



2023 MUNICIPAL BUDGET



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MESSAGE FROM THE MAYOR



MAYOR PETER KELLEY

This year's budget is a remarkable accomplishment which will guide us in achieving the goal of maintaining levels of service while keeping tax increases to a minimum.

As a Township, we strive to balance affordability for residents and businesses while continuing to fund the Township's Strategic Goals. During the last term of Council a considerable amount of work was completed in the development of plans and strategies to guide actions and decisions over the next several years.

The 2023 Budget will support a number of initiatives including:

- Implement Parks and Recreation Master Plan;
- Develop Short Term Rentals Licensing By-Law;
- Commence Arena Feasibility Study;
- Initiate Fire Station Location Study; and
- Develop Administrative Monetary Penalty System (AMPS) By-Law;

Needless to say there are many exciting projects coming up in the months and years ahead across this Township. I'd like to thank Council and Staff for their dedication to putting our community first and ensuring we have a budget that keeps us moving forward.



**MARK DONALDSON,
DIRECTOR OF FINANCE/TREASURER**

MESSAGE FROM THE DIRECTOR OF FINANCIAL SERVICES/TREASURER

Emerging from a global pandemic, residents are experiencing increasing costs not seen in a generation. Municipalities, too, are feeling these effects. Maintaining valued services in the most cost effective manner is the highest priority for municipal governments.

The 2023 Operating and Capital Budget is a responsible, balanced plan which maintains services and advances priorities in a challenging economic climate.

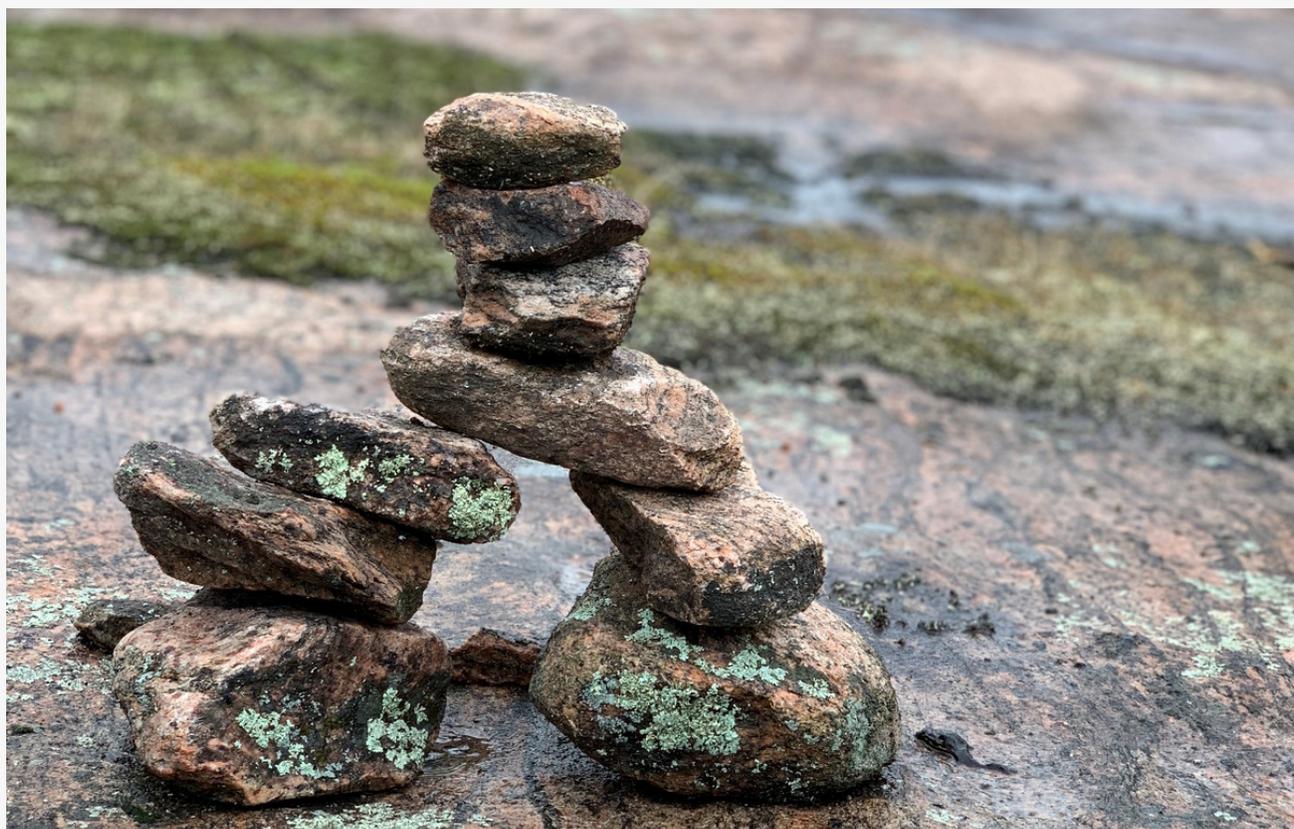
As Staff and Council continue to hear from municipal ratepayers about the services that are important to them, the budget presented responds with a prudent and diligent approach in all areas. The Township maintains amongst the lowest municipal tax rates in the Province of Ontario.

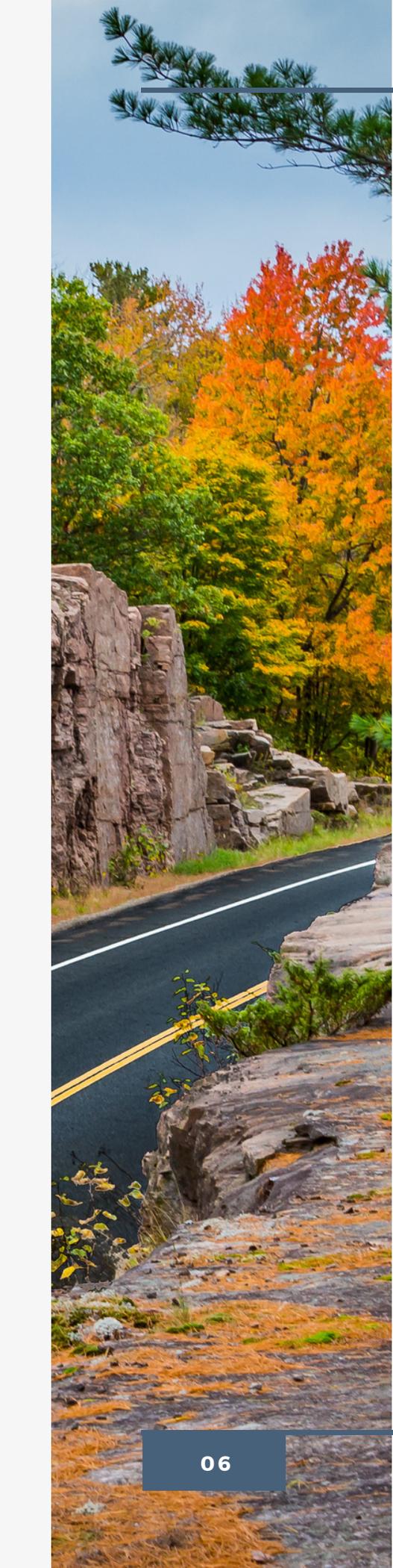
Responsible financial stewardship that balances the economy, environment and investments in public infrastructure for the Township of Muskoka Lakes ensures the availability and enjoyment of public services for years to come.

ABOUT MUSKOKA LAKES

Located in the District Municipality of Muskoka, the Township of Muskoka Lakes is anchored by a number of small communities, with each offering unique experiences to both residents and visitors.

Muskoka Lakes offers the sophistication of a popular tourism destination, with the wholesomeness of country living and an abundance of natural beauty.





MUSKOKA LAKES QUICK FACTS

- 17 Parks
- 42 Public Water Access Locations
- 355 Kilometers of Roads
- 22 Bridges
- 10 Kilometers of Recreational Trails
- 1 Medical Centre
- 1 Township Office
- 3 Public Works Yards
- 2 Arenas
- 12 Cemeteries
- 13 Community Centres
- 10 Fire Halls
- 2 Libraries

The Township is made up 2 urban centres, Bala and Port Carling, and a number of hamlets including: Windermere, Walker's Point, Torrance, Hekkla, Ullswater, Utterson, Minett, Raymond, Glen Orchard, Foot's Bay and Milford Bay.

POPULATION

The Township of Muskoka Lakes has a year-round population of 7,652 and a seasonal population of approximately 27,000.



MUSKOKA LAKES STRATEGIC PLAN

The strategic plan, completed in early 2021, acts as a guiding document to support Council decisions and staff activities.

MISSION

The Township of Muskoka Lakes Council, residents, volunteers, and staff will be excellent stewards of the environment, set clear and respectful expectations of each other, and work together to achieve our shared vision.

VISION

Where generations live and gather in a breathtaking natural environment, enjoying recreation, history, and small-town character. These will be protected and enhanced for future generations, while encouraging thriving communities.

GOALS



Preserve and Protect the Natural and Cultural Environment



Enhance and Sustain Public Services and Infrastructure



Strengthen and Diversify Muskoka Lakes' Economy



Strengthen Key Relationships

2023 BUDGET OVERVIEW



The Municipal Act, 2001 requires municipalities to prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality. A municipal budget is a policy and planning document that outlines the municipality's priorities, and is a balancing act between often competing priorities. The budget serves as a financial framework which guides department operations and planning for capital projects. The budget is also an accountability tool that allows for tracking variances between budgets and actual spending.

The 2023 budget has been developed with a commitment to ensuring the municipality can continue to maintain existing levels of service to the community while minimizing the impact of tax increases on residents and businesses.

The operating budget provides the necessary resources to deliver programs and services to meet the needs of the growing community, and accommodates inflationary pressures. The operating budget is funded primarily through property taxes and user fees. The Capital Budget is funded through property taxes, user fees, reserves, development charges, debt and grants.

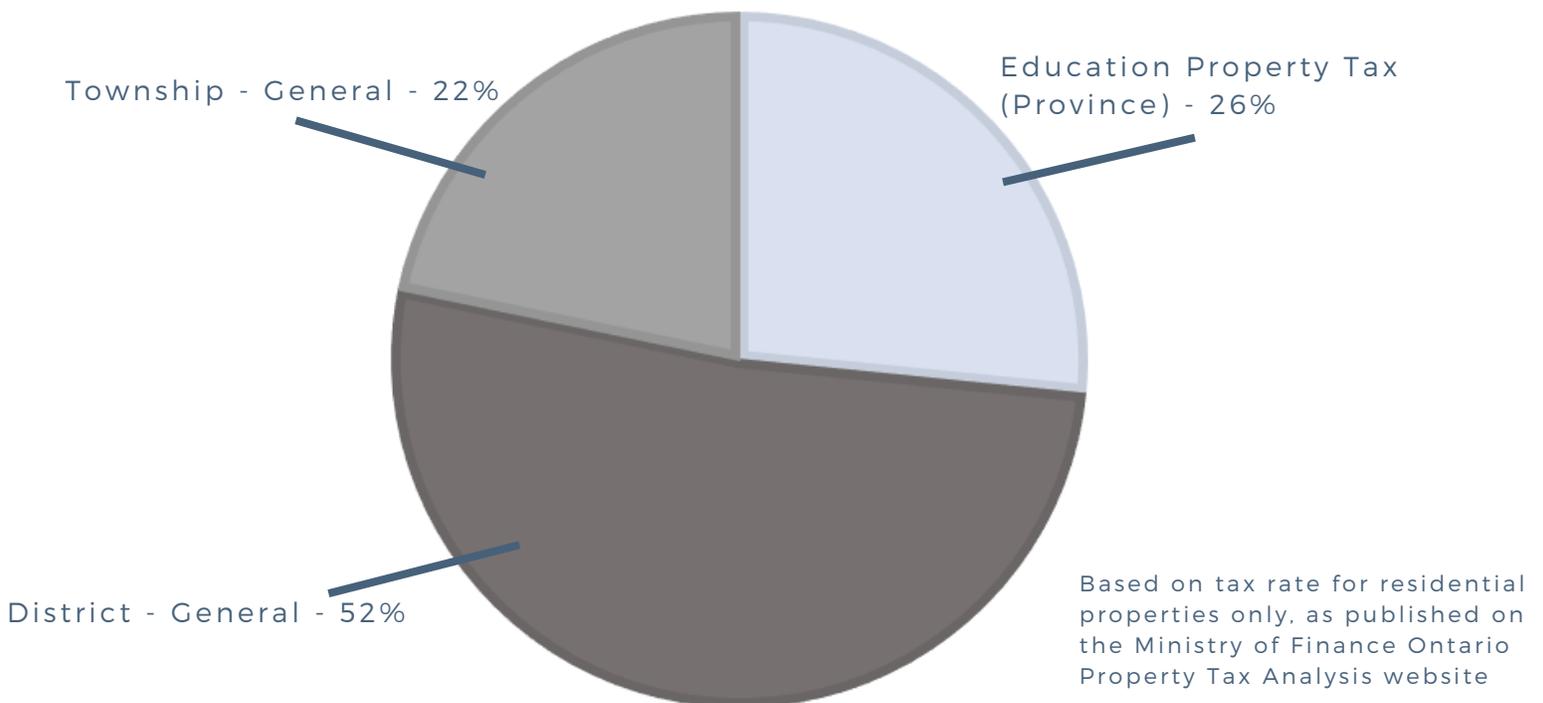
PROPERTY TAX

Property tax is a levy based on the assessed value of property, which is made of three components in the Township of Muskoka Lakes: the Township portion for services delivered by the Township, the District portion for service delivered by the District, and an education portion to fund the elementary and secondary education system in Ontario.

The rates for the Township and District portion of the tax are established by each respective Council, while the rates for the education portion of the tax are established by the Minister of Finance.

Property taxes are calculated using the Current Value Assessment of a property, as determined by the Municipal Property Assessment Corporation (MPAC), and multiplying it by the combined Township, District and education tax rates for the applicable class of property. Property assessments are based on the current value of properties as of a legislated valuation date, which is currently January 1, 2016. If certain types of changes occur on a property during a tax year, such as new construction or an ownership change, MPAC mails an updated assessment notice following the change.

BREAKDOWN OF MUNICIPAL TAXATION



MUNICIPAL SERVICES OVERVIEW



The powers and responsibilities which municipal governments may exercise are set out primarily in the Municipal Act 2001 though there are many other acts that apply to municipalities.

The Township of Muskoka Lakes delivers services to its residents through five main service areas:

- Administration
- Development Services and Environmental Sustainability
- Emergency Services
- Library
- Public Works

PROPERTY TAX LEVY

The Corporation of the Township of Muskoka Lakes							Residential Tax Rate:	0.00130115
2023 Tax Levy Calculations								
CLASSIFICATION	2022 ASSESSMENT	2022 RATE	2022 TAX LEVY	2023 ASSESSMENT	2023 RATIO	2023 RATE	2023 TAX LEVY	
PROPERTY TAX LEVY:								
Commercial	220,200,283	0.137804%	\$ 303,445	227,624,805	1.1000	0.143127%	\$ 325,793	
- Excess Land	1,822,300	0.137804%	\$ 2,511	1,816,500	1.1000	0.143127%	\$ 2,600	
- Vacant Land	3,531,200	0.137804%	\$ 4,866	3,520,700	1.1000	0.143127%	\$ 5,039	
Industrial	5,826,900	0.137804%	\$ 8,030	5,509,492	1.1000	0.143127%	\$ 7,886	
- Excess Land	46,600	0.137804%	\$ 64	46,600	1.1000	0.143127%	\$ 67	
- Vacant Land	420,100	0.137804%	\$ 579	367,600	1.1000	0.143127%	\$ 526	
Residential	10,130,405,128	0.125276%	\$ 12,690,966	10,251,890,514	1.0000	0.130115%	\$ 13,339,247	
Farmlands	7,554,300	0.031319%	\$ 2,366	6,900,800	0.2500	0.032529%	\$ 2,245	
Managed Forest	53,638,300	0.031319%	\$ 16,799	53,046,200	0.2500	0.032529%	\$ 17,255	
TOTAL	10,423,445,111		\$ 13,029,626	10,550,723,211			\$ 13,700,657	
						Levy Requirement	\$ 13,700,600	
						Tax Rate Rounding	\$ 57	

Weighted Assessment	
Commercial	250,387,286
Industrial	6,060,441
Residential	10,251,890,514
Farmlands	1,725,203
Managed Forest	13,261,576
Total Assessment	10,529,651,560
Required Levy	\$ 13,700,600
Levy per \$ of assessment	\$ 0.00130115

Actual Tax Rate Change	2022	2023	%
Commercial and Industrial	0.13780%	0.14313%	3.86%
Residential	0.12528%	0.13012%	3.86%
Farmlands and Managed Forest	0.03132%	0.03253%	3.87%

Levy Comparison	2022	2023	%
Approved Levy	\$13,029,600	\$ 13,700,600	5.14%

Effective Tax Rate Comparison	2022	2023
Effective tax increase when considering MPAC reassessment and tax rate change	1.83%	3.86%
Effective annual tax increase per \$100,000 of property assessment	\$2.25	\$4.84

PROPERTY TAX INCREASE

Township of Muskoka Lakes Impact of 2023 Assessment Increase and Township Tax Rate							
ASSESSMENT EXAMPLES	2022 Tax Rate	2022 Township Tax	2023 Assessment	2023 Tax Rate	2023 Township Tax	Dollar Increase	Percentage Increase
Per \$100,000 of Assessment	0.00125276	\$ 125.28	\$ 100,000	0.00130115	\$ 130.12	\$ 4.84	3.86%
\$200,000 Assessed Value	0.00125276	\$ 250.55	\$ 200,000	0.00130115	\$ 260.23	\$ 9.68	3.86%
\$250,000 Assessed Value	0.00125276	\$ 313.19	\$ 250,000	0.00130115	\$ 325.29	\$ 12.10	3.86%
\$350,000 Assessed Value	0.00125276	\$ 438.47	\$ 350,000	0.00130115	\$ 455.40	\$ 16.94	3.86%
\$500,000 Assessed Value	0.00125276	\$ 626.38	\$ 500,000	0.00130115	\$ 650.58	\$ 24.20	3.86%
\$750,000 Assessed Value	0.00125276	\$ 939.57	\$ 750,000	0.00130115	\$ 975.86	\$ 36.29	3.86%
\$1,000,000 Assessed Value	0.00125276	\$ 1,252.76	\$ 1,000,000	0.00130115	\$ 1,301.15	\$ 48.39	3.86%
\$1,500,000 Assessed Value	0.00125276	\$ 1,879.14	\$ 1,500,000	0.00130115	\$ 1,951.73	\$ 72.59	3.86%

OPERATING BUDGET



OPERATING BUDGET - SUMMARY

	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses									
Salaries and Benefits	7,806,900	8,275,125	9,007,200	8,808,600	9,703,100	10,401,700	10,651,100	695,900	894,500
Contract Services, Materials, Equipment	1,496,299	1,518,019	1,372,200	1,789,600	1,820,000	1,779,600	1,887,900	447,800	30,400
Utilities and Facility Maintenance	689,273	779,651	737,600	883,500	831,700	857,700	881,000	94,100	(51,800)
Insurance	821,653	854,231	1,130,400	658,700	598,300	658,000	723,700	(532,100)	(60,400)
Professional Fees and Honouraria	406,083	421,441	636,300	502,500	552,500	892,400	812,300	(83,800)	50,000
Staff Development	171,723	211,157	315,100	261,000	386,500	412,200	425,600	71,400	125,500
IT Hardware and Software	261,492	319,041	364,100	431,300	448,100	467,700	488,600	84,000	16,800
Administration	203,988	201,324	225,500	217,300	224,600	222,400	227,800	(900)	7,300
Debt Repayment	134,052	134,052	134,100	134,100	134,100	134,100	134,100	0	0
Grants and Community Programs	153,286	178,948	188,800	179,600	301,500	312,000	315,000	112,700	121,900
Other Expenses	423,679	363,403	244,100	257,100	194,600	205,400	217,700	(49,500)	(62,500)
Operating Expenses	12,568,428	13,256,392	14,355,400	14,123,300	15,195,000	16,343,200	16,764,800	839,600	1,071,700
								5.85%	7.59%
Transfers to Reserves	4,428,859	6,567,337	3,559,000	6,810,400	6,432,900	6,693,900	7,198,900	2,873,900	(377,500)
Total Expenses	16,997,287	19,823,729	17,914,400	20,933,700	21,627,900	23,037,100	23,963,700	3,713,500	694,200
								20.73%	3.32%
Revenues									
User Fees	386,486	638,769	655,900	778,500	557,500	568,400	581,300	(98,400)	(221,000)
Other Tax Revenues	753,686	965,477	851,500	825,600	878,000	938,000	1,008,000	26,500	52,400
License, Permits and Rentals	1,967,165	2,401,595	1,930,600	2,673,800	2,101,500	2,278,900	2,347,200	170,900	(572,300)
Fines and Penalties	90	19,608	12,000	48,100	60,000	70,000	70,000	48,000	11,900
Cost Recoveries	538,080	650,038	760,100	733,700	790,900	1,236,300	1,258,100	30,800	57,200
Grants and Subsidies	708,751	2,528,894	122,900	2,148,800	2,227,800	2,230,300	2,232,000	2,104,900	79,000
Investment Income	280,757	206,493	210,700	526,400	1,010,600	823,600	761,400	799,900	484,200
Other Revenues	103,950	191,355	131,100	134,200	131,000	133,200	134,900	(100)	(3,200)
Operating Revenues	4,738,965	7,602,229	4,674,800	7,869,100	7,757,300	8,278,700	8,392,900	3,082,500	(111,800)
								65.94%	(1.42%)
Transfer from Reserves	40,000	729,432	210,000	64,000	170,000	100,000	100,000	(40,000)	106,000
Total Revenues	4,778,965	8,331,661	4,884,800	7,933,100	7,927,300	8,378,700	8,492,900	3,042,500	(5,800)
								62.29%	(0.07%)
NET LEVY REQUIREMENT	12,218,322	11,492,068	13,029,600	13,000,600	13,700,600	14,658,400	15,470,800	671,000	700,000
								5.15%	5.38%

OPERATING BUDGET - BY DIVISION

	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Council	298,170	318,803	348,700	337,000	390,000	399,000	412,100	41,300	53,000
Financing Charges	911,434	184,052	134,100	134,100	134,100	134,100	134,100	0	0
Human Resources/Health & Safety	246,588	290,635	295,900	209,300	317,300	328,800	337,000	21,400	108,000
Information Technology	631,642	463,316	432,500	510,100	557,600	586,300	613,200	125,100	47,500
Legislative Services	1,361,964	1,444,043	1,597,400	1,313,800	1,308,500	1,365,000	1,409,300	(288,900)	(5,300)
Treasury	379,164	170,885	526,900	226,600	545,100	552,400	525,400	18,200	318,500
ADMINISTRATION	3,828,962	2,871,734	3,335,500	2,730,900	3,252,600	3,365,600	3,431,100	(82,900)	521,700
								(2.49%)	19.10%
Building (Protective Inspection)	0	(4,974)	0	0	0	0	0	0	0
By-Law Enforcement	74,281	212,971	307,300	334,600	445,400	448,000	462,700	138,100	110,800
Economic Development	129,390	138,670	129,300	130,700	184,500	186,700	190,200	55,200	53,800
Grants	111,500	122,669	116,000	127,000	287,100	292,900	293,500	171,100	160,100
Planning & Zoning	714,233	473,448	875,000	599,500	795,400	766,800	732,400	(79,600)	195,900
DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY	1,029,404	942,784	1,427,600	1,191,800	1,712,400	1,694,400	1,678,800	284,800	520,600
								19.95%	43.68%
Emergency Management	42,317	50,054	37,800	37,200	43,100	45,400	47,400	5,300	5,900
Fire Stations	1,271,330	2,007,078	2,296,700	2,589,000	2,413,100	2,633,900	2,972,700	116,400	(175,900)
FIRE AND EMERGENCY SERVICES	1,313,647	2,057,132	2,334,500	2,626,200	2,456,200	2,679,300	3,020,100	121,700	(170,000)
								5.21%	(6.47%)
Muskoka Lakes Public Library	437,451	465,755	501,900	474,800	462,200	483,400	495,800	(39,700)	(12,600)
MUSKOKA LAKES PUBLIC LIBRARY	437,451	465,755	501,900	474,800	462,200	483,400	495,800	(39,700)	(12,600)
								(7.91%)	(2.65%)
Arenas	557,386	637,271	598,700	557,300	893,200	984,500	1,037,200	294,500	335,900
Cemeteries	24,605	10,315	34,000	77,000	62,800	64,700	66,300	28,800	(14,200)
Community Centres	500,793	496,761	433,000	494,600	580,400	606,600	658,600	147,400	85,800
Dock Lighting	3,959	4,090	4,700	3,900	1,300	1,300	1,300	(3,400)	(2,600)
Facilities Maintenance	234,123	275,124	384,000	274,000	187,200	185,900	187,800	(196,800)	(86,800)
Parks	684,567	660,869	700,800	825,400	987,000	998,400	1,044,000	286,200	161,600
Port Carling Nursing Station/Health Hub	29,864	33,985	15,900	26,400	17,400	18,400	19,400	1,500	(9,000)
Private Signage	0	0	(300)	0	(400)	(400)	(400)	(100)	(400)
Public Works Admin	2,352,044	1,947,360	2,283,900	2,147,400	2,153,200	2,378,700	2,593,800	(130,700)	5,800
Roads	1,899,210	1,928,643	1,968,100	2,252,300	2,120,000	2,138,800	2,245,200	151,900	(132,300)
Street Lighting	0	0	(17,600)	(8,800)	29,100	30,600	31,600	46,700	37,900
Swimming	320	179	21,500	19,800	32,000	32,900	33,400	10,500	12,200
Trails	14,515	63,841	73,400	71,000	108,100	110,300	111,800	34,700	37,100
PUBLIC WORKS	6,301,386	6,058,438	6,500,100	6,740,300	7,171,300	7,550,700	8,030,000	671,200	431,000
								10.33%	6.39%
NET EXPENSES	12,910,850	12,395,843	14,099,600	13,764,000	15,054,700	15,773,400	16,655,800	955,100	1,290,700
								6.77%	9.38%
Less:									
Other Tax Revenues	692,528	903,775	790,000	763,400	855,000	915,000	985,000	65,000	91,600
Salary - allowance	0	0	180,000	0	499,100	200,000	200,000	319,100	499,100
Transfer from Reserves	0	0	100,000	0	0	0	0	(100,000)	0
	692,528	903,775	1,070,000	763,400	1,354,100	1,115,000	1,185,000	284,100	590,700
								26.55%	77.38%
NET LEVY REQUIREMENT	12,218,322	11,492,068	13,029,600	13,000,600	13,700,600	14,658,400	15,470,800	671,000	700,000
								5.15%	5.38%

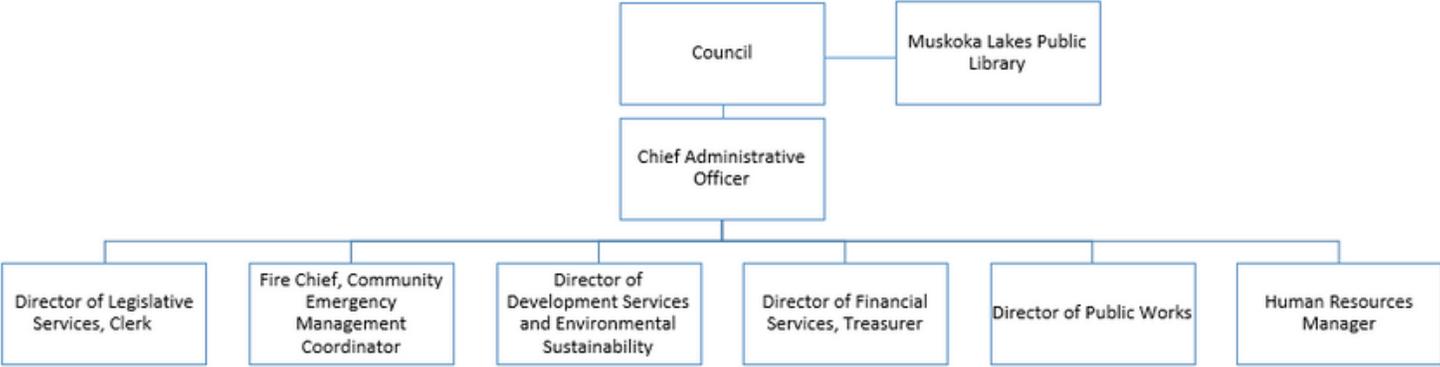
ADMINISTRATION



The Township of Muskoka Lakes Administration includes:

- Council
- Human Resources
- Legislative Services
- Financial Services
- Information Technology

ADMINISTRATION



COUNCIL



The Township of Muskoka Lakes is governed by a ten-member elected Council, made up of a Mayor, and three Councillors per Ward, with 1 from each ward also sitting as a District Councillor.

The role of Council is to represent the public and to consider the well-being and interests of the Municipality. Council is responsible for developing and evaluating policies and programs for the Municipality, evaluating the services that the Municipality provides and maintaining the financial integrity of the Municipality. Council's role is to ensure that administrative policies, practices and procedures are in place to implement decisions made, and to ensure accountability and transparency of the operations of the Township of Muskoka Lakes.

OPERATING BUDGET - COUNCIL

2023 Key Initiatives

- Consider and approve 2023 Capital and Operating Budget
- Address recommendations of Parks and Trails Master Plan and Fire Master Plan (further studies)
- Consider and approve a Transportation Master Plan
- Commence review of Comprehensive Zoning By-law 2014-14
- Approve Climate Adaptation and Mitigation Plans
- Continue to work with upper tier governments regarding broadband network development/expansion.
- Continue to build/reinforce relationships with other municipalities and levels of government as well as other associations and groups to benefit the Township
- Consider approval a short term rental regulatory/licencing program and administrative monetary penalty system (AMPS)

OPERATING BUDGET - COUNCIL

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	328,700	324,700	364,000	371,300	382,700	35,300	39,300
Insurance	0	0	2,500	2,800	3,100	2,500	2,500
Staff Development	10,000	6,200	15,000	16,000	17,000	5,000	8,800
Administration	1,000	500	500	600	700	(500)	0
Other Expenses	9,000	5,600	8,000	8,300	8,600	(1,000)	2,400
Operating Expenses	348,700	337,000	390,000	399,000	412,100	41,300	53,000
						11.84%	15.73%
Total Expenses	348,700	337,000	390,000	399,000	412,100	41,300	53,000
						11.84%	15.73%
NET LEVY REQUIREMENT	348,700	337,000	390,000	399,000	412,100	41,300	53,000
						11.84%	15.73%

HUMAN RESOURCES



Human Resources ensures that employees, departments and senior leaders of the Township receive professional support services which include: workplace health and safety; employee and labour relations; talent management and development; recruitment; compensation and benefits, job evaluation; organizational development; and policy development and implementation.

2023 Key Initiatives

- Obtain summer job funding (i.e. Septic, Parks, Roads, Trails)
- Complete work for WSIB Excellence program (expect grant 2024)
- Continue Corporate training initiatives including; Inclusion, Diversity, Equity and Anti Racism (IDEA), and leadership development

HUMAN RESOURCES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	230,400	229,000	246,300	255,000	261,300	15,900	17,300
Professional Fees and Honouraria	1,000	1,800	5,000	5,000	5,000	4,000	3,200
Staff Development	57,500	52,200	59,000	62,000	65,000	1,500	6,800
Administration	0	0	0	0	0	0	0
Other Expenses	700	900	800	800	0	100	(100)
Operating Expenses	289,600	283,900	311,100	322,800	331,300	21,500	27,200
						7.42%	9.58%
Transfers to Reserves	10,000	10,000	10,000	10,000	10,000	0	0
Total Expenses	299,600	293,900	321,100	332,800	341,300	21,500	27,200
						7.18%	9.25%
Revenues							
License, Permits and Rentals	0	15,400	0	0	0	0	(15,400)
Cost Recoveries	3,700	69,200	3,800	4,000	4,300	100	(65,400)
Grants and Subsidies	0	0	0	0	0	0	0
Operating Revenues	3,700	84,600	3,800	4,000	4,300	100	(80,800)
						2.70%	(95.51%)
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	3,700	84,600	3,800	4,000	4,300	100	(80,800)
						2.70%	(95.51%)
NET LEVY REQUIREMENT	295,900	209,300	317,300	328,800	337,000	21,400	108,000
						7.23%	51.60%

LEGISLATIVE SERVICES

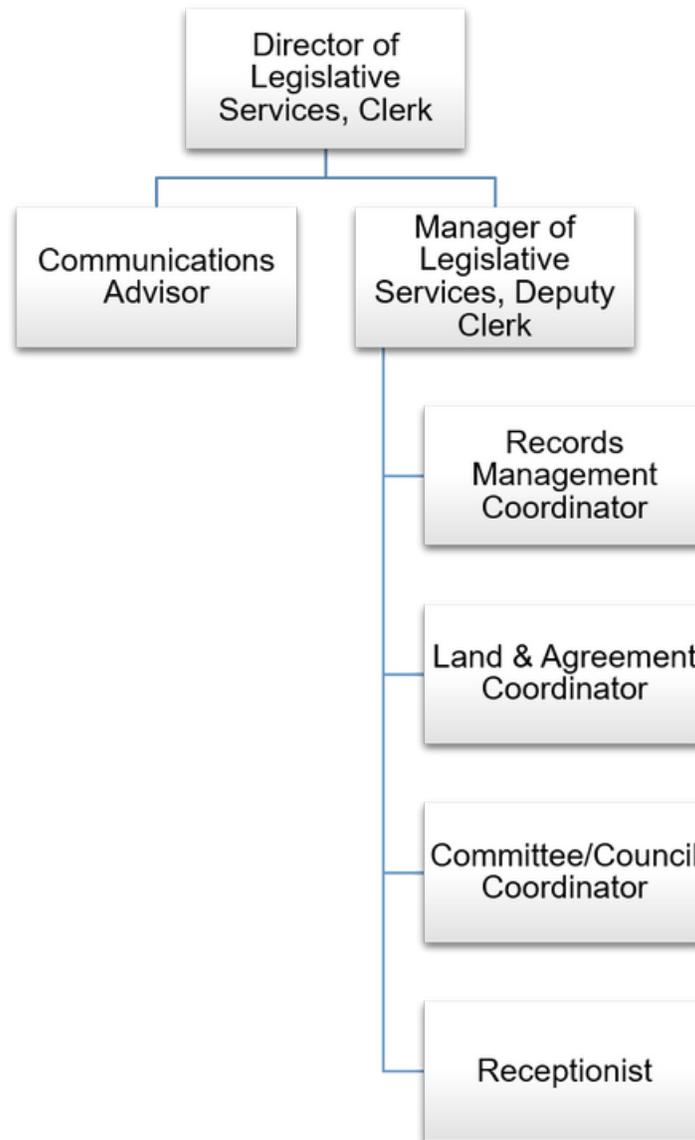


The Clerk's and Legislative Services Department prepares agendas and minutes, maintains municipal records, including by-laws and minutes and processes requests under the Municipal Freedom of Information and Protection of Privacy Act. Road allowance closures, license agreements, lottery licensing, vital statistics, tag days, delegation requests, and cemeteries are also among the administrative services provided.

Municipal elections are conducted pursuant to the Municipal Elections Act through this department and are held every four years.

Township Council Policies, the Municipal Act and other related legislation govern the Clerk's and Legislative Services Department.

LEGISLATIVE SERVICES



2023 Key Initiatives

- Complete electronic records management project
- Develop and implement corporate wide communications strategy
- Update Acquisition/Disposition Policy and land inventory
- Review & consolidate delegation of authority by-laws policies
- Improve/streamline Agenda preparation process

OPERATING BUDGET - LEGISLATIVE SERVICES

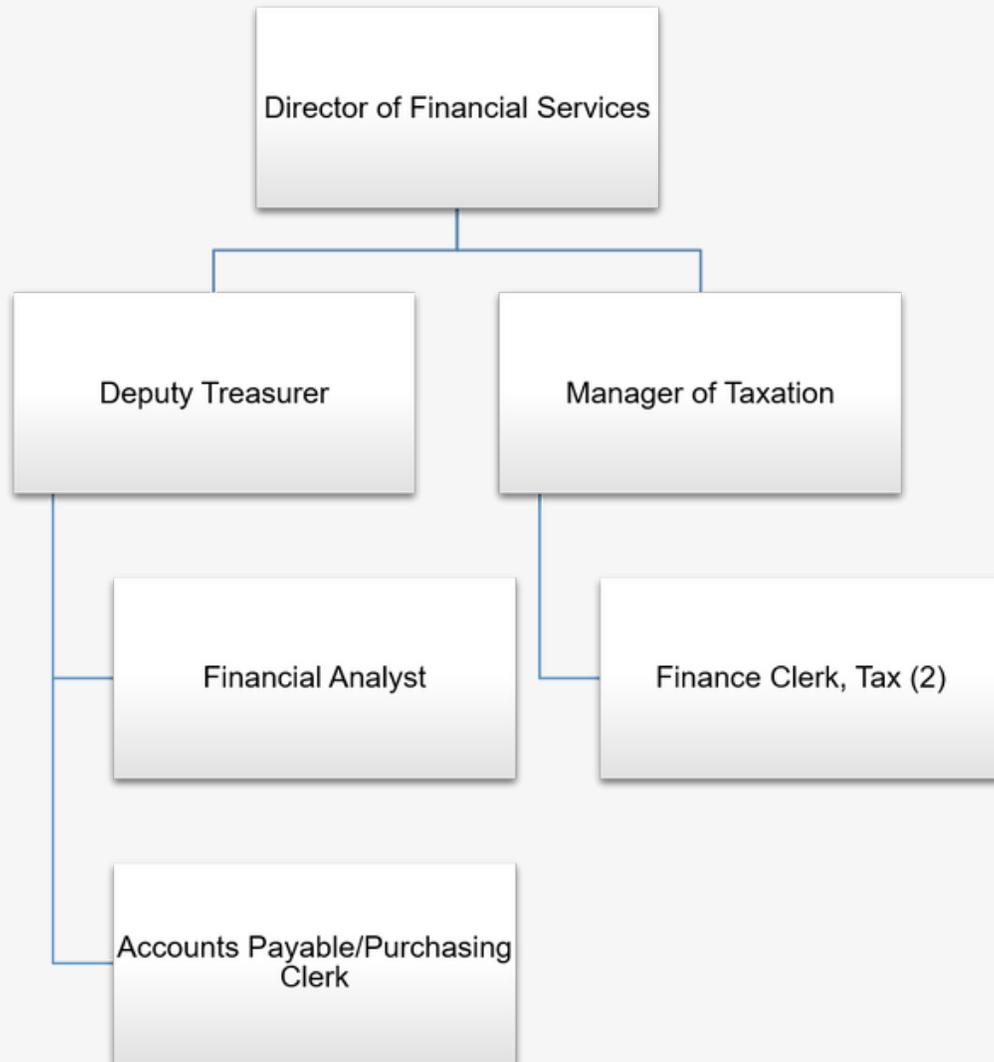
	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	949,000	874,900	1,074,000	1,116,100	1,145,300	125,000	199,100
Contract Services, Materials, Equipment	0	6,800	4,600	4,700	4,800	4,600	(2,200)
Utilities and Facility Maintenance	88,700	86,300	95,000	96,400	98,000	6,300	8,700
Insurance	424,800	210,200	117,500	129,300	142,200	(307,300)	(92,700)
Professional Fees and Honouraria	150,000	124,900	75,000	60,000	60,000	(75,000)	(49,900)
Staff Development	26,000	18,700	24,500	24,800	24,900	(1,500)	5,800
Administration	25,800	34,500	30,900	31,400	32,000	5,100	(3,600)
Other Expenses	12,000	9,400	12,000	12,600	13,200	0	2,600
Operating Expenses	1,676,300	1,365,700	1,433,500	1,475,300	1,520,400	(242,800) (14.48%)	67,800 4.96%
Transfers to Reserves	162,500	162,500	25,000	25,000	25,000	(137,500)	(137,500)
Total Expenses	1,838,800	1,528,200	1,458,500	1,500,300	1,545,400	(380,300) (20.68%)	(69,700) (4.56%)
Revenues							
User Fees	14,300	21,800	17,000	17,200	17,400	2,700	(4,800)
License, Permits and Rentals	11,100	14,800	10,900	11,000	11,400	(200)	(3,900)
Cost Recoveries	103,500	111,800	104,600	104,600	104,800	1,100	(7,200)
Grants and Subsidies	0	0	0	0	0	0	0
Other Revenues	2,500	2,000	2,500	2,500	2,500	0	500
Operating Revenues	131,400	150,400	135,000	135,300	136,100	3,600 2.74%	(15,400) (10.24%)
Transfer from Reserves	110,000	64,000	15,000	0	0	(95,000)	(49,000)
Total Revenues	241,400	214,400	150,000	135,300	136,100	(91,400) (37.86%)	(64,400) (30.04%)
NET LEVY REQUIREMENT	1,597,400	1,313,800	1,308,500	1,365,000	1,409,300	(288,900) (18.09%)	(5,300) (0.40%)

TREASURY



The Treasury Department is responsible for corporate customer service and coordination of information technology. The Director of Financial Services is the appointed Treasurer and has a number of statutory responsibilities in accordance with the Municipal Act. The department is responsible for creating, implementing, and enforcing internal controls and policies that will safeguard the Municipality's financial assets. In addition, Treasury coordinates the annual budget process, the annual audit engagement, and provides support to all departments in regards to financial analysis.

TREASURY



2023 Key Initiatives - Information Technology

- Continue implementation of IT Strategic Plan, including transition to MS365 application and introduce multi-factor authentication
- Update asset inventory and planned replacement for hardware
- Support completion of software implementation projects (M-Files, Cityworks, CloudPermit) and document processes
- Update emergency management program for cyber security
- One FTE (IT Coordinator) requested as service enhancement (not included in budget)

TREASURY

2023 Key Initiatives - Financial Services

- Continue implementation of IT Strategic Plan, including transition to MS365 application and introduce multi-factor authentication
- Update asset inventory and planned replacement for hardware
- Support completion of software implementation projects (M-Files, Cityworks, CloudPermit) and document processes
- Update emergency management program for cyber security
- One FTE (IT Coordinator) requested as service enhancement

OPERATING BUDGET - INFORMATION TECHNOLOGY

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	6,000	6,000	88,100	98,400	104,900	82,100	82,100
Contract Services, Materials, Equipment	0	0	0	0	0	0	0
Insurance	13,200	10,200	3,100	3,400	3,700	(10,100)	(7,100)
Professional Fees and Honouraria	10,000	11,400	25,000	25,000	25,000	15,000	13,600
Staff Development	0	0	0	0	0	0	0
IT Hardware and Software	341,100	407,700	424,400	442,500	462,600	83,300	16,700
Administration	25,000	25,100	25,500	26,000	26,000	500	400
Other Expenses	5,000	17,500	10,000	10,000	10,000	5,000	(7,500)
Operating Expenses	400,300	477,900	576,100	605,300	632,200	175,800	98,200
						43.92%	20.55%
Transfers to Reserves	50,000	50,000	0	0	0	(50,000)	(50,000)
Total Expenses	450,300	527,900	576,100	605,300	632,200	125,800	48,200
						27.94%	9.13%
Revenues							
Cost Recoveries	17,800	17,800	18,500	19,000	19,000	700	700
Grants and Subsidies	0	0	0	0	0	0	0
Operating Revenues	17,800	17,800	18,500	19,000	19,000	700	700
						3.93%	3.93%
Total Revenues	17,800	17,800	18,500	19,000	19,000	700	700
						3.93%	3.93%
NET LEVY REQUIREMENT	432,500	510,100	557,600	586,300	613,200	125,100	47,500
						28.92%	9.31%

OPERATING BUDGET - FINANCIAL SERVICES

FINANCIAL SERVICES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	718,200	709,500	810,600	838,800	858,400	92,400	101,100
Contract Services, Materials, Equipment	5,000	0	0	0	0	(5,000)	0
Insurance	0	0	1,000	1,100	1,200	1,000	1,000
Professional Fees and Honouraria	50,500	25,800	35,500	36,500	27,500	(15,000)	9,700
Staff Development	7,400	9,600	9,000	11,000	10,300	1,600	(600)
Administration	77,500	51,500	51,000	41,500	42,000	(26,500)	(500)
Other Expenses	8,200	6,400	6,000	6,000	6,000	(2,200)	(400)
Operating Expenses	866,800	802,800	913,100	934,900	945,400	46,300	110,300
						5.34%	13.74%
Transfers to Reserves	15,000	599,500	1,363,200	1,163,200	1,063,200	1,348,200	763,700
Total Expenses	881,800	1,402,300	2,276,300	2,098,100	2,008,600	1,394,500	874,000
						158.26%	62.40%
Revenues							
User Fees	65,000	19,900	24,500	26,000	26,000	(40,500)	4,600
Other Tax Revenues	23,100	23,100	23,000	23,000	23,000	(100)	(100)
Cost Recoveries	6,300	6,300	6,500	7,000	7,000	200	200
Grants and Subsidies	0	520,200	598,200	598,200	598,200	598,200	78,000
Investment Income	200,000	525,900	1,000,000	812,500	750,000	800,000	474,100
Other Revenues	60,500	80,300	79,000	79,000	79,000	18,500	(1,300)
Operating Revenues	354,900	1,175,700	1,731,200	1,545,700	1,483,200	1,376,300	555,500
						387.80%	47.25%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	354,900	1,175,700	1,731,200	1,545,700	1,483,200	1,376,300	555,500
						387.80%	47.25%
NET LEVY REQUIREMENT	526,900	226,600	545,100	552,400	525,400	18,200	318,500
						3.45%	140.56%

FINANCING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Debt Repayment	134,100	134,100	134,100	134,100	134,100	0	0
Operating Expenses	134,100	134,100	134,100	134,100	134,100	0	0
						0.00%	0.00%
Transfers to Reserves	0	0	0	0	0	0	0
Total Expenses	134,100	134,100	134,100	134,100	134,100	0	0
						0.00%	0.00%
NET LEVY REQUIREMENT	134,100	134,100	134,100	134,100	134,100	0	0
						0.00%	0.00%

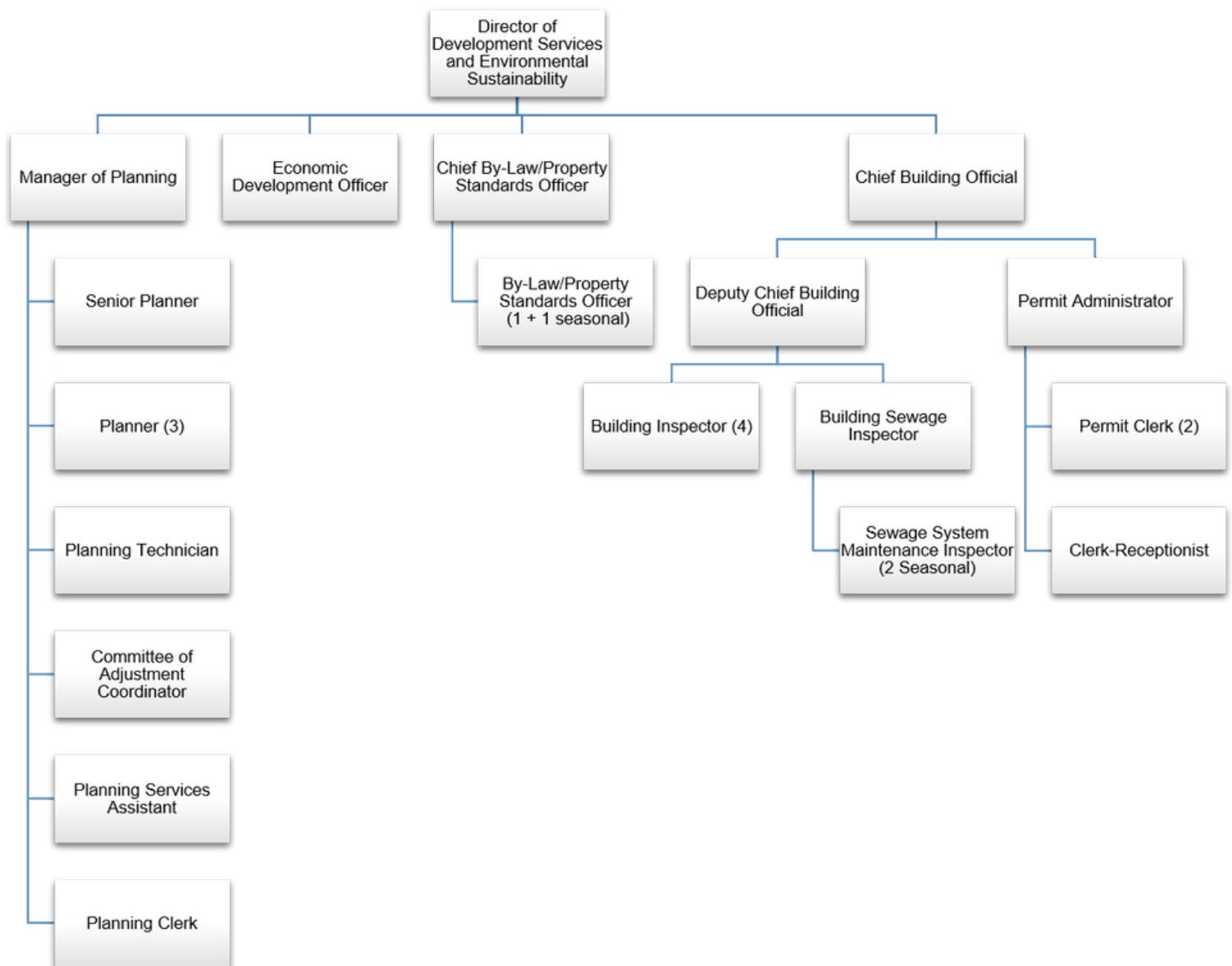
DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY



The Township of Muskoka Lakes Development Services and Environmental Sustainability includes:

- Economic Development and Community Grants
- Planning
- Building
- By-Law Enforcement

DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY



ECONOMIC DEVELOPMENT AND COMMUNITY GRANTS



Economic Development plays a role in creating prosperous conditions for economic growth and enhancing the well-being of the community. Economic Development places focus on improving the current conditions that exist throughout the municipality in an effort to create a more sustainable year round economy.

2023 Key Initiatives - Economic Development and Community Grants

- Implementation of Economic Development Strategy
- Continued implementation of Community Improvement Plan public realm enhancements
- Continued implementation of Community Improvement Plan private sector incentive program
- Climate Action Plan: Approval of Climate Adaptation and Climate Mitigation Plans
- Implement Community Grant Program
- Implement Regional Broadband Strategy – policies and procedures
- Development of Regional Workforce Strategy and Job Board

OPERATING BUDGET - ECONOMIC DEVELOPMENT

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	102,800	101,700	139,000	144,100	147,600	36,200	37,300
Contract Services, Materials, Equipment	0	0	0	0	0	0	0
Utilities and Facility Maintenance	0	0	5,000	0	0	5,000	5,000
Insurance	0	0	0	0	0	0	0
Professional Fees and Honouraria	0	0	0	0	0	0	0
Staff Development	1,500	2,000	3,500	3,500	3,500	2,000	1,500
Administration	1,000	600	700	700	700	(300)	100
Grants and Community Programs	7,000	9,800	9,000	11,000	11,000	2,000	(800)
Other Expenses	2,000	5,400	2,500	2,600	2,600	500	(2,900)
Operating Expenses	114,300	119,500	159,700	161,900	165,400	45,400 39.72%	40,200 33.64%
Transfers to Reserves	15,000	15,000	25,000	25,000	25,000	10,000	10,000
Total Expenses	129,300	134,500	184,700	186,900	190,400	55,400 42.85%	50,200 37.32%
Revenues							
License, Permits and Rentals	0	300	200	200	200	200	(100)
Grants and Subsidies	0	3,500	0	0	0	0	(3,500)
Other Revenues	0	0	0	0	0	0	0
Operating Revenues	0	3,800	200	200	200	200 0.00%	(3,600) (94.74%)
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	0	3,800	200	200	200	200 0.00%	(3,600) (94.74%)
NET LEVY REQUIREMENT	129,300	130,700	184,500	186,700	190,200	55,200 42.69%	53,800 41.16%

OPERATING BUDGET - GRANTS

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	0	13,400	19,300	20,000	20,500	19,300	5,900
Contract Services, Materials, Equipment	0	1,700	1,800	1,900	2,000	1,800	100
Grants and Community Programs	101,000	96,900	216,000	221,000	221,000	115,000	119,100
Operating Expenses	101,000	112,000	237,100	242,900	243,500	136,100 134.75%	125,100 111.70%
Transfers to Reserves	15,000	15,000	150,000	150,000	150,000	135,000	135,000
Total Expenses	116,000	127,000	387,100	392,900	393,500	271,100 233.71%	260,100 204.80%
Revenues							
Transfer from Reserves	0	0	100,000	100,000	100,000	100,000	100,000
Total Revenues	0	0	100,000	100,000	100,000	100,000 0.00%	100,000 0.00%
NET LEVY REQUIREMENT	116,000	127,000	287,100	292,900	293,500	171,100 147.50%	160,100 126.06%

PLANNING DIVISION



The Planning Division is responsible for assisting Council and members of the public with matters related to land use planning. This helps to determine how the community is shaped, where homes and businesses should be built, and other essential services should be provided. Planning processes various land use planning and development applications including: official plan amendments, minor variances and zoning.

2023 Key Initiatives - Planning

- Defense and approval of Township of Muskoka Lakes Official Plan
- Defense and approval of OPA 56 – Resort Village of Minett
- Initiate preparation of new Comprehensive Zoning/Community Planning Permit System By-law
- Enhance online GIS mapping experience
- Implementation of online planning application submission and tracking portal

OPERATING BUDGET - PLANNING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	959,500	946,600	926,800	886,700	908,200	(32,700)	(19,800)
Contract Services, Materials, Equipment	2,000	1,900	2,000	2,000	2,000	0	100
Professional Fees and Honouraria	290,000	178,100	233,000	190,000	140,000	(57,000)	54,900
Staff Development	12,500	1,800	16,500	17,500	18,500	4,000	14,700
Administration	6,200	4,400	4,400	5,400	5,400	(1,800)	0
Other Expenses	18,000	14,100	9,000	11,500	11,600	(9,000)	(5,100)
Operating Expenses	1,288,200	1,146,900	1,191,700	1,113,100	1,085,700	(96,500) (7.49%)	44,800 3.91%
Transfers to Reserves	27,500	62,300	20,000	20,000	20,000	(7,500)	(42,300)
Total Expenses	1,315,700	1,209,200	1,211,700	1,133,100	1,105,700	(104,000) (7.90%)	2,500 0.21%
Revenues							
User Fees	426,400	571,700	348,500	353,500	360,500	(77,900)	(223,200)
License, Permits and Rentals	3,000	0	3,000	3,000	3,000	0	3,000
Cost Recoveries	8,500	400	7,000	7,000	7,000	(1,500)	6,600
Grants and Subsidies	0	34,800	0	0	0	0	(34,800)
Other Revenues	2,800	2,800	2,800	2,800	2,800	0	0
Operating Revenues	440,700	609,700	361,300	366,300	373,300	(79,400) (18.02%)	(248,400) (40.74%)
Transfer from Reserves	0	0	55,000	0	0	55,000	55,000
Total Revenues	440,700	609,700	416,300	366,300	373,300	(24,400) (5.54%)	(193,400) (31.72%)
NET LEVY REQUIREMENT	875,000	599,500	795,400	766,800	732,400	(79,600) (9.10%)	195,900 32.68%

BUILDING DIVISION



The Building Division helps to guide and direct residents and builders through the building permit process. The building Division is responsible for the administration and enforcement of the Ontario Building Code as it relates to the construction or demolition of buildings and structures, and the installation and maintenance of private sewage systems.

2023 Key Initiatives - Building

- Continued administration and enforcement of Building Code Act and Ontario Building Code
- Implementation of E-Permitting software and portal
- Establishment and initiation of updated Sewage System Re-inspection Program for 2024 rollout
- Completion of Township wide sewage disposal system database

OPERATING BUDGET - BUILDING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	1,207,100	1,057,300	1,220,200	1,382,600	1,420,300	13,100	162,900
Contract Services, Materials, Equipment	24,000	16,800	25,000	25,000	25,000	1,000	8,200
Utilities and Facility Maintenance	100,000	100,000	100,000	100,000	100,000	0	0
Insurance	120,000	82,900	130,400	143,400	157,700	10,400	47,500
Professional Fees and Honouraria	70,000	28,700	50,000	425,000	425,000	(20,000)	21,300
Staff Development	22,000	9,000	24,000	24,000	24,000	2,000	15,000
Administration	6,500	3,400	6,500	6,500	6,500	0	3,100
Other Expenses	15,000	39,900	18,000	18,000	18,000	3,000	(21,900)
Operating Expenses	1,564,600	1,338,000	1,574,100	2,124,500	2,176,500	9,500	236,100
						0.61%	17.65%
Transfers to Reserves	(2,600)	771,100	0	0	0	2,600	(771,100)
Total Expenses	1,562,000	2,109,100	1,574,100	2,124,500	2,176,500	12,100	(535,000)
						0.77%	(25.37%)
Revenues							
User Fees	12,000	12,200	11,000	9,000	9,000	(1,000)	(1,200)
License, Permits and Rentals	1,550,000	2,096,900	1,563,100	1,715,500	1,767,500	13,100	(533,800)
Cost Recoveries	0	0	0	400,000	400,000	0	0
Grants and Subsidies	0	0	0	0	0	0	0
Operating Revenues	1,562,000	2,109,100	1,574,100	2,124,500	2,176,500	12,100	(535,000)
						0.77%	(25.37%)
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	1,562,000	2,109,100	1,574,100	2,124,500	2,176,500	12,100	(535,000)
						0.77%	(25.37%)
NET LEVY REQUIREMENT	0	0	0	0	0	0	0
						0.00%	0.00%

BY-LAW ENFORCEMENT DIVISION



The By-Law Division is responsible for the enforcement of municipal regulatory by-laws, including, but not limited to: parking, noise, fireworks, property standards, tree conservation, site alteration, dark sky, business licensing and zoning.

2023 Key Initiatives - By-law Enforcement

- Approval and creation of an Administrative Monetary Penalty System (AMPS)
- Approval of regulations surrounding short term rentals (STR)
- By-law updates (Dark Sky)
- Enhanced community engagement and education

OPERATING BUDGET - BY-LAW ENFORCEMENT

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	223,100	212,600	381,000	398,700	411,700	157,900	168,400
Contract Services, Materials, Equipment	6,000	15,200	6,000	6,000	6,500	0	(9,200)
Insurance	0	0	9,100	10,000	11,000	9,100	9,100
Professional Fees and Honouraria	30,000	86,100	82,000	75,000	75,000	52,000	(4,100)
Staff Development	7,000	5,900	8,500	8,500	8,500	1,500	2,600
Administration	900	700	1,000	1,000	1,100	100	300
Other Expenses	14,300	17,200	14,300	14,300	14,400	0	(2,900)
Operating Expenses	281,300	337,700	501,900	513,500	528,200	220,600 78.42%	164,200 48.62%
Transfers to Reserves	50,000	50,000	10,000	10,000	10,000	(40,000)	(40,000)
Total Expenses	331,300	387,700	511,900	523,500	538,200	180,600 54.51%	124,200 32.04%
Revenues							
User Fees	700	1,400	2,000	1,000	1,000	1,300	600
License, Permits and Rentals	1,300	1,000	2,500	2,500	2,500	1,200	1,500
Fines and Penalties	12,000	48,100	60,000	70,000	70,000	48,000	11,900
Grants and Subsidies	10,000	0	0	0	0	(10,000)	0
Other Revenues	0	2,600	2,000	2,000	2,000	2,000	(600)
Operating Revenues	24,000	53,100	66,500	75,500	75,500	42,500 177.08%	13,400 25.24%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	24,000	53,100	66,500	75,500	75,500	42,500 177.08%	13,400 25.24%
NET LEVY REQUIREMENT	307,300	334,600	445,400	448,000	462,700	138,100 44.94%	110,800 33.11%

EMERGENCY SERVICES



The Emergency Services Department at the Township of Muskoka Lakes looks after both fire rescue as well as emergency management.

There are 10 fully equipped firehalls within the Township of Muskoka Lakes, with 115 volunteer firefighters who respond to their respective halls when a call comes in.

The 10 fire halls are located in:

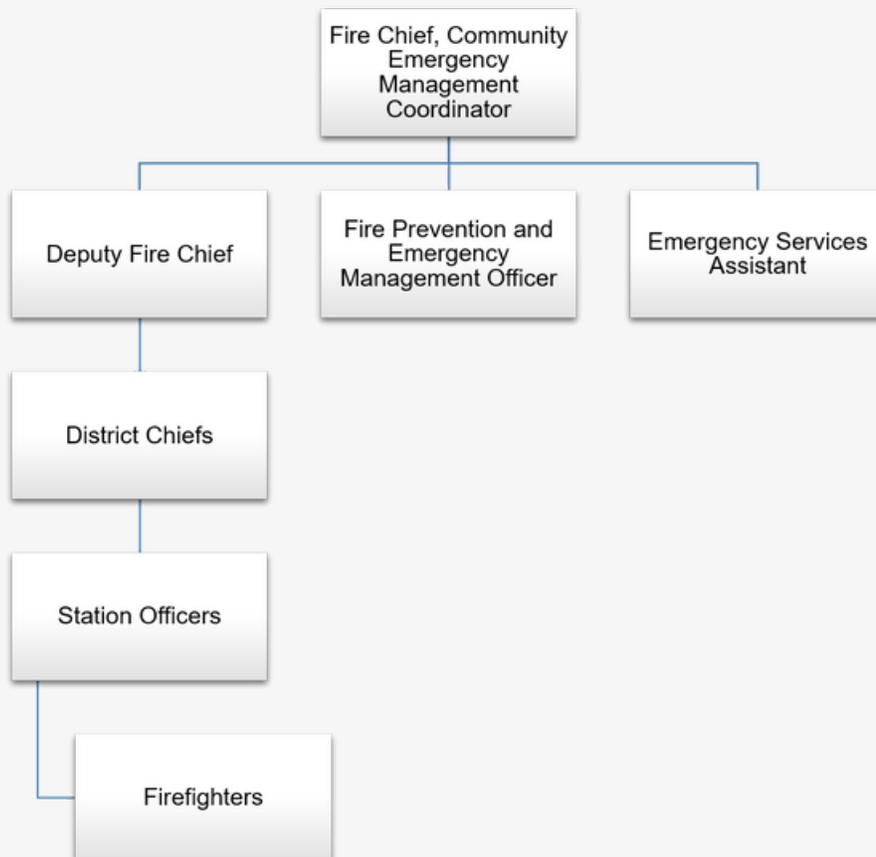
- Port Carling
- Bala
- Windermere
- Raymond
- Walker's Point
- Foot's Bay
- Milford Bay
- Glen Orchard
- Torrance
- Minett

EMERGENCY SERVICES

The Muskoka Lakes Fire Department works based on three lines of defense to prevent fires in the Township, and protect our community: public education, fire inspections, and enforcement of the Fire Code, and emergency response.

Other services provided by the Fire Department include:

- Emergency Management Programing;
- Emergency Management Education and Training;
- Fire Suppression;
- Fire Investigation;
- Gas Leak and Spill Responses;
- Hazardous Material Responses;
- Fire Alarm Responses;
- Ice/Water Rescue Responses;
- Medical Aid Responses;
- Motor Vehicle Accident Responses;
- Mutual Aid Responses;
- Fire Education, Inspections and Code Enforcement; and
- Technical Rescues.



OPERATING BUDGET - EMERGENCY SERVICES

2023 Key Initiatives - Emergency Management

- Continue to upgrade communication technology in Emergency Operations Centre (Port Carling)
- Increased offerings of online training to new Municipal Emergency Response Committee members in accordance with a new professional development guide
- Work with MNR, Hydro One, OPG, CP Rail and CN Rail for joint training and exercise opportunities
- Update the planning documents including emphasis on the reception centres to ensure volunteers are trained and well informed
- Update the Red Cross contract and work with upper tier respecting clarity for EM programming
- Offer more EM duties and training to firefighters to increase interest and develop more resources in the event of an emergency

2023 Key Initiatives - Fire Service

- Meet training requirements for emergency services staff in accordance with provincial mandatory certification requirements
- Decrease emergency response times through data gathering and target setting
- Continue to execute on rigorous lifecycle plan for fleet and equipment aligning with provincial health and safety recommendations
- Increase smoke alarm and carbon monoxide alarm compliance through door to door awareness initiatives that involve community partnerships
- Collaborate with area fire services to share resources and expand mutual aid partnerships on fire prevention activities
- Increase social media campaigns to grow fire safety awareness in the community

OPERATING BUDGET - EMERGENCY MANAGEMENT

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	30,800	30,100	33,100	34,200	35,000	2,300	3,000
Contract Services, Materials, Equipment	0	0	0	0	0	0	0
Staff Development	0	100	2,500	3,100	3,600	2,500	2,400
Administration	5,200	5,200	5,200	5,500	5,800	0	0
Grants and Community Programs	0	0	500	600	600	500	500
Other Expenses	1,800	1,800	1,800	2,000	2,400	0	0
Operating Expenses	37,800	37,200	43,100	45,400	47,400	5,300 14.02%	5,900 15.86%
Transfers to Reserves	0	0	0	0	0	0	0
Total Expenses	37,800	37,200	43,100	45,400	47,400	5,300 14.02%	5,900 15.86%
Revenues							
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	0 0.00%	0 0.00%
NET LEVY REQUIREMENT	37,800	37,200	43,100	45,400	47,400	5,300 14.02%	5,900 15.86%

OPERATING BUDGET - FIRE SERVICE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	804,700	1,097,900	1,130,100	1,181,100	1,229,800	325,400	32,200
Contract Services, Materials, Equipment	141,200	181,900	186,300	196,500	208,200	45,100	4,400
Utilities and Facility Maintenance	69,100	91,800	77,800	83,600	89,100	8,700	(14,000)
Insurance	144,000	99,300	101,000	111,100	122,200	(43,000)	1,700
Professional Fees and Honouraria	0	7,900	8,400	8,400	8,500	8,400	500
Staff Development	132,500	128,900	185,400	200,600	208,000	52,900	56,500
Administration	51,200	58,600	59,000	62,000	65,000	7,800	400
Grants and Community Programs	52,000	47,300	47,000	48,000	49,500	(5,000)	(300)
Other Expenses	52,200	28,700	34,500	37,500	46,500	(17,700)	5,800
Operating Expenses	1,446,900	1,742,300	1,829,500	1,928,800	2,026,800	382,600 26.44%	87,200 5.00%
Transfers to Reserves	1,000,000	1,000,000	800,000	950,000	1,200,000	(200,000)	(200,000)
Total Expenses	2,446,900	2,742,300	2,629,500	2,878,800	3,226,800	182,600 7.46%	(112,800) (4.11%)
Revenues							
User Fees	25,600	37,500	38,100	40,200	42,300	12,500	600
License, Permits and Rentals	60,000	44,600	44,200	47,800	48,800	(15,800)	(400)
Cost Recoveries	64,600	69,800	134,100	156,900	163,000	69,500	64,300
Other Revenues	0	1,400	0	0	0	0	(1,400)
Operating Revenues	150,200	153,300	216,400	244,900	254,100	66,200 44.07%	63,100 41.16%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	150,200	153,300	216,400	244,900	254,100	66,200 44.07%	63,100 41.16%
NET LEVY REQUIREMENT	2,296,700	2,589,000	2,413,100	2,633,900	2,972,700	116,400 5.07%	(175,900) (6.79%)

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.

2023 Key Initiatives

- CEO Succession Planning
- Complete Community Satisfaction Survey to look for feedback and new ways to increase level of service to community
- Education for new/existing board members through Ontario Library Service (OLS) training
- Goal planning for 2023 with infusion of new board member input
- Expand Community Outreach through Library awareness and promotion initiatives , i.e. public schools, farmers markets, seniors, social media platforms/website/newsletters opportunities
- Increase Membership through campaigns online, schools, and community promotion
- Identify and pursue outside grant opportunities and self-generated revenue where possible (room rentals, exam proctoring, etc.)
- Explore and promote Legacy donations, Giving Tree donations
- Upgrade technology / furnishings where needed

OPERATING BUDGET - LIBRARY

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	361,800	366,800	399,500	412,300	421,400	37,700	32,700
Contract Services, Materials, Equipment	3,000	5,200	0	0	0	(3,000)	(5,200)
Utilities and Facility Maintenance	59,300	51,100	61,700	64,000	65,000	2,400	10,600
Insurance	26,400	15,000	0	0	0	(26,400)	(15,000)
Staff Development	4,500	2,400	3,500	4,500	4,500	(1,000)	1,100
IT Hardware and Software	17,800	17,800	18,200	19,500	20,100	400	400
Administration	5,200	4,600	5,100	6,000	6,400	(100)	500
Grants and Community Programs	5,600	2,400	3,500	4,800	5,500	(2,100)	1,100
Other Expenses	26,600	17,700	27,400	29,500	30,700	800	9,700
Operating Expenses	510,200	483,000	518,900	540,600	553,600	8,700 1.71%	35,900 7.43%
Transfers to Reserves	50,000	50,000	0	0	0	(50,000)	(50,000)
Total Expenses	560,200	533,000	518,900	540,600	553,600	(41,300) (7.37%)	(14,100) (2.65%)
Revenues							
Grants and Subsidies	50,600	49,100	49,100	49,100	49,100	(1,500)	0
Investment Income	200	0	100	100	100	(100)	100
Other Revenues	7,500	9,100	7,500	8,000	8,600	0	(1,600)
Operating Revenues	58,300	58,200	56,700	57,200	57,800	(1,600) (2.74%)	(1,500) (2.58%)
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	58,300	58,200	56,700	57,200	57,800	(1,600) (2.74%)	(1,500) (2.58%)
NET LEVY REQUIREMENT	501,900	474,800	462,200	483,400	495,800	(39,700) (7.91%)	(12,600) (2.65%)

PUBLIC WORKS

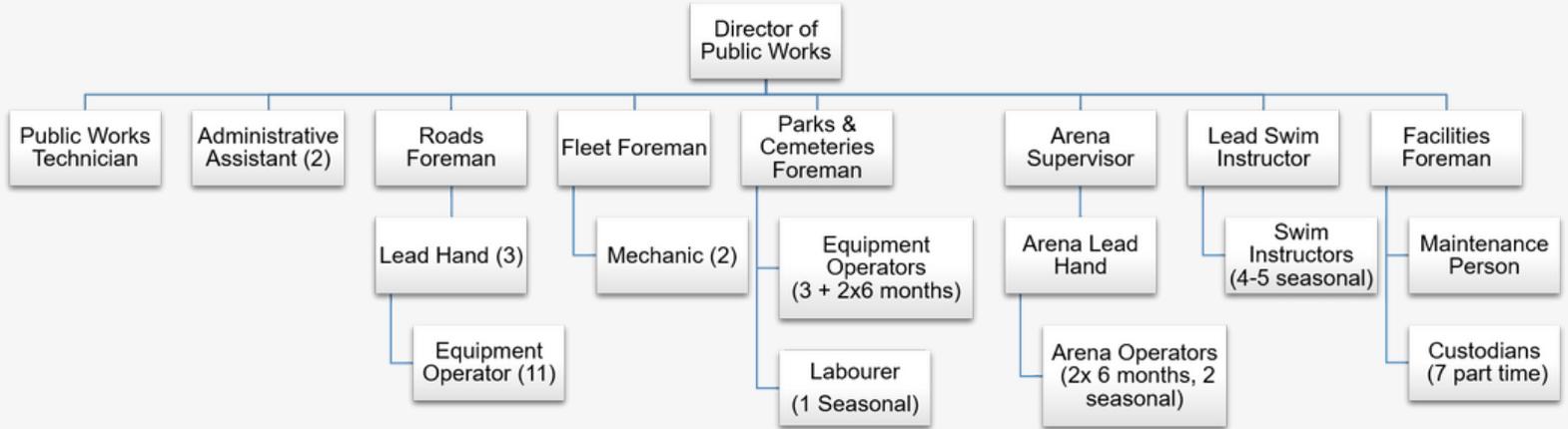


The Public Works Department is responsible for the management of Municipal infrastructure and assets including Township roads, sidewalks, bridges, drainage systems, parks, cemeteries, buildings, fleet, signage and streetlights.

The responsibilities of the Public Works Department include:

- Parking
- Roads and Sidewalks
- Road Closures
- Entrance Permits
- Sign Permits
- Arenas
- Community Centres
- Docks and Boat Launches
- Parks, Beaches and Picnic Areas
- Swimming
- Trails and Hiking

PUBLIC WORKS



OPERATING BUDGET - PUBLIC WORKS

TOWNSHIP OPERATIONS

2023 Key Initiatives - Cemeteries

- Develop new policies and procedures re Burials/Interments

2023 Key Initiatives - Facilities

- Consider implementation of any changes recommended by Parks and Recreation Master Plan
- Feasibility Study to identify options for replacement of Patterson Garage

2023 Key Initiatives - Public Works Administration

- Complete Corporate Asset Management Plan (inclusion of Noncore assets)
- Update all Policies and Procedures
- Complete Transportation Master Plan
- Implementation of the Fleet Asset and Inventory Management Components of Cityworks System



OPERATING BUDGET - PUBLIC WORKS ADMINISTRATION

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	535,300	460,700	709,700	712,800	698,500	174,400	249,000
Contract Services, Materials, Equipment	7,500	(32,700)	0	0	0	(7,500)	32,700
Utilities and Facility Maintenance	1,800	4,100	2,100	2,200	2,300	300	(2,000)
Insurance	171,000	126,400	126,400	139,000	152,900	(44,600)	0
Professional Fees and Honouraria	34,800	37,800	38,600	67,500	46,300	3,800	800
Staff Development	34,200	23,200	35,100	36,700	37,800	900	11,900
Administration	3,500	4,000	3,600	3,700	3,800	100	(400)
Grants and Community Programs	4,200	5,100	4,600	4,800	4,900	400	(500)
Other Expenses	20,000	22,900	15,200	15,800	16,200	(4,800)	(7,700)
Operating Expenses	812,300	651,500	935,300	982,500	962,700	123,000 15.14%	283,800 43.56%
Transfers to Reserves ¹	1,791,300	3,489,800	3,225,700	3,425,700	3,675,700	1,434,400	(264,100)
Total Expenses	2,603,600	4,141,300	4,161,000	4,408,200	4,638,400	1,557,400 59.82%	19,700 0.48%
Revenues							
License, Permits and Rentals	250,200	452,700	427,300	446,500	459,900	177,100	(25,400)
Cost Recoveries	0	0	0	0	0	0	0
Grants and Subsidies ¹	42,500	1,541,200	1,580,500	1,583,000	1,584,700	1,538,000	39,300
Other Revenues	27,000	0	0	0	0	(27,000)	0
Operating Revenues	319,700	1,993,900	2,007,800	2,029,500	2,044,600	1,688,100 528.03%	13,900 0.70%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	319,700	1,993,900	2,007,800	2,029,500	2,044,600	1,688,100 528.03%	13,900 0.70%
NET LEVY REQUIREMENT	2,283,900	2,147,400	2,153,200	2,378,700	2,593,800	(130,700) (5.72%)	5,800 0.27%

¹ 2022 Budget does not include grants and other revenues transferred to reserves for capital purposes; 2021 Actual includes \$1.7M in grants

OPERATING BUDGET - PUBLIC WORKS ADMINISTRATION

PRIVATE SIGNAGE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	0	0	0	0	0	0	0
Contract Services, Materials, Equipment	200	0	0	0	0	(200)	0
Other Expenses	0	0	0	0	0	0	0
Operating Expenses	200	0	0	0	0	(200)	0
						(100.00%)	0.00%
Total Expenses	200	0	0	0	0	(200)	0
						(100.00%)	0.00%
Revenues							
License, Permits and Rentals	500	0	400	400	400	(100)	400
Operating Revenues	500	0	400	400	400	(100)	400
						(20.00%)	0.00%
Total Revenues	500	0	400	400	400	(100)	400
						(20.00%)	0.00%
NET LEVY REQUIREMENT	(300)	0	(400)	(400)	(400)	(100)	(400)
						33.33%	0.00%

OPERATING BUDGET - CEMETERIES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	41,000	77,000	85,400	88,400	90,600	44,400	8,400
Contract Services, Materials, Equipment	9,500	14,400	14,300	15,000	15,400	4,800	(100)
Utilities and Facility Maintenance	0	0	0	0	0	0	0
Staff Development	0	1,000	0	0	0	0	(1,000)
Other Expenses	4,100	900	1,000	1,000	1,000	(3,100)	100
Operating Expenses	54,600	93,300	100,700	104,400	107,000	46,100	7,400
						84.43%	7.93%
Transfers to Reserves	10,000	10,000	0	0	0	(10,000)	(10,000)
Total Expenses	64,600	103,300	100,700	104,400	107,000	36,100	(2,600)
						55.88%	(2.52%)
Revenues							
Investment Income	10,500	500	10,500	11,000	11,300	0	10,000
Other Revenues	20,100	25,800	27,400	28,700	29,400	7,300	1,600
Operating Revenues	30,600	26,300	37,900	39,700	40,700	7,300	11,600
						23.86%	44.11%
Total Revenues	30,600	26,300	37,900	39,700	40,700	7,300	11,600
						23.86%	44.11%
NET LEVY REQUIREMENT	34,000	77,000	62,800	64,700	66,300	28,800	(14,200)
						84.71%	(18.44%)

OPERATING BUDGET - FACILITIES

FACILITY MAINTENANCE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	210,400	94,800	102,500	105,000	106,000	(107,900)	7,700
Contract Services, Materials, Equipment	5,100	10,600	16,300	11,800	12,200	11,200	5,700
Utilities and Facility Maintenance	4,200	6,100	6,100	6,300	6,500	1,900	0
Insurance	7,200	400	0	0	0	(7,200)	(400)
Staff Development	0	0	0	0	0	0	0
Administration	2,500	1,100	1,400	1,400	1,400	(1,100)	300
Other Expenses	6,600	13,000	12,500	13,100	13,500	5,900	(500)
Operating Expenses	236,000	126,000	138,800	137,600	139,600	(97,200) (41.19%)	12,800 10.16%
Transfers to Reserves	150,000	150,000	50,000	50,000	50,000	(100,000)	(100,000)
Total Expenses	386,000	276,000	188,800	187,600	189,600	(197,200) (51.09%)	(87,200) (31.59%)
Revenues							
Cost Recoveries	2,000	2,000	1,600	1,700	1,800	(400)	(400)
Operating Revenues	2,000	2,000	1,600	1,700	1,800	(400) (20.00%)	(400) (20.00%)
Total Revenues	2,000	2,000	1,600	1,700	1,800	(400) (20.00%)	(400) (20.00%)
NET LEVY REQUIREMENT	384,000	274,000	187,200	185,900	187,800	(196,800) (51.25%)	(86,800) (31.68%)

HEALTH HUB

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	0	7,400	7,700	8,000	8,200	7,700	300
Contract Services, Materials, Equipment	2,800	3,700	3,500	3,700	3,800	700	(200)
Utilities and Facility Maintenance	14,600	23,100	22,200	23,100	23,800	7,600	(900)
Insurance	12,000	6,400	6,400	6,700	6,900	(5,600)	0
Administration	300	500	400	400	400	100	(100)
Other Expenses	200	300	200	200	200	0	(100)
Operating Expenses	29,900	41,400	40,400	42,100	43,300	10,500 35.12%	(1,000) (2.42%)
Transfers to Reserves	7,500	7,500	0	0	0	(7,500)	(7,500)
Total Expenses	37,400	48,900	40,400	42,100	43,300	3,000 8.02%	(8,500) (17.38%)
Revenues							
License, Permits and Rentals	21,500	22,500	23,000	24,000	24,700	1,500	500
Cost Recoveries	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Operating Revenues	21,500	22,500	23,000	24,000	24,700	1,500 6.98%	500 2.22%
Total Revenues	21,500	22,500	23,000	24,000	24,700	1,500 6.98%	500 2.22%
NET LEVY REQUIREMENT	15,900	26,400	17,400	18,100	18,600	1,500 9.43%	(9,000) (34.09%)

OPERATING BUDGET - LIGHTING

STREET LIGHTING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	0	1,700	2,100	2,200	2,300	2,100	400
Contract Services, Materials, Equipment	2,400	9,300	7,300	7,700	8,000	4,900	(2,000)
Utilities and Facility Maintenance	18,400	19,300	19,700	20,700	21,300	1,300	400
Operating Expenses	20,800	30,300	29,100	30,600	31,600	8,300	(1,200)
						39.90%	(3.96%)
Transfers to Reserves	0	0	0	0	0	0	0
Total Expenses	20,800	30,300	29,100	30,600	31,600	8,300	(1,200)
						39.90%	(3.96%)
Revenues							
Other Tax Revenues	38,400	39,100	0	0	0	(38,400)	(39,100)
Operating Revenues	38,400	39,100	0	0	0	(38,400)	(39,100)
						(100.00%)	(100.00%)
Total Revenues	38,400	39,100	0	0	0	(38,400)	(39,100)
						(100.00%)	(100.00%)
NET LEVY REQUIREMENT	(17,600)	(8,800)	29,100	30,600	31,600	46,700	37,900
						(265.34%)	(430.68%)

DOCK LIGHTING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Utilities and Facility Maintenance	1,900	1,100	1,300	1,300	1,300	(600)	200
Operating Expenses	1,900	1,100	1,300	1,300	1,300	(600)	200
						(31.58%)	18.18%
Transfers to Reserves	2,800	2,800	0	0	0	(2,800)	(2,800)
Total Expenses	4,700	3,900	1,300	1,300	1,300	(3,400)	(2,600)
						(72.34%)	(66.67%)
NET LEVY REQUIREMENT	4,700	3,900	1,300	1,300	1,300	(3,400)	(2,600)
						(72.34%)	(66.67%)

OPERATING BUDGET - PUBLIC WORKS

PARKS AND RECREATION

2023 Key Initiatives - Arenas

- Arena feasibility study
- Consider implementation of any changes recommended through the Parks and Recreation Master Plan
- Update training on new personnel due to changes in staffing
- Update to operating policies and procedures

2023 Key Initiatives - Community Centres

- Consider implementation of changes recommended through the Parks and recreation Master Plan

2023 Key Initiatives - Parks

- Develop and implement new policies and procedures
- Consider implementation of any changes recommended through Parks and Recreation Master Plan

2023 Key Initiatives - Swimming

- Advertise swim program on social media
- Water safety booth at farmer's markets suggested by Swim Lead
- Advertise water safety on website and social media

2023 Key Initiatives - Trails

- Consider implementation of any changes recommended through Parks and Recreation Master Plan
- Continue to monitor and maintain all trails
- Develop new policies and procedures re Trails Inspection and Maintenance

OPERATING BUDGET - ARENAS

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	312,900	302,800	324,000	333,500	336,400	11,100	21,200
Contract Services, Materials, Equipment	34,200	22,500	40,200	30,900	31,500	6,000	17,700
Utilities and Facility Maintenance	188,200	189,500	156,300	163,300	168,100	(31,900)	(33,200)
Insurance	46,800	23,600	23,600	26,000	28,600	(23,200)	0
Staff Development	0	0	0	0	0	0	0
Administration	5,300	7,300	7,200	7,500	7,700	1,900	(100)
Other Expenses	5,800	500	400	400	400	(5,400)	(100)
Operating Expenses	593,200	546,200	551,700	561,600	572,700	(41,500) (7.00%)	5,500 1.01%
Transfers to Reserves	115,000	115,000	449,000	535,000	580,000	334,000	334,000
Total Expenses	708,200	661,200	1,000,700	1,096,600	1,152,700	292,500 41.30%	339,500 51.35%
Revenues							
User Fees	91,900	91,800	96,400	100,600	103,600	4,500	4,600
License, Permits and Rentals	16,200	10,200	10,200	10,600	11,000	(6,000)	0
Cost Recoveries	1,400	1,900	900	900	900	(500)	(1,000)
Operating Revenues	109,500	103,900	107,500	112,100	115,500	(2,000) (1.83%)	3,600 3.46%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	109,500	103,900	107,500	112,100	115,500	(2,000) (1.83%)	3,600 3.46%
NET LEVY REQUIREMENT	598,700	557,300	893,200	984,500	1,037,200	294,500 49.19%	335,900 60.27%

OPERATING BUDGET - COMMUNITY CENTRES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	133,700	171,200	152,000	157,300	161,400	18,300	(19,200)
Contract Services, Materials, Equipment	14,700	31,900	42,500	25,200	26,200	27,800	10,600
Utilities and Facility Maintenance	112,100	185,100	167,000	174,200	179,300	54,900	(18,100)
Insurance	141,000	72,100	65,100	71,500	78,700	(75,900)	(7,000)
Administration	5,800	8,000	14,900	15,200	15,200	9,100	6,900
Other Expenses	4,100	4,800	2,400	2,500	2,600	(1,700)	(2,400)
Operating Expenses	411,400	473,100	443,900	445,900	463,400	32,500 7.90%	(29,200) (6.17%)
Transfers to Reserves	37,500	37,500	155,000	180,000	215,000	117,500	117,500
Total Expenses	448,900	510,600	598,900	625,900	678,400	150,000 33.42%	88,300 17.29%
Revenues							
License, Permits and Rentals	14,700	14,200	16,700	17,400	17,800	2,000	2,500
Cost Recoveries	1,200	1,800	1,800	1,900	2,000	600	0
Grants and Subsidies	0	0	0	0	0	0	0
Operating Revenues	15,900	16,000	18,500	19,300	19,800	2,600 16.35%	2,500 15.63%
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	15,900	16,000	18,500	19,300	19,800	2,600 16.35%	2,500 15.63%
NET LEVY REQUIREMENT	433,000	494,600	580,400	606,600	658,600	147,400 34.04%	85,800 17.35%

OPERATING BUDGET - PARKS

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	425,000	376,900	581,100	600,100	609,400	156,100	204,200
Contract Services, Materials, Equipment	173,800	191,000	242,500	231,600	240,000	68,700	51,500
Utilities and Facility Maintenance	23,500	30,100	29,900	31,100	32,000	6,400	(200)
Insurance	24,000	12,200	12,200	13,400	14,700	(11,800)	0
Staff Development	0	0	0	0	0	0	0
Administration	1,000	4,700	4,500	4,700	4,800	3,500	(200)
Grants and Community Programs	19,000	18,100	20,900	21,800	22,500	1,900	2,800
Other Expenses	35,600	19,100	16,500	17,200	17,700	(19,100)	(2,600)
Operating Expenses	701,900	652,100	907,600	919,900	941,100	205,700	255,500
						29.31%	39.18%
Transfers to Reserves	37,500	197,400	100,000	100,000	125,000	62,500	(97,400)
Total Expenses	739,400	849,500	1,007,600	1,019,900	1,066,100	268,200	158,100
						36.27%	18.61%
Revenues							
User Fees	20,000	22,200	20,000	20,900	21,500	0	(2,200)
License, Permits and Rentals	2,100	1,200	0	0	0	(2,100)	(1,200)
Cost Recoveries	500	700	600	600	600	100	(100)
Grants and Subsidies	16,000	0	0	0	0	(16,000)	0
Other Revenues	0	0	0	0	0	0	0
Operating Revenues	38,600	24,100	20,600	21,500	22,100	(18,000)	(3,500)
						(46.63%)	(14.52%)
Transfer from Reserves	0	0	0	0	0	0	0
Total Revenues	38,600	24,100	20,600	21,500	22,100	(18,000)	(3,500)
						(46.63%)	(14.52%)
NET LEVY REQUIREMENT	700,800	825,400	987,000	998,400	1,044,000	286,200	161,600
						40.84%	19.58%

OPERATING BUDGET - SWIMMING

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	34,600	28,200	40,600	41,900	42,800	6,000	12,400
Staff Development	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	0
Other Expenses	1,400	1,800	1,200	1,200	1,200	(200)	(600)
Operating Expenses	36,000	30,000	41,800	43,100	44,000	5,800	11,800
						16.11%	39.33%
Total Expenses	36,000	30,000	41,800	43,100	44,000	5,800	11,800
						16.11%	39.33%
Revenues							
Grants and Subsidies	3,800	0	0	0	0	(3,800)	0
Other Revenues	10,700	10,200	9,800	10,200	10,600	(900)	(400)
Operating Revenues	14,500	10,200	9,800	10,200	10,600	(4,700)	(400)
						(32.41%)	(3.92%)
Total Revenues	14,500	10,200	9,800	10,200	10,600	(4,700)	(400)
						(32.41%)	(3.92%)
NET LEVY REQUIREMENT	21,500	19,800	32,000	32,900	33,400	10,500	12,200
						48.84%	61.62%

OPERATING BUDGET - TRAILS

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	35,000	38,700	41,100	42,900	44,000	6,100	2,400
Contract Services, Materials, Equipment	21,900	16,700	16,100	16,500	16,900	(5,800)	(600)
Administration	0	0	0	0	0	0	0
Other Expenses	1,500	600	900	900	900	(600)	300
Operating Expenses	58,400	56,000	58,100	60,300	61,800	(300) (0.51%)	2,100 3.75%
Transfers to Reserves	15,000	15,000	50,000	50,000	50,000	35,000	35,000
Total Expenses	73,400	71,000	108,100	110,300	111,800	34,700 47.28%	37,100 52.25%
NET LEVY REQUIREMENT	73,400	71,000	108,100	110,300	111,800	34,700 47.28%	37,100 52.25%

OPERATING BUDGET - PUBLIC WORKS

ROADS

2023 Key Initiatives - Roads - Fleet

- Develop new policies and procedures
- Implement new maintenance management system

2023 Key Initiatives - Roads - Township

- Update and develop policy and procedures
- Complete of various in-house capital work projects
- Continue with the update and implementation of the traffic bylaw
- Implement centreline painting program on all Township collector roads
- Complete maintenance work recommended as part of biennial bridge inspections
- Complete maintenance work recommended as a result of CCTV inspections of storm sewers
- Complete remaining CCTV inspections of Township storm sewers
- Complete sign retro-reflectivity testing
- Complete biennial OSIM bridge inspections



OPERATING BUDGET ROADS - DISTRICT

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	140,300	163,500	170,700	176,700	181,100	30,400	7,200
Contract Services, Materials, Equipment	318,000	307,500	282,000	294,700	303,600	(36,000)	(25,500)
Operating Expenses	458,300	471,000	452,700	471,400	484,700	(5,600) (1.22%)	(18,300) (3.89%)
Total Expenses	458,300	471,000	452,700	471,400	484,700	(5,600) (1.22%)	(18,300) (3.89%)
Revenues							
Cost Recoveries	550,600	452,000	511,500	532,700	547,700	(39,100)	59,500
Operating Revenues	550,600	452,000	511,500	532,700	547,700	(39,100) (7.10%)	59,500 13.16%
Total Revenues	550,600	452,000	511,500	532,700	547,700	(39,100) (7.10%)	59,500 13.16%
NET LEVY REQUIREMENT	(92,300)	19,000	(58,800)	(61,300)	(63,000)	33,500 (36.29%)	(77,800) (409.47%)

OPERATING BUDGET - ROADS - FLEET

TOWNSHIP EQUIPMENT

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	306,000	138,000	154,700	160,100	164,100	(151,300)	16,700
Contract Services, Materials, Equipment	(864,800)	(659,500)	(840,600)	(878,400)	(904,800)	24,200	(181,100)
Other Expenses	0	28,600	0	0	0	0	(28,600)
Operating Expenses	(558,800)	(492,900)	(685,900)	(718,300)	(740,700)	(127,100)	(193,000)
						22.75%	39.16%
Total Expenses	(558,800)	(492,900)	(685,900)	(718,300)	(740,700)	(127,100)	(193,000)
						22.75%	39.16%
NET LEVY REQUIREMENT	(558,800)	(492,900)	(685,900)	(718,300)	(740,700)	(127,100)	(193,000)
						22.75%	39.16%

GARAGES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	32,700	67,500	68,800	71,200	72,900	36,100	1,300
Contract Services, Materials, Equipment	29,600	38,700	45,900	24,400	25,100	16,300	7,200
Utilities and Facility Maintenance	55,800	95,900	87,600	91,500	94,300	31,800	(8,300)
Insurance	0	0	0	0	0	0	0
IT Hardware and Software	5,200	5,800	5,500	5,700	5,900	300	(300)
Administration	1,600	2,600	2,800	2,900	2,900	1,200	200
Other Expenses	0	0	0	0	0	0	0
Operating Expenses	124,900	210,500	210,600	195,700	201,100	85,700	100
						68.61%	0.05%
Total Expenses	124,900	210,500	210,600	195,700	201,100	85,700	100
						68.61%	0.05%
NET LEVY REQUIREMENT	124,900	210,500	210,600	195,700	201,100	85,700	100
						68.61%	0.05%

OPERATING BUDGET - ROADS TOWNSHIP

ROADS MISC.

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	64,400	6,200	4,900	5,100	5,200	(59,500)	(1,300)
Contract Services, Materials, Equipment	15,000	18,900	16,500	17,200	17,700	1,500	(2,400)
Operating Expenses	79,400	25,100	21,400	22,300	22,900	(58,000) (73.05%)	(3,700) (14.74%)
Total Expenses	79,400	25,100	21,400	22,300	22,900	(58,000) (73.05%)	(3,700) (14.74%)
NET LEVY REQUIREMENT	79,400	25,100	21,400	22,300	22,900	(58,000) (73.05%)	(3,700) (14.74%)

SIDEWALK AGGREGATE SOURCE MAINTENANCE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	0	1,000	1,500	1,600	1,600	1,500	500
Contract Services, Materials, Equipment	500	6,000	1,000	1,300	1,500	500	(5,000)
Operating Expenses	500	7,000	2,500	2,900	3,100	2,000 400.00%	(4,500) (64.29%)
Total Expenses	500	7,000	2,500	2,900	3,100	2,000 400.00%	(4,500) (64.29%)
NET LEVY REQUIREMENT	500	7,000	2,500	2,900	3,100	2,000 400.00%	(4,500) (64.29%)

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	9,400	21,700	19,100	19,800	20,300	9,700	(2,600)
Contract Services, Materials, Equipment	27,200	57,800	50,200	52,500	54,100	23,000	(7,600)
Operating Expenses	36,600	79,500	69,300	72,300	74,400	32,700 89.34%	(10,200) (12.83%)
Total Expenses	36,600	79,500	69,300	72,300	74,400	32,700 89.34%	(10,200) (12.83%)
NET LEVY REQUIREMENT	36,600	79,500	69,300	72,300	74,400	32,700 89.34%	(10,200) (12.83%)

OPERATING BUDGET - ROADS TOWNSHIP

BRIDGES AND CULVERTS

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	33,600	33,000	33,400	34,600	35,400	(200)	400
Contract Services, Materials, Equipment	37,600	95,000	136,800	97,500	162,300	99,200	41,800
Operating Expenses	71,200	128,000	170,200	132,100	197,700	99,000	42,200
						139.04%	32.97%
Total Expenses	71,200	128,000	170,200	132,100	197,700	99,000	42,200
						139.04%	32.97%
NET LEVY REQUIREMENT	71,200	128,000	170,200	132,100	197,700	99,000	42,200
						139.04%	32.97%

ROADSIDE MAINTENANCE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	124,300	115,500	93,500	96,700	99,100	(30,800)	(22,000)
Contract Services, Materials, Equipment	211,300	180,100	223,600	233,500	240,400	12,300	43,500
Operating Expenses	335,600	295,600	317,100	330,200	339,500	(18,500)	21,500
						(5.51%)	7.27%
Total Expenses	335,600	295,600	317,100	330,200	339,500	(18,500)	21,500
						(5.51%)	7.27%
NET LEVY REQUIREMENT	335,600	295,600	317,100	330,200	339,500	(18,500)	21,500
						(5.51%)	7.27%

PAVED MAINTENANCE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	181,300	165,400	184,900	191,400	196,100	3,600	19,500
Contract Services, Materials, Equipment	246,700	321,400	324,200	338,800	349,000	77,500	2,800
Operating Expenses	428,000	486,800	509,100	530,200	545,100	81,100	22,300
						18.95%	4.58%
Total Expenses	428,000	486,800	509,100	530,200	545,100	81,100	22,300
						18.95%	4.58%
NET LEVY REQUIREMENT	428,000	486,800	509,100	530,200	545,100	81,100	22,300
						18.95%	4.58%

OPERATING BUDGET - ROADS TOWNSHIP

LOOSE TOP MAINTENANCE

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	90,600	75,200	89,100	92,300	94,700	(1,500)	13,900
Contract Services, Materials, Equipment	278,500	281,200	285,900	298,800	307,800	7,400	4,700
Other Expenses	0	0	0	0	0	0	0
Operating Expenses	369,100	356,400	375,000	391,100	402,500	5,900 1.60%	18,600 5.22%
Total Expenses	369,100	356,400	375,000	391,100	402,500	5,900 1.60%	18,600 5.22%
NET LEVY REQUIREMENT	369,100	356,400	375,000	391,100	402,500	5,900 1.60%	18,600 5.22%

WINTER CONTROL

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	530,500	473,600	484,800	501,600	514,200	(45,700)	11,200
Contract Services, Materials, Equipment	554,200	604,600	546,300	570,700	587,900	(7,900)	(58,300)
Operating Expenses	1,084,700	1,078,200	1,031,100	1,072,300	1,102,100	(53,600) (4.94%)	(47,100) (4.37%)
Total Expenses	1,084,700	1,078,200	1,031,100	1,072,300	1,102,100	(53,600) (4.94%)	(47,100) (4.37%)
NET LEVY REQUIREMENT	1,084,700	1,078,200	1,031,100	1,072,300	1,102,100	(53,600) (4.94%)	(47,100) (4.37%)

SAFETY DEVICES

	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Change from 2022 Budget	Change from 2022 Forecast
Expenses							
Salaries and Benefits	24,100	18,100	18,600	19,200	19,700	(5,500)	500
Contract Services, Materials, Equipment	65,100	41,000	139,800	150,100	140,800	74,700	98,800
Operating Expenses	89,200	59,100	158,400	169,300	160,500	69,200 77.58%	99,300 168.02%
Total Expenses	89,200	59,100	158,400	169,300	160,500	69,200 77.58%	99,300 168.02%
NET LEVY REQUIREMENT	89,200	59,100	158,400	169,300	160,500	69,200 77.58%	99,300 168.02%

CAPITAL BUDGET



CAPITAL BUDGET - SUMMARY

The Township presents a 10-year capital budget and forecast to fund the assets that support the delivery of services to the community. The capital budget is funded from reserves and reserve funds, development charges, grants from other levels of government and by borrowing funds or taking on debt.

DIVISION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
ADMINISTRATION											
Council	-	70,000	-	-	-	80,000	-	-	-	-	150,000
Legislative Services	15,000	15,000	20,000	20,000	20,000	20,000	1,025,000	25,000	25,000	25,000	1,210,000
Treasury	-	115,000	-	-	-	-	50,000	-	-	-	165,000
Human Resources/Health & Safety	-	30,000	-	-	-	-	35,000	-	-	-	65,000
Information Technology	280,700	95,000	35,000	35,000	35,000	35,000	225,000	35,000	35,000	35,000	845,700
	295,700	325,000	55,000	55,000	55,000	135,000	1,335,000	60,000	60,000	60,000	2,435,700
DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY											
Economic Development	100,000	495,000	65,000	1,170,000	20,000	275,000	-	-	30,000	40,000	2,195,000
Building (Protective Inspection)	41,500	42,000	45,000	45,000	50,000	55,000	50,000	50,000	55,000	55,000	488,500
By-Law Enforcement	-	-	50,000	-	-	40,000	-	-	-	55,000	145,000
Planning & Zoning	20,000	100,000	80,000	-	-	-	-	-	100,000	100,000	400,000
	161,500	637,000	240,000	1,215,000	70,000	370,000	50,000	50,000	185,000	250,000	3,228,500
FIRE AND EMERGENCY SERVICES											
Fire Stations	1,221,300	1,139,200	1,208,900	1,215,900	1,377,800	1,266,600	1,624,600	1,746,000	1,885,400	1,682,700	14,368,400
	1,221,300	1,139,200	1,208,900	1,215,900	1,377,800	1,266,600	1,624,600	1,746,000	1,885,400	1,682,700	14,368,400
MUSKOKA LAKES PUBLIC LIBRARY											
Muskoka Lakes Public Library	40,000	41,500	41,500	43,000	43,000	44,500	44,500	46,000	46,000	47,500	437,500
	40,000	41,500	41,500	43,000	43,000	44,500	44,500	46,000	46,000	47,500	437,500
PUBLIC WORKS											
Cemeteries	73,000	24,900	23,300	5,400	31,500	7,400	-	-	-	-	165,500
Parks	225,600	901,400	239,600	538,000	217,700	239,000	620,600	667,000	36,900	-	3,685,800
Community Centres	937,500	197,800	176,500	78,800	156,100	159,200	332,600	167,400	197,700	60,700	2,464,300
Arenas	801,700	392,000	2,243,100	625,500	2,071,800	271,800	410,200	305,400	165,100	138,500	7,425,100
Facilities Maintenance	564,500	202,900	333,300	176,600	2,216,600	112,000	64,400	66,600	2,370,400	82,200	6,189,500
Trails	106,200	53,400	-	5,400	-	-	-	600,000	123,000	126,100	1,014,100
Township Equipment	1,076,700	1,030,300	710,800	822,800	786,300	850,800	813,900	960,000	1,082,500	1,027,700	9,161,800
Miscellaneous	-	51,800	-	-	-	-	-	-	-	-	51,800
Roads Capital Projects	5,343,100	4,209,000	4,321,300	4,530,400	3,579,900	4,006,700	3,628,800	3,338,400	4,136,700	4,111,600	41,205,900
Bridges and Culverts	500,000	1,500,800	1,279,100	809,900	769,300	268,300	132,300	252,000	1,217,700	983,600	7,713,000
	9,628,300	8,564,300	9,327,000	7,592,800	9,829,200	5,915,200	6,002,800	6,356,800	9,330,000	6,530,400	79,076,800
GRAND TOTAL	11,346,800	10,707,000	10,872,400	10,121,700	11,375,000	7,731,300	9,056,900	8,258,800	11,506,400	8,570,600	99,546,900

CAPITAL BUDGET - ADMINISTRATION

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ADMINISTRATION										
COUNCIL										
Plans and Reports										
24092 - 2024 Township Strategic Plan	-	70,000	-	-	-	-	-	-	-	-
28057 - 2028 Township Strategic Plan	-	-	-	-	-	80,000	-	-	-	-
Total Plans and Reports	-	70,000	-	-	-	80,000	-	-	-	-
Total Council	-	70,000	-	-	-	80,000	-	-	-	-
LEGISLATIVE SERVICES										
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	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000
Total Furniture & Equipment	15,000	15,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000
Total Legislative Services	15,000	15,000	20,000	20,000	20,000	20,000	1,025,000	25,000	25,000	25,000
HUMAN RESOURCES / HEALTH & SAFETY										
Plans and Reports										
24004 - HR - Comprehensive Compensation review and job evaluation	-	30,000	-	-	-	-	-	-	-	-
29011 - Job Evaluation and Compensation review	-	-	-	-	-	-	35,000	-	-	-
Total Plans and Reports	-	30,000	-	-	-	-	35,000	-	-	-
Total Human Resources/Health & Safety	-	30,000	-	-	-	-	35,000	-	-	-
TREASURY										
Plans and Reports										
24002 - 2024 Development Charges - Background Study	-	40,000	-	-	-	-	-	-	-	-
29027 - 2029 Development Charges - Background Study	-	-	-	-	-	-	50,000	-	-	-
24101 - Lean Process Improvement Study	-	75,000	-	-	-	-	-	-	-	-
Total Plans and Reports	-	115,000	-	-	-	-	50,000	-	-	-
Total - Treasury	-	115,000	-	-	-	-	50,000	-	-	-
INFORMATION TECHNOLOGY										
Information Technology										
23091 - Cityworks Fleet Management and Inventory Control	40,700	-	-	-	-	-	-	-	-	-
23088 - Computer Refresh Program	30,000	-	-	-	-	-	-	-	-	-
99115 - Computer Related	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
29055 - Datacentre Server	-	-	-	-	-	-	150,000	-	-	-
23001 - DataCentre servers	125,000	-	-	-	-	-	-	-	-	-
23093 - Firewall Hardware replacement	20,000	-	-	-	-	-	-	-	-	-
23092 - Migration to Office365	30,000	-	-	-	-	-	-	-	-	-
24001 - Public Wifi Connectivity	-	40,000	-	-	-	-	-	-	-	-
99119 - Scanners/Printers/Projectors	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
24100 - Tablets for Fire Service - Communication System	-	20,000	-	-	-	-	-	-	-	-
29002 - VOIP phone system upgrade	-	-	-	-	-	-	40,000	-	-	-
Total Information Technology	280,700	95,000	35,000	35,000	35,000	35,000	225,000	35,000	35,000	35,000
Total - Information Technology	280,700	95,000	35,000	35,000	35,000	35,000	225,000	35,000	35,000	35,000
TOTAL ADMINISTRATION	295,700	325,000	55,000	55,000	55,000	135,000	1,335,000	60,000	60,000	60,000

CAPITAL BUDGET - DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY										
012307 - Economic Development										
Buildings										
23147 - Bala Bridge - Painting/Repairs	25,000	-	-	-	-	-	-	-	-	-
31047 - Island Pavilion	-	-	-	-	-	-	-	-	10,000	-
25089 - Light Up Falls	-	-	40,000	-	-	-	-	-	-	-
24099 - Viewing Decks	-	45,000	-	-	-	-	-	-	-	-
Total Buildings	25,000	45,000	40,000	-	-	-	-	-	10,000	-
Furniture & Equipment										
25090 - Bala Gateway Signage	-	-	25,000	-	-	-	-	-	-	-
28081 - Bala Streetscapes	-	-	-	-	-	250,000	-	-	-	-
24097 - Bala Town Dock	-	200,000	-	-	-	-	-	-	-	-
28082 - Beautification	-	-	-	-	-	25,000	-	-	-	-
23145 - Beautification (Street Furniture, Waste Recipitcles, Games)	25,000	-	-	-	-	-	-	-	-	-
23146 - Downtown Interpretive Signage	25,000	-	-	-	-	-	-	-	-	-
31046 - Downtown Railings	-	-	-	-	-	-	-	-	10,000	-
24098 - Port Carling Streetscapes	-	250,000	-	-	-	-	-	-	-	-
26023 - Street Banners	-	-	-	10,000	-	-	-	-	-	-
31048 - Street Banners	-	-	-	-	-	-	-	-	10,000	-
27091 - Wayfinding Signage	-	-	-	-	20,000	-	-	-	-	-
32047 - Wayfinding Signage	-	-	-	-	-	-	-	-	-	20,000
Total Furniture & Equipment	50,000	450,000	25,000	10,000	20,000	275,000	-	-	20,000	20,000
Land Improvements										
26081 - Bala Boardwalk	-	-	-	500,000	-	-	-	-	-	-
32046 - Bike Racks / Stations	-	-	-	-	-	-	-	-	-	20,000
26080 - Downtown Railings	-	-	-	10,000	-	-	-	-	-	-
26082 - Port Carling Boardwalk	-	-	-	500,000	-	-	-	-	-	-
30066 - Port Carling Wall Mural	-	-	-	150,000	-	-	-	-	-	-
Total Land Improvements	-	-	-	1,160,000	-	-	-	-	-	20,000
Plans and Reports										
23086 - Climate Action Plan	25,000	-	-	-	-	-	-	-	-	-
97500 - Community Improvement Plan - Business Incentive	-	-	-	-	-	-	-	-	-	-
Total Plans and Reports	25,000	-	-	-	-	-	-	-	-	-
Total 012307 - Economic Development	100,000	495,000	65,000	1,170,000	20,000	275,000	-	-	30,000	40,000
024100 - Building (Protective Inspection)										
Plans and Reports										
97001 - MNR Air photos of Municipality (Partnership with Area Municipalities - once every 5 years)	1,500	2,000	-	-	-	5,000	-	-	-	-
Total Plans and Reports	1,500	2,000	-	-	-	5,000	-	-	-	-
Vehicles										
23005 - Replacement of Vehicle	40,000	-	-	-	-	-	-	-	-	-
24028 - Replacement of Vehicle	-	40,000	-	-	-	-	-	-	-	-
25066 - Replacement of Vehicle	-	-	45,000	-	-	-	-	-	-	-
26058 - Replacement of Vehicle	-	-	-	45,000	-	-	-	-	-	-
27057 - Replacement of Vehicle	-	-	-	-	50,000	-	-	-	-	-
28053 - Replacement of Vehicle	-	-	-	-	-	50,000	-	-	-	-
29024 - Replacement of Vehicle	-	-	-	-	-	-	50,000	-	-	-
30008 - Replacement of Vehicle	-	-	-	-	-	-	-	50,000	-	-
31021 - Replacement of Vehicle	-	-	-	-	-	-	-	-	55,000	-
32037 - Replacement of Vehicle	-	-	-	-	-	-	-	-	-	55,000
Total Vehicles	40,000	40,000	45,000	45,000	50,000	50,000	50,000	50,000	55,000	55,000
Total 024100 - Building (Protective Inspection)	41,500	42,000	45,000	45,000	50,000	55,000	50,000	50,000	55,000	55,000

CAPITAL BUDGET - DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY										
025100 - By-Law Enforcement										
Vehicles										
25065 - Replacement of Vehicle 1	-	-	50,000	-	-	-	-	-	-	-
32036 - Replacement of Vehicle 1	-	-	-	-	-	-	-	-	-	55,000
28052 - Replacement of Vehicle 2	-	-	-	-	-	40,000	-	-	-	-
Total Vehicles	-	-	50,000	-	-	40,000	-	-	-	55,000
Total 025100 - By-Law Enforcement	-	-	50,000	-	-	40,000	-	-	-	55,000
081100 - Planning & Zoning										
Plans and Reports										
31015 - OP Review	-	-	-	-	-	-	-	-	100,000	100,000
23004 - Zoning By-Law Review	20,000	100,000	80,000	-	-	-	-	-	-	-
Total Plans and Reports	20,000	100,000	80,000	-	-	-	-	-	100,000	100,000
Total 081100 - Planning & Zoning	20,000	100,000	80,000	-	-	-	-	-	100,000	100,000
TOTAL DEVELOPMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY	161,500	637,000	240,000	1,215,000	70,000	370,000	50,000	50,000	185,000	250,000

CAPITAL BUDGET - EMERGENCY SERVICES

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
EMERGENCY SERVICES										
021100 - Fire Stations										
Buildings										
23098 - Elevator Rescue Equipment	5,400	-	-	-	-	-	-	-	-	-
98044 - Gear Racks for Fire Station	13,600	14,400	15,300	16,200	17,200	18,200	19,300	20,500	21,700	-
98045 - Water Rescue Suits	30,500	-	-	-	-	-	35,000	-	-	-
Total Buildings	49,500	14,400	15,300	16,200	17,200	18,200	54,300	20,500	21,700	-
Furniture & Equipment										
25040 - Accredited Superior Tanker Shuttle Testing	-	-	8,000	-	-	-	-	-	-	-
30011 - Accredited Superior Tanker Shuttle Testing	-	-	-	-	-	-	-	8,500	-	-
98041 - AED Automatic External Defibrillators (3 per annum)	5,900	6,300	6,800	7,200	7,700	8,100	8,600	9,100	9,700	10,200
23101 - Air Cylinder Storage Carts Cancer Checklist Recommendation #15	12,000	12,000	-	-	-	-	-	-	-	-
23014 - Balaclovas for Fire Scene Cancer Checklist Recommendation #20	13,600	-	-	-	-	-	-	-	-	-
25071 - Breathing Air Compressor	-	-	64,000	-	-	-	-	-	-	-
98032 - Bunker Gear Washing Machines Cancer Checklist Recommendation #48 and #53	23,000	-	-	-	24,000	-	-	24,000	-	-
98026 - Cutoff Saw and Ventilation Chainsaw	8,900	-	10,000	-	11,200	-	12,600	-	14,200	-
23102 - Decontamination Kits Cancer Checklist Recommendation #23	5,000	-	-	-	-	-	-	-	-	-
23095 - Fire Extinguisher Training Unit	12,000	-	-	-	-	-	-	-	-	-
98030 - Fire Hose full truck compliant NFPA 1901 C5.93	24,800	26,300	27,900	29,600	31,400	33,200	35,200	37,300	39,600	42,000
98029 - Gas Detection	5,000	5,000	5,000	5,300	5,600	6,000	6,300	6,700	7,100	7,500
23012 - Marine Firefighting Pumps	45,000	-	-	-	-	-	-	-	-	-
98042 - Marine Nav updates (Sonar/Radar/Depth)	-	4,800	-	5,300	-	6,000	-	6,700	-	7,600
98033 - Nozzels, Fittings, Adaptors, Tools as per NFPA 1901 Equipment for Fire Pumping Apparatus	16,300	17,200	18,300	19,400	20,500	22,700	23,100	24,400	25,900	27,400
98036 - Passenger Vehicle and Heavy Vehicle Rescue Equipment - NFPA 1006	70,800	75,100	18,000	19,000	21,000	22,000	22,800	24,100	112,900	27,000
98034 - PPE for 20 Firefighters per year	75,700	80,300	85,100	90,200	95,600	101,400	107,400	113,900	120,700	127,900
98031 - Pumps Generators Fans	23,800	24,200	24,700	25,200	25,700	26,200	26,800	27,300	27,800	29,000
98035 - Self Contained Breathing Apparatus 10 per year	161,000	171,000	182,000	192,000	204,000	216,000	228,000	242,000	256,000	272,000
98024 - Surface Water, Ice Water, and Watercraft Rescue Gear - NFPA 1006 tool list	6,300	6,400	6,500	6,700	6,800	6,900	7,000	7,200	7,400	7,500
28067 - Swift Water Rescue Equipment	-	-	-	-	-	65,000	-	-	-	-
98028 - Thermal Imaging Cameras	10,800	11,400	12,100	12,800	13,600	14,400	15,300	16,200	17,200	18,200
98021 - Traffic Control (vests, cones, signs, eflares)	5,000	5,000	5,000	5,300	5,700	6,000	6,300	6,700	7,100	7,500
Total Furniture & Equipment	524,900	445,000	473,400	418,000	472,800	533,900	499,400	554,100	645,600	583,800
Information Technology										
98027 - Radio Communications Infrastructure	29,600	31,300	33,200	35,200	37,300	39,500	41,900	44,400	47,100	49,900
Total Information Technology	29,600	31,300	33,200	35,200	37,300	39,500	41,900	44,400	47,100	49,900
Plans and Reports										
23090 - Feasibility Study for Fire Station Location Options	30,000	-	-	-	-	-	-	-	-	-
32002 - Fire Master Plan	-	-	-	-	-	-	-	-	-	89,000
27056 - Fire Master Plan Update	-	-	-	-	83,000	-	-	-	-	-
Total Plans and Reports	30,000	-	-	-	83,000	-	-	-	-	89,000

CAPITAL BUDGET - EMERGENCY SERVICES

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
EMERGENCY SERVICES										
Vehicles										
25070 - Car 1 - Chief	-	-	96,500	-	-	-	-	-	-	-
30015 - Car 1 - Chief	-	-	-	-	-	-	-	119,000	-	-
26045 - Car 2 - Deputy Chief	-	-	-	96,500	-	-	-	-	-	-
31022 - Car 2 - Deputy Chief	-	-	-	-	-	-	-	-	119,000	-
27042 - Car 3 - Fire Prevention	-	-	-	-	96,500	-	-	-	-	-
29005 - Marine 1 - Foot's Bay Fire Boat	-	-	-	-	-	-	210,000	-	-	-
31020 - Marine 4 - Torrance Fire Boat	-	-	-	-	-	-	-	-	210,000	-
30004 - Marine 5 Minett Fire Boat	-	-	-	-	-	-	-	210,000	-	-
24093 - Pumper 2 - Foot's Bay	-	579,000	-	-	-	-	-	-	-	-
29056 - Pumper 44 - Walkers Point	-	-	-	-	-	-	774,000	-	-	-
26026 - Pumper 5 - Minett	-	-	-	650,000	-	-	-	-	-	-
23034 - Pumper 77 - Raymond	545,000	-	-	-	-	-	-	-	-	-
32001 - Pumping Apparatus Fire	-	-	-	-	-	-	-	-	-	921,000
24094 - Rescue Sled/Trailer - Foot's Bay	-	24,500	-	-	-	-	-	-	-	-
98043 - Rope Rescue Gear - NFFPA 1006	-	-	-	-	35,000	-	-	-	-	39,000
25005 - Sled/Trailer - Bala	-	-	24,500	-	-	-	-	-	-	-
28058 - Tanker 3 - Bala	-	-	-	-	-	675,000	-	-	-	-
25088 - Tanker 5 - Minett	-	-	566,000	-	-	-	-	-	-	-
27060 - Tanker 6 - Port Carling	-	-	-	-	636,000	-	-	-	-	-
30003 - Tanker 7	-	-	-	-	-	-	-	758,000	-	-
31019 - Tanker 9	-	-	-	-	-	-	-	-	802,000	-
30007 - Wildland 4/Trailer	-	-	-	-	-	-	-	40,000	-	-
23007 - Wildland 7 Windermere ATV with Trailer	42,300	-	-	-	-	-	-	-	-	-
31023 - Wildland 9/Trailer	-	-	-	-	-	-	-	-	40,000	-
24005 - Zodiac/Motor/Trailer Bala	-	45,000	-	-	-	-	-	-	-	-
29013 - Zodiac/Motor/Trailer Raymond	-	-	-	-	-	-	45,000	-	-	-
Total Vehicles	587,300	648,500	687,000	746,500	767,500	675,000	1,029,000	1,127,000	1,171,000	960,000
Total 021100 - Fire Stations	1,221,300	1,139,200	1,208,900	1,215,900	1,377,800	1,266,600	1,624,600	1,746,000	1,885,400	1,682,700
TOTAL EMERGENCY SERVICES	1,221,300	1,139,200	1,208,900	1,215,900	1,377,800	1,266,600	1,624,600	1,746,000	1,885,400	1,682,700

CAPITAL BUDGET - LIBRARY

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
MUSKOKA LAKES PUBLIC LIBRARY										
072100 - Muskoka Lakes Public Library										
Furniture & Equipment										
99009 - Office Furniture	2,500	-	3,000	-	3,500	-	4,000	-	4,500	-
Total Furniture & Equipment	2,500	-	3,000	-	3,500	-	4,000	-	4,500	-
Information Technology										
99100 - Computers	-	3,500	-	4,000	-	4,500	-	5,000	-	5,500
Total Information Technology	-	3,500	-	4,000	-	4,500	-	5,000	-	5,500
Plans and Reports										
99006 - Collection	37,500	38,000	38,500	39,000	39,500	40,000	40,500	41,000	41,500	42,000
Total Plans and Reports	37,500	38,000	38,500	39,000	39,500	40,000	40,500	41,000	41,500	42,000
Total 072100 - Muskoka Lakes Public Library	40,000	41,500	41,500	43,000	43,000	44,500	44,500	46,000	46,000	47,500
TOTAL MUSKOKA LAKES PUBLIC LIBRARY	40,000	41,500	41,500	43,000	43,000	44,500	44,500	46,000	46,000	47,500

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
055000 - Cemeteries										
Buildings										
28006 - Glen Orchard Repair Roof	-	-	-	-	-	7,400	-	-	-	-
Total Buildings	-	-	-	-	-	7,400	-	-	-	-
Land Improvements										
25010 - Doherty-Fencing	-	-	4,200	-	-	-	-	-	-	-
24087 - Milford Bay Cemetery Fence	-	10,400	-	-	-	-	-	-	-	-
25083 - Milford Bay Cemetery Fencing	-	-	12,200	-	-	-	-	-	-	-
25084 - Milford Bay Cemetery Monuments	-	-	6,900	-	-	-	-	-	-	-
27027 - Port Carling Cemetery Fencing	-	-	-	-	7,000	-	-	-	-	-
23143 - Port Carling Cemetery Columbarium	60,000	-	-	-	-	-	-	-	-	-
24040 - Port Carling Cemetery Monuments	-	5,200	-	-	-	-	-	-	-	-
26018 - Port Carling-Point Fence	-	-	-	5,400	-	-	-	-	-	-
27026 - Ullswater Cemetery Fencing	-	-	-	-	24,500	-	-	-	-	-
24041 - Ziska Cemetery Monuments	-	9,300	-	-	-	-	-	-	-	-
23065 - Ziska Cemetery Replace fence	13,000	-	-	-	-	-	-	-	-	-
Total Land Improvements	73,000	24,900	23,300	5,400	31,500	-	-	-	-	-
Total 055000 - Cemeteries	73,000	24,900	23,300	5,400	31,500	7,400	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
071100 - Parks										
Buildings										
23067 - Animal proof garbage receptacles Phase 3	10,000	-	-	-	-	-	-	-	-	-
24078 - Animal proof garbage receptacles Phase 4	-	20,700	-	-	-	-	-	-	-	-
27001 - Baycliffe Park Washrooms	-	-	-	-	5,600	-	-	-	-	-
27022 - Jaspren Park Change Rooms	-	-	-	-	55,800	-	-	-	-	-
27024 - Jaspren Park Change Rooms Demo	-	-	-	-	22,300	-	-	-	-	-
26003 - Jaspren Park Washrooms	-	-	-	184,800	-	-	-	-	-	-
23011 - Port Carling Snow Mobile Bridge - Deck repairs Phase 1	7,500	-	-	-	-	-	-	-	-	-
25085 - Port Sandfield Park Washrooms	-	-	79,600	-	-	-	-	-	-	-
28018 - Snowmobile Bridge	-	-	-	-	-	24,000	-	-	-	-
28013 - Sunset Park Washrooms	-	-	-	-	-	8,600	-	-	-	-
24090 - Torrance Ball Diamond - Clay/Sand Replacement	-	10,900	-	-	-	-	-	-	-	-
31032 - Washroom Renovations Phase 10	-	-	-	-	-	-	-	-	36,900	-
23028 - Washroom Renovations Phase 2	30,000	-	-	-	-	-	-	-	-	-
24035 - Washroom Renovations Phase 3	-	31,100	-	-	-	-	-	-	-	-
25069 - Washroom Renovations Phase 4	-	-	31,800	-	-	-	-	-	-	-
26028 - Washroom Renovations Phase 5	-	-	-	32,600	-	-	-	-	-	-
27040 - Washroom Renovations Phase 6	-	-	-	-	33,400	-	-	-	-	-
28043 - Washroom Renovations Phase 7	-	-	-	-	-	34,300	-	-	-	-
29016 - Washroom Renovations Phase 8	-	-	-	-	-	-	35,100	-	-	-
30001 - Washroom Renovations Phase 9	-	-	-	-	-	-	-	36,000	-	-
Total Buildings	47,500	62,700	111,400	217,400	117,100	66,900	35,100	36,000	36,900	-
Furniture & Equipment										
24063 - Dee Bank Park Benches	-	5,200	-	-	-	-	-	-	-	-
24044 - Hanna Park Beach	-	10,400	-	-	-	-	-	-	-	-
23117 - Picnic Tables for all Parks	10,000	-	-	-	-	-	-	-	-	-
24091 - Sports Park - Refurbish Bleachers	-	5,200	-	-	-	-	-	-	-	-
Total Furniture & Equipment	10,000	20,800	-	-	-	-	-	-	-	-
Land Improvements										
27006 - Valley Green Beach Parking Area	-	-	-	-	5,900	-	-	-	-	-
30065 - Adams Bay Dock Fence	-	-	-	-	-	-	-	31,000	-	-
25079 - Archdekin Park Shore Wall	-	-	12,000	-	-	-	-	-	-	-
23094 - Bala Bay Dock Inspection	12,500	-	-	-	-	-	-	-	-	-
28004 - Baycliffe Park Beach	-	-	-	-	-	6,900	-	-	-	-
25055 - Baycliffe Park Parking Lot	-	-	6,500	-	-	-	-	-	-	-
24016 - Baycliffe Park-Swim Dock replace	-	5,200	-	-	-	-	-	-	-	-
24012 - Beaumaris Wharf rebuild crib dock	-	331,200	-	-	-	-	-	-	-	-
26027 - Beaumaris Wharf repair concrete pier	-	-	-	130,400	-	-	-	-	-	-
23116 - Beaumaris Wharf Structural Evaluation	15,000	-	-	-	-	-	-	-	-	-
27054 - Church Rd. Dock replace foater	-	-	-	-	16,700	-	-	-	-	-
28076 - Foot's Bay Wharf Design	-	-	-	-	-	114,200	-	-	-	-
23105 - Foots Bay Wharf Inspection	12,500	-	-	-	-	-	-	-	-	-
29030 - Foot's Bay Wharf Replacement	-	-	-	-	-	-	585,500	600,000	-	-
28002 - Four Mile Point Park Beach	-	-	-	-	-	5,700	-	-	-	-
24046 - Four Mile Point Park Parking	-	9,500	-	-	-	-	-	-	-	-
27005 - Gordon St. Dock rebuild crib dock	-	-	-	-	22,300	-	-	-	-	-
26077 - Hanna Park - Playground Replacement Phase 2	-	-	-	114,100	-	-	-	-	-	-
25063 - Hanna Park Parking Lot	-	-	11,500	-	-	-	-	-	-	-
24057 - Hanna Park Play Structures	-	6,700	-	-	-	-	-	-	-	-
25057 - Hanna Park Volleyball Court	-	-	8,000	-	-	-	-	-	-	-
28015 - Hanna Park Walking Trail	-	-	-	-	-	15,100	-	-	-	-
25056 - Hannah Park - Playground replacement Phase 1	-	-	79,600	-	-	-	-	-	-	-
24051 - Huckleberry Trail-Parking Area	-	41,400	-	-	-	-	-	-	-	-
23031 - Indian Cres Park Erosion Control	7,900	-	-	-	-	-	-	-	-	-
23013 - Jaspren Park - Playground replacement Phase 1	30,000	-	-	-	-	-	-	-	-	-
24079 - Jaspren Park - Playground Replacement Phase 2	-	33,600	-	-	-	-	-	-	-	-
28010 - Jaspren Park Beach	-	-	-	-	-	7,400	-	-	-	-
23128 - Milford Bay CC - Bench Seating	5,000	-	-	-	-	-	-	-	-	-
27064 - Milford Bay Replace Play Structures	-	-	-	-	39,000	-	-	-	-	-
27007 - Milford Manor Golf Course Well	-	-	-	-	16,700	-	-	-	-	-
23104 - Nine Mile Dock Replacement	26,500	-	-	-	-	-	-	-	-	-
26065 - Nine Mile Lake Launch rebuild launch ramp	-	-	-	76,100	-	-	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
24010 - Port Carling Snow Mobile Bridge - Deck repairs Phase 2	-	7,800	-	-	-	-	-	-	-	-
24103 - Rosseau Lake Rd. 2 Dock Replacement	-	100,000	-	-	-	-	-	-	-	-
23103 - Shea Road Dock	22,500	-	-	-	-	-	-	-	-	-
24015 - Skeleton Lake Rd.2 Dock replace pier dock	-	67,300	-	-	-	-	-	-	-	-
28061 - Sunset Park - Replace Play Structures	-	-	-	-	-	22,800	-	-	-	-
24104 - Sunset Park (Queen's Walk) Dock replace	-	210,000	-	-	-	-	-	-	-	-
24064 - Sunset Park Playground	-	5,200	-	-	-	-	-	-	-	-
23025 - Torrance Ball Diamond-Fencing for dog park	18,600	-	-	-	-	-	-	-	-	-
23123 - Windermere Beach Swim Dock	5,100	-	-	-	-	-	-	-	-	-
23106 - Windermere Wharf inspection	12,500	-	-	-	-	-	-	-	-	-
Total Land Improvements	168,100	817,900	117,600	320,600	100,600	172,100	585,500	631,000	-	-
Vehicles										
25053 - Trailer 20803-2008 Weberfane-L'scpe	-	-	10,600	-	-	-	-	-	-	-
Total Vehicles	-	-	10,600	-	-	-	-	-	-	-
Total 071100 - Parks	225,600	901,400	239,600	538,000	217,700	239,000	620,600	667,000	36,900	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
071200 - Community Centres										
Buildings										
25012 - Bala CC Convert to Propane	-	-	17,000	-	-	-	-	-	-	-
23114 - Bala CC Floor Scrubber	5,500	-	-	-	-	-	-	-	-	-
24020 - Bala CC Paint/Stain Facility	-	26,900	-	-	-	-	-	-	-	-
30032 - Bala CC Replace A/C Units	-	-	-	-	-	-	-	24,000	-	-
26019 - Bala CC Replace Kitchen Flooring	-	-	-	7,100	-	-	-	-	-	-
31041 - Foothills Bay CC - Dishwasher	-	-	-	-	-	-	-	-	25,800	-
30033 - Foothills Bay CC Repaint Siding	-	-	-	-	-	-	-	11,400	-	-
28003 - Glen Orchard 1890 School House Roof	-	-	-	-	-	5,700	-	-	-	-
31040 - Glen Orchard CC - Water Pump	-	-	-	-	-	-	-	-	8,900	-
25013 - Glen Orchard CC Replace Side Deck	-	-	8,500	-	-	-	-	-	-	-
31042 - Hekla CC - Wood Siding	-	-	-	-	-	-	-	-	37,400	-
23107 - Hekla CC HVAC Conversion	7,500	-	-	-	-	-	-	-	-	-
23127 - Milford Bay CC - Gazebo	10,000	-	-	-	-	-	-	-	-	-
23129 - Milford Bay CC - Sound System Upper Hall	15,000	-	-	-	-	-	-	-	-	-
28009 - Milford Bay CC Commercial Dishwasher	-	-	-	-	-	17,100	-	-	-	-
24024 - Milford Bay CC Generator	-	47,700	-	-	-	-	-	-	-	-
23111 - Milford Bay CC HVAC upgrade	392,000	-	-	-	-	-	-	-	-	-
25072 - Milford Bay CC Install Ductless Split A/C Unit Upstairs and Basement	-	-	15,900	-	-	-	-	-	-	-
29004 - Milford Bay CC Pump Track	-	-	-	-	-	-	140,500	-	-	-
30034 - Milford Bay CC Re-finish Tennis Courts	-	-	-	-	-	-	-	42,000	-	-
29015 - Milford Bay CC Re-paint Roof	-	-	-	-	-	-	12,900	-	-	-
25014 - Milford Bay CC replace Flooring	-	-	42,400	-	-	-	-	-	-	-
31039 - Pen Rec CC - Refrigerator	-	-	-	-	-	-	-	-	34,400	-
25076 - Pen Rec CC replace Stn and Stn AC	-	-	12,700	-	-	-	-	-	-	-
27012 - Pen Rec CC Replace Carpet Downstairs	-	-	-	-	8,900	-	-	-	-	-
23083 - Pen Rec CC Replace Septic System	35,000	-	-	-	-	-	-	-	-	-
23133 - Pen Rec Centre - Bar Fridge and Glass Washer	7,000	-	-	-	-	-	-	-	-	-
23109 - Pen Rec Centre - Flooring	5,500	-	-	-	-	-	-	-	-	-
25074 - Port Carling CC Hot Water Tank/Water Fountain	-	-	8,500	-	-	-	-	-	-	-
27013 - Port Carling CC Misc. Kitchen Expt.	-	-	-	-	18,400	-	-	-	-	-
25077 - Port Carling CC Redo Flat Roof	-	-	47,700	-	-	-	-	-	-	-
29017 - Port Carling CC Replace Paving Stones/Stairs	-	-	-	-	-	-	87,800	-	-	-
23049 - Port Carling CC Replace R/T Unit	30,000	-	-	-	-	-	-	-	-	-
28069 - Port Carling CC Replace waterfall	-	-	-	-	-	59,400	-	-	-	-
32039 - Raymond CC - Accessible Ramp	-	-	-	-	-	-	-	-	-	33,000
32040 - Raymond CC - Septic System Pump	-	-	-	-	-	-	-	-	-	17,300
28068 - Raymond CC A/C Unit	-	-	-	-	-	5,700	-	-	-	-
23081 - Raymond CC Accessibility Upgrade	220,000	-	-	-	-	-	-	-	-	-
27014 - Raymond CC Paint Kitchen Roof	-	-	-	-	7,200	-	-	-	-	-
25016 - Raymond CC Replace accessible ramp	-	-	12,700	-	-	-	-	-	-	-
32038 - Torrance CC - Stove	-	-	-	-	-	-	-	-	-	10,400
26048 - Torrance CC Automatic Door Openers	-	-	-	6,500	-	-	-	-	-	-
27039 - Torrance CC Convert Oil furnace to Propane	-	-	-	-	12,300	-	-	-	-	-
27043 - Torrance CC Replace Generator	-	-	-	-	39,000	-	-	-	-	-
28066 - Torrance CC Replace Paving Stone Walkway	-	-	-	-	-	20,600	-	-	-	-
28011 - Torrance CC Replace Septic System	-	-	-	-	-	20,600	-	-	-	-
31038 - Ullswater CC - Accessible Ramp	-	-	-	-	-	-	-	-	35,000	-
26032 - Ullswater CC Replace South Exit	-	-	-	17,400	-	-	-	-	-	-
23121 - Ullswater Exterior Siding	18,500	-	-	-	-	-	-	-	-	-
26042 - Walkers Point CC Replace Septic System	-	-	-	32,600	-	-	-	-	-	-
27015 - Walkers Point CC Ceiling Fans	-	-	-	-	7,800	-	-	-	-	-
26029 - Walkers Point CC Paving Stone Walkway	-	-	-	9,200	-	-	-	-	-	-
23113 - Walkers Point CC Range Hood Ventilation and Fire Suppression	12,500	-	-	-	-	-	-	-	-	-
29020 - Walkers Point CC Replace Main Hall Windows	-	-	-	-	-	-	21,100	-	-	-
30036 - Walkers Point CC Replace Vinyl Flooring	-	-	-	-	-	-	-	18,000	-	-
24025 - Walkers Point CC replace water disinfection system	-	25,900	-	-	-	-	-	-	-	-
24026 - Walkers Point CC Upgrade to Electric Heaters	-	15,500	-	-	-	-	-	-	-	-
27081 - Windermere CC Repaint siding / windows	-	-	-	-	7,800	-	-	-	-	-
27017 - Windermere CC Replace Rear Deck	-	-	-	-	8,900	-	-	-	-	-
24009 - Windermere CC Replace Septic Bed	-	15,500	-	-	-	-	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
31037 - Windermere CC Stacking Chairs	-	-	-	-	-	-	-	-	44,200	-
26024 - Windermere Village Hall HVAC Convert to Propane	-	-	-	6,000	-	-	-	-	-	-
24027 - Windermere Village Hall Repair Front Entrance	-	15,500	-	-	-	-	-	-	-	-
Total Buildings	758,500	147,000	165,400	78,800	110,300	129,100	262,300	95,400	185,700	60,700
Furniture & Equipment										
31043 - Hekla CC - Stacking Chairs	-	-	-	-	-	-	-	-	12,000	-
23152 - Kitchen upgrades - Walker's Point and Windermere	132,000	-	-	-	-	-	-	-	-	-
23110 - Milford Bay CC Floor Scrubber	5,500	-	-	-	-	-	-	-	-	-
28072 - Pen Rec CC Tables/Chairs	-	-	-	-	-	8,600	-	-	-	-
Total Furniture & Equipment	137,500	-	-	-	-	8,600	-	-	12,000	-
Land Improvements										
24042 - Bala CC Replace playground equipment	-	20,700	-	-	-	-	-	-	-	-
23062 - Glen Orchard CC Septic Outlet	7,500	-	-	-	-	-	-	-	-	-
24043 - Milford Bay CC Playground	-	12,400	-	-	-	-	-	-	-	-
23047 - Milford Bay CC Basketball court	8,000	-	-	-	-	-	-	-	-	-
23055 - Milford Bay CC Fencing	16,000	-	-	-	-	-	-	-	-	-
23018 - Milford Bay CC Grounds	5,000	-	-	-	-	-	-	-	-	-
28016 - Milford Bay CC Parking Lot	-	-	-	-	-	21,500	-	-	-	-
24047 - Milford Bay CC Playground	-	7,800	-	-	-	-	-	-	-	-
29014 - Milford Bay CC Re-pave parking area	-	-	-	-	-	-	70,300	-	-	-
27020 - Milford Bay CC Tennis Courts	-	-	-	-	20,100	-	-	-	-	-
27002 - Port Carling CC Grounds	-	-	-	-	5,600	-	-	-	-	-
25062 - Port Carling CC Parking Lot	-	-	11,100	-	-	-	-	-	-	-
30035 - Port Carling CC Re-pave Parking Area	-	-	-	-	-	-	-	72,000	-	-
24045 - Torrance Basketball Court	-	9,900	-	-	-	-	-	-	-	-
23017 - Torrance CC Outdoor Rink	5,000	-	-	-	-	-	-	-	-	-
27011 - Walker's Point CC Tennis Court	-	-	-	-	20,100	-	-	-	-	-
Total Land Improvements	41,500	50,800	11,100	-	45,800	21,500	70,300	72,000	-	-
Total 071200 - Community Centres	937,500	197,800	176,500	78,800	156,100	159,200	332,600	167,400	197,700	60,700

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
071300 - Arenas										
Buildings										
23119 - Bala Arena - Elkay Water Station	6,000	-	-	-	-	-	-	-	-	-
25019 - Bala Arena AODA Compliance	-	-	265,300	-	-	-	-	-	-	-
28014 - Bala Arena -Bathroom Sinks	-	-	-	-	-	11,400	-	-	-	-
27018 - Bala Arena -Ceiling-Dropped	-	-	-	-	15,100	-	-	-	-	-
26008 - Bala Arena Ceiling-Low E	-	-	-	73,900	-	-	-	-	-	-
28017 - Bala Arena -Condenser	-	-	-	-	-	142,800	-	-	-	-
23021 - Bala Arena Desiccant Dehumidifier	119,000	-	-	-	-	-	-	-	-	-
28019 - Bala Arena -Doors-Interior	-	-	-	-	-	21,700	-	-	-	-
27019 - Bala Arena -Double Showers	-	-	-	-	64,700	-	-	-	-	-
24034 - Bala Arena Floor - Rubber Phase 1	-	43,500	-	-	-	-	-	-	-	-
27059 - Bala Arena Floor -Concrete Phase II	-	-	-	-	1,756,100	-	-	-	-	-
26030 - Bala Arena Floor-Concrete Phase I	-	-	-	171,200	-	-	-	-	-	-
26074 - Bala Arena -Hot Water Tanks	-	-	-	8,700	-	-	-	-	-	-
32003 - Bala Arena -Intra Red-Eye System	-	-	-	-	-	-	-	-	-	8,600
31028 - Bala Arena Lighting-Banked	-	-	-	-	-	-	-	-	18,500	-
23064 - Bala Arena Lighting-Ice Surface	28,000	-	-	-	-	-	-	-	-	-
26072 - Bala Arena MCC Panel Plant Room	-	-	-	55,400	-	-	-	-	-	-
27021 - Bala Arena Mechanical-Furnace	-	-	-	-	11,200	-	-	-	-	-
23002 - Bala Arena Roofing-EPDM Roofs (2)	73,000	-	-	-	-	-	-	-	-	-
25067 - Bala Arena Rubber Floor Phase 2	-	-	41,400	-	-	-	-	-	-	-
27023 - Bala Arena -Score Clock	-	-	-	-	22,300	-	-	-	-	-
28012 - Bala Arena -Toilets	-	-	-	-	-	9,100	-	-	-	-
30023 - Bala Arena-Fire Alarm	-	-	-	-	-	-	-	12,000	-	-
23022 - Bala-Arena Exhaust Fan	5,700	-	-	-	-	-	-	-	-	-
27077 - PC Arena - Toilets	-	-	-	-	9,500	-	-	-	-	-
31030 - PC Arena -Score Clock	-	-	-	-	-	-	-	-	24,600	-
23024 - PC Arena -Asphalt Sheet West side flat roof	90,000	-	-	-	-	-	-	-	-	-
30013 - PC Arena Ceiling-Dropped	-	-	-	-	-	-	-	42,000	-	-
26071 - PC Arena Ceiling-Low Emissivity	-	-	-	73,900	-	-	-	-	-	-
28021 - PC Arena Cladding-Eaves	-	-	-	-	-	21,700	-	-	-	-
30012 - PC Arena Cladding-Pre-finished Aluminum	-	-	-	-	-	-	-	43,200	-	-
30021 - PC Arena Cladding-Stucco	-	-	-	-	-	-	-	75,600	-	-
30014 - PC Arena -Compressor	-	-	-	-	-	-	-	74,400	-	-
26034 - PC Arena Desiccant-Dehumidifier (2)	-	-	-	90,200	-	-	-	-	-	-
28022 - PC Arena -Diesel Tank	-	-	-	-	-	19,400	-	-	-	-
30010 - PC Arena -Double Showers	-	-	-	-	-	-	-	46,200	-	-
31027 - PC Arena Dressing Room Benches	-	-	-	-	-	-	-	-	8,000	-
23079 - PC Arena Eavestrough	22,000	-	-	-	-	-	-	-	-	-
27073 - PC Arena Floor - Rubber Phase 1	-	-	-	-	40,100	-	-	-	-	-
28070 - PC Arena Floor - Rubber Phase 2	-	-	-	-	-	45,700	-	-	-	-
25075 - PC Arena Floor -Concrete Phase II	-	-	1,671,100	-	-	-	-	-	-	-
24003 - PC Arena Floor-Concrete Phase I	-	163,000	-	-	-	-	-	-	-	-
24008 - PC Arena Glycol Cooling Head System	-	44,500	-	-	-	-	-	-	-	-
30022 - PC Arena Hot Water Tanks	-	-	-	-	-	-	-	12,000	-	-
26044 - PC Arena Landscaping	-	-	-	45,700	-	-	-	-	-	-
23120 - PC Arena Lighting Ice Surface	28,000	-	-	-	-	-	-	-	-	-
31029 - PC Arena Lighting-Banked	-	-	-	-	-	-	-	-	18,500	-
23122 - PC Arena Main Steel Roof	260,000	-	-	-	-	-	-	-	-	-
32004 - PC Arena Misc.-Caulking	-	-	-	-	-	-	-	-	-	6,300
31024 - PC Arena Pre-finished Aluminum siding	-	-	-	-	-	-	-	-	83,600	-
26035 - PC Arena -Replace Furnace	-	-	-	25,000	-	-	-	-	-	-
26036 - PC Arena -Rooftop Unit	-	-	-	34,800	-	-	-	-	-	-
27074 - PC Arena Single Showers	-	-	-	-	16,700	-	-	-	-	-
27078 - PC Arena -Sinks	-	-	-	-	11,200	-	-	-	-	-
27076 - PC Arena -Stereo	-	-	-	-	13,400	-	-	-	-	-
23124 - PC Arena West Side Flat Roof	90,000	-	-	-	-	-	-	-	-	-
31025 - PC Arena -Floor Machine (Commercial)	-	-	-	-	-	-	-	-	11,900	-
30017 - PC Arena -Lobby Seating	-	-	-	-	-	-	-	-	-	25,200
25018 - PC Arena-AODA Compliance	-	-	265,300	-	-	-	-	-	-	-
32006 - PC Arena-Discharge Pipe	-	-	-	-	-	-	-	-	-	98,400
27025 - PC Arena-Generator	-	-	-	-	111,500	-	-	-	-	-
26073 - PC Arena-Retaining Wall	-	-	-	46,700	-	-	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
Total Buildings	721,700	251,000	2,243,100	625,500	2,071,800	271,800	-	305,400	165,100	138,500
Furniture & Equipment										
24033 - Bala Arena Ice Resurfacers	-	105,800	-	-	-	-	-	-	-	-
Total Furniture & Equipment	-	105,800	-	-	-	-	-	-	-	-
Land Improvements										
29025 - Bala Arena-Asphalt Paving	-	-	-	-	-	-	19,700	-	-	-
29026 - PC Arena-Asphalt Paving	-	-	-	-	-	-	339,600	-	-	-
Total Land Improvements	-	-	-	-	-	-	359,300	-	-	-
Plans and Reports										
29007 - Arenas - Engineers Report	-	-	-	-	-	-	50,900	-	-	-
23118 - Arenas Feasibility Study	80,000	-	-	-	-	-	-	-	-	-
24030 - Both Arenas -Engineer Report	-	35,200	-	-	-	-	-	-	-	-
Total Plans and Reports	80,000	35,200	-	-	-	-	50,900	-	-	-
Total 071300 - Arenas	801,700	392,000	2,243,100	625,500	2,071,800	271,800	410,200	305,400	165,100	138,500

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
071800 - Facilities Maintenance										
Buildings										
32041 - Bala FH - Bay Doors	-	-	-	-	-	-	-	-	-	12,000
32042 - Bala FH - Kitchen Cabinets	-	-	-	-	-	-	-	-	-	13,200
32043 - Bala FH - Lights	-	-	-	-	-	-	-	-	-	19,800
32044 - Fools Bay FH - Shingles	-	-	-	-	-	-	-	-	-	15,000
24088 - Fools Bay FH Air Exchange	-	41,900	-	-	-	-	-	-	-	-
25046 - Glen Orchard FH Air Exchange	-	-	43,000	-	-	-	-	-	-	-
24067 - Milford Bay FH Air Exchange	-	41,900	-	-	-	-	-	-	-	-
24081 - Milford Bay FH Showers	-	15,500	-	-	-	-	-	-	-	-
30061 - Milford Bay Fire Hall - Convert Furnace	-	-	-	-	-	-	-	6,600	-	-
23100 - Minett FH Air Exchange	40,500	-	-	-	-	-	-	-	-	-
23097 - Minett FH Showers	15,000	-	-	-	-	-	-	-	-	-
27003 - Minett Station - Station 5 - (1961) 60 years	-	-	-	-	2,118,500	-	-	-	-	-
25078 - Municipal Office - Replace A/C Units	-	-	6,400	-	-	-	-	-	-	-
23140 - Municipal Office By Law Office Renovation	31,500	-	-	-	-	-	-	-	-	-
24048 - Municipal Office Electrical Auto Openers	-	5,200	-	-	-	-	-	-	-	-
27053 - Municipal Office HVAC Rooftop units above Council	-	-	-	-	50,200	-	-	-	-	-
28074 - Municipal Office new carpet	-	-	-	-	-	45,700	-	-	-	-
30028 - Municipal Office new carpet	-	-	-	-	-	-	-	18,000	-	-
26039 - Municipal Office New Carpet Clerks / Planning	-	-	-	43,500	-	-	-	-	-	-
23142 - Municipal Office Planning Area Reception Reconfiguration	5,000	-	-	-	-	-	-	-	-	-
28075 - Municipal office replace 5 ton AC Unit	-	-	-	-	-	6,900	-	-	-	-
24084 - Municipal office Replace AC Units IT Room	-	5,200	-	-	-	-	-	-	-	-
27028 - Municipal Office Replace Aluminum Siding	-	-	-	-	31,200	-	-	-	-	-
30027 - Municipal Office Replace Roof	-	-	-	-	-	-	-	42,000	-	-
25073 - Municipal Office Replace Windows Parking lot side	-	-	20,700	29,300	-	-	-	-	-	-
25064 - Patterson Garage Fuel System Replacement	-	-	191,000	-	-	-	-	-	-	-
23112 - Patterson Garage Reconstruct	35,000	-	-	-	-	-	-	-	-	-
23108 - PC Fire Hall Garage Bay Heaters	15,000	-	-	-	-	-	-	-	-	-
24049 - PC Fire Hall Replace Generator	-	25,900	-	-	-	-	-	-	-	-
23033 - PC Library Replace Boilers	25,000	-	-	-	-	-	-	-	-	-
28077 - PC Library replace HVAC units	-	-	-	-	-	59,400	-	-	-	-
23078 - Ranwood Garage Fuel System Replacement	210,000	-	-	-	-	-	-	-	-	-
24083 - Ranwood Garage Replace Roof-Steel	-	31,100	-	-	-	-	-	-	-	-
23141 - Ranwood Garage Sea Cans	15,000	-	-	-	-	-	-	-	-	-
31045 - Raymond FH - Propane Furnace	-	-	-	-	-	-	-	-	7,800	-
31044 - Raymond FH - Siding	-	-	-	-	-	-	-	-	25,600	-
26002 - Raymond FH Air Exchange	-	-	-	44,000	-	-	-	-	-	-
26001 - Raymond FH Showers	-	-	-	16,300	-	-	-	-	-	-
23138 - Safety Stops - Fire Hall Bay Doors	7,500	-	-	-	-	-	-	-	-	-
25042 - Torrance FH Air Exchange	-	-	43,000	-	-	-	-	-	-	-
24007 - Torrance Fire Hall - New Siding	-	36,200	-	-	-	-	-	-	-	-
29028 - Torrance Fire Hall Replace Generator	-	-	-	-	-	-	41,000	-	-	-
31018 - Torrance Fire Station	-	-	-	-	-	-	-	-	2,337,000	-
23032 - Walkers Point FH & CC Replace Generator	90,000	-	-	-	-	-	-	-	-	-
32045 - Windermere FH - Shingles	-	-	-	-	-	-	-	-	-	22,200
23115 - Windermere FH Air Exchange	40,500	-	-	-	-	-	-	-	-	-
23125 - Windermere FH Showers	15,000	-	-	-	-	-	-	-	-	-
23008 - Windermere Fire Hall Paint Gable ends and soffits	12,000	-	-	-	-	-	-	-	-	-
Total Buildings	557,000	202,900	304,100	133,100	2,199,900	112,000	41,000	66,600	2,370,400	82,200
Land Improvements										
29023 - Glen Orchard Garage Parking Area - Asphalt Strip	-	-	-	-	-	-	23,400	-	-	-
23020 - Municipal Office Parking Area	7,500	-	-	-	-	-	-	-	-	-
25080 - Municipal Office Parking Area	-	-	12,500	-	-	-	-	-	-	-
26038 - Municipal Office Repave Parking Area	-	-	-	43,500	-	-	-	-	-	-
27031 - Municipal Office Repave Parking East side	-	-	-	-	16,700	-	-	-	-	-
25086 - PC Library Parking Lot	-	-	16,700	-	-	-	-	-	-	-
Total Land Improvements	7,500	-	29,200	43,500	16,700	-	23,400	-	-	-
Total 071800 - Facilities Maintenance	564,500	202,900	333,300	176,600	2,216,600	112,000	64,400	66,600	2,370,400	82,200

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
074100 - Trails										
Land Improvements										
23053 - Hazelwood Trail resurfacing	-	13,000	-	-	-	-	-	-	-	-
23126 - Huckleberry Rock Expansion	11,200	-	-	-	-	-	-	-	-	-
23010 - Huckleberry Rock Trail - Access Controls	10,000	-	-	-	-	-	-	-	-	-
24050 - Huckleberry Rock Trail Entrance	-	7,800	-	-	-	-	-	-	-	-
23037 - Huckleberry Trail-Structures	20,000	-	-	-	-	-	-	-	-	-
30060 - New Trail Acquisition - Land	-	-	-	-	-	-	-	600,000	-	-
31035 - New Trail Acquisition - Parking	-	-	-	-	-	-	-	-	123,000	-
32034 - New Trail Acquisition - Trails	-	-	-	-	-	-	-	-	-	126,100
26033 - Skeleton Lake Trail Improvements	-	-	-	5,400	-	-	-	-	-	-
23139 - Trails Directional Signage	27,500	-	-	-	-	-	-	-	-	-
24017 - Trails Directional Signage	-	32,600	-	-	-	-	-	-	-	-
23059 - Walker's Point Trail Brushing	37,500	-	-	-	-	-	-	-	-	-
Total Land Improvements	106,200	53,400	-	5,400	-	-	-	600,000	123,000	126,100
Total 074100 - Trails	106,200	53,400	-	5,400	-	-	-	600,000	123,000	126,100

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
300935 - Township Equipment										
Furniture & Equipment										
23153 - New Backhoe/Loader	240,000	-	-	-	-	-	-	-	-	-
26062 - Backhoe 11101 Case	-	-	-	250,000	-	-	-	-	-	-
30056 - Backhoe 11503 (2015 Case)	-	-	-	-	-	-	-	276,000	-	-
23134 - Brusher Head for Grader	115,000	-	-	-	-	-	-	-	-	-
24070 - Chipper 10703 Woodsman (2007)	-	51,800	-	-	-	-	-	-	-	-
27051 - Chipper 11202 Vermeer (2012)	-	-	-	-	55,800	-	-	-	-	-
24072 - Compressor 18801 Ingersoll-Rand	-	31,100	-	-	-	-	-	-	-	-
29034 - Excavator 10702 Volvo	-	-	-	-	-	-	409,900	-	-	-
24102 - Front end Loader 19001 Case	-	238,100	-	-	-	-	-	-	-	-
32012 - Grass Cutter (2022 Unit)	-	-	-	-	-	-	-	-	-	18,900
24031 - Grass Cutter 20905-2009 JD	-	15,500	-	-	-	-	-	-	-	-
23048 - Grass Cutter 21105 - 2011 JD	26,000	-	-	-	-	-	-	-	-	-
24069 - Grass Cutter 21203-2012 JD	-	10,400	-	-	-	-	-	-	-	-
24071 - Grass Cutter 21301-2013 JD	-	10,400	-	-	-	-	-	-	-	-
25050 - Grass Cutter 21406-2014 JD	-	-	10,600	-	-	-	-	-	-	-
25051 - Grass Cutter 21504-2015 JD	-	-	15,900	-	-	-	-	-	-	-
25052 - Grass Cutter 21505-2015 JD	-	-	15,900	-	-	-	-	-	-	-
24055 - Steamer 19301 Thompson	-	20,700	-	-	-	-	-	-	-	-
23042 - Trailer 20302-2003 Bushwacker-16' Float	10,000	-	-	-	-	-	-	-	-	-
27066 - Trailer 21103-2011 Weberlane Landscape	-	-	-	-	11,200	-	-	-	-	-
24089 - Trailer 29501 11995 Landscape Trailer	-	5,200	-	-	-	-	-	-	-	-
25061 - Trailer 30501 2005 Landscape Trailer	-	-	5,300	-	-	-	-	-	-	-
27067 - Turf Mntnce 2222- Unit 8 Sand Spreader (2017)	-	-	-	-	5,600	-	-	-	-	-
24011 - Turf Mntnce 2222- Unit 9 (2016)	-	5,200	-	-	-	-	-	-	-	-
27038 - Vibratory Plate Packer (2017)	-	-	-	-	15,600	-	-	-	-	-
26068 - V-Plow 2222 36-11 Boss	-	-	-	13,000	-	-	-	-	-	-
27075 - Water Tank (2018 2000 gal water tank)	-	-	-	-	11,200	-	-	-	-	-
27004 - Water Tank-900 L-Skid Mount	-	-	-	-	6,700	-	-	-	-	-
Total Furniture & Equipment	391,000	388,400	47,700	263,000	106,100	-	409,900	276,000	-	18,900
Information Technology										
23131 - Maintenance Mgmt System	50,700	-	-	-	-	-	-	-	-	-
Total Information Technology	50,700	-	-	-	-	-	-	-	-	-
Vehicles										
31007 - 3/4 Ton (2024 Truck)	-	-	-	-	-	-	-	-	110,700	-
31005 - Snow Plow (2021 Western Star)	-	-	-	-	-	-	-	-	424,400	-
31008 - Sweeper (2017 Elgin Eagle)	-	-	-	-	-	-	-	-	369,000	-
31034 - 1/2 Ton (2024 Truck)	-	-	-	-	-	-	-	-	67,700	-
32010 - 1/2 Ton (2025 Truck)	-	-	-	-	-	-	-	-	-	69,400
32011 - 1/2 Ton (2025 Truck)	-	-	-	-	-	-	-	-	-	69,400
31006 - 3/4 Ton (2024 Truck)	-	-	-	-	-	-	-	-	110,700	-
27068 - Boat 20904-12 Ft Alumcraft	-	-	-	-	5,600	-	-	-	-	-
27079 - Half ton (2020 Truck)	-	-	-	-	61,300	-	-	-	-	-
28062 - Half ton (2021 Truck)	-	-	-	-	-	62,800	-	-	-	-
30058 - Half ton (2023 Truck)	-	-	-	-	-	-	-	66,000	-	-
30059 - Half ton (2023 Truck)	-	-	-	-	-	-	-	66,000	-	-
23137 - New 1/2 Ton Glen Orchard Yard	55,000	-	-	-	-	-	-	-	-	-
23135 - New 1/2 Ton Patterson Yard	55,000	-	-	-	-	-	-	-	-	-
23136 - New 1/2 Ton Ranwood Yard	55,000	-	-	-	-	-	-	-	-	-
32008 - Snow Plow (2022 Truck)	-	-	-	-	-	-	-	-	-	435,000
32009 - Snow Plow (2022 Truck)	-	-	-	-	-	-	-	-	-	435,000
23063 - Snow Plow 10902 (2009 Sterling)	325,000	-	-	-	-	-	-	-	-	-
24075 - Snow Plow 10902 (2009 Sterling)	-	357,100	-	-	-	-	-	-	-	-
25054 - Snow Plow 11402 (2014 Western)	-	-	366,000	-	-	-	-	-	-	-
26069 - Snow Plow 11502 (2015 Western)	-	-	-	375,000	-	-	-	-	-	-
27071 - Snow Plow 11602 (2016 Western)	-	-	-	-	384,700	-	-	-	-	-
28071 - Snow Plow 11603 (2016 Freightliner)	-	-	-	-	-	394,000	-	-	-	-
28064 - Snow Plow 11801 (2018 Freightliner)	-	-	-	-	-	394,000	-	-	-	-
29029 - Snow Plow 11901 (2019 Freightliner)	-	-	-	-	-	-	404,000	-	-	-
30057 - Snow Plow 11906 (2019 Freightliner)	-	-	-	-	-	-	-	414,000	-	-
25004 - Tractor 20906-Trackless Sidewalk	-	-	132,600	-	-	-	-	-	-	-
25049 - Trailer 10602 Tri Axle Float	-	-	47,700	-	-	-	-	-	-	-
24054 - Trailer 18001 Single Axle Culvert	-	10,400	-	-	-	-	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
24074 - Trailer 18101 Single Axle Culvert	-	10,400	-	-	-	-	-	-	-	-
24059 - Trailer 18102 Single Axle Culvert	-	20,700	-	-	-	-	-	-	-	-
24032 - Truck 11501-1/2 T (2015 Chev)	-	56,900	-	-	-	-	-	-	-	-
26060 - Truck 11601-1 T (2016 Ford)	-	-	-	125,000	-	-	-	-	-	-
27070 - Truck 11701-1 T (2017 Ford)	-	-	-	-	128,200	-	-	-	-	-
25030 - Truck 11703-1/2 T (2017 Chev)	-	-	58,400	-	-	-	-	-	-	-
27069 - Truck 11902-1/2 T (2019 Ford)	-	-	-	-	100,400	-	-	-	-	-
30009 - Truck 11905-1 T (2019 Ford)	-	-	-	-	-	-	-	138,000	-	-
23061 - Vehicle 21404 - 1 T (2014 Ford)	90,000	-	-	-	-	-	-	-	-	-
23060 - Vehicle 21405-1/2 T (2014 Ford)	55,000	-	-	-	-	-	-	-	-	-
24013 - Vehicle 21604-3/4 T (2016 Ford)	-	93,200	-	-	-	-	-	-	-	-
24073 - Vehicle 21704-3/4 T (2017 GMC)	-	93,200	-	-	-	-	-	-	-	-
25021 - Vehicle 31806-1/2 T (2018 Chev)	-	-	58,400	-	-	-	-	-	-	-
26070 - Vehicle 31904-1/2 T (2019 Ford)	-	-	-	59,800	-	-	-	-	-	-
Total Vehicles	635,000	641,900	663,100	559,800	680,200	850,800	404,000	684,000	1,082,500	1,008,800
Total 300935 - Township Equipment	1,076,700	1,030,300	710,800	822,800	786,300	850,800	813,900	960,000	1,082,500	1,027,700

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
325132 - Miscellaneous										
Buildings										
24066 - Patrol Yard Rationalization	-	51,800	-	-	-	-	-	-	-	-
Total Buildings	-	51,800	-	-	-	-	-	-	-	-
Total 325132 - Miscellaneous	-	51,800	-	-	-	-	-	-	-	-
360051 - Roads Capital Projects										
Land Improvements										
23144 - Maple St Parking lot staircase	10,000	-	-	-	-	-	-	-	-	-
96047 - Municipal Parking	50,000	51,800	53,100	54,300	55,800	57,100	58,600	60,000	61,500	63,100
Total Land Improvements	60,000	51,800	53,100	54,300	55,800	57,100	58,600	60,000	61,500	63,100
Roads and Bridges										
25082 - 1059 Big Joe Rd - slurry seal 0.24km	-	-	7,100	-	-	-	-	-	-	-
24039 - 1059 Big Joe Rd - surface treatment resurfacing 0.24km	-	55,900	-	-	-	-	-	-	-	-
25041 - Aberdeen St - hot mix resurfacing 0.37km	-	-	102,100	-	-	-	-	-	-	-
31003 - Acton Island Rd - slurry seal 0.52km	-	-	-	-	-	-	-	-	18,000	-
30045 - Acton Island Rd - surface treatment resurfacing 0.52km	-	-	-	-	-	-	-	140,400	-	-
32020 - Acton Island Road - slurry seal (5.0 km)	-	-	-	-	-	-	-	-	-	175,200
31011 - Acton Island Road - surface treatment resurfacing (5.0 km)	-	-	-	-	-	-	-	-	1,372,700	-
28023 - Ann St - Surface Treatment Resurfacing 0.09km	-	-	-	-	-	21,100	-	-	-	-
24065 - Appian Way - reconstruction 1.2km	-	273,800	-	-	-	-	-	-	-	-
25025 - Appian Way - slurry seal 1.2km	-	-	35,600	-	-	-	-	-	-	-
29038 - Ashforth Dr - slurry seal 2.36km	-	-	-	-	-	-	77,400	-	-	-
28065 - Ashforth Dr - surface treatment resurfacing 2.36km	-	-	-	-	-	552,500	-	-	-	-
28051 - Bailey St - hot mix resurfacing 0.42km	-	-	-	-	-	124,700	-	-	-	-
29031 - Bannockburn Rd - gravel resurfacing 1.79km	-	-	-	-	-	-	199,200	-	-	-
23045 - Bayview Av - hot mix resurfacing 0.32km	83,200	-	-	-	-	-	-	-	-	-
23071 - Bear Cave Rd - gravel resurfacing 2.23km	211,900	-	-	-	-	-	-	-	-	-
25060 - Bear Cave Rd - gravel resurfacing 3.35km	-	-	337,700	-	-	-	-	-	-	-
24085 - Bear Cave Rd - gravel resurfacing 4.14km	-	407,100	-	-	-	-	-	-	-	-
23043 - Beaumaris Rd - hot mix resurfacing 1.87km	443,200	-	-	-	-	-	-	-	-	-
24038 - Big Joe Rd - surface treatment resurfacing 1.04km	-	220,700	-	-	-	-	-	-	-	-
25081 - Big Joe Rd - slurry seal 1.04km	-	-	30,900	-	-	-	-	-	-	-
29021 - Bluff Rd - slurry seal 0.23km	-	-	-	-	-	-	7,500	-	-	-
28049 - Bluff Rd - surface treatment resurfacing 0.23km	-	-	-	-	-	59,200	-	-	-	-
32017 - Boyce Rd - surface treatment resurfacing 0.89km	-	-	-	-	-	-	-	-	-	244,000
23006 - Boyce Road New Guiderail	125,000	-	-	-	-	-	-	-	-	-
29041 - Bradley Rd - slurry seal 2.04km	-	-	-	-	-	-	66,900	-	-	-
28063 - Bradley Rd - surface treatment resurfacing 2.04km	-	-	-	-	-	477,600	-	-	-	-
28056 - Brandy Crest Rd - gravel resurfacing 1.13km	-	-	-	-	-	122,700	-	-	-	-
26056 - Burgess Av - hot mix resurfacing 0.31km	-	-	-	87,600	-	-	-	-	-	-
26050 - Burns St - hot mix resurfacing 0.16km	-	-	-	45,200	-	-	-	-	-	-
25034 - Butter & Egg Rd - gravel resurfacing 0.11km	-	-	11,100	-	-	-	-	-	-	-
30043 - Butler Rd - slurry seal 0.84	-	-	-	-	-	-	-	28,200	-	-
31002 - Butler Rd - slurry seal 0.84km	-	-	-	-	-	-	-	-	28,900	-
30055 - Butler Rd - surface treatment resurfacing 0.84km	-	-	-	-	-	-	-	226,800	-	-
26063 - Camel Lake Extension Road gravel resurfacing 0.25km	-	-	-	26,800	-	-	-	-	-	-
26066 - Camel Lake Rd - reconstruction 3.49km	-	-	-	853,600	-	-	-	-	-	-
27080 - Camel Lake Rd slurry seal 3.49km	-	-	-	-	108,900	-	-	-	-	-
30051 - Camp Jackson Rd - gravel resurfacing 2.0km	-	-	-	-	-	-	-	228,000	-	-
29045 - Cardwell Lake Rd - reconstruction 1.15km	-	-	-	-	-	-	134,700	-	-	-
24036 - Carlo Enterprise Rd - hot mix resurfacing 0.17km	-	46,600	-	-	-	-	-	-	-	-
30026 - Cedar Beach Rd - slurry seal 0.09km	-	-	-	-	-	-	-	3,000	-	-
29053 - Cedar Beach Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	23,800	-	-	-
24056 - Cherokee Crescent - slurry seal 0.55km	-	15,900	-	-	-	-	-	-	-	-
23046 - Cherokee Crescent - surface treatment resurfacing 0.55km	123,800	-	-	-	-	-	-	-	-	-
29044 - Church Dock Rd - reconstruction 0.17km	-	-	-	-	-	-	34,900	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
32014 - Clearwater Shores Bv - surface treatment resurfacing 1.63km	-	-	-	-	-	-	-	-	-	421,400
28054 - Cooper Point Rd - gravel resurfacing 0.97km	-	-	-	-	-	105,300	-	-	-	-
28036 - Cowan Park Rd - gravel resurfacing 0.36km	-	-	-	-	-	39,100	-	-	-	-
27058 - Cranberry Rd - reconstruction 1.58km	-	-	-	-	211,400	-	-	-	-	-
31012 - Currie St - hot mix resurfacing (0.5km)	-	-	-	-	-	-	-	-	159,900	-
32026 - Cutler Rd - gravel resurfacing 0.61km	-	-	-	-	-	-	-	-	-	73,100
28039 - Dark Bay Rd - reconstruction 0.17km	-	-	-	-	-	43,700	-	-	-	-
29043 - Dark Bay Rd - slurry seal 0.17km	-	-	-	-	-	-	5,600	-	-	-
31036 - Deewood Road - gravel resurfacing 0.69km	-	-	-	-	-	-	-	-	80,700	-
28044 - Dock Rd - reconstruction 0.3km	-	-	-	-	-	60,000	-	-	-	-
96046 - Drainage Improvements	117,500	51,800	53,100	54,300	55,800	57,100	58,600	60,000	61,500	63,100
28038 - Duke St - hot mix resurfacing 0.19km	-	-	-	-	-	56,400	-	-	-	-
23084 - East Bay Rd - gravel resurfacing 0.6km	57,000	-	-	-	-	-	-	-	-	-
23051 - East Bay Rd - road reconstruction and hot mix resurfacing 1.63km	601,300	-	-	-	-	-	-	-	-	-
24018 - East Bay Rd - slurry seal 1.85km	-	53,600	-	-	-	-	-	-	-	-
23130 - East Bay Rd - Surface Treatment Resurfacing 1.85km	379,300	-	-	-	-	-	-	-	-	-
26009 - Echo Beach Rd - slurry seal 0.82km	-	-	-	25,000	-	-	-	-	-	-
25015 - Echo Beach Rd - surface treatment resurfacing 0.82km	-	-	195,800	-	-	-	-	-	-	-
30006 - Ed Briece Road - gravel resurfacing 1.78km	-	-	-	-	-	-	-	202,900	-	-
31010 - Elgin House Rd - hot mix resurfacing 1.2km	-	-	-	-	-	-	-	-	349,800	-
27029 - Elizabeth St - slurry seal 0.24km	-	-	-	-	7,500	-	-	-	-	-
26054 - Elizabeth St - surface treatment resurfacing 0.24km	-	-	-	58,700	-	-	-	-	-	-
25029 - Elm St - hot mix resurfacing 0.21km	-	-	57,900	-	-	-	-	-	-	-
23072 - Eveleigh Rd Phase III- Reconstruction 0.55km	275,000	-	-	-	-	-	-	-	-	-
23056 - Fair Lee Park Road - reconstruction 1.03km	231,800	-	-	-	-	-	-	-	-	-
24060 - Fair Lee Park Road - slurry seal 1.03km	-	29,800	-	-	-	-	-	-	-	-
31001 - Falkenburg Rd - slurry seal 3.9km	-	-	-	-	-	-	-	-	134,300	-
30046 - Falkenburg Rd - surface treatment resurfacing 3.9km	-	-	-	-	-	-	-	959,400	-	-
32015 - Ferndale Rd - surface treatment resurfacing 1.02km	-	-	-	-	-	-	-	-	-	263,700
28042 - Fish Hatchery Rd - slurry seal 4.88km	-	-	-	-	-	156,000	-	-	-	-
27061 - Fish Hatchery Rd - surface treatment resurfacing 4.88km	-	-	-	-	1,115,400	-	-	-	-	-
30050 - Fogo St - reconstruction 1.03km	-	-	-	-	-	-	-	278,200	-	-
28033 - Foord Rd - gravel resurfacing 0.25km	-	-	-	-	-	28,200	-	-	-	-
27055 - Gibson Rd - hot mix resurfacing 0.35km	-	-	-	-	101,500	-	-	-	-	-
32016 - Glen Gordon Rd - gravel resurfacing 2.08km	-	-	-	-	-	-	-	-	-	249,200
30049 - Golf Avenue Rd - hot mix resurfacing 0.92km	-	-	-	-	-	-	-	287,000	-	-
29032 - Goltz Rd - gravel resurfacing 1.78km	-	-	-	-	-	-	198,000	-	-	-
23041 - Gregory Road - slurry seal 0.85km	23,800	-	-	-	-	-	-	-	-	-
25038 - Grey St - hot mix resurfacing 0.36km	-	-	99,300	-	-	-	-	-	-	-
30044 - Gross Rd - slurry seal 0.5km	-	-	-	-	-	-	-	16,800	-	-
29039 - Gross Rd - surface treatment resurfacing 0.5km	-	-	-	-	-	-	131,700	-	-	-
96045 - Guiderail various locations	20,000	20,700	21,200	21,800	22,300	22,800	23,400	24,000	24,600	25,200
32019 - Gullwing Lake Rd - surface treatment resurfacing 0.77km	-	-	-	-	-	-	-	-	-	218,500
25044 - Hallets Road - surface treatment resurfacing 0.99km	-	-	215,400	-	-	-	-	-	-	-
26047 - Hallets Road - slurry seal 0.99km	-	-	-	30,100	-	-	-	-	-	-
23076 - Hamill Rd Slurry seal 0.29km	8,100	-	-	-	-	-	-	-	-	-
32025 - Hamill's Point Rd - slurry seal 2.17km	-	-	-	-	-	-	-	-	-	76,700
31009 - Hamill's Point Rd - surface treatment resurfacing	-	-	-	-	-	-	-	-	547,200	-
29033 - Hardy Lake Rd - gravel resurfacing 1.2km	-	-	-	-	-	-	133,500	-	-	-
29035 - Harris St - hot mix resurfacing 0.89km	-	-	-	-	-	-	258,800	-	-	-
25068 - Hemlock Point Rd - slurry seal 1.6km	-	-	47,500	-	-	-	-	-	-	-
24029 - Hemlock Point Rd - surface treatment resurfacing 1.6km	-	339,500	-	-	-	-	-	-	-	-
29040 - Henshaw Lake Rd - slurry seal 0.63km	-	-	-	-	-	-	20,600	-	-	-
28050 - Henshaw Lake Rd - surface treatment resurfacing 0.63km	-	-	-	-	-	161,900	-	-	-	-
28040 - Hesners Lake Rd - gravel resurfacing 0.54km	-	-	-	-	-	58,600	-	-	-	-
32032 - Hill Rd - gravel resurfacing 0.19km	-	-	-	-	-	-	-	-	-	22,800

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
28037 - Hudson Point Rd - gravel resurfacing 0.41km	-	-	-	-	-	44,500	-	-	-	-
32023 - Innisfree Rd - slurry seal (3.6km)	-	-	-	-	-	-	-	-	-	127,100
31017 - Innisfree Rd - surface treatment resurfacing (3.6km)	-	-	-	-	-	-	-	-	907,700	-
27048 - Inverness Road - gravel resurfacing 0.54km	-	-	-	-	57,200	-	-	-	-	-
24058 - Islander Avenue - slurry seal 0.62km	-	18,000	-	-	-	-	-	-	-	-
23050 - Islander Avenue - surface treatment resurfacing 0.62km	139,500	-	-	-	-	-	-	-	-	-
28028 - James Bartleman Way - hot mix resurfacing 0.04km	-	-	-	-	-	11,900	-	-	-	-
32013 - Joe River Rd - surface treatment (2.56km)	-	-	-	-	-	-	-	-	-	661,800
28041 - Johnston St - hot mix resurfacing 0.25km	-	-	-	-	-	74,200	-	-	-	-
25020 - Juddhaven Rd - slurry seal 4.14km	-	-	123,000	-	-	-	-	-	-	-
24080 - Juddhaven Rd - surface treatment resurfacing 4.14km	-	878,400	-	-	-	-	-	-	-	-
23075 - Keeler Rd Slurry seal 1.44km	40,300	-	-	-	-	-	-	-	-	-
26051 - Kendon Road - slurry seal 1.6km	-	-	-	48,700	-	-	-	-	-	-
25045 - Kendon Road - surface treatment resurfacing 1.6km	-	-	348,000	-	-	-	-	-	-	-
27030 - Kidd St - slurry seal 0.24km	-	-	-	-	7,500	-	-	-	-	-
26055 - Kidd St - surface treatment resurfacing 0.24km	-	-	-	58,700	-	-	-	-	-	-
27032 - King St - slurry seal 0.35km	-	-	-	-	10,900	-	-	-	-	-
26052 - King St - surface treatment resurfacing 0.35km	-	-	-	85,700	-	-	-	-	-	-
32018 - Kingsett Rd - surface treatment resurfacing 0.8km	-	-	-	-	-	-	-	-	-	227,000
26041 - Kirrie Glen Rd - slurry seal 0.2km	-	-	-	6,100	-	-	-	-	-	-
25027 - Kirrie Glen Rd - surface treatment resurfacing 0.2km	-	-	47,700	-	-	-	-	-	-	-
24037 - Kirrie Glen Rd gravel resurfacing 0.42km	-	41,300	-	-	-	-	-	-	-	-
26061 - Kitchener St - hot mix resurfacing 0.47km	-	-	-	132,800	-	-	-	-	-	-
30042 - Lakeview Rd - slurry seal 0.36km	-	-	-	-	-	-	-	12,100	-	-
29047 - Lakeview Rd - surface treatment resurfacing 0.36km	-	-	-	-	-	-	94,900	-	-	-
32022 - Lee Valley Dr - hot mix asphalt resurfacing 0.42	-	-	-	-	-	-	-	-	-	137,700
28046 - Leonard Lake 2 Rd - gravel resurfacing 0.79km	-	-	-	-	-	85,800	-	-	-	-
32033 - Lionel Av - gravel resurfacing 0.14km	-	-	-	-	-	-	-	-	-	16,800
28048 - Long Lake Rd - gravel resurfacing 0.82km	-	-	-	-	-	89,000	-	-	-	-
26005 - Long Point Rd - slurry seal 0.455km	-	-	-	13,800	-	-	-	-	-	-
25003 - Long Point Rd - surface treatment resurfacing 0.455km	-	-	108,600	-	-	-	-	-	-	-
26064 - Luckey Road - gravel resurfacing 3.49km	-	-	-	360,400	-	-	-	-	-	-
27049 - Maple Ave - hot mix resurfacing 0.25km	-	-	-	-	72,500	-	-	-	-	-
26031 - Matthews Dr - hot mix resurfacing 0.36km	-	-	-	101,700	-	-	-	-	-	-
30053 - McKenzie Rd - gravel resurfacing 0.59km	-	-	-	-	-	-	-	67,300	-	-
26046 - McLeod Road - slurry seal 0.85km	-	-	-	25,900	-	-	-	-	-	-
25043 - McLeod Road - surface treatment resurfacing 0.85km	-	-	203,000	-	-	-	-	-	-	-
25036 - McMullen Dr - hot mix resurfacing 0.31km	-	-	85,500	-	-	-	-	-	-	-
29042 - Medora Lake Rd - slurry seal 1.3km	-	-	-	-	-	-	42,600	-	-	-
28059 - Medora Lake Rd - surface treatment resurfacing 1.3km	-	-	-	-	-	304,300	-	-	-	-
23151 - Medora St Wall - design	63,000	-	-	-	-	-	-	-	-	-
23150 - Medora Street Sidewalk Wall	718,000	-	-	-	-	-	-	-	-	-
28078 - Milford Bay Rd - hot mix resurfacing 1.98km	-	-	-	-	-	535,900	-	-	-	-
26040 - Milford Manor Road - slurry seal 0.13km	-	-	-	3,900	-	-	-	-	-	-
25024 - Milford Manor Road - surface treatment resurfacing 0.13km	-	-	31,100	-	-	-	-	-	-	-
27046 - Mill St - hot mix resurfacing 0.23km	-	-	-	-	66,700	-	-	-	-	-
25032 - Minto St - hot mix resurfacing 0.22km	-	-	60,700	-	-	-	-	-	-	-
27037 - Musquash Rd - hot mix resurfacing 0.06km	-	-	-	-	17,400	-	-	-	-	-
30064 - Neals Rd - gravel resurfacing 0.37km	-	-	-	-	-	-	-	42,200	-	-
32007 - Nine Mile Lake Rd - surface treatment resurfacing (2.0km)	-	-	-	-	-	-	-	-	-	517,000
30040 - Nixon Rd - slurry seal 0.09km	-	-	-	-	-	-	-	3,000	-	-
29049 - Nixon Rd - surface treatment resurfacing 0.09km	-	-	-	-	-	-	23,800	-	-	-
25031 - North Burgess Av - hot mix resurfacing 0.22km	-	-	60,700	-	-	-	-	-	-	-
30038 - North Dr - slurry seal 1.18km	-	-	-	-	-	-	-	-	39,600	-
29051 - North Dr - surface treatment resurfacing 1.18km	-	-	-	-	-	-	283,300	-	-	-
30047 - North Shore Rd - hot mix resurfacing 0.14km & 0.1km	-	-	-	-	-	-	-	72,000	-	-
27036 - North Shore Rd - slurry seal 4.26km	-	-	-	-	133,000	-	-	-	-	-
26020 - North Shore Rd - surface treatment resurfacing 4.26km	-	-	-	1,034,000	-	-	-	-	-	-

CAPITAL BUDGET - PUBLIC WORKS

PUBLIC WORKS	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
28034 - Old Bala Rd - gravel resurfacing 0.3km	-	-	-	-	-	32,500	-	-	-	-
30063 - Omineca Rd - gravel resurfacing 0.21km	-	-	-	-	-	-	-	24,000	-	-
27050 - Paignton House Rd - gravel resurfacing 0.56km	-	-	-	-	59,300	-	-	-	-	-
27033 - Park Rd - slurry seal 0.37km	-	-	-	-	11,600	-	-	-	-	-
26053 - Park Rd - surface treatment resurfacing 0.37km	-	-	-	90,500	-	-	-	-	-	-
30062 - Patterson Rd - slurry seal 0.27km	-	-	-	-	-	-	-	9,100	-	-
29019 - Patterson Rd - surface treatment resurfacing 0.27km	-	-	-	-	-	-	71,200	-	-	-
27044 - Penney Rd - gravel resurfacing 0.4km	-	-	-	-	42,400	-	-	-	-	-
27034 - Pine Glen Rd - slurry seal 0.43km	-	-	-	-	13,400	-	-	-	-	-
26049 - Pine Glen Rd - surface treatment resurfacing 0.35km	-	-	-	85,700	-	-	-	-	-	-
26006 - Pine Needle Point Rd - slurry seal 0.75km	-	-	-	22,800	-	-	-	-	-	-
25006 - Pine Needle Point Rd - surface treatment resurfacing 0.75km	-	-	179,100	-	-	-	-	-	-	-
26043 - Pine Ridge Road - slurry seal 0.35km	-	-	-	10,700	-	-	-	-	-	-
25033 - Pine Ridge Road - surface treatment resurfacing 0.35km	-	-	83,600	-	-	-	-	-	-	-
30037 - Pineridge Rd - slurry seal 0.35km	-	-	-	-	-	-	-	11,800	-	-
29052 - Pineridge Rd - surface treatment resurfacing 0.35km	-	-	-	-	-	-	92,300	-	-	-
23027 - Pleasant View Point Rd - slurry seal 1.2km	33,600	-	-	-	-	-	-	-	-	-
23074 - Point Manchee Rd Slurry seal 0.29km	8,100	-	-	-	-	-	-	-	-	-
23149 - Port Carling Pedestrian Crosswalk	13,000	-	-	-	-	-	-	-	-	-
26025 - Purdy Rd - gravel resurfacing 2.2km	-	-	-	227,200	-	-	-	-	-	-
32024 - Ranwood Road - hot mix resurfacing 0.38km	-	-	-	-	-	-	-	-	-	124,600
29037 - Redwood Rd - slurry seal 2.03km	-	-	-	-	-	-	66,500	-	-	-
26022 - Redwood Rd - surface treatment resurfacing 2.03km	-	-	-	452,400	-	-	-	-	-	-
27062 - River St - hot mix resurfacing 1.64km	-	-	-	-	433,400	-	-	-	-	-
25039 - Riverdale Rd - reconstruction 0.3km	-	-	71,600	-	-	-	-	-	-	-
96050 - Rock Removal	30,000	31,100	31,800	32,600	33,500	34,300	35,100	36,000	36,900	37,800
28027 - Rosseau Lake Rd 1 - hot mix resurfacing -0.1km & 0.16km	-	-	-	-	-	79,900	-	-	-	-
32027 - Rosseau Lake Rd 1 - slurry seal (1.4km)	-	-	-	-	-	-	-	-	-	49,400
31014 - Rosseau Lake Rd 1 - surface treatment resurfacing (1.4km)	-	-	-	-	-	-	-	-	353,000	-
28045 - Rosseau Lake Rd 3 - gravel resurfacing 1.15km	-	-	-	-	-	124,800	-	-	-	-
28047 - Rostrevor Rd - slurry seal 3.37km	-	-	-	-	-	107,800	-	-	-	-
27063 - Rostrevor Rd - surface treatment resurfacing 3.37km	-	-	-	-	770,400	-	-	-	-	-
28031 - Roy Klingbell Rd - gravel resurfacing 0.17km	-	-	-	-	-	18,500	-	-	-	-
24095 - Russ Hammel Road - slurry seal 3.76km	-	109,000	-	-	-	-	-	-	-	-
23044 - Russ Hammel Road - surface treatment resurfacing 3.76km	770,800	-	-	-	-	-	-	-	-	-
24061 - Sagamo Boulevard - slurry seal 1.2km	-	34,800	-	-	-	-	-	-	-	-
23052 - Sagamo Boulevard - surface treatment resurfacing 1.2km	246,000	-	-	-	-	-	-	-	-	-
29018 - Sands Rd - gravel resurfacing 1.2km	-	-	-	-	-	-	133,500	-	-	-
27035 - Sandwood Rd - slurry seal 1.68km	-	-	-	-	52,400	-	-	-	-	-
26011 - Sandwood Rd - surface treatment resurfacing 1.68km	-	-	-	374,400	-	-	-	-	-	-
24086 - Scarcliffe Rd - reconstruction 1.37km	-	439,900	-	-	-	-	-	-	-	-
25026 - Scarcliffe Rd - slurry seal 1.37km	-	-	40,700	-	-	-	-	-	-	-
23070 - Scarcliffe Road - Detailed Design	30,000	-	-	-	-	-	-	-	-	-
23077 - Scarcliffe Road - Utility relocations	30,000	-	-	-	-	-	-	-	-	-
23073 - Section House Rd Slurry seal 0.32km	9,000	-	-	-	-	-	-	-	-	-
30024 - Sherwood Rd - slurry seal 0.76km	-	-	-	-	-	-	-	25,600	-	-
29003 - Sherwood Rd - surface treatment resurfacing 0.76km	-	-	-	-	-	-	200,200	-	-	-
28035 - Silver St - hot mix resurfacing 0.15km	-	-	-	-	-	44,500	-	-	-	-
32028 - Skeleton Lake 1 Rd - gravel resurfacing 0.39km	-	-	-	-	-	-	-	-	-	46,800
30041 - Skeleton Lake Rd 3 - slurry seal 1.07km	-	-	-	-	-	-	-	36,000	-	-
29048 - Skeleton Lake Rd 3 - surface treatment resurfacing 1.07km	-	-	-	-	-	-	256,900	-	-	-
30039 - Smith Rd - slurry seal 0.34km	-	-	-	-	-	-	-	11,400	-	-
29050 - Smith Rd - surface treatment resurfacing 0.34km	-	-	-	-	-	-	89,600	-	-	-
25047 - South Monck Drive - gravel resurfacing 4.14km	-	-	417,300	-	-	-	-	-	-	-
24019 - Spring St - Slurry seal 0.13km	-	3,700	-	-	-	-	-	-	-	-
23066 - Spring St - surface treatment resurfacing 0.13km	26,700	-	-	-	-	-	-	-	-	-
30054 - Strachan Point Rd - gravel resurfacing 0.54km	-	-	-	-	-	-	-	61,600	-	-

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
25023 - Stroud Beach Road - gravel resurfacing 0.12km	-	-	12,100	-	-	-	-	-	-	-
29036 - Sutton Dr (Bala) - hot mix resurfacing 0.47km	-	-	-	-	-	-	143,100	-	-	-
26004 - Sutton Rd - slurry seal 0.45km	-	-	-	13,700	-	-	-	-	-	-
25002 - Sutton Rd - surface treatment resurfacing 0.45km	-	-	107,500	-	-	-	-	-	-	-
32030 - Tamarack Tr - gravel resurfacing 0.26km	-	-	-	-	-	-	-	-	-	31,100
30020 - Three Mile Lake 1 Rd - slurry seal 2.76km	-	-	-	-	-	-	-	92,800	-	-
29046 - Three Mile Lake 1 Rd - surface treatment resurfacing 2.76km	-	-	-	-	-	-	662,600	-	-	-
30052 - Tom Greer Rd - gravel resurfacing 0.64km	-	-	-	-	-	-	-	73,000	-	-
28029 - Tom Wroe Rd - gravel resurfacing 0.14km	-	-	-	-	-	15,200	-	-	-	-
23009 - Torrance Rd - hot mix resurfacing 0.77km	182,500	-	-	-	-	-	-	-	-	-
23054 - Torrance Rd - hot mix resurfacing 1.02km	241,700	-	-	-	-	-	-	-	-	-
28060 - Trafalgar Bay Rd - gravel resurfacing 1.84km	-	-	-	-	-	199,600	-	-	-	-
30048 - Tribble Rd - hot mix resurfacing	-	-	-	-	-	-	-	72,000	-	-
27047 - Victoria St - hot mix resurfacing 0.23km	-	-	-	-	66,700	-	-	-	-	-
32031 - Walker Ln - surface treatment resurfacing 0.1km	-	-	-	-	-	-	-	-	-	28,400
24068 - Walkers Point Rd - reconstruction 3.14km	-	731,200	-	-	-	-	-	-	-	-
25001 - Walkers Point Rd - slurry seal 1.67km	-	-	49,700	-	-	-	-	-	-	-
25037 - Walkers Point Rd - slurry seal 3.14km	-	-	93,300	-	-	-	-	-	-	-
24076 - Walkers Point Rd - surface treatment resurfacing 1.67km	-	354,400	-	-	-	-	-	-	-	-
27045 - Wares Rd - gravel resurfacing 0.5km	-	-	-	-	53,000	-	-	-	-	-
32029 - Weismiller St - hot mix asphalt resurfacing 0.13km	-	-	-	-	-	-	-	-	-	42,600
32021 - Weismiller St - surface treatment resurfacing 0.59km	-	-	-	-	-	-	-	-	-	167,500
30005 - West St - hot mix resurfacing 0.43	-	-	-	-	-	-	-	134,200	-	-
25028 - Wray Road - hot mix resurfacing 0.18km	-	-	49,700	-	-	-	-	-	-	-
25048 - Ziska Rd - reconstruction 3.0km	-	-	848,800	-	-	-	-	-	-	-
26057 - Ziska Rd - slurry seal 3.0km	-	-	-	91,300	-	-	-	-	-	-
Total Roads and Bridges	5,283,100	4,157,200	4,268,200	4,476,100	3,524,100	3,949,600	3,570,200	3,278,400	4,075,200	4,048,500
Total 360051 - Roads Capital Projects	5,343,100	4,209,000	4,321,300	4,530,400	3,579,900	4,006,700	3,628,800	3,338,400	4,136,700	4,111,600

CAPITAL BUDGET - PUBLIC WORKS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC WORKS										
370040 - Bridge and Culverts										
Roads and Bridges										
24096 - Burgess Dam Rehabilitation/Replacement	-	1,035,000	1,061,000	-	-	-	-	-	-	-
23023 - Burgess Dam Rehabilitation/Replacement -Design	250,000	-	-	-	-	-	-	-	-	-
26021 - Medora Lake Road Bridge - Rehabilitate	-	-	-	652,200	-	-	-	-	-	-
30002 - Bala Bay Dock Bridge - Rehabilitation	-	-	-	-	-	-	-	36,000	-	-
31031 - Bala Bay Dock Bridge Rehabilitation	-	-	-	-	-	-	-	-	356,700	-
23089 - Bala Bay Dock Bridge Timber Investigation	15,000	-	-	-	-	-	-	-	-	-
31004 - Beatrice Townline Bridge 1- Replacement	-	-	-	-	-	-	-	-	738,000	-
30018 - Beatrice Townline Bridge 1-Design	-	-	-	-	-	-	-	72,000	-	-
26067 - Beatrice Townline Road Bridge - Design	-	-	-	70,700	-	-	-	-	-	-
27052 - Beatrice Townline Road Bridge - Replacement	-	-	-	-	735,900	-	-	-	-	-
23029 - Beaumais Bridge 5 Underwater Investigation	15,000	-	-	-	-	-	-	-	-	-
28025 - Clear Lake Rd Bridge Rehabilitation	-	-	-	-	-	17,100	-	-	-	-
29012 - Clear Lake Road Bridge - Rehabilitation	-	-	-	-	-	-	111,200	-	-	-
23058 - Culvert 201 Dark Bay Road - Design	45,000	-	-	-	-	-	-	-	-	-
25035 - Culvert 202 Milford Bay - Rehabilitate	-	-	74,800	-	-	-	-	-	-	-
31026 - Culvert 203 Gross Rd - Replacement	-	-	-	-	-	-	-	-	123,000	-
23068 - Culvert 207 Bear Cave Road - Rehabilitate	70,000	-	-	-	-	-	-	-	-	-
24077 - Dark Bay Road Culvert 201 - Rehabilitation	-	465,800	-	-	-	-	-	-	-	-
27041 - Dee River Bridge - Rehabilitate	-	-	-	-	33,400	-	-	-	-	-
28024 - Dee River Bridge - Rehabilitate	-	-	-	-	-	251,200	-	-	-	-
25058 - Dee River Bridge - Repairs	-	-	79,600	-	-	-	-	-	-	-
23082 - Doherty Rd Bridge Underwater Investigation	15,000	-	-	-	-	-	-	-	-	-
23057 - Doherty Road Bridge - Repairs	70,000	-	-	-	-	-	-	-	-	-
26007 - Doherty Road Bridge - Repairs	-	-	-	87,000	-	-	-	-	-	-
23035 - Gross Rd Culvert Underwater Investigation	20,000	-	-	-	-	-	-	-	-	-
32005 - Gross Road Culvert 203 Replacement	-	-	-	-	-	-	-	-	-	983,600
25022 - Medora Lake Road Bridge - Design	-	-	63,700	-	-	-	-	-	-	-
30025 - Rosseau Lake Road #3 Bridge Rehabilitation	-	-	-	-	-	-	-	144,000	-	-
29008 - Rosseau Lake Road 3 Bridge Rehabilitation B09	-	-	-	-	-	-	21,100	-	-	-
Total Roads and Bridges	500,000	1,500,800	1,279,100	809,900	769,300	268,300	132,300	252,000	1,217,700	983,600
Total 370040 - Bridges and Culverts	500,000	1,500,800	1,279,100	809,900	769,300	268,300	132,300	252,000	1,217,700	983,600
TOTAL PUBLIC WORKS	9,628,300	8,564,300	9,327,000	7,592,800	9,829,200	5,915,200	6,002,800	6,356,800	9,330,000	6,530,400

RESERVE BALANCE FORECAST

RESERVE BALANCE FORECAST

Reserves and reserve funds are funds that have been set aside to meet future funding requirements, established by Council by-law, legislation or agreement. Reserves and reserve funds are a critical financial tool for increasing sustainability and flexibility while reducing vulnerability and are a key component of the Township's long-term financial strategy. They provide options to respond to unexpected issues, phase-in funding impacts over-time as well as reduce reliance on debt.

	Opening Balance (Forecast)	Requirements		Contributions			Closing Balance (Forecast)
		Capital	Operating	Tax Levy	Grants and Other Sources	Interest	
Development Charges	1,357,126	(383,700)	-	-	225,000	-	1,198,426
Parkland Dedication	1,832,648	(171,000)	-	-	150,000	-	1,811,648
Canada Community Benefit Fund	0	(218,000)	-	-	218,000	-	0
Building Inspection	4,886,522	(41,500)	-	-	183,800	-	5,028,822
OBLIGATORY RESERVE FUNDS	8,076,296	(814,200)	0	0	776,800	0	8,038,896
Library	108,381	(36,200)	-	-	0	-	72,181
Fire and Emergency Services	518,472	(1,100,500)	-	800,000	0	150,000	367,972
Building and Facilities	846,106	(1,943,700)	-	1,024,000	0	100,000	26,406
Roads, Bridges and Major Infrastructure	10,014,353	(5,744,200)	-	500,000	2,123,900	350,000	7,244,053
Parks, Recreation and Trails	489,891	(203,600)	-	280,000	0	100,000	666,291
Information Technology	1,226,086	(331,400)	-	-	0	-	894,686
Cemeteries	123,799	(73,000)	-	-	0	-	50,799
Port Carling Mural	128,911	-	-	-	0	-	128,911
Fleet and Equipment	489,824	(990,000)	-	710,000	0	50,000	259,824
Community Improvement Plan	342,255	(75,000)	(100,000)	150,000	0	-	317,255
Climate Change	25,000	(25,000)	-	25,000	0	-	25,000
DISCRETIONARY RESERVE FUNDS	14,313,078	(10,522,600)	(100,000)	3,489,000	2,123,900	750,000	10,053,378
Tax Stabilization	1,623,443	-	(55,000)	-	0	-	1,568,443
Studies and Reviews	161,637	(10,000)	-	60,000	0	-	211,637
Election	47,927	-	(15,000)	10,000	0	-	42,927
Attainable Housing	81,859	-	-	-	0	-	81,859
DISCRETIONARY RESERVES	1,914,866	(10,000)	(70,000)	70,000	0	0	1,904,866
TOTAL RESERVES	24,304,240	(11,346,800)	(170,000)	3,559,000	2,900,700	750,000	19,997,140



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