implications:

On top of the regular day today duties, the list below provides communication improvements and opportunities for the Township to consider with a FTE in Communications.

Strategy

- Creation and implementation of a Communications Strategy/Plan
- Increase communications tracking, measurement and reporting.

Internal

- Improve internal communication processes
- Establish and train proper communication team/back-ups in departments
- Create Staff Training Program including topics such as:
 - Improve staff's overall understanding of the importance of effective communications
 - Client Management training sessions
 - Train on new tools - particularly digital where relevant
- Bring communications into all projects earlier

- Create and improve easy to use templates

External

Planning, Building and By-Law Enforcement

- Streamline Planning and Building materials
 - Example: one page by law fact sheets, process maps, septic programs
- Enhance Building in Muskoka Lakes section to include easy to understand building practices, easy to follow processes etc.
- Work with departments to create and implement a key stakeholder engagement plan

Website and Social Media

- Finalize e- commerce on website
- Convert applications and forms to online format
- Create Muskoka Lakes content and resources – example
- Enhance Digital Experience
- Improve functionality of the website from a clients perspective

Rate Payer Communication

- Create scheduled community updates - in addition to Mayor's tax bills
- Update and maintain communication contact lists

On top of the regular day today duties, the list below provides improvements and opportunities for the Township to consider with a FTE in Economic Development.

Core Infrastructure

- Research and pursue all possible funding opportunities that promote and enhance the capacity of the Township to provide economic development services
- Implement recommendations from Regional Broadband Strategy
- Develop and execute new marketing plan and material to attract business and workforce

Business Support

- Implement Community Improvement Plan
 - Develop Incentive Program for businesses upon completion of CIP
 - Consider a number of revitalization projects which will enhance the Township infrastructure
 - Engage with private sector on urban design guidelines to enhance downtown character
- Ongoing business retention and expansion – business engagement strategy
 - Assist businesses navigate Township approval processes

<ul style="list-style-type: none"> ○ Maintain ongoing business inventory and communications • Tourism and event development - Focus on local events to simplify the Township approval processes • Enhance support local campaigns <p><i>Diversify Local Economy</i></p> <ul style="list-style-type: none"> • Develop a value proposition and determine opportunities to attract targeted business segments • Analysis the availability of land, buildings and other facilities <ul style="list-style-type: none"> ○ Identify potential business opportunities for identified spaces • Link private and public sector initiatives regarding economic development opportunities 					
Financial Analysis					
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
Computer			\$2,500		
		Ongoing:			
		One Time:	\$2,500		
		Total:	\$2,500		
Revenue Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
		Total:			
Position Table:					
Position	Duration	FTE/PTE	2022	2023	2024
Communications Officer	Ongoing	1 FTE	\$97,500	\$99,500	\$101,400
Net Impact					
			2022	2023	2024
Ongoing:			\$97,500	\$99,500	\$101,400
One Time:					
Total:			\$97,500	\$99,500	\$99,500
NET IMPACT			\$100,000		
Impact on Tax Levy			0.8%		

Corporate Business Case

Request/Project Name:	Addition of new Planner I position		
Department:	Development Services and Environmental Sustainability	Division:	Planning
Council Resolution (if applicable):	Planning Committee Verbal Direction - October 14, 2021		
Implementation Year:	2022		

Summary

Overview of Proposal:

The objective of this business case is to create a new, full-time Planner I position in the Planning Services Division of the Development Services and Environmental Sustainability Department to in order to meet current workloads and maintain efficiency and service levels.

Rationale for Proposed Course of Action:

The Township Planning Services branch is struggling to maintain past service levels given a high and increasing volume of applications and development activity in the Township. Concerns from the community are being received respecting growing turn around times for planning applications in comparison to previous timelines. Further, a number of new policies that will place additional restrictions on development being considered through the Official Plan update project is likely contributing to even higher application numbers. This includes increased Minor Variance Applications and further use of Site Plan Control on the vast majority of development along the waterfront.

While current staffing levels have allowed the division to concentrate on its core legislated mandate of processing planning applications, albeit in a rushed and hectic environment, they have not allowed staff to properly concentrate on long term planning and continuous improvement initiatives. Council has also been desirous of pursuing additional projects that have not been able to proceed as swiftly as preferred. Given the knowledge set of professional planners, should time permit or planning application numbers decrease, the additional position will be able to assist in the role of project management for these types of initiatives.

Should it be approved, this new position will assist the division in the review of the expectant further increase in Site Plan Applications as well as providing for the ability to more proactively monitor and enforce compliance of obligations and technical studies attached to Site Plan Control agreements.

Not proceeding with this new position increases the risk of losing current staff, higher turnover and/or lost time due to burnout. Current staff are struggling to meet legislated timelines and providing staff the necessary time to maintain training, qualifications and stay current with the industry is problematic. Unmitigated, the current workload increases the potential for errors and omissions resulting in increased liability and risk to the municipality and a potentially higher rate of claims. A new position will also reduce the considerable overtime necessary to complete duties.

Categorize your specific request (mark an 'X' for all that apply):

X	Change to base operating budget		Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)

	Investment in project (Operating)		Investment in project (Capital)		
Recommendation:					
Approve new hire to maintain current service levels, meet legislated timelines, maintain accuracy of work, and alleviate stress on current staff, as well as increased ability to properly process high current and future increasing volume of planning applications.					
How does this align with Council's Strategic Plan?					
X	Preserve, Protect, and Promote the Natural and Cultural Environment	X	Sustain and Enhance Public Services and Infrastructure		
X	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships		
IMPACT ANALYSIS					
Qualitative Implications:					
<ul style="list-style-type: none">Improved customer service and overall confidence of the community in the division and municipalityImproved workload management support and ability to recruit/retain qualified staff					
Quantifiable Implications:					
<ul style="list-style-type: none">Improved quality of work through reduced errors and omission due to resource constraints.Improved timelines for processing of planning applications					
Financial Analysis					
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
Computer		Tax Levy	\$2,500		
		Ongoing:	\$2,500		
		One Time:			
Total:			\$2,500		
Revenue Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
Total:					
Position Table:					
Staffing Impacts:					
Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024
Planner I – Salary/Benefits	12 months	1.0	\$91,600	\$93,500	\$95,300
Ongoing:			\$91,600	\$93,500	\$95,300
One Time:					
Total:			\$91,600	\$93,500	\$95,300
NET IMPACT			\$94,100		
Impact on Tax Levy			0.8%		

Corporate Business Case

Request/Project Name:	GIS Technician, Contract Position		
Department:	Development Services and Environmental Sustainability	Division:	Planning
Council Resolution (if applicable):	Planning Committee Verbal direction – 14 October, 2021		
Implementation Year:	2022		

Summary

Overview of Proposal:

Planning Committee verbally directed staff to include a contract position in the Planning Division portion of the draft 2022 budget to assist in the enhancement of online mapping that would illustrate the location and details of minor variances, site plans, building permits, and other relevant municipal information.

Rationale for Proposed Course of Action:

Given recent concerns over inappropriate construction practices along the waterfront and a desire to ensure increased transparency over development activity, Planning Committee directed staff to devise an approach to enhance online mapping through increasing functionality that would identify the location and details of development occurring across the Township.

In addition to the existing GIS map layer of the Township's Comprehensive Zoning By-law and related amendments, another layer(s) containing Minor variances, site plans and building permits would not only assist the community in determining what development is occurring near them, it will also allow property owners and purchasers to understand applicable approvals applying to their lands.

Staff would propose a pilot project whereby a contract position would be established through a partnership with the District of Muskoka GIS Department. The position could be housed and supervised by the professional GIS staff of that department, albeit completely devoted to Muskoka Lakes work.

It is proposed that the new layer(s) would concentrate on establishing the appropriate database and information necessary to display current (2022) and recent (2021) approvals, and as time permits, older approvals. This layer(s) could be supplemented with information from the future online building permit system.

Going Forward, should the pilot project be successful, other GIS needs, which are currently being addressed through consultants, such as the asset management program, could be addressed through such a role.

The Public Works Department through the initiation of the asset management program has recently employed an Asset Management Technician contract position, which has now expired. A similar approach, together with Building Permit fee revenue congruous with the Building Permit portion of the GIS layer, could be used to fund such a position.

Categorize your specific request (mark an 'X' for all that apply):

X	Change to base operating budget		Change to revenues (volume change)
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	Change to fees (unit price)		Change to revenues (volume change)			
	Investment in project (Operating)		Investment in project (Capital)			
Recommendation:						
To approve a contract position in the Planning Division of the Development Services and Environmental Sustainability Department to assist in the establishment of a GIS layer of planning and building approvals.						
How does this align with Council's Strategic Plan?						
X	Preserve, Protect, and Promote the Natural and Cultural Environment	X	Sustain and Enhance Public Services and Infrastructure			
	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships			
IMPACT ANALYSIS						
Qualitative Implications:						
Quantifiable Implications:						
<ul style="list-style-type: none">Creation of a development approval databaseEstablishment of a GIS layer of planning and building approvals						
Financial Analysis						
Expenditure Detail:						
Description		Duration	Revenue Source	2022	2023	2024
			Ongoing:			
			One Time:			
Total:						
Revenue Detail:						
Description		Duration	Revenue Source	2022	2023	2024
			Ongoing:			
			One Time:			
Total:						
Position Table:						
Staffing Impacts:						
Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024	
GIS Technician	Contract Position and incidentals	1 FTE	\$80,000			
Ongoing:			\$80,000			
One Time:						
Total:			\$80,000			
NET IMPACT			\$80,000			
Impact on Tax Levy			0.64%			

Corporate Business Case

Request/Project Name:	Addition of new Seasonal By-law Enforcement position		
Department:	Development Services and Environmental Sustainability	Division:	Bylaw Enforcement
Council Resolution (if applicable):	Planning Committee Verbal Direction - October 14, 2021		
Implementation Year:	2022		

Summary

Overview of Proposal:

Planning Committee voiced the community's desire to enhance By-law Enforcement service levels to enable a more proactive approach to deter and more quickly respond to inappropriate development, noise and other issues in the waterfront areas.

Drivers for Proposed Course of Action:

Council approved the hiring of a Chief By-law Enforcement Officer and seasonal By-law Enforcement Officer in the 2021 Budget. The enhanced level of service in 2021 has been well received by the waterfront community. In fact, there has been a notable increase in the number of complaints received in 2021 compared to previous years. This may have resulted from a combination of increased development activity in the Township, increased visitor levels, increased community presence and discovery of violations as a result of additional staff, and/or increased awareness from the community that additional emphasis has been placed on by-law enforcement.

It is anticipated that the additional seasonal position would;

- continue to enhance services by providing for increased presence in the community;
- enhanced coverage outside of regular business hours;
- allow more senior by-law staff greater ability to review existing by-laws and prepare necessary updates, research and create new by-laws to ensure community character is protected and water quality and the environment is enhanced; as well as,
- enable proper reporting and education and outreach campaigns.

Both an increase in complaints received and a more proactive approach will inevitably result in an increase in violations discovered and corresponding prosecutions. A singular prosecution can consume a significant amount of time and resources through the preparation of a crown brief and typically several attendances at court, including to provide testimony (evidence) for the charges laid. An additional seasonal position will allow for enforcement coverage where more senior by-law staff are occupied with prosecutions or more significant violations.

Support from the Government of Canada through the Canada Summer Jobs Program may be available for seasonal positions to assist in reducing budgetary impacts, however, grants are subject to approval and cannot be relied upon.

Categorize your specific request (mark an 'X' for all that apply):

X	Change to base operating budget	X	Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in project (Operating)		Investment in project (Capital)

Recommendation:

To approve an additional full-time seasonal By-law Enforcement Officer position in the By-law Services Division of the Development Services and Environmental Sustainability Department.

This is in direct response to the increasing demands and expectations from Council and the public to increase the level of service and to place more focus on proactive enforcement and greater coverage during evenings, weekends and holidays.

How does this align with Council's Strategic Plan?

X	Preserve, Protect, and Promote the Natural and Cultural Environment	X	Sustain and Enhance Public Services and Infrastructure
	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships

IMPACT ANALYSIS

Qualitative Implications:

- Improved overall service and confidence of the community in the division and municipality
- Improved workload management support and ability to recruit/retain qualified staff

Quantifiable Implications:

- Increased ability investigation response time
- Enhanced ability for proactive enforcement
- Enhanced ability to provide enforcement coverage outside of business hours
- Improved ability for proper public outreach and education
- Mitigated risk for errors and omissions reducing liability and risk to the municipality and a potentially higher rate of claims

Financial Analysis

Expenditure Detail:

Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
		Total:			

Revenue Detail:

Description	Duration	Revenue Source	2022	2023	2024
Canada Summer Jobs Grant		Federal Government	\$2,500	\$2,500	\$2,500
		Ongoing:	\$2,500	\$2,500	\$2,500
		One Time:			
		Total:	\$2,500	\$2,500	\$2,500

Position Table:

Staffing Impacts:

Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024
Seasonal, Bylaw	May 1 – Sept 1	560	\$14,800	\$15,000	\$15,300
		Ongoing:	\$14,800	\$15,000	\$15,300
		One Time:			
		Total:	\$14,800	\$15,000	\$15,300

NET IMPACT	\$12,300	
Impact on Tax Levy	0.1%	

Corporate Business Case

Request/Project Name:		PTE Building Administrative Assistant Position to FTE	
Department:	Development Services and Environmental Sustainability	Division:	Building
Council Resolution (if applicable):		Staff Recommendation	
Implementation Year:	2022		

Summary

Overview of Proposal:

The objective of this business case is to transition the current seasonal Building Administrative Assistant position to a permanent full-time position in order to be able to address the administrative needs of the current Building Division workload.

Drivers for Proposed Course of Action:

Due to recent increases in both volume and complexity of Building Permit applications and development, along with increased development and inquiries from the public, it is becoming increasingly difficult to maintain previous service levels with current staffing levels.

The Building Division staff complement currently consists of a CBO, DCBO, 5 Building Inspectors, 3 full-time Permit Clerks/administration staff, 1 seasonal administrative position, and 2 seasonal sewage re-inspection staff. In past years, the seasonal administrative position has been sufficient to maintain service levels through the busiest construction seasons. Over the past 3-4 years, increased building activity has been constant throughout the entire year. Specifically, over the last 18-24 months staff has seen an increased application numbers, complexity of applications, realtor requests, and general inquiries. Current administrative staff levels are struggling to maintain previous service levels.

Transitioning the seasonal administrative assistant position to a permanent year round employee will also allow, as workloads and resources permit, to implement continuous improvement initiatives in the Division to improve the efficiencies of internal workflows. Given the ongoing review of the Septic System Re-Inspection Program and anticipated enactment of an E-permitting platform in 2022, the full time position will also be of assistance in implementation thereof.

The addition of this full time position will likely reduce current overtime incurred. The intended result is a return to normal service levels, and also a return to a manageable workload for administrative staff.

This staffing increase will have no impact on the current tax levy, as Building Division revenue will fully cover this operating budget increase.

Categorize your specific request (mark an 'X' for all that apply):

X	Change to base operating budget		Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in project (Operating)		Investment in project (Capital)

Recommendation:

To approve a full-time Building Administrative Assistant position in the Building Services Division of the Development Services and Environmental Sustainability Department.

How does this align with Council's Strategic Plan?					
X	Preserve, Protect, and Promote the Natural and Cultural Environment	X	Sustain and Enhance Public Services and Infrastructure		
X	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships		
IMPACT ANALYSIS					
Qualitative Implications:					
<ul style="list-style-type: none">Improved overall service and confidence of the community in the division and municipalityImproved workload management support and ability to recruit/retain qualified staff					
Quantifiable Implications:					
<ul style="list-style-type: none">Increased ability to meet workloads, timelines and manage legislated requirementsMitigated risk for errors and omissions reducing liability and risk to the municipality and a potentially higher rate of claimsContinued ability to provide peripheral services not legislated by the Building Code Act and Ontario Building Code					
Financial Analysis					
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
Total:			\$0	\$0	\$0
Revenue Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
Total:					
Position Table:					
Staffing Impacts:					
Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024
Building Administrative Assistant		1.0 (increase .5 from previously budgeted .5 seasonal + benefits)	\$36,000	\$36,675	\$37,425
Ongoing:			\$36,000	\$36,675	\$37,425
One Time:					
Total:			\$36,000	\$36,675	\$37,425
NET IMPACT			\$36,000		
Impact on Tax Levy			0.0%		
* Position to be funded through annual permit revenues and/or building reserve.					

Corporate Business Case

Request/Project Name:	Septic Re-inspection Program Update, Contract Position		
Department:	Development Services and Environmental Sustainability	Division:	Building
Council Resolution (if applicable):	PLN-9-14/10/21		
Implementation Year:	2022		

Summary

Overview of Proposal:

The objective of this business case is to provide rationale for the approval of a contract position in the Building Division of the Development Services and Environmental Sustainability Department to assist in the establishment of an updated Septic System Re-inspection program. A corresponding staff report has been prepared and Planning Committee resolution PLN-9-14/10/21 has been passed which directs staff to include the position in the draft 2022 budget.

Rationale for Proposed Course of Action:

The proposed Septic System Re-inspection program policy includes a risk level classification for all properties containing a private on-site sewage disposal system, as well as an inspection frequency from no inspections, to every 5 or 15 years.

There are approximately 15,000 properties in total across the entire Township, including those in the Urban Centres of Bala and Port Carling. Implementation of the proposed policy will require an extensive amount of up front and ongoing administrative effort to create:

- a sewage disposal system risk classification database and a corresponding inspection schedule; and
- an education/outreach program for landowners (especially those with high risk systems), as well as follow up and enforcement as necessary.

Until a database that identifies the number of high and moderate risk level systems in the Township is established, staff are unable to accurately estimate the resources necessary to administer the new program and/or continue to conduct Phase I inspections as currently completed by seasonal staff.

Accordingly, a contract position is recommended in order to create and populate the database. In addition, the position will also be required for outreach, communication and general administration related to initiation of the new program, with the potential need for future follow-up and enforcement. As such, the potential exists for the need to transition the position from contract to permanent. That said, until the numbers are known and program is up and running, staff are unable to accurately estimate the resources necessary to administer the new program on a long term basis.

Categorize your specific request (mark an 'X' for all that apply):

X	Change to base operating budget		Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in project (Operating)		Investment in project (Capital)

Recommendation:

To approve a contract position in the Building Division of the Development Services and Environmental Sustainability Department to assist in the establishment of an updated Septic System Re-inspection program.

How does this align with Council's Strategic Plan?					
X	Preserve, Protect, and Promote the Natural and Cultural Environment	X	Sustain and Enhance Public Services and Infrastructure		
	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships		
IMPACT ANALYSIS					
Qualitative Implications:					
Quantifiable Implications:					
<ul style="list-style-type: none"> Creation of a sewage disposal system database Implementation of an updated Septic System Re-inspection Program Community outreach and education 					
Financial Analysis					
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
Total:					
Revenue Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
Total:					
Position Table:					
Staffing Impacts:					
Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024
Contract Position and incidentals	2022 with potential for extension	1 FTE	\$50,000		
Ongoing:					
One Time:			\$50,000		
Total:			\$50,000		
NET IMPACT			\$50,000		
Impact on Tax Levy			0.0%		
* Position to be funded through annual permit revenues and/or building reserve.					

Corporate Business Case

Request/Project Name: Funding of a Community Improvement Plan Reserve			
Department:	Development Services & Environmental Sustainability	Division:	Economic Development
Council Resolution (if applicable):		N/A	
Implementation Year:		2022	

Summary

Overview of Proposal:

Completion of the Community Improvement Plan (CIP) for the communities of Bala and Port Carling is scheduled for Q4/2021. The proposed CIP envisions various Township investment opportunities in the public realm (streetscape - area between the street and private property in downtown areas), as well as the provision of financial and other incentive programs to assist the private sector in making property improvements or redevelopment.

As it relates to the public realm, or streetscape, proposed projects involve the beautification or improved public access/wayfinding in the downtown areas. These proposed improvements would be in addition to existing capital infrastructure and related expenditures.

Incentive programs to stimulate private-sector development would be of a matching funding nature, at a minimum. In many cases, CIP incentives can generate a threefold to fivefold multiplier when developers tally total project costs. Under the ideal scenario, the Township would have a fulsome understanding of the sizes and types of property improvements that business owners are considering, and an understanding of construction costs.

The Township should establish a Community Improvement Incentive Reserve to ensure there is adequate funding for public realm projects and to incentivise private sector investment on private property improvements or redevelopment.

Rationale for Proposed Course of Action:

In the past, many municipalities focused on façade improvement programs pursuant to their Community Improvement Plan. Now, municipalities are experimenting with a variety of approaches to incentivise private property improvement and redevelopment, especially where it will enhance the public realm and build the overall vitality of the community.

The Consulting team has recommended that the budget amount required to activate an effective toolbox of incentives and public realm projects in the Township of Muskoka Lakes Community Improvement Plan would be \$150,000 per year for a minimum period of ten years. Over the course of ten years, it is estimated that a public investment of \$1.5 million will incentivise a private property owner investment of an additional \$4 million, excluding large-scale projects eligible for Tax Increment Grants.

Categorize your specific request (mark an 'X' for all that apply):					
x	Change to base operating budget		Change to revenues (volume change)		
	Change to fees (unit price)		Change to revenues (volume change)		
	Investment in project (Operating)		Investment in project (Capital)		
Recommendation: As the business community in each of Bala and Port Carling have responded positively to the creation of a Community Improvement Plan related incentive program, it is recommended that an annual budget contribution be dedicated to a Community Improvement Plan Reserve to fund public realm projects as well as private-sector incentive programs.					
How does this align with Council's Strategic Plan?					
	Preserve, Protect, and Promote the Natural and Cultural Environment	x	Sustain and Enhance Public Services and Infrastructure		
x	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships		
IMPACT ANALYSIS					
Qualitative Implications:					
Township staff will be responsible for the marketing, administration and support of the CIP and incentive programs. Township staff will research and apply for sources of funding to assist in the implementation of actions identified in the CIP.					
Quantifiable Implications:					
The budget amount required to activate an effective toolbox of incentives and public realm projects for the Township of Muskoka Lakes Community Improvement Plan would be approximately \$150,000 per year for a minimum period of ten years.					
It should be noted that there is currently approximately \$200,000 in a reserve from the SREL lease of lands in Bala. This funding will be used for Bala specific projects and is in addition to the annual tax levy funding for the CIP.					
Financial Analysis					
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
CIP Incentive Program	The budget amount required to activate an effective toolbox of incentives for the private sector in the Township of Muskoka Lakes Community Improvement Plan Township of Muskoka Lakes would be \$100,000 per year for a minimum period of ten years. Public realm improvements are budgeted at \$50,000 per year.	Tax Levy	\$150,000	\$150,000	\$150,000
		Ongoing:	\$150,000	\$150,000	\$150,000

			One Time:			
			Total:	\$150,000	\$150,000	\$150,000
Revenue Detail:						
Description	Duration		Revenue Source	2022	2023	2024
			Ongoing:			
			One Time:			
			Total:			
Position Table:						
Staffing Impacts:						
Position	Duration	FT (FTE)/ PT (Hours)		2022	2023	2024
			Ongoing:			
			One Time:			
			Total:			
NET IMPACT				\$150,000		
Impact on Tax Levy				1.2%		
* Impact can be mitigated if allocated within budgeted contributions to reserves.						

Corporate Business Case

Request/Project Name:	Climate Action Plan Reserve		
Department:	Development Services & Environmental Sustainability	Division:	Planning
Council Resolution (if applicable):	Resolution No. SPLN-2-16/07/21		
Implementation Year:	2022		

Summary

Overview of Proposal:

Through the above noted resolution, Council declared a Climate Emergency and committed to working with other Muskoka lower-tier municipalities and the District Municipality of Muskoka to develop a baseline Climate Action Plan (CAP) to reduce corporate GHG emissions. Further, staff were directed to prepare a business case for related resources for Council's consideration as part of the draft 2022 Municipal Budget.

Rationale for Proposed Course of Action:

By including a related goal in its Strategic Plan, Council demonstrated its strong interest and commitment to ensure Township infrastructure and operations adapt to, or mitigate the effects of, climate change.

In this regard, it is anticipated that climate change will impact core infrastructure such as roads, bridges, and storm water systems as well as non core infrastructure (buildings, docks and wharves). A corporate reduction of greenhouse gas (GHG) emissions can offer multiple benefits, including improved health and air quality, increased innovation, economic development and reduced costs over time.

The development of a reserve account will enable implementation of various initiatives anticipated in the baseline Climate Action Plan, which should be completed in Q4/2022. One of the first initiatives that should be completed would be joining the Federation of Canadian Municipality's [Partners for Climate Protection Program](#). Further future initiatives could include vehicle charging stations, downtown recycling containers and other such other initiatives identified in the Climate Action Plan.

Categorize your specific request (mark an 'X' for all that apply):

x	Change to base operating budget		Change to revenues (volume change)
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in project (Operating)		Investment in project (Capital)

Recommendation:

In anticipation of the need to implement recommendations/initiatives that will be identified in the Township's Climate Action Plan, it is recommended that an annual budget contribution be dedicated to a Climate Action Plan Reserve Account to fund identified actions.

How does this align with Council's Strategic Plan?

x	Preserve, Protect, and Promote the Natural and Cultural Environment	x	Sustain and Enhance Public Services and Infrastructure		
	Strengthen and Diversify Muskoka Lakes' Economy		Strengthen Key Relationships		
IMPACT ANALYSIS					
Qualitative Implications:					
Township staff will be responsible for the development of the Climate Action Plan and the implementation of identified actions.					
Quantifiable Implications:					
The budget amount required to implement projects for the Township of Muskoka Lakes Climate Action Plan cannot be determined until the plan is complete. Staff would recommend an initial contribution of \$25,000 to begin and that this amount should be re-evaluated on an annual basis.					
Financial Analysis					
Revenue Detail:					
Description	Duration	Revenue Source	2022	2023	2024
		Ongoing:			
		One Time:			
		Total:			
Expenditure Detail:					
Description	Duration	Revenue Source	2022	2023	2024
Climate Action Plan Reserve	Annual budget contribution to reserve account to assist with implementation of Climate Action Plan.	Tax Levy	\$25,000	\$25,000	\$25,000
		Ongoing:	\$25,000	\$25,000	\$25,000
		One Time:			
		Total:	\$25,000	\$25,000	\$25,000
Position Table:					
Staffing Impacts:					
Position	Duration	FT (FTE)/ PT (Hours)	2022	2023	2024
		Ongoing:			
		One Time:			
		Total:			
NET IMPACT			\$25,000		
Impact on Tax Levy			0.2%		
* Impact can be mitigated if allocated within budgeted contributions to reserves.					

Appendix I - Operating Grant Requests Overview

Organization	Description	2022 Request	2021 Amount	Change	2021 Review	2022 Updates
Muskoka Lakes Chamber of Commerce	Four priority areas are identified in the MOU; Visitor Information Services, Tourism Marketing, Business Support and Training, and Event Development and Promotion. An annual work plan is developed in relation to these priority areas.	\$60,000	\$40,000	\$20,000	<p>In 2021, the Chamber received \$27,000 for Tourism and Business Community Enhancement. Additionally, new for 2021 was funding specific to the development of an online vendor marketplace to the amount of \$13,000. The Chamber received a total of \$40,000 in 2021.</p> <p>In reviewing the 2021 work plan results, almost all objectives were successfully completed. This includes operating a visitor information centre in Bala when permitted to do so, development of the directory guide and disbursement of tourism materials, ongoing business support through the pandemic such as workshops and funding guidance, and development of events in Covid-19 safe formats. Results specific to the online marketplace have not been provided.</p>	<p>The Chamber request for 2022 is \$60,000.</p> <p>Staff have reviewed the draft 2022 work plan and have noted the following changes:</p> <ul style="list-style-type: none"> • Add Muskoka Lakes Tourism imagery on all 10 windows of Visitor Centre • Update building and potentially roadside signage including Visitor Information Centre • Upgrade to wheelchair accessible washroom • Continue to build online marketplace for Muskoka Lakes. ShopMuskokaLakes.ca
Muskoka Lakes Museum	MOU identifies that funding be used for the operation of the Muskoka Lakes Museum including marketing, preserving Township heritage and event development and promotion.	\$35,000	\$35,000	\$0	In 2021, the Muskoka Lakes Museum received \$35,000 in funding. In reviewing the 2021 results, the Museum had approximately 1000 visitors over the course of 60 operating days (45% reduction in operating hours) due to Covid-19. Public activities that could be held outside were done so and a new exhibit was created highlighting the natural life of Muskoka. Shifting to more virtual offerings, the Museum created online exhibits.	The Muskoka Lakes Museum is requesting the same amount in 2022 to once again operate the Muskoka Lakes Museum as identified in the MOU.
Habitat for Humanity	Habitat for Humanity Ontario Gateway North works to bring communities together to help vulnerable people build strength, stability, and independence through a safe, decent, and affordable place to call home.	\$25,000	\$0	\$25,000	The Township Adopt-A-Home Committee is proud to announce a build project in Bala, set to break ground in 2022! The semi-detached home, will add two affordable, universally accessible homes to the Bala supply; and will serve two families coping with mobility challenges.	The funding will be used to cover a portion of the construction cost of the homes. Habitat for Humanity has requested \$25,000 in funding for 2022.
Walker's Point and Milford Bay Libraries	Operation of the volunteer libraries, including community programs and activities.	Match donations to a maximum of \$3,000	Match donations to a maximum of \$3,000	\$0	Due to Covid-19 regulations and ongoing closures to the Township community centres, it has been difficult for the libraries to be open over the past year. The libraries continued to serve the community through Covid-19 safe events and programs.	Similar to years past, the libraries ask that the Township match donations raised to a maximum amount of \$3,000.

August 31, 2021

Township of Muskoka Lakes
1 Bailey Street Port Carling ON P0B 1J0
Attn: Mark Donaldson cc: Derrick Hammond, Corey Moore, Spencer Morland

Re: Request for 2022 Fee for Service Funding to be included in Township budget

Dear Mr. Donaldson,

We look forward to partnering and serving the goals of the Township and business community again in 2022 with help from a Fee for Service from the Township. We are asking that you include in your draft budget a line amount for:

- \$60,000 Fee for Service (for Tourism, Marketing, Business support and Event development and promotion as outlined in our ongoing Memorandum of Understanding with the Township).

For comparison, I would like to share what other local Chambers receive from their Towns (and please note this funding is either on a three-year agreement or in the case of Huntsville an ongoing line item). **We hope to be able to reach a similar agreement term from Council this year as requested in our Memorandum of Understanding.** In 2021, Huntsville received \$82K for Tourism Services and Community Marketing. Bracebridge received \$62,526 in 2021 for Visitor Information Services only (and they receive free rent and utilities from the Town); and Gravenhurst received about \$59K in 2021 with a 1% increase in 2022, also for Visitor Information Services. Our Chamber has a larger Membership of 343 Members than Gravenhurst (285) and Bracebridge (280) and services not just one town, but one town and 16 villages – the Township knows our geography is immense. We believe an increase in our Fee for Service is warranted to maintain service levels for you.

Note: In the past two pandemic years, our Chamber received a smaller Fee for Service than in 2018/2019, and yet we still managed to accomplish a great deal to support tourism and businesses in Muskoka Lakes. As much as we would like to maintain this level of service, we are not confident we can access the types of federal and other grants that helped sustain service levels in 2020 and 2021.

Thank you for your time, consideration and understanding. Please contact me should you have questions.

Sincerely,



Norah Fountain
Executive Director, On behalf of the Muskoka Lakes Chamber Board of Directors

Muskoka Lakes 2021

Tourism and Business Support Work Plan RESULTS

The parties share a mutual objective to increase economic growth and prosperity in Muskoka Lakes. The work plan includes metrics related to tourism promotion, and visitor and business services. Those metrics are outlined below for all 4 priority areas. For more information on general deliverables (met, not met or exceeded), please see the 2021 Work Plan.

PRIORITY AREA 1 – Visitor Information Services

Metrics	Notes	Reported
Total number of visitors served	Between May 17 and Sept 30	921
Visitor statistics per month	<p>Did not capture visitor interactions during lockdown – reopened mid-May. Other Chambers & Visitor Centres have yet to re-open.</p> <p>July 2019 - Total Visitors 388 August 2019 - Total Visitors 355 July 2020 - Total Visitors 223 August 2020 - Total Visitors 257</p>	<p>June (visitor restrictions lifted June 11) 185: Average 6 visitors a day</p> <p>July 342</p> <ul style="list-style-type: none"> • Average 11 visitors per day <p>August 242</p> <ul style="list-style-type: none"> • Average 8 visitors per day
Top reasons for visiting the information centre/Muskoka Lakes		General Information (queries), Information/Brochure Pickup, Use of Wifi, Use of Computer Services, COVID info, most specifically Rapid Tests
Total number of events attended to promote tourism	18 Townhalls with Tourism Minister Lisa MacLeod, 1 Explorers' Edge, 1 Muskoka Tourism, 1 Chamber	21 (includes a Chamber roundtable with Muskoka Lakes tourism operators)
Number of locations with brochure racks (Minimum 250)	Wide Eye Distribution + Chamber/Township locations	250+

Notable: Public Wi Fi and staff available 24/7 even during lockdown. Some Muskoka Chambers and provincial visitor centres have been closed since March 2020.

PRIORITY AREA 2 – Tourism Marketing

Metrics	Notes	Reported
Merchandising distribution and fulfilment (MDF) objectives met (i.e. guides distributed, kiosks filled, distribution upon request to travel centres and visitors)	Brochure racks & store locations & mailings (e.g. to U.S. cottagers)	250+
Number of campaigns run, earned media opportunities, marketing partnerships fulfilled (i.e. new RTO 12 Cottage Country Spirit participation) Results Includes seasonal and support local Chamber campaigns. (Embrace the Chill, Backyard Beauty, Spring Reopening, Exploring Our Community Videos, Takeout Videos, Catch Our Colours, Fall hours, Found it in Muskoka, Canada United, Cottage Country Spirit)	Campaigns: 9 Earned Media: 31 Marketing Partnerships: 4 Notable Earned Media: Unique Muskoka Winter feature	43
Digital location-based marketing tactics explored Y/N Explored then MOVED TO MUSKOKA TOURISM as Muskoka Wide Buy more cost and data effective	Crowdriff, Meltwater, Driftscape	3
Weekly e-blasts (either events for tourism or business support related) met or exceeded	Between Jan 1 and Oct 1	92 or about 10/month to Sept. 30
Measure social media activity: leading Muskoka chamber for Facebook, Twitter, Instagram activity promoting tourism, events, attractions For Comparison & Example of how we Amplify Township messaging: Township has strong Twitter following, for example, and we are very strong in all social so we really help amplify Township messaging when shared on our channels.	Leading all Muskoka Chambers by more than 1K followers e.g. Facebook: 2.6K vs 1.6 for Gravenhurst, 1.2K BB & Huntsville	986 total posts Jan-Sept Comparable market cost of producing these posts if only single image: \$34.5K
Marketing campaign engagement results (Reach/Impression Metrics) EXAMPLES: One Facebook post in February had 7,552 views in one day; One Twitter post about golf in June reached 320,000; One Instagram reel (video) about Bent River had over 3700 immediate views. Our DEVICE ID campaign for Shop Muskoka Lakes: over 117K impressions (Shop Muskoka Lakes also markets the Muskoka Lakes experience).	Facebook: 56,000 Instagram: 32,000 Twitter: 226,000 ShopMuskokaLakes Over 317,000 impressions June to September	Hundreds of thousands of impressions

Notable: Wide Eye Distribution tripled drops of Muskoka Lakes guides at high traffic locations. Muskoka Lakes Chamber also distributed thousands more Muskoka Visitor Guides than the 7K allotted.

New Support Local Campaign, Found it in Muskoka, led by Gravenhurst and Muskoka Lakes Chamber in partnership with Bracebridge in production and in market for November/Dec. Media buy far exceeds paid media expectations in work plan.

PRIORITY AREA 3 – Business Training and Support

Metrics	Notes	Reported
Deliver or co-deliver minimum 4 educational and business-related workshops in collaboration with the Township Note: 0 in person with Township due to Community Centre closures BUT promoted virtual public input meetings: Promoted and/or held Business Training/Virtual Webinars/Events with other Chambers and partners – also promoted Township surveys such as CIP that have an impact on business		0 20
Number of jobs posted on the job portal (calendar year)		103 (as of Sept 30, 36 still not expired or filled)
Number of housing rentals available on Housing Portal		Varied, but few. Presently only 6 & 1 in TML
Job fair participation – Ran an Ongoing Virtual Job Fair Campaign with specific Muskoka Lakes Job Posts on all Social Media Channels: Provided guidance on 4 regional Job Fairs		Virtual participation, support and promotion

Notable: While not a Workplan Deliverable, important for Business Support & Training: We helped at least 20 businesses get digital development grants through PMCN. We helped 10 businesses get their Ontario Support Grant files reopened after being incorrectly deemed ineligible and those businesses did receive funding. Plus, we have distributed over 22,000 rapid tests to 102 businesses as part of the Provincial Antigen Screening Program.

The Chamber is on the Program Advisory Committee for Landscape Ontario for the Muskoka-Kawarthas GROW Program pilot with hardscape training in Muskoka Lakes.

PRIORITY AREA 4 – Event Development and Promotion

Metrics	Notes	Reported
Total number of events operated	International Women's Day Event Multi Anniversary Celebration Aug 26 Oktoberfest Muskoka in Muskoka Lakes Holiday Events (4) Ribbon cuttings (1 with more to come)	8
Estimated total event attendance	March event – 40 Aug 26 – 80 plus staff NEW: Oktoberfest (happens Oct 20-24) Holiday Events just beginning	120 (not including virtual event attendance)
Total number of events supported	Between Jan 1 st and Sept 22 – sometimes weekly virtual events supported, in person events as well, such as Shake the Lake, Bala Cranberry Fest	40

Muskoka Lakes Chamber 2022 Work Plan

Draft updated Oct. 28, 2021

The parties share a mutual objective to increase economic growth and prosperity in Muskoka Lakes. This work plan is dependent on Township funding as per the accompanying Memorandum of Understanding (MOU). It is developed to ensure clarity and reduce duplication of efforts. The work plan shall be of sufficient detail to provide an understanding of the work that will be completed in the year in relation to economic development priorities (including business and tourism marketing and event support, visitor, and business services) and funding provided by the Township.

PRIORITY AREA 1 – Visitor Information Services

Objective	Action	Timeline	Notes	Objective Met Y/N/Exceeded
Tourism Information and Services Centre	Maintaining a year-round visitor information and services centre including rent & utilities in Bala to support all season tourism, including collection of visitor usage statistics. <i>Note: Increased rent with new landlord</i>	Q1-Q4		
	NEW! <ul style="list-style-type: none"> Muskoka Lakes Tourism imagery on all 10 windows of Centre Updated building and potentially roadside signage including Visitor Information Centre 	Q1-Q3		
	Advertise for, access funding for, and hire summer students to act as tourism ambassadors for Muskoka Lakes . They help serve tourists, and provide distribution, merchandising and distribution assistance. Take Student Tourism Ambassadors on full familiarization (FAM) tours of Muskoka Lakes.	Q2-Q4		
	Provide free WI-FI that can be accessed by visitors inside and outside centre.	Q1-Q4		

	Office Services: Maintain a computer work station with WI FI and dedicated printer as a resource for visitors. Provide scans, printing, copy, and fax services. Help guide people using digital devices.	Q1-Q4		
	Provide public washroom facilities. NEW! Upgrade to wheelchair accessible washroom	Q1-Q2		
	Actively pursue and collect Muskoka Lakes based marketing materials to be provided to visitors and residents.	Q1-Q4		
	Store marketing and event materials in offsite, paid storage unit.	Q1-Q4		
Mobile Information Services – This is not a daily service; rather, we seek out opportunities to build Muskoka Lakes presence at events.	Set up and staff booths promoting Muskoka Lakes at events (where possible, permitted, and sporadically): e.g., <ul style="list-style-type: none"> • Antique Boat Show • Home Builders Show • Farmers Market(s)) 	Q1-Q4		

Metrics	Notes	Reported
Total number of visitors served		
Top reasons for visiting the information centre/Muskoka Lakes		
Total number of events attended to promote tourism		

PRIORITY AREA 2 – Marketing (Focus on Tourism & Other Muskoka Lakes related Marketing)

Objective	Action	Timeline	Notes	Objective Met Y/N/Exceeded
Muskoka Lakes Directory Guide – 15,000 printed in 2021	Distribute across Muskoka and Ontario to market Muskoka Lakes using Wide Eye Distribution, and distributed as requested by select Ontario and US travel centres and individual travellers (generally North American mailings)	Q2-Q4	Considering larger print run for 2022	
	Hyper Local Distribution: deliver to Muskoka Lakes businesses via Chamber staff. Distribute to Township downtown sign holders.	Q2-Q4		
	Guide Production: Prepare content, write articles, source photos (paid photography where necessary) and design Muskoka Lakes publication. Liaise with Township to include Mayor's Welcome Message	Q1-Q2		
Muskoka Maps and upper tier Tourism marketing support	Content Development: Edit and provide content/photography for Muskoka Lakes portion of partner marketing where available (e.g. 2021 Muskoka Tourism videos used Muskoka Lakes footage)	Q1-Q2		
	Local Distribution of Partner Materials – deliver Maps and Guides	Q2-Q3		
Marketing Activities/Campaigns Social Media Examples: Winter #embracethehill #backyardbeautychallenge Spring #springishere #springopening Summer #muskokalakelakes #summer	Leverage Explorer's Edge, Muskoka Tourism and TML social media to promote growth of Muskoka Lakes based events, attractions and business	Q1-Q4		
	All Season Social Media Campaigns – Promote businesses, including tourism attractions and events, across Muskoka Lakes and open hours.	Q1-Q4		

Fall #catchourcolours #fallhours All year #getoutside #muskokalakes #chamberhood “Dailies” Business and Attraction Features	Earned Media/News Coverage: Liaise with media to leverage earned media opportunities. Explore a Media FAM Tour of Muskoka Lakes once ‘beyond hyper local tourism’ is encouraged	Q1-Q4		
E-Blasts (E-Newsletters)	What's On in Muskoka Lakes keeps Muskoka Lakers informed <ul style="list-style-type: none"> Weekly (minimum) events roundup (usually 2x weekly in summer) to Master resident, business & visitor list; Specific business information Share Township News e.g. Open Houses 	Q1-Q4		
Online Marketplace	Maintain and Market Online Marketplace, ShopMuskokaLakes.ca	Q1-Q4		

Metrics	Notes	Reported
Merchandising distribution and fulfilment (MDF) objectives met (i.e. guides distributed, kiosks filled, distribution upon request to travel centres and visitors) Brochure racks (anticipated minimum 250)		
Number of campaigns run, earned media opportunities, marketing partnerships fulfilled		
Weekly e-blasts (either events for tourism or business support related) met or exceeded		
Measure social media activity: leading Muskoka chamber for Facebook, Twitter, Instagram activity promoting tourism, events, attractions		
Marketing campaign engagement results		

PRIORITY AREA 3 – Business Training and Support

Objective	Action	Timeline	Notes	Objective Met Y/N/Exceeded
Workforce Attraction Project (ongoing)	Maintain online Muskoka Lakes Career Centre. Includes: <ul style="list-style-type: none"> social media promotion of individual job postings as per 2021 activities Continue Live, Work & Play in Muskoka Lakes video series engagement with Muskoka Employment Partnership & other partners (e.g. Landscape Ontario) Encourage area partners to consider Muskoka Wide Housing/Staff Rental project 	Q1-Q4		
Business Training/Workshops	Provide or promote minimum 4 business training/workshop events	Q1-Q4		
Upper Tier Tourism Organization Advocacy	Promote inclusion of Muskoka Lakes specific content to upper tier organizations, and leverage the Muskoka brand. Ensure Muskoka Lakes is ready to take advantage of opportunities as they arise. Support tourism in Muskoka as a whole.	Q1-Q4		
Help Businesses move to digital platforms	Continue to help businesses establish digital presence , from sharing funding opportunities to consulting on technical solutions.	Q1-Q4		

Metrics	Notes	Reported
Deliver or co-deliver minimum 4 educational and business-related workshops		
Number of jobs posted on the job portal (calendar year)		
Job Fair participation (where available or run our own social media job fair (see workforce attraction project description))		

PRIORITY AREA 4 – Event Development, Support and Promotion

Objective	Action	Timeline	Notes	Objective Met Y/N/Exceeded
Event Promotion	Market Events and maintain a dedicated Event Calendar to promote existing events and assets in Muskoka Lakes and to build brand awareness.	Q1-Q4		
Support New and Existing Community Events	Continue to Support existing events: <ul style="list-style-type: none"> • Net new 2021 Event – Oktoberfest Muskoka • Port Carling Winterfest • Bala and Port Carling Santa Claus Parades • Bala Trek to Bethlehem • Bala Cranberry Festival • Muskoka Cranberry Route) • Support Development and/or Exploration of New Events that drive business/economic impact on own or in partnership with event developers 	Q1-Q4		
Operate Events	<ul style="list-style-type: none"> • Spotlight on Muskoka Lakes or similar event; • Reposition Christmas Market to a similar or other shoulder season event to drive more business or bring new visitors to Muskoka Lakes. • Operate the MUSKOKA LAKES portion of Oktoberfest Muskoka (new event developed as per 2021 plan) 	Q2-Q4	Planning starts Q1 (and previous year) for all events.	

Metrics	Notes	Reported
Total number of events operated		
Estimated total event attendance		
Total number of events supported		



P.O. Box 432
Port Carling, Ontario
P0B 1J0

Phone: 705-765-5367
e-mail: info@mlmuseum.com
Website: www.mlmuseum.com

September 1, 2021

Mark Donaldson
Director of Financial Services
The Corporation of the Township of Muskoka Lakes
1 Bailey Street, P.O. Box 129, Port Carling, ON P0B 1J0

Re: Muskoka Lakes Museum request for 2022 Municipal Grant of \$35,000.00

Dear Mr. Donaldson;

Please accept the Muskoka Lakes Museum 2022 municipal grant request of \$35,000. In support of our request for financial support, we have summarized another challenging year at the museum along with our key accomplishments of concluding a sustainability study with our consulting team of TCI and Reich+Petch and providing a safe and healthy museum experience for the community in 2021. Our 2020 Financial Review Engagement conducted by BDO is attached. Also attached is the final report of our sustainability study.

As with many other businesses and tourism-driven organizations in Muskoka, the COVID-19 pandemic has had a challenging impact on the operation of the Muskoka Lakes Museum. As we were required to remain closed until Phase 3 re-opening, the Museum opened to the public on July 22. In order to safeguard the health and safety of our staff and customers, the Museum Director limited each gallery to one family unit at a time and our evening lectures and special programs were held outdoors. In addition, large events including the museum's major fundraising gala, "ArtiFact or Fiction" were cancelled.

While September is often a good month for attendance, our attendance to August 31 was 462. The significant reduction in attendance had a knock-on effect to the museum's annual operating revenues, but board members sourced some additional federal wage subsidies and a Trillium Fund grant to support a resiliency study. In addition, the board made the difficult decision late in 2020 to change the Museum Director role to a seasonal one. The deficit in fundraising and admissions has been offset by additional government grants and much needed private donations.

On a positive note, the museum was able to move forward on a number of strategic projects in 2021 including enhancements of our new cloud-based artifact catalogue which will electronically catalogue the museum's artifacts and also better manage membership information. We have two new exhibits for 2021 – Muskoka's natural life and an engaging postcard display. We have also been providing more social media and online programming.

Although 2021 presented many challenges for the Muskoka Lakes Museum and certainly all of the Muskoka community, the Board of Directors is very pleased with the progress made on a number of fronts. Our over-arching priority was to safely open and protect the safety and health of all staff and customers through social distancing, the use of hand sanitizer and face masks, and regular cleaning and sterilization. We were able to make solid progress on strategic projects that will improve our operations for years to come.

The Board of Directors and Museum Director Courtney Provan are committed to continually improve the Muskoka Lakes Museum by providing a culturally unique experience in a safe and healthy environment. Approval of the municipal grant will allow the museum to thrive and survive and continue to ensure Muskoka Lakes Museum remains a premier cultural asset in the Muskoka region.

Sincerely,

Tom Diamond, Museum Board Chair

Muskoka Lakes Museum Board of Directors 2021

Tom Diamond, Vancouver	Board Chair
Ron Collins, Port Carling	Secretary and Governance Chair
Guy Burry, Lake Joseph	Treasurer, Finance, Audit & Forecasting Chair
Susan Daglish, Port Carling	Past Chair
Robert Belsey, Huntsville	Director
Meghan Cheesbrough, Port Carling	Marketing & Communications Chair
Phillip Goad, Foot's Bay	Membership, Donors & Fundraising Chair
Steve Lowden, Lake Muskoka	Director
Liz Lundell, Lake Joseph	Curatorial Committee Chair
Susan Hand, Lake Rosseau	Director
Courtney Provan, Bracebridge	Museum Director and Curator, non-voting

2021 Year at a Glance



About Your Muskoka Lakes Museum

- Founded by volunteers with community support in 1964
- Independent non-profit community museum, public trust and registered charity
- Tells the story of the development of the Muskoka area
- Maintains collections that were donated by the community to be held in perpetuity for education, inspiration, and enjoyment
- The Not-for-profit Corporation owns and maintains the 5300 sq. ft. facility
- Attracts and informs visitors through programs, personal contact, special events, social media and marketing



Muskoka Lakes
Museum

2021 Highlights

- 60 days of operation for 2021 due to COVID restrictions (45% reduction in operating hours)
- Approximately 1,000 people visited the Museum this year
- 275 museum members donated over \$20,000 to the operating budget as of September 30, 2021
- Several dedicated senior volunteers helped to transcribe some historic postcards for our temporary exhibit this year, and helped out at the front desk welcoming visitors and providing tourism information to visitors, as well as COVID screening



Public Activities



Spinning Wheel Demonstrations,
Wednesday Night After-Hours Talks,
Scales Nature Park Visits and more!

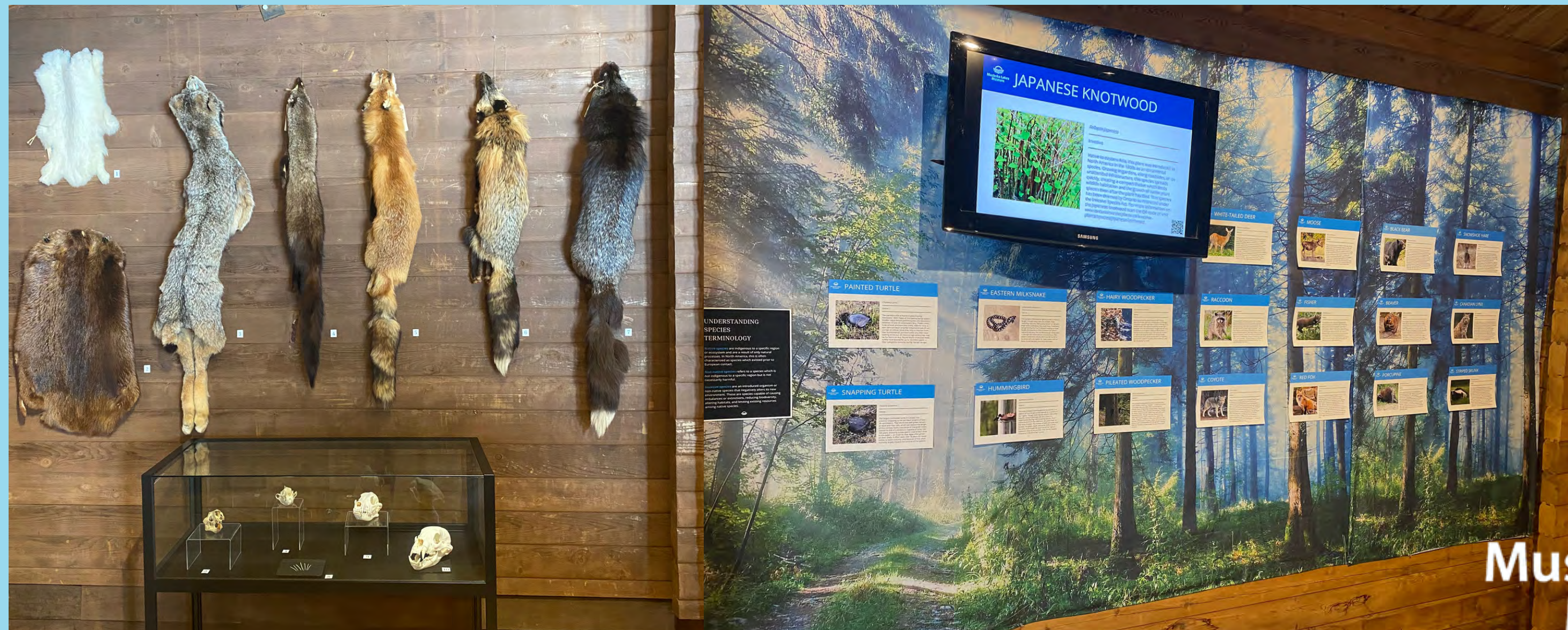
Over 200 people attended these
events

These programs were provided to
the public free of charge this year
to encourage visitors



New Exhibits

A new lobby display was installed, highlighting the natural life of Muskoka including information on geology, ecology and wildlife of the area



Online Exhibits

This year, we will feature an online exhibit each month from November through April which will increase engagement with the Museum in the off-season and provide information and resources to people year-round.

The first exhibit will feature objects from Dr. Fennell Archdekin who was a doctor in Port Carling from 1960 until his untimely death in 1978.



Digital Visitors



- 2500+ followers across multiple platforms including Facebook, Instagram and Twitter
- "Fun Fact Friday" has been a big hit reaching people all over
- 1200+ New Website Visitors

New Community Project

With generous help from the Township, plaques identifying home built before 1935 were installed at 10 locations in Port Carling and plans to expand into Bala and Windermere for next summer.

The Museum has provided resources for researching the information, storing and digitizing the records and will make them available to all people through the Muskoka Lakes Public Library



Ontario Trillium Fund - Resiliency Study



In 2020 the Museum applied for an Ontario Trillium Grant to complete a resiliency study working with TCI Management Consultants, which has helped to reshape the strategic plan and guide the museum to improve the visitor experience and services offered in the coming years. In 2021 this study was completed and we will embark on a transformation to upgrade and enhance the exhibits and programs offered to the public based on the recommendation and information from this study.

Where Your Funding Helps

Examples of our Major Operating Costs

- Insurance \$10,000 annual
- Accounting \$10,000 annual
- Hydro \$3500 annual
- Building Maintenance \$4000
- Exhibit Expenses \$3000
- Advertising and Publicity \$2000
- Telephone and Internet \$1850
- Collections Care and Maintenance \$1000



Wages are funded through Federal and Provincial Grants, and our own fundraising efforts

Thank you for your continued support

For more info visit our website and
like and follow us on social media

www.MLMUSEUM.com



@MLMUSEUM



Muskoka Lakes
Museum

**Habitat for Humanity Ontario Gateway North
Township of Muskoka Lakes Grant Application**

14 September

Submitted by: The Township of Muskoka Lakes Adopt-a-Home Committee

On Behalf of Habitat for Humanity Ontario Gateway North

Registered Charity 887017515 RP 0001

Ask: \$20,000 - \$40,000**1. Project Description**

Every day, more Muskoka families are struggling to find a safe, decent, and affordable home. Affordable housing is badly needed. Housing with accessibility features is even harder to find. In 2022, Habitat for Humanity will complete 2 new, affordable, and universally accessible homes on Elm Street in Bala for working families. Muskoka's median income is 21% lower than that of the province at \$27,000 per year and 50% of rental households in the District are spending more than 30% of their income on accommodation, which means they are forced to make impossible decisions about other life necessities. Food or utilities? Transportation or healthcare? The limited supply of affordable housing keeps working families in Bala at risk and local businesses from access to the employees they need. A lack of affordable housing hurts the individuals who live here and the economy that sustains us.

That is why Councilor Hayes initiated the Building Futures in Bala project. The Township of Muskoka Lakes recognizes affordable housing as a tool people can use to break out of the cycle of poverty and an essential element of the health and sustainability of any municipality. Habitat was delighted to respond with an affordable housing solution and considered the project launched after a Township of Muskoka Lakes partnership commitment of \$40,000 was made, a contribution that is guaranteed to be long-lasting, far-reaching and life changing.

After a period of affordable rental, families will be supported through a transition to homeownership. To facilitate a Habitat homeowner's success, training programs on topics like budgeting, home maintenance, and neighbourly conduct are provided. The principles taught are transferable. The values, planning and organizational skills learned can be applied to all aspects of life. The affordable rental and mortgage payments received by Habitat for Humanity are invested back into the community in the form of more affordable housing.

For full project details, please see the attached comprehensive project description, "Building Futures in Bala".

2. Previous Funding

None.

3. Purpose of the Funding

The funding will be used to cover a portion of the construction cost of the homes.

4. Impact on the Community

Habitat homeownership provides families with more than just equity – it instills them with a renewed sense of pride and responsibility. The impact is immediate and the effects are lasting.

Research has shown that Habitat homeowners are happier, healthier and more financially stable, which can allow them to return to school, learn a new trade or upgrade their job skills. Meanwhile, their children are more confident and do better in school.

But the benefits of a Habitat home reach far beyond the four walls these families help build. Through reduced reliance on social housing and food banks; better education and employment outcomes; and improved health, every Habitat home built helps create \$175,000 worth of benefits for the local community. According to a recent Boston Consulting Group study, for every dollar received by Habitat for Humanity, \$4 in social benefits are returned to the communities served.

5. Support (Community and Financial)

We are deeply grateful to our many partner organizations for their contributions to Building Futures in Bala. They recognize the benefits of affordable housing and support our vision of a Township where everyone has a decent and affordable place to live.

Partnerships span the government, corporate, and not-for-profit sectors, not to mention the many individual community members who have contributed.

To date, the total contribution toward Building Futures in Bala is **more than \$300,000**, made up of cash contributions. Once construction begins, in kind gifts can and will be received.

Government: The District Municipality of Muskoka has committed \$155,300 in the form of a forgivable loan.

Corporate: Corporations who have made contributions include but are not limited to Tamarak North Ltd, The Wahta Station, Great North Homes, Heather Scott & Forest Hill Real Estate, First Nation Liquidation, Cowie Law, ReMax Professionals North, Bala Falls Pub, Title & Jones Investments, Cottage Winery, and IBM.

Nor-for-Profit Service Clubs: Friends of Muskoka, Rotary Club of Bracebridge and Muskoka Lakes, and the Lions Club of Bracebridge.

Habitat for Humanity Ontario Gateway North: Habitat for Humanity has contributed the land, purchased for \$30,000 in 2011.

6. Participants

Habitat requires that the families we partner with be active participants in building a better future for themselves and their families.

There are three main criteria required for a family to qualify for a Habitat home.

In need of safe, decent, and affordable housing:

There are multiple reasons why a family might be in need of better housing.

Some common issues we see include a poorly maintained or unhealthy house, overcrowded housing, unaffordable rent or inaccessible housing for people living with disabilities.

Willing to partner with Habitat

Becoming a Habitat homeowner means joining and representing the Habitat team. Partnership requires an alignment in values and philosophy regarding community service. Habitat families contribute 500 volunteer hours toward the construction of their home or another not-for-profit organization in the community. They permit Habitat to tell their story, in order to put a face on the need for affordable housing statistics and they take classes in personal finances and home maintenance.

Able to make affordable mortgage payments

Through our construction of housing, we offer families access to an affordable home. We require that the family is able to make consistent affordable rent or mortgage payments, either set in accordance with government funding or geared to their income. These payments help support our fund to build more housing within our community.

7. Evaluation

Habitat for Humanity's approach is centered on human development. Our model is a continuing cycle of creating affordable housing solutions based on our principles and the need in the local community; assessing the results; and refining methodologies to maximize the long-term benefits, which are numerous.

The 2022 Habitat homes in Bala will house 2 families who are currently coping with the constant burden, stress, and fear associated with unhealthy and unstable living conditions. This means fewer people in Bala are struggling to survive. Habitat's homeownership and equity-based housing models relieve the pressure on social and emergency housing and help municipalities manage their limited resources.

Habitat evaluates success through family case studies. This happens over a long period of time. The Township of Muskoka Lakes Adopt-a-Home Committee of Habitat for Humanity includes a Family Selection and Support Sub-Committee, in place to work closely with Habitat families from the expression of interest to handing over the keys and beyond. Through annual connection, at minimum, Habitat provides routine assessment in addition to support and education as needed, thereby ensuring that our homeowners have every opportunity to thrive over many years.

This means that Habitat remains in close connection with our families and builds the understanding required to continually improve our service interventions.

CONSTRUCTION	Budget	Outgoing to Date
Land	(32,777)	(32,776)
General requirements	(59,500)	(6,068)
Site Prep	(3,488)	(488)
Utilities	(41,000)	-
Excavation and Earthwork	(9,000)	(750)
Foundation	(31,300)	-
Rough Framing	(97,000)	-
Roofing	(9,000)	-
Exterior	(9,700)	-
Windows / Exterior Doors	(3,000)	-
Plumbing	(25,200)	-
Electrical	(16,000)	-
HVAC	(24,000)	-
Insulation and Air Sealing	(12,000)	-
Drywall / Plaster	(14,000)	-
Interior Finish	(7,300)	-
Kitchen and Bath	(16,000)	-
Appliances	(4,500)	-
Construction Staff Salary	(20,000)	-
Habitat Fundraising, Communications, and Support Services	(4,457)	(1,023)
Final Admin	(5,000)	-
Total	(444,222)	(41,867)



Building Futures

Bala, Muskoka Lakes

Build Project

2021 - 2022

Through shelter, we empower.

What we do

Habitat for Humanity Ontario Gateway North works to bring communities together to help vulnerable people build strength, stability, and independence through a safe, decent, and affordable place to call home.

Our vision is a world in which everyone has a safe and suitable place to live.



Why we do what we do

We know that a safe, decent, and affordable home plays an absolutely critical role in helping people foster the skills and confidence they need to invest in themselves and their communities. We provide people with tools to take care of themselves and build a brighter future. For every individual we serve, the benefits can be long-lasting, life-changing, and far-reaching. We create ripple benefits for every local community we serve in the form of reduced reliance on social assistance programs and Habitat homeowner contribution.

How we work

Partnerships! We work with contributors to deliver Habitat homes in local communities like yours. We are supported by multiple levels of government; volunteers; local businesses; Habitat homeowners-to-be; and YOU! Habitat homeowners help to build their own homes alongside volunteers and pay an affordable mortgage, which is then reinvested to build more affordable homes. By working closely with our homeowners from the beginning of the application process to the day we hand over the keys, we help people prepare for the various responsibilities of homeownership, including personal finance management, home maintenance, neighbourly conduct, and much more.

Who we help

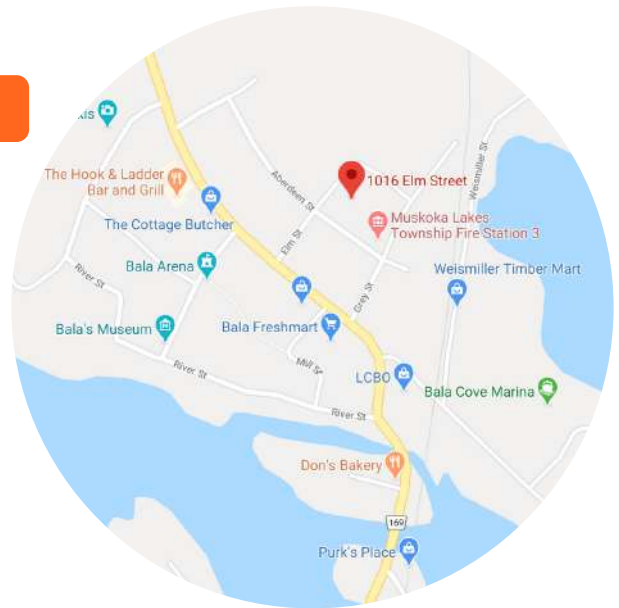
We help people in need of suitable housing; people who might be dealing with inadequately maintained rental housing, unhealthy or overcrowded conditions; inaccessible housing; poor home performance resulting in excessive operating costs; or other shelter challenges that cause constant instability, stress, and fear. Habitat homeowners are willing to help build their own home or the homes of others. They work to develop pride in their home and they foster connectedness with the community.

Bala 2022

Announcing a Habitat build in Bala!

The Muskoka Lakes Township Adopt-A-Home Committee of Habitat for Humanity Ontario Gateway North is proud to announce a build project in Bala, set to break ground in 2022!

Our latest semi-detached, to be located at 1016 Elm Street, is set to add two affordable, universally accessible homes to the Bala supply; and will serve two families coping with mobility challenges.



The Need for Affordable, Accessible Housing in Bala

The need for affordable housing in the Muskoka District is undeniable. With over 51% of tenant households forced to spend more than 30% of their household income on accommodation and a rapidly aging demographic, the limited supply of affordable, accessible housing keeps vulnerable people in Muskoka at risk. Our 2022 build project looks beyond the construction of our homes to the well-being of our residents with mobility challenges. Not only do these new affordable homes ensure a low cost of operating, but the homes are also compliant with universal design. We are removing environmental barriers to provide a sense of possibility, freedom, and hope for people currently isolated and limited by an inaccessible home.

The Muskoka Lakes Township Adopt-A-Home Committee

Newly established in 2020, the Muskoka Lakes Township Adopt-A-Home Committee of Habitat for Humanity is entirely volunteer driven. Muskoka Lakes Township Adopt-A-Home committee members bring a wide variety of relevant experience and expertise to the volunteer roles required to deliver a Habitat Home and serve a Habitat Homeowner, including real estate development and acquisition, construction, fundraising, marketing and communications, and family support services. The homes to be constructed in Bala are the first for the Muskoka Lakes Township in over 10 years. We are excited to be back in Bala!



Ask us how you can help!
info@habitatgatewaynorth.com

Bala 2022

Ontario Gateway North Mortgage Model Overview

Habitat for Humanity is offering 'deferred homeownership' in Bala. This means that our homeowners-to-be live in the home and pay affordable rent for a period of 20 years. At the 20-year mark, the residents will have the opportunity to purchase the home and to use a portion of the rental payments already made as a downpayment.

When the Habitat homeowner's purchase of the home is finalized, a Habitat mortgage is put into place. Mortgage payments are set annually at a rate of 25% of the gross family income.

The Habitat for Humanity Ontario Gateway North mortgage model features the following:

- No down payment;
- No interest, during the transition year and throughout the life of the mortgage;
- Annual income verification;
- Geared-to-income payments that fluctuate on an annual basis in accordance with income;
- Condition that the Habitat home must be the primary and only residence of the homeowner;
- Condition that Habitat retains first right of refusal.

Habitat for Humanity Ontario Gateway North retains the right to repurchase the home when/ if the Habitat homeowner chooses to sell at a price set as "the homeowner's invested equity in the property", defined as mortgage principal paid plus an allowance for upgrades to the property less any willful damages.



Bala 2022

Habitat and COVID

One of the most repeated pieces of health advice related to COVID-19 has been "stay at home". This seems like sound advice until we consider the many who live in a home that is unsafe or unsuitable, or worse, we consider those who don't have a home at all. For these vulnerable people, "stay at home" is a guideline that only worsens poor conditions. Habitat for Humanity exists specifically to serve those for whom home is not a safe or decent place to be. Habitat for Humanity is Canada's only organization dedicated to serving vulnerable populations and families by providing affordable homeownership opportunities. Not only does the Bala 2022 Build Project provide a safe, energy efficient, universally accessible, and affordable home for local people in need of a hand up, it shines a spotlight on the importance of safe, decent, and affordable housing for all Muskoka families. Now, more than ever, the services of Habitat for Humanity are essential to those who lack access to a safe, decent, and affordable place to call home.



Now, more than ever, the services
of Habitat for Humanity are
essential to vulnerable people who
live in a home that is unsafe,
unsuitable or, worse, who don't
have a home at all.

Bala 2022

The Design



Designing and building an affordable yet attractive home starts at the planning and design phase. Habitat for Humanity knows how important it is for our homes to integrate seamlessly into your neighbourhood.

To keep the construction costs down as much as possible, the Bala build project is modest in design, based on the least expensive rectangular footprint, and has a simple roof line. To add curb appeal, the design includes a modern colour palette and a few architectural flourishes, such as a well-defined front entrance for each unit.

Our design is compact so that it optimizes the property size and is affordable to build. It offers an open concept interior that is appealing to a wide range of demographics, from a young family to a senior couple.

We are confident that our affordable, yet attractive, design will offer a local family in need a safe and suitable place to call home while also ensuring a good-looking addition to the neighbourhood!

Features

Energy efficiency

We have changed the way we build to ensure improved levels of building performance. We are lowering the cost of operating our homes and providing better air quality at the same time. For many, the rising cost of utilities can make even the lowest-cost housing unaffordable. Unmanageable energy costs force impossible choices between utilities, groceries, transportation, and other basic needs. For Habitat homeowners, high operating costs can significantly reduce the money available for other necessary expenses, such as home maintenance and repairs. Fortunately, in recent years, innovations and experience in more sustainable housing development have made our commitment to energy efficient design and construction financially viable. We build homes affordably that are economical to purchase and low-cost to operate.



Accessibility

We look beyond the construction of our homes to the well-being of our residents. In addition to our commitment to energy efficiency, we are proud to build homes with accessibility features. We know that the population of Muskoka is aging rapidly, driving an increased need for age-friendly housing. Add to this, there are many people of all ages in Muskoka who cope with physical disabilities. A growing number of people are forced to live in a place with physical barriers that reinforce a sense of disability, discouragement, and despair. Habitat for Humanity Ontario Gateway North believes that disability is not an inherent quality of an individual, but rather the result of interaction with his or her surroundings. By ensuring a fully universal design, we are promoting a healthier, happier life with a sense of hope and possibility for people coping with mobility challenges. We are removing barriers and providing the power of capability, the joy of independence and the opportunity to participate in the community.



Homeowner Qualification

In order to qualify for Habitat homeownership, prospective homeowners must demonstrate that they are:



**in need of
suitable
housing**

Potential homebuyers might be dealing with poorly maintained, unhealthy or overcrowded housing; unaffordable rent; inaccessible housing for people living with disabilities; or have other shelter needs.



**willing to
partner with
Habitat**

Once selected, Habitat homeowners partner with us throughout the process. This partnership includes 500 hours of volunteer hours – helping to build their own home or the homes of others – instilling pride in homeownership and fostering connectedness with the community. This is a significant commitment by the new homeowners.



**able to make
affordable
mortgage
payments**

Homeowners must also be able and willing to pay an affordable mortgage. Mortgage payments are cycled back into the program so that more families can access affordable Habitat homeownership.

Bala 2022

Application for a Habitat Home

The following are Habitat Ontario Gateway North's requirements in order to join the home ownership program:

- ✓ All family members moving into the homes must be Canadian citizens or Permanent Residents.
- ✓ At least one of the applicants must be employed full-time, or equivalent to full-time.
- ✓ Applicant and/or co-applicant must have at least 2-3 years of employment history (Record of Employment must be provided).
- ✓ Applicant/co-applicant must be first-time homebuyers.
- ✓ No bankruptcies (must have been discharged two or more years ago); consumer proposals will be considered on case-by-case basis.
- ✓ Preference will be given to families who already work or live in the regions where we are building (eg. if you are applying for one of the Bala homes, it would be preferred – but not mandatory – that you live or work in the Muskoka Lakes Region).



For the Habitat homes at 1016 Elm St., Bala, the application process opens in February of 2022.

Start the application process by completing the eligibility questionnaire online.

<https://www.habitatgatewaynorth.com/eligibility-questionnaire>



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[news](#)

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eligibility questionnaire



[Home](#) > [Eligibility Questionnaire](#)

We will review the eligibility questionnaire upon receipt. If you are eligible to apply, we will send you an application form to complete.

Complete the full application form and submit to applications@habitatgatewaynorth.com.

We will advise you of how to proceed in the application process.

For further information, contact us at 705-646-0106 or email applications@habitatgatewaynorth.com.

Bala 2022

Timeline

Construction will be completed in 5 phases: project launch; the foundation; the frame; the walls; and the key. Phases will be completed in 2020, 2021 and 2022 as follows:

Phase	Milestone	Completion Date
2020/1 – Announcement & Planning		
1 – Project Launch	Fundraising	April, 2022
2022 – Breaking Ground and Completion		
2 – The Foundation	Foundation Complete	May, 2022
3 – The Frame	Closed-In	June, 2022
4 – The Walls	Drywall Complete	August, 2022
5 – The Key	Occupancy	October, 2022

The Muskoka Lakes Township Adopt-A-Home Committee of Habitat for Humanity Ontario Gateway North looks forward to welcoming our newest Habitat homeowners, who will be realizing their dreams of homeownership in the fall of 2022.



Bala 2022

Fundraising

You play a vital role in helping Habitat for Humanity empower people through providing a safe, decent, and affordable home. There are many ways in which you can help Habitat for Humanity Ontario Gateway North raise the funds necessary to support vulnerable people build strength, stability, and independence.

Make a donation.

We make it easy to donate online at www.habitatgatewaynorth.com.

Become a monthly donor.

Monthly donations of any size provide our organization with a crucial source of steady support which enables us to plan more effectively for the future and build more homes for families in need of affordable housing. Set up your monthly donation at www.habitatgatewaynorth.com.

Host an event.

From golf tournaments to yard sales to bike races to dinners and beyond, your sponsored events can make a big contribution toward the creation of safe, decent, and affordable housing in your local community. Check out our Event Guide at <https://www.habitatgatewaynorth.com/upload/editor/pdfs/Third-Party-Event-Guide-2019.pdf>.

Donate building materials or skilled building services.

It takes a lot of resources and raw materials to make the dream of homeownership a reality for families. Join a group of leading Canadian companies who are helping us to achieve our mission through donations of building products and services. Contact us: <https://www.habitatgatewaynorth.com/contact-us>

<https://www.habitatgatewaynorth.com>



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donate

sign up

home

Building decent, affordable
homes and a brighter future
for families.



Partnership Opportunities Summary

We are always looking to develop mutually beneficial partnerships. To find out how Habitat for Humanity can recognize your donation, check out our partnership package at <https://www.habitatgatewaynorth.com/upload/editor/pdfs/partnership-package-1-.pdf>.

As of January 2020	Partnership Levels				
	Craftsman	Architect	Innovator	Groundbreaker	Visionary
	\$1,000 - \$4,999	\$5,000 - \$24,999	\$25,000 - \$49,999	\$50,000 - \$99,999	\$100,000 +
DONOR ENGAGEMENT					
Build unit named after the company, foundation or individual					
Recognition at Home Dedication Ceremony with speaking opportunity					
Recognition at Home Dedication Ceremony					
Stewardship call from HFHOGN CEO or Board Chair					
Commemorative plaque or art piece created by HFHOGN					
Custom impact report created for partnership support					
Stewardship visit from HFHOGN Relationship Manager					
Dedicated relationship management					
Certificate of appreciation					
Annual report mailing					
Welcome package					
MEDIA RELATIONS					
HFHOGN quote provided for use in partner-led media release					
Photo throughout partnership with rights to use					
SOCIAL MEDIA					
Minimum of two (2) social media posts on HFHOGN Facebook and Twitter pages promoting sponsorship					
Minimum of one (1) social media posts on HFHOGN Facebook and Twitter pages promoting sponsorship					
Interaction between HFHOGN and partner account highlighting partnership					
EVENTS					
On site signage on current build site with your company logo					
On site signage on current build site with your company name					
One Habitat Build Day for up to 10 volunteers (Starting at \$2,500 partnership)					
Invitation to HFHOGN affiliate events					
HFHOGN WEBSITE					
Partner logo on homepage of HFHOGN's website for one year					
Partner name, and logo with link back to partner website on HFHOGN's website for one year					
Partner name with link back to partner website on HFHOGN's website for one year					
Partner name on HFHOGN's website for one year					
PRINT AND DIGITAL COMMUNICATIONS					
Partnership feature in HFHOGN's annual report					
Partnership announcement in HFHOGN's monthly newsletter at beginning of partnership					
Partnership name and logo in HFHOGN's annual report					
Partner name and logo in HFHOGN's monthly newsletter					
Partner name in HFHOGN's monthly newsletter					
Partner name in HFHOGN's annual report					
Partner name and logo on partnership wall at local HFHOGN ReStore					
USE OF Habitat for Humanity Ontario Gateway's LOGO					
Use of HFHOGN and partner lock-up logo in external media					
Use of HFHOGN logo in external media					
Use of Habitat ReStore logo					
Use of HFHOGN logo in internal communications					
Use of HFHOGN name with "Proud Supporter of" messaging in external media					

MULTI-YEAR COMMITMENTS

Two-year commitment: Partners who commit to two years are eligible to receive next level of recognition in second year of commitment.

Three-year commitment: Partners who commit to three years are eligible to receive next level of recognition.

Five-year commitment: Partners who commit to five years are eligible to receive benefits two levels above their giving level.

Bala 2022

Thank you, Build Partners and Major Donors!



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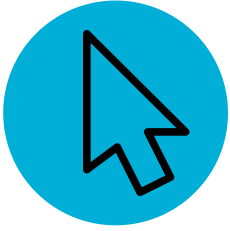
Club of Bracebridge-Muskoka Lakes

Rotary



Thank you to all who, through contribution to Habitat for Humanity, help vulnerable people to foster the skills and confidence they need to invest in themselves and their communities; to take care of themselves; and to build a brighter future for their families.

How you can help



Follow us on Facebook, Twitter, Instagram and LinkedIn



Tell your friends about our project



Organize a third party event
Check out Builds in Motion at www.buildsinmotion.com



Volunteer on our build site or on the Adopt-A-Home
Committee



Donate to, or shop at, the Bracebridge ReStore
117A-505 Muskoka Rd., Hwy 118W



Make a cash donation at
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Thank you for your support!

Our work would not be possible without the incredible generosity of our local community. We look forward to working together to address Bala's affordable housing crisis and to ensure more families have a safe and decent place to call home.

Affordable homeownership provides a solid foundation for families who are looking to build strength, stability and independence. It's the platform on which a family lives out today's realities and prepares for tomorrow's transformations. Every Habitat house changes lives.



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Contact Us

Habitat for Humanity
Ontario Gateway North

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www.habitatgatewaynorth.com

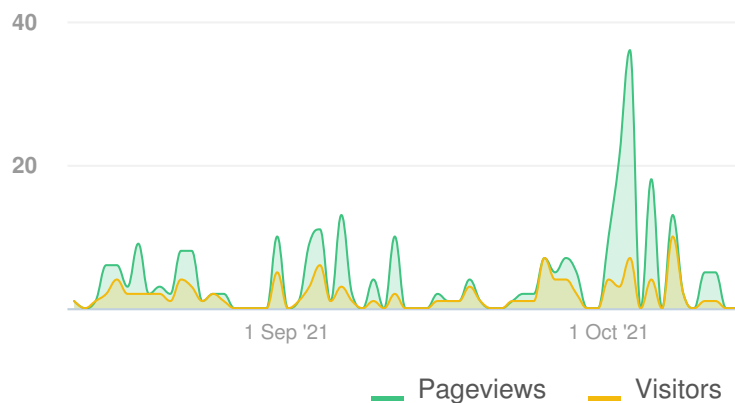
Project Report

07 May 2020 - 11 October 2021

Engage Muskoka Lakes 2022 Budget



Visitors Summary



Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
127	10	
NEW REGISTRATIONS		
11		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
14	45	102

Aware Participants	102	Engaged Participants	14		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	102				
Informed Participants	45	Contributed on Forums	0	0	0
Informed Actions Performed	Participants	Participated in Surveys	0	0	0
Viewed a video	0	Contributed to Newsfeeds	0	0	0
Viewed a photo	0	Participated in Quick Polls	0	0	0
Downloaded a document	11	Posted on Guestbooks	3	0	0
Visited the Key Dates page	0	Contributed to Stories	0	0	0
Visited an FAQ list Page	0	Asked Questions	0	0	0
Visited Instagram Page	0	Placed Pins on Places	0	0	0
Visited Multiple Project Pages	25	Contributed to Ideas	12	0	0
Contributed to a tool (engaged)	14				

GUEST BOOK

Do you have any general ideas for the 2022 Budget. Share them here!

Visitors 15	Contributors 3	CONTRIBUTIONS 3
--------------------	-----------------------	------------------------

03 September 21

IndianRiver

AGREES	DISAGREES	REPLIES
0	0	0

1. Have proper maintenance at Hanna Park YEAR round including Canada geese control as past years which was reduced this year. Received many negative comments this year with the Park condition this year. 2. Re post NO Parking signs from Hanna Park dock to Harris street (on Bailey Street) and patrol it. This was a SAFETY hazard when entering Bailey Street from driveway. Could not see what was coming down the street and have to drive into oncoming traffic to turn into Bailey street to avoid trailers and parked cars. A few years ago there were NO Parking signs and all traffic was visible.

23 September 21

Gen

AGREES	DISAGREES	REPLIES
0	0	0

The local Chamber of Commerce needs to receive ongoing funding. It does an incredible job for businesses and other organizations in our community. I understand it asks for funding every year to deliver economic development related services and receives less money than other Chambers in Muskoka. I rely on free WI FI and other services, and can see they are doing a good job. Please fund them.

01 October 21

Lisa Grogan-Green

AGREES	DISAGREES	REPLIES
0	0	0

Please build a much larger component in the budget for by-law enforcement. We need more people following up on by-laws and decisions made by Committees.

IDEAS

Share your thoughts on investing in capital infrastructure.

Visitors 5	Contributors 4	CONTRIBUTIONS 4
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05 October 21 enigma		Both Bala and Port Carling commercial areas are in desperate need of pedestrian crosswalks with on demand stop lights.
VOTES 0	UNVOTES 0	
01 September 21 BobS		Only invest in capital infrastructure if it makes money for the Township/District. Losses should not be tolerated.
VOTES 0	UNVOTES 0	
30 September 21 Ken Bocking		Should invest more to capital infrastructure
VOTES 0	UNVOTES 0	
08 October 21 Muskoka Lakes Association (MLA)		The township has 10 fire stations and 13 community centers, more than double any other township in the region, and should consolidate them.
VOTES 0	UNVOTES 0	

IDEAS

Share your thoughts on attracting business to Muskoka Lakes.

Visitors 10	Contributors 6	CONTRIBUTIONS 7
--------------------	-----------------------	------------------------

27 September 21		<h2>Muskoka Lakes Chamber of Commerce will be vital to the recovery of many businesses. Township Council should increase support for the chamber</h2> <p>MLCC singly and in partnership with other chambers in Muskoka has provided exceptional support for businesses in promotion and guidance through the ever-changing rules of COVID. Evidence of this is the addition of new members during this time of hardship. Municipalities must accept a role in advancing the recovery of our business community and the most cost-effective way is to increase the support for the chamber to enable it to continue and expand its efforts.</p>
Arney		
VOTES 0	UNVOTES 0	

04 October 21		<h2>Chamber of Commerce</h2> <p>Put your full support behind the Chamber of Commerce. The Chamber will be absolutely essential in leading businesses to recover following the pandemic and in years to come after as well. I will even go so far as to say that the Chamber should be a line item in the yearly operating budget and not a grant.</p>
Ellie		
VOTES 0	UNVOTES 0	

IDEAS

Share your thoughts on attracting business to Muskoka Lakes.

<div>24 September 21</div> <div>Gareth Seltzer</div> <table> <tr> <td>VOTES</td><td>UNVOTES</td></tr> <tr> <td>2</td><td>0</td></tr> </table>	VOTES	UNVOTES	2	0	<p>Henry Ford said "stopping innovation to save money is like stopping your watch to save time". Chamber funding considerations - GFC</p> <p>Establishing guidelines under the operating grant: Henry Ford said that stopping innovation to save money is like stopping your watch to save time. There are a few brief points I would appreciate The Finance Committee give consideration to as it stewards our economic recovery. The most effective fuel is a dollar spent that can then be essentially applied to many recipients. In effect, the multiplier effect of each dollar spent. In addition to the many worthy investments Council is considering, each dollar spent at a connected chamber has the capacity to be essentially shared at its real value with every member of that chamber. A dollar allocated to the Gravenhurst Chamber as a resource is then consequently is available to 285 member services, companies, agencies and employers in our community. Similarly, a dollar allocated to The Muskoka Chamber has a multiplier effect of over 356 businesses and organizations. The Chamber ecosystem is a direct, responsive and immediate method way of fuelling our economic health. The degree to which the community relies on each Chamber should be weighted most heavily in your funding decisions. Of course, there will be some more fluid factors, like rent costs and other more minor factors within local communities but in general, the more the community relies on a Chamber, the more effective this allocation from the General Finance Committee is and the more defensible the decision is. Lastly, more than ever the challenges our Council faces in advancing our recovery for all constituents simply exceeds the reasonable capacity of the Council. It's just physics really. You are being asked - like so many of us - to do more with less... and in many ways, realistically, more than is reasonable. As we face this new reality, the effectiveness of every Chamber becomes a more viable, realistic, direct and accountable method of delivering resources on reopening, recovery, access to services (including visitor services during this recovery), business training, event development and so on. And they serve to aggregate feedback on behalf of Council so that our municipal government can have a articulate understanding of what issues are truly a priority rather than which are simply amplified the loudest. Please consider funding The Muskoka Lakes Chamber and all the chambers with a heavy weighting toward the volume of businesses and organizations that they serve through membership. In this respect, The Muskoka Lakes Chamber requires more robust funding and will have among the most rewarding results for our full community.</p>
VOTES	UNVOTES				
2	0				
<div>01 September 21</div> <div>BobS</div> <table> <tr> <td>VOTES</td><td>UNVOTES</td></tr> <tr> <td>0</td><td>0</td></tr> </table>	VOTES	UNVOTES	0	0	<p>Government should not be involved in trying to solve a problem when none exists. Private businesses interests will solve this situation.</p>
VOTES	UNVOTES				
0	0				
<div>30 September 21</div> <div>Ken Bocking</div> <table> <tr> <td>VOTES</td><td>UNVOTES</td></tr> <tr> <td>0</td><td>0</td></tr> </table>	VOTES	UNVOTES	0	0	<p>Continue growing</p> <p>More small business in Bala</p>
VOTES	UNVOTES				
0	0				

IDEAS

Share your thoughts on level of service at the Township of Muskoka Lakes.

Visitors	8	Contributors	6	CONTRIBUTIONS	6
04 October 21					
Ellie		Excellent			
VOTES		UNVOTES			
0		0			
09 September 21					
lizzie'smom		Increase staff, train staff, provide enough support, and make processes transparent. Provide quality customer service.			
VOTES		UNVOTES			
0		0			
		My experience this year was with a huge delay getting a building permit for a small building on my property. However, I'm not sure what the problem was, lack of people, COVID, or what. But, if you want to encourage business you need to treat people respectfully. Phone calls weren't returned. Emails weren't replied to. There is no reason for this.			
01 September 21					
BobS		We have adequate service levels at the TML. Public transportation is not required unless it runs at no cost to the Township/District.			
VOTES		UNVOTES			
0		0			
28 September 21					
Muskokahibby		It is about time that all local governments ,sewer and water send out invoices by E-Mail to all those who wish it. It saves time and money			
VOTES		UNVOTES			
0		0			
30 September 21					
Ken Bocking		Level of service is okay with me			
VOTES		UNVOTES			
0		0			

IDEAS

Share your thoughts on level of service at the Township of Muskoka Lakes.

08 October 21		Address: (a) backlog in building applications; (b) insufficient enforcement of site alteration bylaws; and (c) overwhelmed planning staff.
Muskoka Lakes Association (MLA)		
VOTES	UNVOTES	
0	0	

IDEAS

Share your thoughts on property tax rates in Muskoka Lakes.

Visitors 7	Contributors 5	CONTRIBUTIONS 7
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01 September 21 BobS VOTES 0 UNVOTES 0	Everyone knows that our property tax rates are much too high & must be reduced by all means possible.
23 September 21 Gen VOTES 1 UNVOTES 0	Support Economic Development and Business There should be demonstrated support for the number one economic driver in Muskoka Lakes: tourism. And that means supporting businesses that impact or are impacted by tourism, everything from restaurants to contractors who work on cottages or our tourists eventually buy.
30 September 21 Ken Bocking VOTES 0 UNVOTES 0	Property taxes are way too high for seasonal occupancy owners.
08 October 21 Muskoka Lakes Association (MLA) VOTES 0 UNVOTES 0	Council should provide an opportunity for the community to engage in a meaningful, two-way discussion on budget spending and tax decisions.
08 October 21 Muskoka Lakes Association (MLA) VOTES 0 UNVOTES 0	Over the past decade, taxes have increased by 3x the rate of inflation, despite no growth in population, households or roads to maintain

IDEAS

Share your thoughts on property tax rates in Muskoka Lakes.

08 October 21		<p>The budget was up by over 2.4% in 2021, despite inflation of just 0.65% in 2020. No tax increases would seem to be in order for this year.</p>
Muskoka Lakes Association (MLA)		
VOTES	UNVOTES	
0	0	

September 30th, 2021

The Muskoka Ratepayers' Association (MRA) would like to thank Council and staff for listening to the MRA and members of the public's concerns regarding the lack of public engagement in the development of annual budgets over the past couple of years. The MRA was very pleased to see the establishment of the "Engage Muskoka Lakes" website that provides every concerned citizen with a forum to provide their input into the budget process. While the input topics appear limited, the expansion of the audience participation is a great improvement. Thank you!

The MRA would like to articulate six major bullet points that we believe need serious evaluation by this Council to ensure the long term financial and economic viability of this municipality, while providing service levels commensurate with most citizens' expectations.

1. The MRA for many years has expressed significant concerns regarding the inadequate level of non-restricted reserves, based on provincial guidelines. Funding of reserves needs to be increased and long term policies established to ensure prudent use and replenishment of these funds.
2. Last year the Township embarked on a review and update of the Master Fire Plan. The MRA provided input to the consultant. To date no updated plan has been made public. The MRA wants to ensure that current certification standards and levels of service for both emergency and fire suppression services are maintained. Any increase in fire insurance premiums due to a reduction in coverage and/or service levels would be totally unacceptable.
3. As our businesses crawl out from under the huge financial costs of this COVID pandemic they are economically fragile. The MRA is requesting that the Township increase financial support to the Muskoka Lakes Chamber of Commerce so they can provide enhanced marketing and other support services to our businesses in 2022. The MRA believes financial support

should be similar to that other Muskoka municipalities provide to their Chambers of Commerce.

4. The Township has two arenas and twelve community centres, most of them were long ago fully depreciated assets. They are expensive to properly maintain and operate and they are grossly underutilized. The Township needs to plan for the future, by rationalizing the quantity and strategically plan to build a reduced number of replacements facilities to suit the population's future needs.

5. The Township significantly ramped up spending for by-law enforcement in 2021. The MRA believes that management should evaluate the efficacy of this and any other enhanced level of service. A cost benefit analysis should be conducted to make certain the changes were warranted.

6. Public Works is the largest cost department in the Township. The capital plan for this budget and the ten year forecast plan needs to be honed for more realistic projections. Past multi year capital needs grew substantially from budget to budget. This budget and future projections need to be more rigorously evaluated for actual needs and realistic costs.

Thank you for the opportunity to provide the MRA's input in the lead up to the 2022 budget.

Don Furniss

Director – Muskoka Ratepayers' Association

Doug Bryden

Director – Muskoka Ratepayers' Association