



Town of Huntsville 2024 Final Consolidated Budget



Contents

Message from the Mayor	1
Message from the Chief Administrative Officer.....	2
Message from the Treasurer	3
Overview	4
Impact to the Taxpayer 2024 vs 2023.....	8
Summary of Consolidated Changes:	10
Base Level Highlights	21
Budget Working Group.....	28
Divisional Budget Overview: Corporate Management	29
Message from the CAO	29
Message from the Manager of Human Resources.....	31
Message from the Director of Corporate and Community Strategy	34
Divisional Budget Overview: Operations & Protective Services.....	36
Message from the Director of Operations & Protective Services.....	36
Roads	39
Fleet.....	41
Transit.....	42
Parks & Cemeteries	43
Fire & Emergency Services.....	45
Divisional Budget Overview: Community Services	47
Message from the Director of Community Services	47

Facilities.....	50
Sales & Customer Service	52
Community Health Clinic.....	53
Arts, Culture & Heritage	54
Muskoka Heritage Place	55
Aquatics, Recreation & Leisure Services	57
Algonquin Theatre.....	59
Divisional Budget Overview: Development Services	61
Message from the Director of Development Services	61
By-law	63
Building	64
Short-Term Rental Licencing.....	65
Planning.....	66
Economic Development	68
Economic Development - Municipal Accommodation Tax Projects	70
Marketing.....	71
Divisional Budget Overview: Legislative Services	73
Message from the Director of Legislative Services/Clerk	73
Clerks	76
Corporate Information	77
Information Technology.....	79
Legal & Agreements	81
Divisional Budget Overview: Financial Services	82
Message from the Director of Financial Services/Treasurer.....	82

Customer Service	84
Insurance	85
Finance	86
Divisional Budget Overview: Municipal Accommodation Tax.....	88
Divisional Budget Overview: Huntsville Public Library	89
Message from the CEO/Chief Librarian	89
Appendices	93
Appendix A - Budget Summary by Division	94
Appendix B - Consolidated Budget	96
Appendix C - Capital Project Summary	144
Appendix D - Capital Project Listing Detail	152
Appendix E - MAT Projects	172

Message from the Mayor

As your mayor, it has been my privilege and honour to advocate for the well-being and continued progress of our much-loved town. I am confident in the budget we have adopted because it means we can continue to bring quality services to our community and maintain the existing service levels our residents and visitors know and love.

Municipalities have not been immune to the current economic environment of high inflation and an increase in cost of goods and services. In addition, the budget was also impacted by population growth and an increase in users accessing our services.

During our recent Strategic Plan public engagement, our community reinforced its desire to ensure we are well-positioned to grow our community, by balancing the health and well-being of our residents, with future growth... and we have seen unprecedented growth. Our population grew 11% from 2014-2021, and as we have grown, so have the demands placed on essential services, public safety requirements and community well-being.

Council recognizes this growth needs to be supported more effectively to continue to service the community. It has become imperative to invest in staffing for our public services. Investing in people is investing in our community, and supporting a strong organization that can now respond to our significant recent and future growth.

Priorities of the Town's 2024 Budget include:

- Increased investment in Community Services to meet **11-100%** rise in usership
- Additional operational and capital investment in roads, sidewalks, parks, and emergency services, to serve our growing population
- Ongoing commitment to the Hospital Local Share, in the amount of **\$230,000**
- Increase of **\$672,200** for Capital funding to support the Town's infrastructure



"Serving a growing Huntsville is our priority! Our 2024 Budget will maintain existing levels of service so residents will continue to have access to the Town programming they know and love. Huntsville is progressive, we are also preparing the community to meet our future needs. The Town's 2024 Budget prioritizes community needs while recognizing our residents are feeling inflation too."

Mayor, Nancy Alcock

Message from the Chief Administrative Officer

This past year has presented many great opportunities for our community. We have embraced growth, maintained the levels of service supported by Council and adjusted to change, all while remaining a strong, viable community. However, the year hasn't gone by without challenges.

As our community continues to grow, needs change and external factors continue to have a stronger presence in our operations. These factors include the economic climate, the housing market, climate change and community healthcare, just to mention a few. Recognizing this change, Council embarked on developing a new Strategic Plan through community input which gave residents the opportunity to let us know where they see Huntsville today, and in the future. The information collected and the areas of priority established by Council will play a huge role in the development of future budgets, Corporate Action Plans and setting the levels of service desired by Huntsville residents.

Throughout our annual 2024 budget process, our internal team focused on analyzing and pursuing opportunities for efficiencies to support, maintain and advance Town services with the least financial impact, while ensuring we continue to meet our legislative obligations. The 2024 Town Budget is reflective of global economic trends, increasing demands on municipal government, right-sizing resources and recognizing our changing environment. Our Town team is devoted to serving Council and supporting our community through these changing times.

On behalf of our Town team, I would like to thank Council for their support over the past year and consideration of the 2024 Budget. We look forward to working together for the remainder of the 2023-2026 term of Council to ensure the needs of our community are met in the most fiscally responsible manner possible.



"As Chief Administrative Officer for the Town of Huntsville for almost 10 years, I recognize the need to ensure service levels set by Council are provided through a strong, professional team in the most fiscally responsible manner possible. External factors will continue to challenge us in this regard, which will require an ongoing team approach to ensure our Community remains strong and viable, while planning for our future."

Chief Administrative Officer, Denise Corry

Message from the Treasurer

It was anticipated that the 2024 budget process would be a challenging year for Huntsville and many of the municipalities across Ontario and, although it was a challenge, Council recommended several measures to be able to reduce the overall impact on the levy. We faced dramatic increases in the cost of materials and supplies, increased use of programming and facilities, population growth, and the continued commitment to maintain and increase funding for the infrastructure that provides services to residents, businesses, and visitors.

The Town has endeavoured to provide consistent tax rates to residents over the past several years through budgets that have not had significant increases for Huntsville taxpayers. Huntsville has grown and the demand on services continues to increase resulting in a need to ensure that there are adequate resources to support those services, which included a significant adjustment in human capital in 2023 and 2024 to be able to provide these services.

The 2024 budget continues to reduce levels of borrowing and maintain healthy reserve balances, while continuing to increase capital funding to ensure the sustainability of our existing infrastructure that supports the needs of our community. The 2024 tax rate maintains Huntsville's position as the lowest municipal tax rate of the Towns in Muskoka while still providing exceptional services that the Community enjoys.



"A tax rate that maintains the same levels of service to our growing community is essential. Failure to allocate sufficient funds to maintain basic levels of services in an inflationary environment will have a compounding effect."

Director of Financial Services, Julia McKenzie

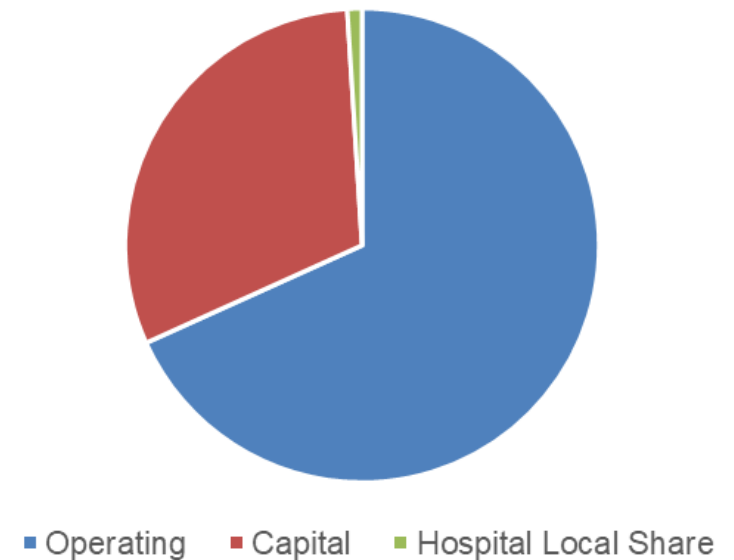
Overview

At the September 2023 General Committee meeting the Budget Guidelines were presented and provided that the annual allowable tax rate increase for 2024 would be between 3.6% (July 2023 CPI-trim) and 7.2% (2x July 2023 CPI-trim) as outlined in the Town's Budget and Financial Controls Policy.

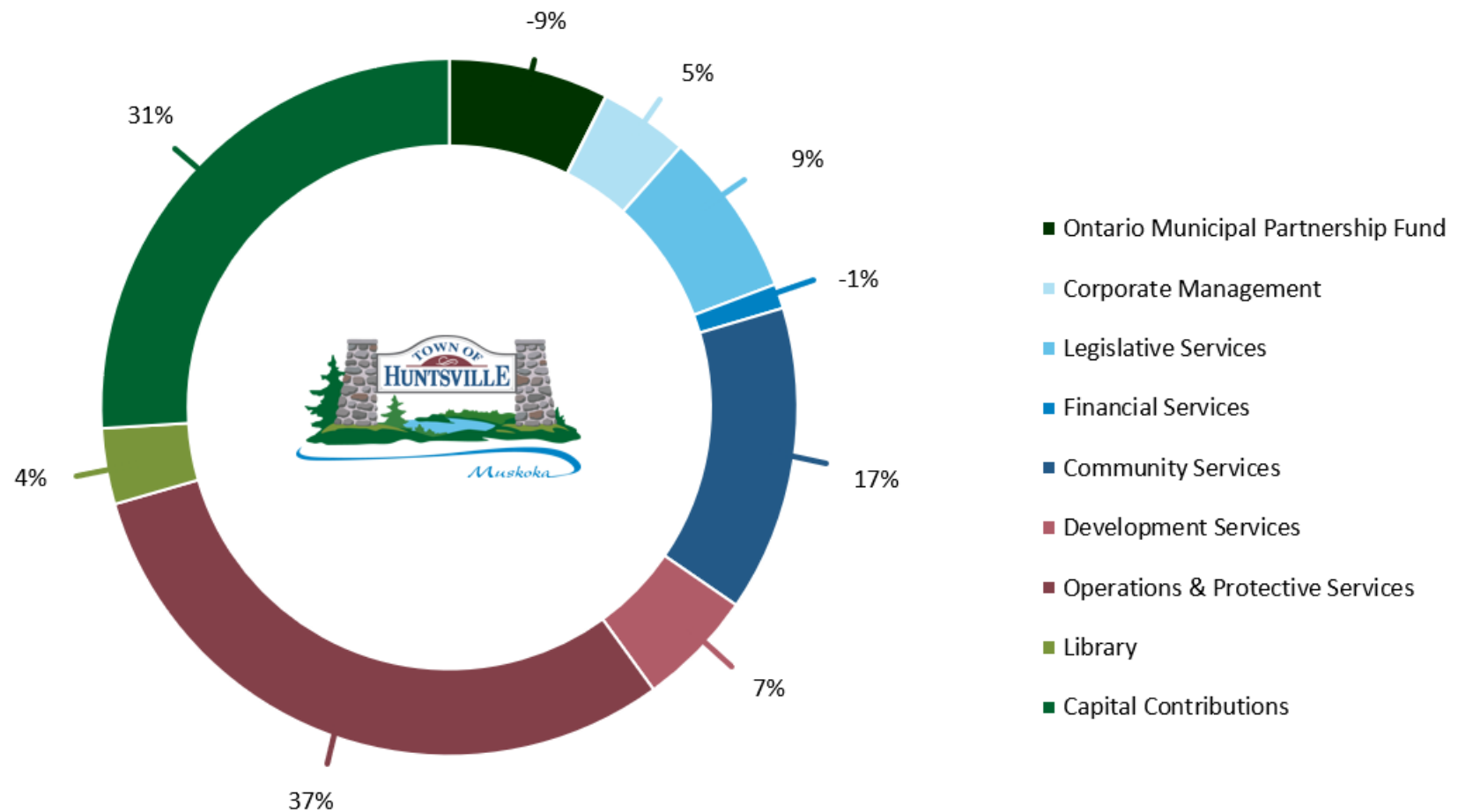
The 2024 Final Consolidated budget of \$21.9 million as presented would result in an estimated tax rate increase of 10.68% after factoring in growth of approximately 2.4%. The year over year increase in the net levy (the total amount of property taxes to be collected) is \$2.58 million and is a result of many factors, the most significant being:

- Utilizing one time funding to offset increases in 2023 had a significant impact on this budget (COVID funding & MAT funds use for on-going salary costs)
- In order to maintain the needs of our growing community we need to ensure there are the right resources for programs and services, there has been a substantial investment in human capital over the past year and a further investment for Parks and Winter Operators to be able to safely maintain Huntsville's parks, trails and keep up with winter snow removal on our roads, sidewalks and other facilities.
- Municipalities are not immune to the economic environment and inflation has had a significant impact on the cost to provide the services of the community.

Breakdown of Budget



Where do your tax dollars go?



Acceptable Levy Range

The acceptable levy range is calculated based on two main factors: the allowable CPI range and the Municipal Property Assessment Corporation (MPAC) assessments.

The budget policy stipulates that in any given year, the tax rate increase shall be between the July Consumer Price Index - Trim (CPI-trim) and 2x July CPI-trim.

In 2023, July CPI was released as 3.6%. This means that for the 2024 budget, the allowable tax rate change presented in the Budget Guidelines report was between 3.6% (July CPI-trim) and 7.2% (2x July CPI-trim).

MPAC was initially scheduled to release updated assessment data in 2020 which was expected to result in significant assessment values. The release of this assessment has been delayed further and is now not expected to be released until further notice by the Province of Ontario. As a result, only assessment changes related to new growth will be realized for 2024 and at this time is estimated at \$106M.

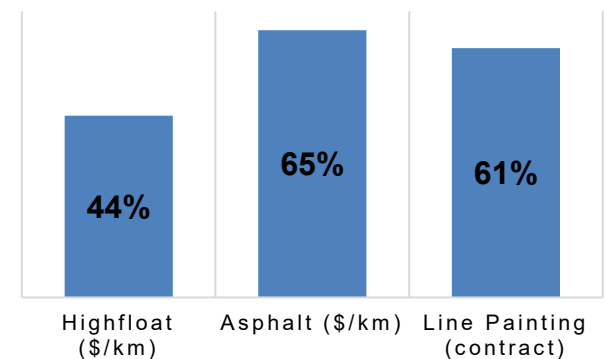
As a result of these factors, the estimated allowable range of total levy increase for 2024 was between approximately \$1,177,000 - \$1,892,000 which includes capital & operating.

The 2024 Town Final Consolidated Budget includes a total levy increase for 2024 of \$2,583,383 which is above the 2024 budget guideline. The total approved levy for 2024 is \$21,991,439 which includes \$230,000 of on-going levy funding for the Local Hospital Share.

Contributing Factors:

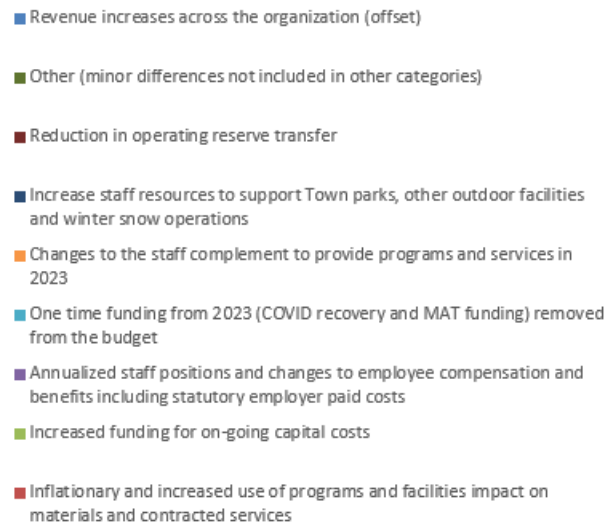
- *Population Growth*
- *Cost of Goods and Services*
- *Decrease in Relief Funding*
- *Increase in demands on services*

Price Increases 2021-2023



Corporate-Wide Assumptions & Highlights:

- Maintained, and enhanced capital contribution increase so as not to deviate from the long-term financial plan
- Inflationary increases for programs and services under the Fees and Charges Bylaw, and non-union cost of living adjustments, were based on July 2023 CPI-trim as per the Budget & Financial Controls Policy and the Salary Administration Policy."
- Anticipated increased demand for many rentals, programs, and services due to continued growth in the community, including extended ice season
- Annex to be used for Community Health Clinic operations
- Enhanced information technology services, including shared services for GIS in 2024
- Staff will continue to work on Council-approved directives and projects
- Inflationary pressures will impact materials & supplies and contracted services throughout the services provided



Note: This chart represents what makes up the overall net levy change year over year.

Impact to the Taxpayer 2024 vs 2023

<i>Residential</i>	2023	2024	Change (\$)	Change (%)
<i>MPAC Assessment</i>	300,000	300,000		
<i>Town of Huntsville</i>	\$1,283	\$1,420	\$137	10.68%
<i>District of Muskoka</i>	\$930	\$970	\$40	4.34%
<i>Education</i>	\$459	\$459	\$0	0.00%
<i>TOTAL</i>	\$2,672	\$2,850	\$177	6.64%

Notes:

1. This calculation excludes water, sewer, waste & hospital taxes charged through the District.
2. Education rates remain unchanged in 2024.
3. 5.96% Increase in approved levy for District of Muskoka General, factoring in estimated growth of 2.4%

Where Your Tax Dollars Go

Total Tax Bill	\$ 2,850
District services	970
Education school boards	459
Town portion	\$ 1,420

	Per Year	Per Month
Funding for on-going capital costs	446	37
Roads, Sidewalk, Bridges and Storm System	322	27
Community Services and Leisure Programs	244	20
Governance & Administration	82	7
Parks & Cemeteries	113	9
Fire & Emergency Planning	78	7
Library	61	5
Planning & Development	34	3
Bylaw enforcement	20	2
Transit	11	1
Economic Development	9	1
Town Services	\$ 1,420	\$ 119

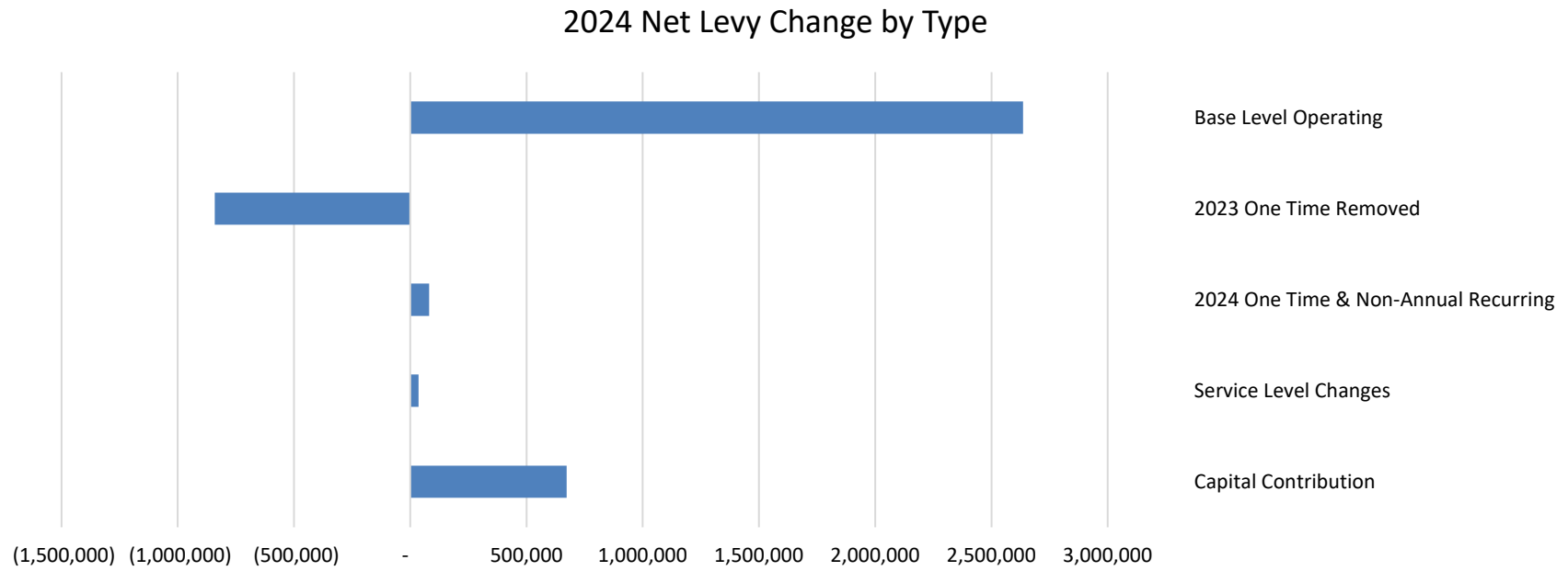
Note: Based on assessment of \$300,000, includes general District of Muskoka Services only

Summary of Consolidated Changes:

2024 Consolidated Budget Summary

	2023 Final Budget	Budget Change Requests	2024 Final Consolidated Budget Total	% Change over 2023
<i>Operating</i>	\$12,939,336	\$1,911,183	\$14,850,519	14.77%
<i>Capital</i>	\$6,238,720	\$672,200	\$6,910,920	10.77%
<i>Local Share</i>	\$230,000	\$0	\$230,000	0.00%
<i>TOTAL</i>	\$19,408,056	\$2,583,383	\$21,991,439	13.31%

2024 Net Levy Change by Type



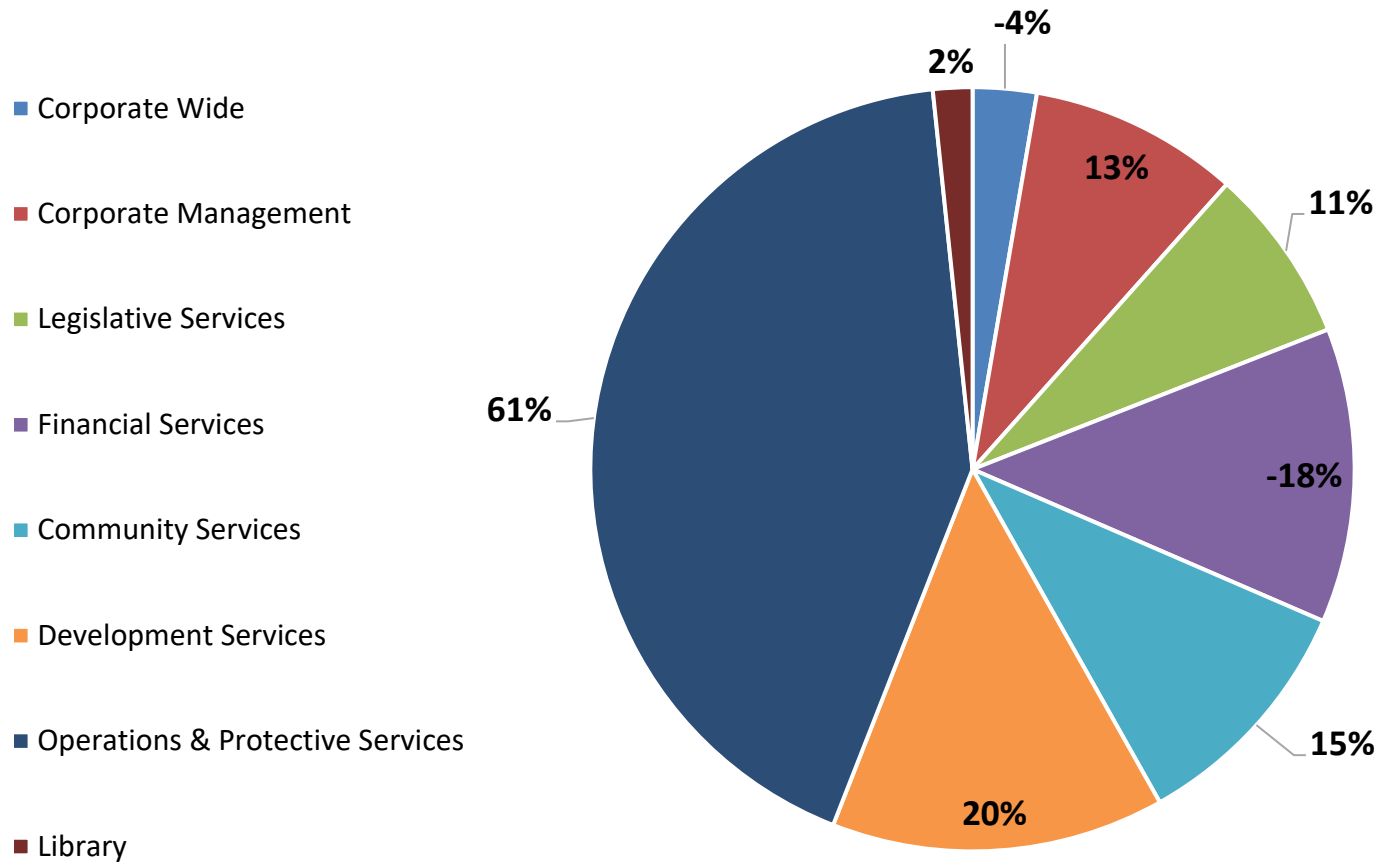
2024 Net Levy Increase by Division including Capital Reserve Contributions

<i>Division</i>	<i>Net Levy Impact</i>	<i>% of Total Net Levy Impact</i>
Corporate Wide	\$ (74,100)	-3%
Corporate Management	243,843	9%
Legislative Services	204,253	8%
Financial Services	(341,936)	-13%
Community Services	283,862	11%
Development Services	386,779	15%
Operations & Protective Services	1,162,894	45%
Library	45,588	2%
Capital Contributions	672,200	26%
Total	\$2,583,383	100%

2024 Net Levy Change by Division, excluding Capital Reserve Contributions

<i>Division</i>	Net Levy Impact	% of Total Net Levy Impact
Corporate Wide	(74,100)	-4%
Corporate Management	243,843	13%
Legislative Services	204,253	11%
Financial Services	(341,936)	-18%
Community Services	283,862	15%
Development Services	386,779	20%
Operations & Protective Services	1,162,894	61%
Library	45,588	2%
TOTAL	1,911,183	100%

2024 Total Net Levy by Division, excluding Capital Reserve Contributions



Capital Contribution Changes by Department

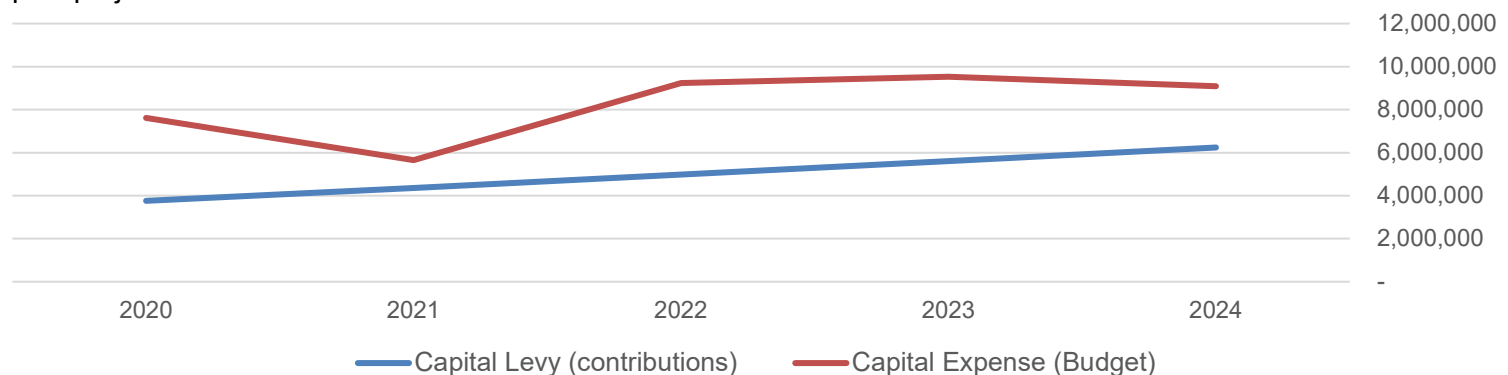
Department	2023	2024	Change (\$)
<i>Cemetery</i>	16,000	18,500	2,500
<i>Economic Development</i>	5,000	5,100	100
<i>Facility</i>	381,500	409,600	28,100
<i>Fire</i>	314,300	331,100	16,800
<i>Fleet</i>	737,195	740,895	3,700
<i>Information Technology</i>	77,600	80,700	3,100
<i>Library Facility</i>	50,250	49,450	(800)
<i>Muskoka Heritage Place</i>	21,700	31,000	9,300
<i>Parks</i>	495,300	548,500	53,200
<i>Recreation & Leisure Services</i>	2,700	3,600	900
<i>Theatre</i>	23,400	25,900	2,500
<i>Roads</i>	3,988,450	4,541,250	552,800
<i>Library</i>	125,325	125,325	-
Total Contributions	6,238,720	6,910,920	672,200

Capital Asset Management Plan

On July 27, 2020, Council approved the Town of Huntsville [Capital Asset Management Plan](#) (AMP). Many steps were involved in this multi-year project, one of which was compiling an inventory of all the Town's capital assets (e.g., components of buildings, equipment, land improvements, fleet) Staff, with the help of consultants in some cases, not only took an inventory of these assets but also completed an assessment of the asset conditions and replacement costs. A risk framework was also developed for each asset category. These frameworks include metrics related to the probability of asset failure and the consequences of asset failure. All this information is housed in a centralized Town capital asset database which is used for capital budgeting purposes.

The financial strategies outlined in the AMP show a funding deficit between the annual requirements to maintain existing infrastructure and what funding is available for capital. These financial strategies recommend an annual increase to the total levy to close this funding gap over a 20-year period. If increases in capital contributions are not realized, the risk of infrastructure failure can be expected to increase over time as funding to maintain this infrastructure will not be available. The information contained in this plan and the related financial strategies are used during the capital budget process.

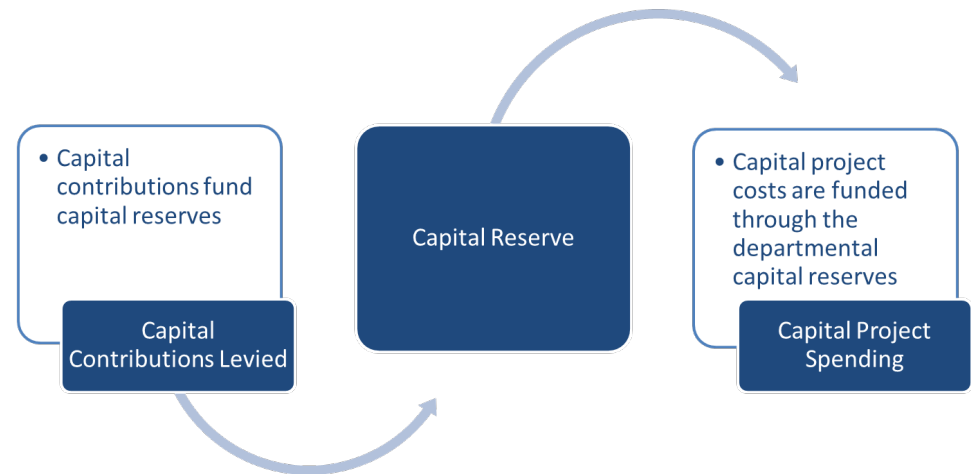
The Town is required under O.Reg 588/17 Asset Management Planning for Municipalities to update the AMP in 2024. It is anticipated that this update will provide for higher replacement costs than was included in the 2020 AMP due to significant inflation for capital projects.



Capital Budget

On October 25, 2023, Finance staff presented the draft 2024 Capital Budget which included a detailed listing of the projects recommended for inclusion in the Town Draft 2024 Consolidated Budget as well as a detailed listing of departmental capital reserve contributions. Based on the recommendations from Committee at the January 11, 2024 meeting, the final capital listing can be found on Appendix C (Summary) and Appendix D (Detailed listing).

There are 2 distinct sections of a capital budget – the capital projects and the capital contributions (i.e., capital levy). To determine the capital projects listing, departmental managers and directors review (on a line-by-line basis) the listing of all departmental capital assets from the Town’s centralized asset database. The replacement year and costs are reviewed and adjusted where necessary. Based on the risk assessments of each asset, along with managers’ professional judgment, and in some cases, assessments by consultants, only projects requiring replacement each year are included in the capital project plan. Although each line item is reviewed in detail, an emphasis is put on ensuring that those assets with higher risk assessments are dealt with first.



Each asset that is expected to be replaced at some point in the future has an estimated replacement cost associated with it. This, along with the estimated useful life of each asset, is used to determine the annual amount that the Town should be levying each year to ensure that the necessary funds to replace that asset in the future are available. At this point, the Town is levying significantly less than the annual funding requirements for the existing assets. This is the funding gap related to the financial strategies in the AMP noted above. In 2024 Council approved an increase in the funding to reduce the funding gap. It was originally recommended that the capital contribution be increased by \$801K and Council, recognizing the anticipated challenges with the budget, approved an increase of \$672K overall.

Operating Budget

In October 2024, departmental managers prepared and reviewed a department submission budget, with support from Finance. These submissions are based on projects anticipated for the upcoming year, projects previously approved by Council for inclusion in the draft budget, historical data, anticipated pricing, and other relevant information for the department.

Once the department submission budgets were completed, the Budget Working Group met to review each departmental submission along with an overview of the consolidated budget. The Budget Working Group is tasked with ensuring that the draft consolidated budget is within the range provided for by the Council-approved Budget & Financial Controls Policy and is able to support the services provided by the Town. During this review process, regardless of whether the net levy is within the acceptable range or not, several options are considered:

- Decreasing expenses and/or increasing non-levy revenues;
- Removal of projects;
- Finding operational efficiencies;
- Finding alternative funding for projects (ex: reserves); and
- Deferral of projects

During the budget deliberations Council recommended several measures to reduce the overall operating levy which included using Working Funds reserve funding for the non-annual recurring roads needs study (\$70,000), utilized Municipal Accommodation Tax for general revenues in the amount of \$180,000, reduce the amount going to Working Funds reserve in the amount of \$79,150 and utilize the full amount of revenue from the Centre Street lease in general revenues in the amount of \$444,000. Overall this reduced the increase in operating by \$781,609.

"Let our advance worrying become advance thinking and planning."

-Winston Churchill

Salaries, Wages & Benefits (SWB)

Throughout the fall of 2023, Finance & Human Resources staff developed, in consultation with each divisional Director, the 2024 staffing proposal which includes an estimate of the number of full-time equivalent position requirements and provides justification and costing for any increases to the base level budget. This was presented in report CORP-2023-60 2024 Draft Human Capital (SWB) Budget and estimated a net levy increase for SWB changes of \$1,647,000 which was reduced by Committee by one position for an estimated net levy increase of \$1,537,000 and overall SWB change of \$1,764,000. The final budget has been adjusted since this time to reflect council approved staffing changes that have occurred since and confirmed legislated payroll costs. The total budget change included in the 2024 Final Budget is \$1,929,000.

The staff pay rates and Council remuneration have been adjusted based on the Salary Administration Policy and Rates of Remuneration and Compensation for Members of Council By-law at 3.6%. Union staff compensation rates of pay have been set by the current collective bargaining agreement.

The amount included in the SWB line includes both the employee pay and benefits, in general the benefits make approximately 25% of the employment cost for full-time staff and 20% for part-time staff. The most significant drivers of the increase in employee benefits is the significant increase in the WSIB rate, health and dental benefits have increase due primarily to increased dental fee schedule, and OMER's max ceiling was also increased significantly. CPP and EI have also had maximum ceiling amounts increased as well CPP is in a two-year phase to put in place the CPP enhancement, which is expected to increase CPP costs of the next two years.

"A company's employees are its greatest asset and your people are your product."

-Richard Branson

Community Requests

In October 2024, staff brought forward a listing of the requests received from the community and motion GC194-23 was passed to amend the list and include in the draft budget. The list was included in report CORP-2023-86, Appendix F. Committee reviewed these requests and due to significant pressures in the budget for 2024 these items were not included in the Town's 2024 Final Budget, and recommended deferring these requests to a subsequent year.

The Budget Policy

On October 25, 2023, Council approved an amendment to the Budget & Financial Controls Policy. The main purpose of the policy is to outline:

- Budget preparation for operating and capital;
- Establishing target tax rate increases for budget preparation; and
- Financial reporting for operating and capital.

Several of the significant items noted within the policy amendment include:

- Additional guidance for funding requirements when new capital is added to the Town's existing capital inventory including the requirement to provide additional funding to the capital contribution to reflect the increase in value of the Town's assets and clarifying that new capital should not displace the funding for existing infrastructure;
- Council wanted to allow for more flexibility in roads projects. The updated policy provides addition guidance for re-prioritization of road capital projects.

Base Level Highlights

<i>Revenue Changes</i>	<i>2023</i>	<i>2024</i>	<i>Change</i>
Other Tax revenue	1,931,595	2,037,447	105,852
Revenues (user fee, permits, interest, donations, shared services)	6,850,382	7,466,073	615,691
Grants	346,913	319,882	(27,031)
Ontario Municipal Partnership Fund	1,859,400	1,933,500	74,100
Development Charges & Parkland fees	160,613	206,092	45,479
Canadian Community Building Fund		85,000	85,000
Total Revenue	11,148,903	12,047,994	899,091

Highlights

- Legislative Services - Information Technology shared services agreement fees increased 42,624
- Legislative Services - Corporate Information shared services agreement fees 155,485
- Financial Services - Overall interest revenue increases 210,000
- Financial Services - Decrease in anticipated tax penalty revenues (36,000)
- Municipal accommodation tax revenue increase, transferred to dedicated reserves 100,000
- Community Services - Algonquin Theater overall revenue increases 41,887
- Community Services - Muskoka Heritage Place overall revenue increases 10,762
- Community Services - Facility & Parks overall rental revenue increases 60,018
- Community Services - Recreation and Leisure services overall revenue increases 84,255
- Community Services - The Annex - Community Health Clinic - reduction in grant funding (13,720)
- Development Services
 - Short Term Rental Licencing - increase in penalty and license revenues 20,710
- Development Services - Building & septic compliance revenue increase 23,000
- Development Services - Planning revenue anticipated to decrease (46,934)
- Operations & Protective Services - Transit provincial gas tax funding reduction (19,311)
- Operations & Protective Services - Fire - Regional Training Centre registrations increase 17,103

<i>Expense Changes</i>	2023	2024	Change
Salary, Wages & Benefits	15,133,751	17,063,005	1,929,254
Materials & Supplies	3,371,525	4,071,447	699,922
Contracted Services	4,822,527	5,610,218	787,691
Rents and Financials	130,248	142,339	12,091
Debt	943,279	834,673	(108,606)
Total Expense	24,401,330	27,721,682	3,320,352

Highlights

- Overall - Increase salaries, wages & benefits expenses \$1,929,254
- Office of the CAO - Decrease consulting services (10,000)
- Finance - Increase in insurance premiums 51,909
- Legislative Services - Increases in legal costs 10,000
- Legislative Services - Elections Reserve - Increased contribution to reserve 5,000
- Legislative Services - Information Technology Increase in various end user software costs 5,941
- Community Services - Facilities – Increase costs expected for custodial supplies 7,250
- Community Services - Facilities – Increase costs expected for garbage collection 9,000
- Community Services - Facilities – Increase costs expected for water & sewer combined 8,400
- Community Services
 - Recreation and Leisure services – new premise lease costs for day camp space 7,561
- Community Services - Recreation, Culture & Heritage - increase in programming costs 5,000
- Community Services – Sales and Customer Service – increase in contractor costs 9,120
- Development Services - Economic Development – increase Theater/MHP advertising 20,000
- Development Services - Economic Development- YMCA financial support request 8,000
- Development Services
 - Economic Development- Muskoka Watershed financial support request 15,000
- Development Services - Economic Development- Strategy 2.2 40,000
- Development Services - Economic Development- Community Branding Launch 10,000
- Development Services - Economic Development- Unity Square Project 5,000

Expense Changes continued

• Development Services - Economic Development- Additional healthcare attraction costs	\$5,000
• Development Services - Economic Development- Wayfinding Signage	256,070
• Development Services	
Economic Development- Community Improvements BIA Enhancements	10,000
• Development Services - Economic Development- Chamber Marketing	25,000
• Development Services	
Economic Development- BIA Holiday Lights & Small Business Centre	12,500
• Development Services - Economic Development- Community Financial Requests	5,000
• Development Services - Marketing - Copy Expense	6,000
• Development Services - Marketing - Digital Marketing (Doppler Digital Ads)	6,000
• Development Services - Marketing - Decrease in newspaper advertising	(7,098)
• Development Services - Marketing - Design and video services	8,010
• Development Services - Marketing - Distribution	6,000
• Operations & Protective Services - Roads - Increase in clothing & safety supplies	8,000
• Operations & Protective Services - Roads - Increase in materials/supplies	117,980
• Operations & Protective Services - Roads - Increase in meals & accomodations	7,000
• Operations & Protective Services - Roads - Increase in professional development	5,000
• Operations & Protective Services	
Roads - Increase building repairs & maintenance - contracted services	19,000
• Operations & Protective Services - Roads - Increase in contractors	75,300
• Operations & Protective Services	
Fleet - Increase in repairs & maintenance - material & supply	60,800
• Operations & Protective Services - Fleet - Increase in fuel costs	12,750
• Operations & Protective Services - Fleet - Decrease expected in monitoring	(7,864)
• Operations & Protective Services	
Fleet - Increase in fleet maintenance - contracted services	33,000
• Operations & Protective Services	
Parks - Increase fleet repairs & maintenance - material & supply	5,000
• Operation & Protective Services - Parks - Increase in tree maintenance	24,000
• Operation & Protective Services - Parks - Increase in consulting fees	8,600

Expense Changes continued

• Operation & Protective Services	
Parks - Increase in fleet maintenance - contracted services	\$6,575
• Operation & Protective Services - Parks - Increase in electrical services	7,200
• Operation & Protective Services - Parks - New land use permit for Port Sydney Beach	5,000
• Operation & Protective Services - Parks - Increase garbage collection	25,400
• Operation & Protective Services - Parks - Increase washroom rentals	5,225
• Operation & Protective Services	
Fire - Increase equipment repairs & maintenance - material & supply	14,760
• Operation & Protective Services	
Fire - Increase fleet repairs/maintenance - contracted services	27,725
• Operation & Protective Services	
Fire - Decrease fleet repairs & maintenance - material & supply	(16,500)
• Operation & Protective Services	
Fire - Increase equip repairs & maintenance - contracted services	5,500
• Principal debt reduction per debt repayment schedule	(87,513)

Reserve Contributions

	<i>2023</i>	<i>2024</i>	<i>Change</i>
Reserve Contributions	3,716,285	3,157,601	(558,684)
Transfer from Reserves	(3,799,376)	(3,750,770)	48,606
Net Reserve Contributions:	(83,091)	(593,169)	(510,078)

- Increased contributions to Website Reserve \$10,000
- Roads Needs Study to be funded from Working Funds 70,000

Note: Only variances in excess of \$5,000 are noted above

2024 One-Time & Non-Annual Recurring

<i>Department</i>	<i>Description</i>	<i>Amount</i>	<i>Funding Source</i>
<i>Human Resources</i>	HR Retirement Staff Overlap	14,726	Reserve: Human Capital
<i>Human Resources</i>	Corporate Leadership Training	10,000	Reserve: Human Capital
<i>Information Technology</i>	HRIS Payroll Attendance Software Implementation (HR)	9,000	Reserve: Corporate Software
<i>Information Technology</i>	Property Taxes Online Payment Implementation	5,400	Reserve: Corporate Software
<i>Finance</i>	Debt financing for Better Homes Huntsville project	2,000,000	Reserve: Working Funds
<i>Finance</i>	Development Charges (DCs) – Consulting Fees	51,000	DCs Recognized
<i>Finance</i>	Insurance – Building assessment	21,000	Reserve: Insurance
<i>Finance</i>	Finance –Building/Facilities Inventory & Condition Assess	85,000	CCBF
<i>Art, Culture & Heritage</i>	Art at Kent Park – Artists Fees	50,000	Reserve: MAT & Public Art Acquisition
<i>Building</i>	On-line Payment Implementation	5,000	Self Funded Program
<i>Short Term Rental Licensing</i>	3 rd Party 24-hour line	14,000	Self Funded Program
<i>Fleet</i>	Monitoring GPS System Setup	48,000	Reserve: Town Capital Replacement Reserve
<i>Roads</i>	Roads Needs Study (Non-Annual Recurring)	70,000	Reserve: Working Funds

2024 Service Level Changes

Department	Description	Duration	Amount	Funding Source
Information Technology	Strategy Execution Software	Ongoing	12,500	Levy
Information Technology	Strategy Execution Software – Implementation	One-time	7,500	Reserve: Corporate Software
Arts, Culture & Heritage	Canada Day & NIPD Contracted Services	Ongoing	10,000	Levy
Economic Development	Grants to others - YWCA request	One-time	8,000	Levy
Economic Development	Grants to others - Muskoka watershed council	One-time	15,000	Reserve: MAT

Budget Working Group

The Budget Working Group is tasked with reviewing all department budget submissions in detail to ensure that only necessary and/or previously approved changes are reflected. The Working Group is also responsible for ensuring that the Town Draft Consolidated Budget is within the annual acceptable levy range in accordance with the Budget & Financial Controls Policy. If this is not possible given the proposed service levels, the Working Group is responsible for providing recommendations for potential service level changes for Council consideration.

The Budget Working Group consists of:

- Denise Corry, Chief Administrative Officer
- Julia McKenzie, Director of Financial Services/Treasurer
- Kirstin Maxwell, Director of Development Services
- Lisa Smith, Manager of Human Resources
- Reva Frame, Director of Corporate and Community Strategy
- Simone Babineau, Director of Community Services
- Suzanne Diller, Deputy Treasurer
- Tanya Calleja, Director of Legislative Services/Clerk

Divisional Budget Overview: Corporate Management

Message from the CAO

Office of the CAO

As a leader of the municipality, the Chief Administrative Officer (CAO) ensures alignment between operation of the municipality and Council direction. Using the Town's Strategic Plan as a guide, the CAO provides strategic direction for the organization in consultation with the senior management team.

Based on Council direction, the CAO determines policies, procedures, strategies, and actions required by staff to implement decisions of Council. With an emphasis on strategy, the CAO works with senior management to determine forward-thinking goals and initiatives of the organization.

Who We Are

- Brenda Jones, Executive Assistant
- Denise Corry, Chief Administrative Officer
- Trevor Donald, Project Coordinator

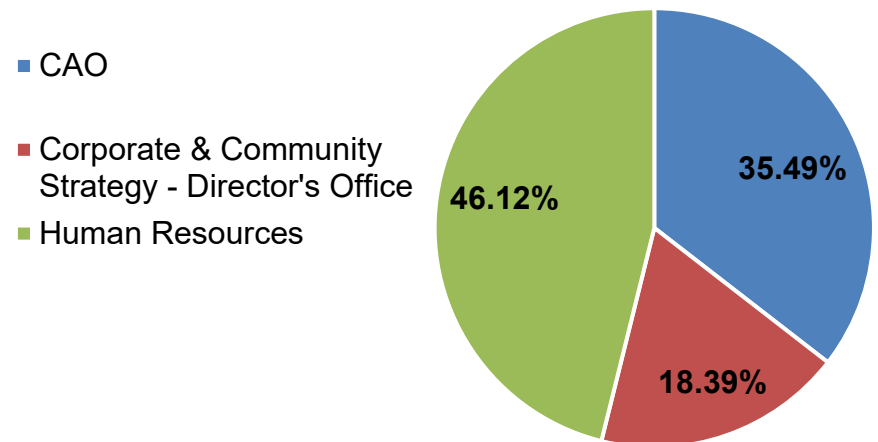
What We Do

- Administrative lead of the organization
- Advise and inform Council on operations of the municipality required to deliver the level of service established by Council
- Oversee a fiscally responsible budget
- Ensure policies, procedures and programs are implemented
- Direct staff management
- Strategically plan for the advancement of the organization

"Community is much more than belonging to something; it's about doing something together that makes belonging matter."

– Brian Solis

2024 Net Levy by Department
Corporate Management



Who We Serve

As a leader of the organization, the CAO serves Town Council, residents, businesses, organizations, community partners, other levels of government and staff.

Challenges Today and Tomorrow

One of the key elements of the new Strategic Plan is our Foundation: that the Town will be a Stable, Trusted and Engaged Community Partner. This budget supports that and moving forward we have a strong foundation to enable work on the 3 other pillars – balanced growth, protected natural environment, and lively, healthy & safe communities.

Operating Budget Highlights

- Decrease in consulting services (\$10,000)
- Realignment of staffing resources moved from Legislative Services

CAO Office



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$351,481	\$305,089	\$46,392
Total CAO Office	\$351,481	\$305,089	\$46,392

Message from the Manager of Human Resources

Human Resources

In alignment with the Town of Huntsville Strategic Plan and now, the Human Resources Strategic Plan, Human Resources has the guiding documents to support the goals and strategies of the Town while providing the opportunity to collaborate with the Senior Management and Leadership teams to establish and drive the plans that have been identified within the strategy.

Who We Are

- Karen Ledoucer, Human Resource Generalist
- Keith Duncan, Human Resource Specialist
- Lisa Smith, Manager of Human Resources

What We Do

- Employee payroll, benefits, pension
- Claims management (STD, LTD, WSIB, accommodations, return to work programs)
- Health & Safety
- Organization and strategic planning (review of departments, roles, scope)
- Total compensation strategy (job evaluation, market research, benefit plan consulting)
- Labour relations (collective bargaining, grievances, arbitrations)
- Recruitment and selection
- Corporate training & development
- Policy and procedure development
- Consulting with respect to investigations, culture assessments, conflict resolution, relationship building

“Human resources isn’t a thing we do. It’s the thing that runs our business.”

– Steve Wynn

Who We Serve

- 131 Full-time & 210 Part-time employees
- Council, volunteer firefighters, volunteers, other municipalities, students, professional organizations, and the community.

Challenges Today and Tomorrow

Over the years, we have seen significant changes related to legislation as well as services and programs administered by the Town resulting in the need for a diverse workforce and specialized positions. As a service organization, we rely on people to deliver the essential programs and services of our community. Today and in the coming years, the Town will need to be responsive to a dynamic economy as well as changing business needs and service demands. We require a flexible workforce, possessing skills, knowledge and abilities that can respond.

The main concern today and in the future is the health and well-being of our teams as well as ensuring we have the right people in the right positions. According to Strategy Corp in their annual CAO Report they quote “CAOs are very focused on their people, noting the exhaustion and burnout of their teams and unrelenting workload and the widespread labour shortages in many sectors of Ontario, it’s no surprise that workforce attraction, development and planning remain significant concerns for municipal administrators”.

“Without the right succession planning put to play in human resources, we build for the future without a future.”

– Mmanti Umoh

As a municipality we also face some distinct challenges. The "grey tsunami" is starting to manifest itself, alongside departures related to workload and stress. According to OMERS almost 60% of active, full-time members are eligible to retire immediately or over the next decade. This represents not just vacancies that must be filled to maintain service levels, but big gaps in knowledge and expertise marching out the front of town halls across Ontario.

The economy continues to be in an unprecedented place in the middle of an incredibly tight labour market. Competition for candidates with the right technical, leadership and fit continues to challenge the municipality. In addition, the cost of living is also a concern as housing affordability and availability decline, employers must find ways to offset these costs for employees or look to other flexible working options.

Operating Budget Highlights

- One-Time 2024: Corporate leadership training program (\$10,000) (2023 Carry Forward) funded from reserves
- One-Time 2024: HR Manager position overlap costs (\$14,726) and removal of associated funding through reserves in 2024

Human Resources



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$456,824	\$441,505	\$15,319
Total Human Resources	\$456,824	\$441,505	\$15,319

Message from the Director of Corporate and Community Strategy

Corporate and Community Strategy

As a driver of the Town's new Strategic Plan and council directives, the Corporate & Community Strategy division is focused on continuous improvement and long-term strategy execution. The mandate of this division is to make things easier - both from a community perspective, through increased ease of access to services and programs, and from a staff perspective, through increased operational efficiency.

Who We Are

- Reva Frame, Director of Corporate and Community Strategy

What We Do

- Lead and coordinate special projects that align with the Town's strategic priorities and have an overall organizational impact
- Promote and lead corporate initiatives that drive continuous improvement throughout the Town
- Lead environmental and climate action projects
- Lead business plan development to align with the Town's strategic priorities
- Strategic asset management planning

Who We Serve

- This division serves the community, staff, and Council.

Challenges Today and Tomorrow

Over the years, municipalities across Ontario have seen significant increases in service level expectations along with substantial technological advancements. Historically, municipalities have had limited resources to be able to provide existing service levels while still being expected to investigate efficiencies in the underlying policies, processes and procedures that allow those services to operate effectively. As the economy, technology,

"Strategy is a fancy word for coming up with a long-term plan and putting it into action."

– Ellie Pidot

the workforce, and community needs & expectations change and evolve, it is a necessary function of a municipality to adapt and take on a more proactive approach to improvement.

It is also important, for any organization, to have a strategy. This establishes a general direction to guide staff, Council, and the community on a collective path and an overall vision for the future. The Town's new Strategic Plan sets specific priority areas, with goals, to showcase the important issues raised by the community and how Council and staff will work towards achieving those goals. Going forward, any new projects, programs, and/or services will need to support this strategic vision for the Town's future.

Operating Budget Highlights

- This was a newly created division in 2023 so there are no comparative budget figures.
- There are no one-time projects specifically in this budget area, however, a new Strategy Execution software tool is included in the 2024 Information Technology budget (\$12,500 annual licensing costs to be funded through the levy plus a one-time implementation fee of \$7,500 to be funded through the Corporate Software reserve).

Corporate & Community Strategy - Directors Office



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$182,132		\$182,132
Total Corporate & Community Strategy - Directors Office	\$182,132		\$182,132

Divisional Budget Overview: Operations & Protective Services

Message from the Director of Operations & Protective Services

The goal of the Operations and Protective Services division is to maximize efficiency and improve capital infrastructure while providing services and recreational spaces that effectively fulfill residents and visitor needs. The division's work is a vital part of meeting the Town of Huntsville's strategic direction.

What We Do

Roads Operations

- Provide full road maintenance for over 450 km of road centre line
- Oversee the yearly capital improvements to all roads and bridges instructed projects
- Oversee the purchase and repair to all fleet assets of the Town

Fire & Emergency Services

- Oversee the operation and response of Huntsville/Lake of Bays Fire Department with over 75 volunteer/part-time firefighters
- Lead emergency planning for the Town of Huntsville

Parks & Cemeteries

- Operate and maintain 5 active and 10 non-active cemeteries
- Maintain all municipal outdoor recreation spaces including over 75 parks, beaches, playgrounds and sports fields
- Maintain 9.8 km of trails
- Provide winter maintenance to Town sidewalks and many of the community parking lots

Challenges Today and Tomorrow

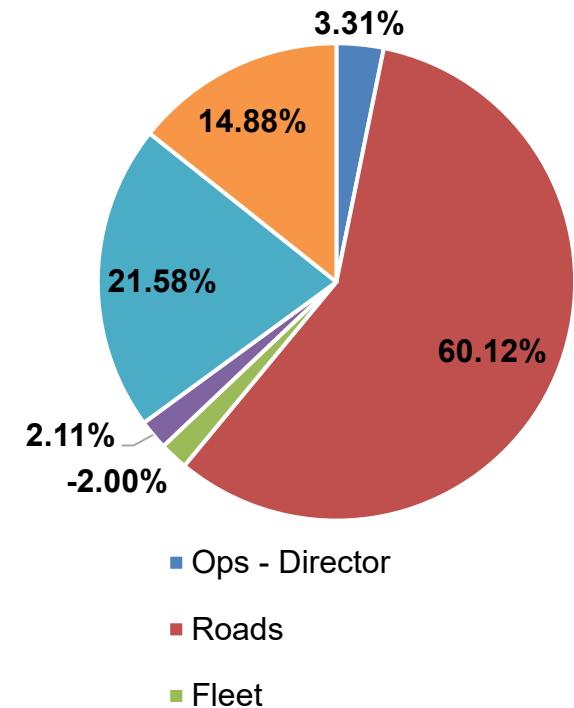
The recent pandemic and current general economic conditions continue to have an impact on the operations environment. Inflationary pressures and supply chain disruptions continue to drive the costs of materials and services. Availability of parts and equipment continues to challenge the ability to deliver our high-quality services in a timely manner. Parts, equipment and supplies delivery delays slow our progress toward keeping good roads good as the Town of Huntsville continues to grow. The growth of the Town increases demands on existing services as we continue to keep up to necessary infrastructure repairs and maintenance. The health, safety and well-being of our Operations team remains job #1 as we focus on key capital works and projects while maintaining existing capital infrastructure and premiere parks and greenspaces.

The downtown Streetscape project has been completed. We continue to work with the Downtown Huntsville Business Improvement Area (BIA), the Huntsville/Lake of Bays Chamber of Commerce, businesses, and residents as we strive to improve this improved, beautiful centrepiece of the Town.

The Veteran's Way reconstruction is just about complete as we work with contractors to finish detail work. We have identified Cora Street and Yonge Street North as the next two priority reconstruction projects. Each of these reconstruction projects are complex as there are many factors that contribute to this. One example is the impact of climate change and the need to upgrade the storm drainage system to increase the capacity of this drainage.

Fire Services are challenged by growth of both full-time and seasonal residents as well as a growing business community. Fire prevention, enforcement, and public education requirements become ever more convoluted in this growth environment. Climate change also has a significant impact on fire suppression and emergency management with significant swings in temperatures, precipitation, and significant and severe weather events. Fire Services continues to meet the call with our dedicated volunteer firefighter base. There is a significant opportunity for efficiency of services delivery through fully integrating the Huntsville and Lake of Bays fire operations.

2024 Net Levy by Department
Operations & Protective Services



Developing a set of master plans and strategies for the business lines in operations that align with existing master plans and Council's strategic direction will help guide the prioritization of the focus for day-to-day operations coupled with capital infrastructure renewal projects. This planning also helps guide the delivery of transit, which includes active transportation, public transportation, and critical commercial vehicle access, as a connector, accessible to all.

Continuing to work with community partners, user groups, residents, and visitors is the cornerstone to successfully continuing to deliver and improve operations' services delivery as part of the Huntsville "One Town Team." These partnerships are critical to achieving Council's strategic direction, as we strive to build on Huntsville's natural Muskoka beauty to make the Town an even better place to live, work, and play.

Operations and Protective Services



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$8,119,562	\$6,956,668	\$1,162,894
2 Capital Fund	\$6,180,245	\$5,551,245	\$629,000
Total Operations and Protective Services	\$14,299,807	\$12,507,913	\$1,791,894

Roads

Who We Are

- Brandon Hall, Engineering Technician
- Brad Polischuk, Operations Foreman
- Colleen MacDonald, Manager of Operations
- Heidi Rickward, Administrative Assistant
- Michael Parniak, Civil Engineering Technologist
- Pam Barager, Administrative Coordinator Operations
- Director of Operations & Protective Services
- Complement of FT union staff
- Complement of PT seasonal union staff

Operating Budget Highlights

- Increase expected for entrance permit revenue \$6,604
- 2024 One Time Consulting Fees for the updated Roads Needs Study \$70,000 to be funded from Working Funds
- Increase in internal equipment allocation for Fleet \$456,335
- Increase in Building Repairs & Maintenance - Contracted Services \$19,000
- Increase in Contactors - Dust Control \$18,000
- Increase in Contactors - Sweeping \$42,000
- Increase in Contactors - Traffic Line Marking \$27,000
- Increase in Materials & Supplies - Base Repairs \$10,000
- Increase in Materials & Supplies - Cold Mix \$52,000
- Increase in Materials & Supplies - Culvert Repairs \$18,000
- Increase in Materials & Supplies - Sidewalk Maintenance \$22,500

Capital Budget Highlights

- Increase in Roads capital reserve contribution of \$552,800
- See Appendix D for details on capital projects

Roads



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$4,934,223	\$4,073,039	\$861,184
2 Capital Fund	\$4,541,250	\$3,988,450	\$552,800
Total Roads	\$9,475,473	\$8,061,489	\$1,413,984

Fleet

Who We Are

- Shane Taylor, Fleet & Operations Facilities Manager
- Sabrina Dalla Torre, Fleet and Operations Facilities Administrative Assistant
- Two FT union staff

Operating Budget Highlights

- Increase in Fleet Maintenance - Contracted Services \$33,000
- Increase in Fleet Repairs & Maintenance - Material & Supplies based on 4 year average \$60,800
- Increase in Fuel (Gas, diesel) \$12,750
- Internal Equipment Allocation from Roads \$456,335
- Monitoring system set up (GIS) \$48,000 (from reserves)

Capital Budget Highlights

- See Appendix D for details on capital projects

Fleet



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	(\$161,995)	\$142,722	(\$304,717)
2 Capital Fund	\$740,895	\$737,195	\$3,700
Total Fleet	\$578,900	\$879,917	(\$301,017)

Transit

Operating Budget Highlights

- Transit - Reduction in provincial gas tax funding \$19,311

Transit



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$171,445	\$151,827	\$19,618
Total Transit	\$171,445	\$151,827	\$19,618

Parks & Cemeteries

Who We Are

- Vacant, Manager of Parks & Cemeteries
- Tina Scott-Burns, Lead Hand Parks & Horticulture
- Complement of FT Parks Attendants
- Complement of FT union staff
- Complement of seasonal PT staff

Operating Budget Highlights

- Increase in Fleet repairs & maintenance material & supply \$5,000
- Increase in tree maintenance \$24,000
- Increase in consulting fees \$8,600
- Increase in fleet maintenance contracted services \$6,575
- Increase in electrical services \$7,200
- Addition of a land use permit for Port Sydney Beach \$5,000
- Increase garbage collection \$25,400
- Increase washroom rentals \$5,225
- Increase staff complement \$270,143

Capital Budget Highlights

- Increase in Parks & Trails and Cemeteries capital reserve contribution of \$55,700
- See Appendix D for details on capital projects

Parks & Cemeteries



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$1,698,919	\$1,283,798	\$415,121
2 Capital Fund	\$567,000	\$511,300	\$55,700
Total Parks & Cemeteries	\$2,265,919	\$1,795,098	\$470,821

Fire & Emergency Services

Who We Are

- Gary Monahan, Fire Chief
- Grant Murchison, Fire Prevention Officer
- Nic Bruxer, Training Officer
- Nicole Challis, Administrative Coordinator – Fire
- Paul Calleja, Deputy Fire Chief
- Shane Taylor, Mechanical Officer
- Steve Markham, Public Education & Prevention Officer
- Complement of Volunteer Firefighters

Operating Budget Highlights

- Increase in Equip. R&M \$14,760
- Increase in Fleet Maint. C&S \$27,725
- Decrease fleet repairs/maintenance material/supply \$16,500
- Increase in Regional Training Centre registration \$17,103 (program is self funded)
- Increase in Regional Training Centre Food & Beverage \$14,454 (program is self funded)

Capital Budget Highlights

- Capital contribution increase of \$16,800
- See Appendix D for details on capital projects

Fire & Emergency Services



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$1,207,880	\$1,131,679	\$76,201
2 Capital Fund	\$331,100	\$314,300	\$16,800
Total Fire & Emergency Services	\$1,538,980	\$1,445,979	\$93,001

Divisional Budget Overview: Community Services

Message from the Director of Community Services

In alignment with the Town of Huntsville's mission, vision and values, the Community Services division is an integral part of the corporate team, and the delivery provider of the essential services of our community.

What We Do

Community Services provides a diverse range of inclusive affordable programs and services that enhance quality of life and contribute to community well-being. As a team of committed staff, we foster a healthy and vibrant community. As providers, facilitators and promoters of parks, recreation, special events, meetings, attractions, art, culture & heritage, theatre and sports, the Community Services team supports an active community.

The services we provide include:

- Front line Customer Service, Sales and Registration
- Permits and Rentals: parks, meeting rooms, event spaces, sport venues & community halls
- Attractions: Algonquin Theatre, Muskoka Heritage Place, Art Atriums, Canada Summit Centre
- Aquatic, Recreation & Leisure Programming for Seniors, Adults and Youth
- Art, Culture industries
- Community Celebrations
- Maintenance and day-to-day operations of Town-owned facilities

Divisional Goals:

- Provide for Active Living
- Be Inclusive and Accessible
- Connect People & Nature
- Provide Supportive Environments
- Ensure Recreation Capacity
- Celebrate Sports, Arts, Culture & Heritage
- Be for Public Benefit

Who We Serve

The Community Services Division, crucial for community well-being, is actively responding to complex health, social, economic challenges and industry trends in our community. The division strives to deliver high-quality, affordable and accessible programs that are delivered in well-maintained recreation facilities that are positioned for future growth and benefit all.

Community engagement remains a cornerstone, ensuring services align with resident preferences. The division collaborates extensively with other municipal sectors, community partners and members, and your Council, blurring traditional lines between recreation, culture, tourism, and more. This interdisciplinary approach fosters innovation, with multi-purpose recreation facilities serving as dynamic spaces for sports, arts, culture, and social initiatives.

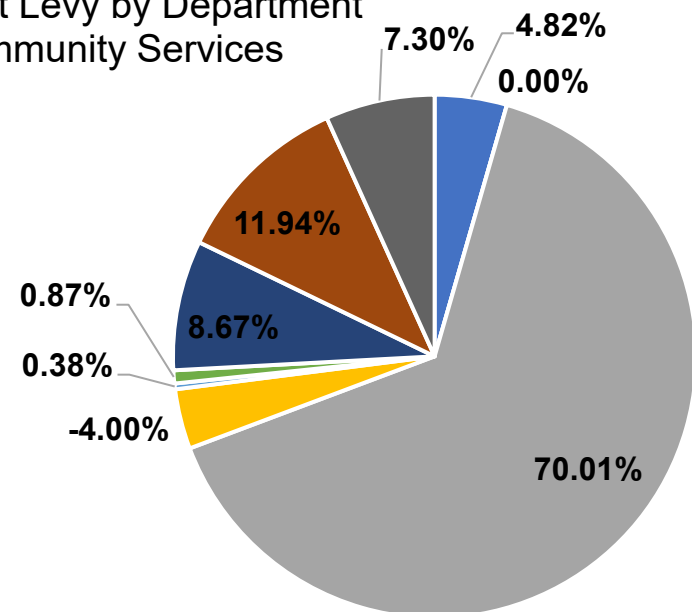
The team's ability to modify programs, shift focus, and align offerings with evolving needs is embedded in the division's operational approach. Recently approved strategic plans, such as the Community Services Master Plan, Waterfront Strategy Brief, and Algonquin Theatre Business Plan, play a pivotal role in shaping the future vision of the division and the people we serve.

- Community Services - Director's Office
- Community Policing
- Facilities
- Sales & Customer Service
- Community Health Clinic
- Recreation, Culture & Heritage
- Muskoka Heritage Place
- Recreation & Leisure Services
- Algonquin Theatre

Departmental Mission:

Everyone can engage in safe, quality, and inspiring active and cultural experiences.

2024 Net Levy by Department
Community Services



Challenges Today and Tomorrow

Community Services Division not only provides essential programs and amenities but also embraces adaptability, community collaboration, and environmental consciousness to meet the challenges of today and tomorrow. Despite the intangible nature of the service's value, community recognition underscores its importance.

The budgetary considerations reflect a commitment to flexibility, allowing the division to address emerging needs with a back to basics focus on services and programs offered. The Division's projected budget reflects the ability to modify programs, shift focus and adjust offerings to meet customer needs, community desire and Council directives. New Strategic Plans will guide future initiatives, ensuring a forward-looking and adaptable approach. Environmental stewardship is emphasized, with initiatives promoting sustainability, a deeper connection to community members and nature, and fiscal responsibility.

Facilities

Who We Are

- Simone Babineau, Director of Community Services
- Greg Pilling, Manager of Facility Operations, Sales & Customer Service
- Jason Fisher, Manager of Maintenance & Facilities
- Claire Braun, Lead Hand Custodial
- Kolby Byers, Lead Hand Facilities (evenings and weekends)
- Adam Young, Acting Lead Hand Maintenance
- Pete Kingshott, Lead Hand Maintenance
- Complement of FT Operators
- Complement of PT custodians & maintenance staff

Operating Budget Highlights

- Increased costs of materials and supply (\$22,000)
- Increased demand and usage on facilities, amenities
- Facilities Operational Budget for 2024 is a 6.35% increase over 2023 (\$158,000)
- Grouting and tile work needed in the pool estimated at \$30,500
- New staffing needs to manage Year-Round Ice

Capital Budget Highlights

- Utterson Hall capital to replace 14 round tables
- Canada Summit Centre projects include:
 - 3 new HVAC units for ALC
 - Floor Scrubber replacement
- See Appendix D for details on capital projects
- Increase in Facilities capital reserve contribution of \$27,300

Did you know?

- It takes 10 days to put in the ice in one arena.
- Don Lough Ice requires 71 Operator Hours per 7-day week to maintain.
- Council has extended the ice season in the Don Lough arena for 2024 and beyond.
- Facilities team leads maintenance and operations of many Town facilities, most are 7 days a week with extended hours of operation.

Facilities



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$2,645,521	\$2,487,549	\$157,972
2 Capital Fund	\$459,050	\$431,750	\$27,300
Total Facilities	\$3,104,571	\$2,919,299	\$185,272

Sales & Customer Service

Who We Are

- Alison Purser, Customer Service Coordinator
- Amanda Hill, Manager of Customer Service
- Greg Pilling, Manager of Facility Operations, Sales & Customer Service
- Simone Babineau, Director of Community Services
- Complement of PT Customer Service staff

Operating Budget Highlights

- Projected Sales Operational Budget for 2024 is an 8% increase in revenue over 2023 (\$60,018)
- Offset by increase in SWB for the extended ice season

Did you know?

- You can purchase Algonquin Theatre tickets at the Canada Summit Centre
- You can register for Town Programs on-line and at the Customer Service Desk
- Park, outdoor spaces and indoor facility rentals can be booked through the Canada Summit Centre Customer Service desk

Sales & Customer Service



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	(\$151,318)	(\$200,381)	\$49,063
2 Capital Fund	\$3,600	\$2,700	\$900
Total Sales & Customer Service	(\$147,718)	(\$197,681)	\$49,963

Community Health Clinic

Operating Budget Highlights

- In 2022, Council approved the use of the Annex as a Community Health Clinic
- Costs include utilities and repair & maintenance costs of \$14,000 for 2024
- Grant from Ontario Health has ended

Community Health Clinic



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$14,520		\$14,520
Total Community Health Clinic	\$14,520		\$14,520

Arts, Culture & Heritage

Who We Are

- Jacqueline Surette, Manager of Recreation, Culture & Heritage
- Simone Babineau, Director of Community Services

Operating Budget Highlights

- One Time 2024 - Kent Park Public Art Project budget was increased to \$50,000 (fully funded through a combination of the Town's portion of the MAT funds and the Art Acquisition Reserve).
- Increases in the budget support programming growth for Canada Day (2 locations) and National Indigenous Peoples Day.

Did you know?

- The Canada Summit Centre is home to a wide variety of sport memorabilia honouring teams and individuals who have helped to put the Town of Huntsville on the map through their leadership, sportsmanship, athleticism, and commitment to their sport. You can access the displays at no charge during Canada Summit Centre's regular business hours.
- The Town supports two art galleries, one at the Canada Summit Centre and one in Partners Hall in the Algonquin Theatre. Both feature rotating exhibits of local artists.

Recreation, Culture and Heritage



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$32,975	\$21,675	\$11,300
Total Recreation, Culture and Heritage	\$32,975	\$21,675	\$11,300

Muskoka Heritage Place

Who We Are

- Jillian Jordan/Robert Hubick, Manager of Muskoka Heritage Place
- Sara White, Collections Coordinator
- Kenny Craine, Assistant Engineer of the Portage Flyer
- Jacqueline Surette, Manager of Recreation, Culture & Heritage
- Simone Babineau, Director of Community Services
- Complement of seasonal PT staff

Operating Budget Highlights

- The number of visitors, school groups, and giftshop sales is expected to continue to grow in 2024, resulting in increased revenue and expenses for inventory, materials and supplies.
- The rental revenue and expense for the Chamber of Commerce's Eclipse has been removed to accommodate their new delivery model in the downtown area.
- Plans to change the displays and exhibits more frequently to drive repeat visitation requires additional budget moving forward.
- Overall revenue increases estimated \$10,762

Capital Budget Highlights

- Rail equipment project (\$80,000) is for the refurbishment of the Locomotive #1 boiler. It has been carried forward in the hopes of securing grant funding. The project will not move forward without grant funding.
- Replacement or retrofit existing doors with accessible doors or buttons.
- All other projects relate to the refurbishment or rebuilding of existing buildings and include: Spence Inn Porch, sawmill, sugar shack & steam engine open-air structure. The projects have been rolled over from 2023 due to challenges finding eligible contractors to complete the work.
- See Appendix D for details on capital projects

Did you know?

- MHP is the steward of local and regional heritage and history.
- The site includes two museums, a working pioneer village, and functional railway that draw tourists and boosts the local economy.
- While the Pioneer Village and Portage Flyer may take a winter hiatus, the Museum is open year-round and includes permanent and rotating exhibits, the giftshop and our friendly museum staff.
- Volunteers and PT Seasonal staff bring this space to life in 3 seasons.
- The Rotary Train Station features two very different locomotives, one powered by diesel and one by steam. The ride to the Purser's Cabin is always a highlight, according to our visitors.
- MHP has expanded it's giftshop to the barn, along with its merchandise, nearly tripling sales in 2023.
- MHP offers the community a unique opportunity to "adopt" an artifact or building, with the funds used to help preserve and protect the site's collection.

Muskoka Heritage Place



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$327,812	\$317,985	\$9,827
2 Capital Fund	\$31,000	\$21,700	\$9,300
Total Muskoka Heritage Place	\$358,812	\$339,685	\$19,127

Aquatics, Recreation & Leisure Services

Who We Are

- Cameron Labonte, Manager of Aquatics
- Jennifer Eberhardt, Aquatics Supervisor
- Kaitlyn Labbe, Deck Supervisor
- Jessica Smith, Recreation & Leisure Coordinator
- Kayla Wadden/Kaitlin Timmons, Program Coordinator
- Jacqueline Surette, Manager of Recreation, Culture & Heritage
- Simone Babineau, Director of Community Services
- Complement of PT aquatics, day camp, skate patrol and aquatic, recreation staff

Operating Budget Highlights

- Increase in revenues of 12.5% anticipated due to additional participants, expanded program offerings, and increases to the fees and charges by-law (\$92,629).
- Increase in program costs of approximately \$60,239. All season ice and day camp demands are the primary reason.

Capital Budget Highlights:

- There are no capital projects scheduled for 2024 in this area.

Did you know?

- PT Staff leverage the number and quality of programs offered to our community all year round.
- Our Counsellor in Training (CIT) program provides an opportunity for participants 13+ to gain valuable certifications such as high five and first aid. This program provides CIT's with the opportunity to learn about leadership, and hands-on camp experience.
- The Active Living Centre is a vibrant community hub for mature adults in our community, ensuring they have a safe, friendly space to connect with their peers through a variety of art, culture and recreational opportunities.

Recreation and Leisure Services



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$451,344	\$470,548	(\$19,204)
2 Capital Fund			
Total Recreation and Leisure Services	\$451,344	\$470,548	(\$19,204)

Algonquin Theatre

Who We Are

- Matt Huddlestone, Algonquin Theatre Manager
- Chris Boon, Technical Director
- Melania Nadj, Front of House Coordinator
- Jacqueline Surette, Manager of Recreation, Culture & Heritage
- Simone Babineau, Director of Community Services
- Complement of PT box office and technical assistant staff

Operating Budget Highlights

- The technology within the industry is evolving at a rapid rate. The budget includes \$2,000 to plan to modernize the theatre's sound and lighting.
- Food & beverage revenue and expense have been adjusted to reflect actuals and expectations.
- Rental revenue is up 9.5% while expenses are up 2%.
- Sponsorship has been doubled as staff plan for more *edu-tainment* and in-house programming in 2024 to meet goals of the Business Plan.

Capital Budget Highlights

- Audio visual, sound and lighting equipment pooled capital replacement projects (\$100,325). Assets are replaced on an as needed basis and nearly \$41,000 of the 2023 pooled budget was returned to reserves.
- A significant purchase in 2024 is to replace the theatre projector in the auditorium (\$16,000).
- See Appendix D for details on capital projects

Did you know?

- The 5-year Algonquin Theatre Business Plan acts as staff's guide to Operations
- Volunteers and PT staff play a key role in the execution of events in this space.
- In 2023, the Town entered into a four-year agreement with the Huntsville Art Society permitting their exclusive use of Partners Hall wall space for a rotating gallery.
- The Algonquin Theatre now has a liquor license and a movie licence.

Algonquin Theatre



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$275,933	\$240,829	\$35,104
2 Capital Fund	\$25,900	\$23,400	\$2,500
Total Algonquin Theatre	\$301,833	\$264,229	\$37,604

Divisional Budget Overview: Development Services

Message from the Director of Development Services

Vision: To support responsible community growth through a program which embraces new technologies and processes, attracts new businesses, issues timely approvals, and ensures environmental protection and public safety.

This vision highlights continuous improvement, finding and implementing efficiencies, and maintaining a high level of service for our customers.

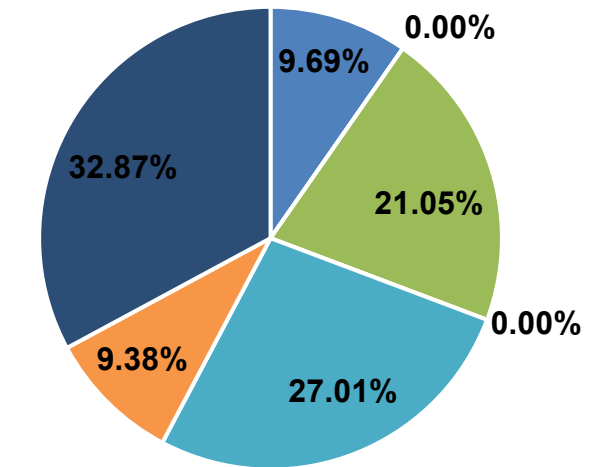
The division includes economic development, land use planning, marketing and communications and maintenance of the Town's websites, Building Code Act and Ontario Building Code regulations compliance, as well as compliance with other provincial statutes and municipal by-laws. In addition, the division coordinates matters related to affordable housing and climate change initiatives.

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

"By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities."

– Socrates

2024 Net Levy by Department
Development Services



- Development Services - Director
- Building
- Bylaw
- Short Term Rental Licencing
- Planning
- Economic Development
- Marketing

Key Projects for 2024

Director

Climate Mitigation Plan
Continued implementation of Climate Adaptation Plan
Affordable Housing policy

By-law

Continuing by-law reviews & updates
Implementation of a new software to support a more proactive, consistent enforcement and ticketing direction

Building

Adoption of the proposed 2024 Ontario Building Code.
Implement a program to ensure the closure of older building permits

Short Term Rental Licencing (STR)

Continue with STR licencing and enforcement

Planning

Ongoing Implementation of the Community Planning Permit
Cloudpermit integration for planning applications

Economic Development

Continued implementation of wayfinding strategy, economic development strategy, community branding and physician recruitment.

Marketing and Communications

Ongoing implementation of the Corporate Communication Strategy and continued marketing support for departments and assets. Continue implementation of wayfinding strategy.

Challenges Today and Tomorrow

The division has continued to see significant increases in requests for service, from by-law complaints, planning inquiries, increased requests for media releases and website updates for marketing, economic development supporting business initiatives, and continued high volumes of building permits. With the current economic climate it is yet to be determined if there will be any measurable decline in any of the areas served by the division.

Staff continue working diligently to ensure that our resources are being expended in the most efficient manner to best service the public while maintaining existing and legislated service levels.

Housing, both attainable and affordable, continues to be the most significant issue in the municipality, and the division will be prioritizing actions that will assist and support the creation of more housing options.

By-law

Who We Are

- Corey Crewson, Senior By-Law Enforcement Officer
- Steve Stec, By-law Enforcement officer
- Complement of crossing guards and summer enforcement staff

What We Do

- Provide awareness and education campaigns about, and enforcement of, the Town's by-laws
- Review, and where appropriate, make recommendations for the revision of by-laws
- Continuously improve related policies, procedures, and processes

Operating Budget Highlights

- Decline in penalty revenues as compliance is being achieved prior to the fines or charges being levied

Bylaw



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$303,892	\$284,640	\$19,252
Total Bylaw	\$303,892	\$284,640	\$19,252

Building

Who We Are

- Adam Hall, Plans Examiner
- Adrian Asselbergs, Plans Examiner
- Amanda Ferrante, Deputy Chief Building Official
- Caroline Garbutt, Septic Inspector
- Christopher Nagy, Manager of Building and By-Law Services & Chief Building Official
- Curtis Martin, Building Inspector
- Doug Godin, Building Inspector
- Hailey Stead, Property Standards/STR Enforcement Officer
- Melissa Hall, Permit Coordinator
- Tracy Reeve, Administrative Assistant – Building

What We Do

- Provide education about, and enforcement of, the Ontario Building Code and related legislation
- Plans review, permit issuance and the inspection process
- Continuously improve related policies, procedures, and processes
- Conduct community outreach and education (Contractor Education) sessions about the building process

Operating Budget Highlights

- Revenue increase (\$23,000) anticipated based on historical trends and newly created revenue streams (compliance fees building & septic)
- One time Increase to service contracts to help implement online payment for 2024 (\$5,000)
- Increase in allocated Civic Centre, labour & insurance costs
- Program is self funded, no net levy impact

Short-Term Rental Licencing

Who We Are

- Ingrid Armstrong, Short-Term Rental Licencing Coordinator
- Hailey Stead, Property Standards/STR Enforcement Officer

What We Do

- Provide awareness and education campaigns about, and enforcement of, the Town's Short-Term Rental programs
- Application review, licence issuance and the inspection process
- Continuously improve related policies, procedures, and processes

Operating Budget Highlights

- Increase in licencing and administrative penalty revenues (\$20,710)
- Service contracts for 3rd party host providers for 24 hour hot line for complaints and new bylaw module (\$14,000)
- Program is self funded, no net levy impact

Planning

Who We Are

- Kelsea Shadlock, Senior Planner
- Kirstin Maxwell, Director of Development Services
- Madalene Albano, Senior Planner
- Manuel Rivera, Planning Technician
- Maya Wood, Planning Technician
- Richard Clark, Manager of Planning
- Trish Wright, Administrative Assistant - Planning

What We Do

- Undertake or guide background studies, develop policies (official plan), by-laws (Community Planning Permit) and plans (Community Improvement Plans)
- Review and make professional recommendations about development applications (official plan, community planning permit by-law amendments, community planning permits, subdivisions, condominiums and consents)
- Continuously improve planning procedures and processes to ensure timely approvals

Operating Budget Highlights

- New planner and planning technician positions approved in 2023
- Application # reduction due to application streamlining through CPPBL (Community Planning Permits)
- Planning revenue - overall decrease expected \$46,934

Planning



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$389,937	\$171,633	\$218,304
Total Planning	\$389,937	\$171,633	\$218,304

Economic Development

Who We Are

- Lauren MacDermid, Economic Development Officer

What We Do

- Enhance a resilient and dynamic business community by:
 - Liaising with BIA and Chambers of Commerce
 - Undertaking studies (BR&E)
 - Responding to business/land availability inquiries
 - Embracing new opportunities and technologies
 - Overseeing MAT program with DMMO



Operating Budget Highlights

- General community request for consideration:
 - YWCA Muskoka financial request (\$8,000)
- Removal of One-Time 2023 projects include:
 - 2023 CAMA conference promotion (\$3,000)
 - Lion's Lookout Skating rink (\$16,000) included in Parks budget
 - Front of House Coordinator funding (\$71,639) included in Theatre budget
 - Communications Coordinator funding (\$61,120) included in Marketing budget
 - Unity Square project (\$5,000)

Economic Development



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$135,475	\$132,205	\$3,270
2 Capital Fund	\$5,100	\$5,000	\$100
Total Economic Development	\$140,575	\$137,205	\$3,370

Economic Development - Municipal Accommodation Tax Projects

Operating Budget Highlights

- General MAT 2024 projects (fully funded through MAT General reserve) include:
 - Mainstreet Vibrancy Project (\$10,000)
 - Muskoka Small Business Centre (\$2,500)
 - Resident Attraction Strategy (\$40,000)
 - Community Brand Launch (\$10,000)
 - Wayfinding Signage (\$330,000)
- General MAT 2024 community request items for consideration
 - Muskoka Watershed Council (\$15,000)
 - BIA Holiday Display (\$10,000)
 - Unity Square project (\$5,000)
- General MAT 2024 ongoing items (fully funded through MAT General reserve) include:
 - Physician Recruitment (\$25,000)
 - Town promotional materials (\$5,000)
 - Healthcare attraction (\$10,000)
 - Community Financial Request program (\$10,000)
 - Algonquin Theatre publications, printing & digital marketing (\$17,600)
 - Muskoka Heritage Place publications, printing & digital marketing (\$29,900)
 - Community Improvement Program (\$45,000)
 - Huntsville/Lake of Bays Chamber visitor information services (\$32,000)
 - Port Sydney/Utterson Chamber of Commerce (\$5,000)
 - Business retention and expansion programming (\$15,000)
 - Huntsville job fair and/or business support event (\$1,000)
 - 62% contribution to MAT Board, net of collection fees & visitor services funding

See Appendix E - MAT Project for more detail

Marketing

Who We Are

- Jeremy Chan, Marketing Coordinator
- Lisa Spolnik, Manager of Marketing and Communications
- Katie Oestreich, Communications Coordinator

What We Do

- Handle all advertising procurements, manage brands, design, marketing plans/strategies, social media channels, website(s) management
- Corporate communications
- Marketing duties performed for cultural assets (Algonquin Theatre and Muskoka Heritage Place) as well as corporate business: corporate messages, programs and recreation, roads, economic development, planning, building, finance, emergency information, etc.

Operating Budget Highlights

- Communications Coordinator position funded by levy (\$61,120)
- Increase in budget requested to implement Corporate Communication Strategy objectives: enhancing digital assets (photography, design and video). In addition, with the closing of our community print newspaper, we are requesting an increase in budget to enhance our community reach with direct mail (print and distribution).
- Increase in Digital Marketing (Doppler Digital Ads) \$6,000
- Decrease in Newspaper advertising (\$7,098)
- Increase in design and video services \$8,010
- Increase in distribution expense \$6,000

Marketing



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$474,569	\$334,884	\$139,685
Total Marketing	\$474,569	\$334,884	\$139,685

Divisional Budget Overview: Legislative Services

Message from the Director of Legislative Services/Clerk

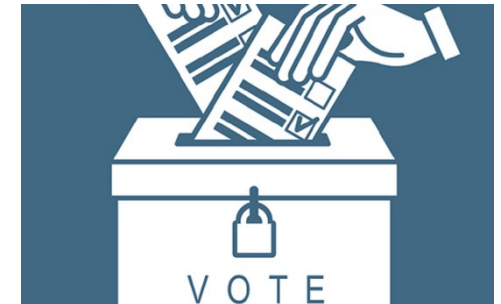
The Legislative Services Division is comprised of four departments: Clerks, Corporation Information, Information Technology and Legal & Agreements.

The Clerk's Department oversees a broad range of responsibilities under various Provincial Acts and Regulations related to Town Council such as recording of Council and Committee minutes, vital statistics, and municipal elections.

The Corporate Information department is responsible for: data standards, integrations and dissemination of data for citizens, Council, and staff; the Town's Shared Services GIS program with Township of Lake of Bays; Open Data program; records management program; 911 Civic Addressing program; and is a leading member of the SET (Service Excellence Team) responsible for review and compliance of software, database systems and practices.

Information Technology supports and facilitates the current and future operational processes that are increasingly dependent upon technology for their implementation and success in pursuit of the Town's Strategic Plan, as well as a member of SET.

Legal and Agreements is responsible for the review of contracts and agreements to ensure compliance with Council direction and policies and processes land transactions such as acquisitions, dispositions, closings, occupancies, and leases.



What We Do

Clerks

- Performs statutory duties under the Municipal Act
- Vital statistics
- Issues marriage licenses
- Council and Committee meetings
- Tag days, flag raising and commissioning
- Legislative and procedural support to staff
- Accessibility
- Elections

Information Technology

- Maintain technology infrastructure to support services
- Secure and protect computers, servers, and network devices
- Central help desk for all technology issues
- SET Team review and support for all software

Corporate Information

- SET Team review and support for all software
- 911 Civic Addressing and road naming
- Interactive Web Mapping & Data Dashboards (staff and public)
- Open Data (public and other agencies)
- Records management training and guidance
- Records retention and destruction
- Privacy and access legislation advice

Legal & Agreements

- Contracts and agreements
- Property inventory
- Acquisitions and dispositions of land
- Road and Shore Road Allowance closures
- Licences of Occupations

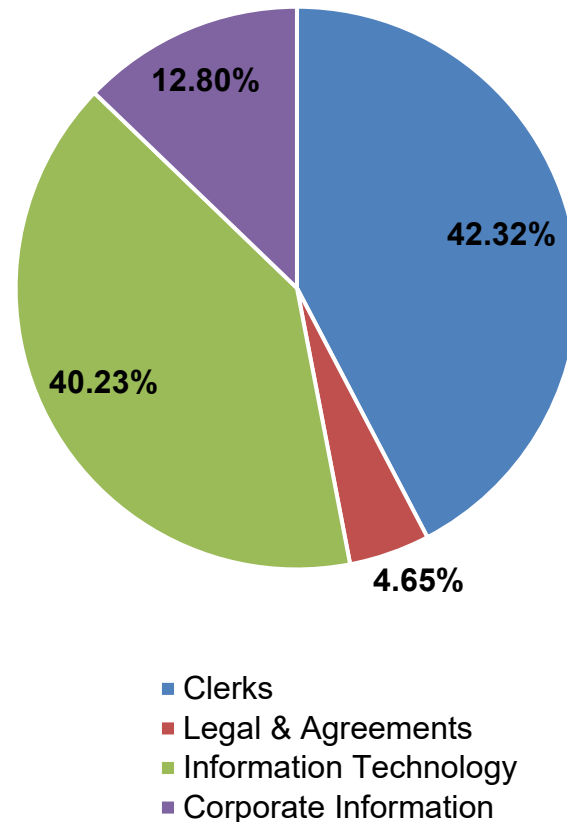
Challenges Today and Tomorrow

Legislative Changes and societal shifts increase demands on municipal governments, to remain effective, on-going training and administrative supports are needed. Modernization of procedures and processes require financial resources.

Technology and data continue to grow exponentially. More technical, financial and staff resources will be needed to meet the increasing expectations of our growing population and to keep Town services running efficiently. Changes to legislation also play a vital role in the Corporate Information landscape.

As we move forward, cyber threats to municipalities, especially ransomware attacks, are only going to become more common. It will be important to have detection, mitigation, and recovery plans in place. Migrating from out-dated legacy systems require additional resources while maintaining daily workloads. Working with government and private organizations will help us to put those plans in place.

2024 Net Levy by Department
Legislative Services



Clerks

Who We Are

- Jessica Boyes, Deputy Clerk
- Natalie Little, Committee Coordinator
- Tracy Millar, Committee Coordinator
- Tanya Calleja, Director of Legislative Services/Clerk

Who We Serve

- Public
- Council
- All Town departments

Operating Budget Highlights

- Increase in Legal Expense (\$10,000)
- Elections Reserve - Increase contribution, based on increase costs (\$5,000)
- Realignment of staffing resources moved to Office of the CAO
- Includes budget areas of Director's Office, Elections, Council and Clerks

Clerks



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$867,089	\$778,940	\$88,149
2 Capital Fund			
Total Legislative Services	\$867,089	\$778,940	\$88,149

Corporate Information

Who We Are

- Andrew Zanier, Records Management Coordinator
- Margaret Stead, Manager of Corporate Information
- GIS Technician x 2, Vacant

Who We Serve

- Public
- Council
- All Town of Huntsville departments
- Township of Lake of Bays
- Other agencies such as the District of Muskoka and MPAC

Operating Budget Highlights

- Increase in Shared Service Agreement revenue \$155,485
- Increase for GIS Shared Services additional staff
- Transfer of Software End User for portion of ESRI GIS Enterprise Software License to IT (\$7,050)

Records Management



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$124,516	\$133,351	(\$8,835)
Total Records Management	\$124,516	\$133,351	(\$8,835)

Corporate Information



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$137,675	\$125,383	\$12,292
Total Corporate Information	\$137,675	\$125,383	\$12,292

Information Technology

Who We Are

- Dave McDonnell, Help Desk Support
- Dan Taylor, Systems and Mobile Administrator
- Ian Parker, IT Manager
- Marc Bower, Information Security Specialist
- Vacant, Network & Server Coordinator

Who We Serve

- Operating as a Shared Services with Township of Lake of Bays we serve:
 - All Town of Huntsville departments & locations
 - All Township of Lake of Bays departments & locations
 - Huntsville Public Library

Operating Budget Highlights

- Transfer of Copiers to Lease Model, and expenses from Corporate Information for the Plotter (\$6,500)
- Additional consulting time for a Project Manager for HRIS Payroll Attendance Software Implementation (HR) and Property Taxes Online Payment Implementation (\$14,400)
- Shared Services revenues for IT Support increased in 2024 (total estimated revenue \$140,628)
- Ongoing transfer of software costs & licensing from other departments (\$33,842)
- New Software Requests 2024: Strategy Execution Software (\$12,500) ongoing annual cost
- Strategy Execution Software Implementation (\$7,500), to be funded through Corporate Software Reserve

Information Technology



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$824,245	\$715,937	\$108,308
2 Capital Fund	\$80,700	\$77,600	\$3,100
Total Information Technology	\$904,945	\$793,537	\$111,408

Legal & Agreements

Who We Are

- Marie Turner, Legal & Agreements Coordinator

Who We Serve

- Public
- Council
- All Town departments

Operating Budget Highlights

- There were no significant changes to this budget

Legal and Agreements



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$95,219	\$90,880	\$4,339
Total Legal and Agreements	\$95,219	\$90,880	\$4,339

Divisional Budget Overview: Financial Services

Message from the Director of Financial Services/Treasurer

The Financial Services Division is comprised of Finance, Risk Management & Insurance and Town Hall Customer Service.

The Finance department is responsible for the financial affairs of the Town, including the coordination of the operating and capital budgeting, long-term financial planning, coordination of the strategic asset management plan, procurement, and maintaining effective financial controls. Insurance is responsible for overseeing the Town's insurance program, including claims and corporate risk management. Town Hall Customer Service is the main point of contact for the public, providing information to residents, businesses, and visitors. We endeavor to provide exceptional customer service by processing requests accurately, timely and efficiently.

"Someone's sitting in the shade today because someone planted a tree a long time ago."

– Warren Buffet

Who We Are

- Alicia Horne, Asset and Risk Management Coordinator
- Elizabeth Hayes, Finance Clerk
- Gillian Martin, Finance Clerk
- Julia McKenzie, CPA, CA, Director of Financial Services/Treasurer
- Lee Eccleston, Manager of Taxation and Revenue
- Lori Allen, Accounts Payable and Receivable Clerk
- Melissa Coulson, Administrative Assistant - Finance
- Rachel Niemi, Taxation and Revenue Clerk
- Suzanne Diller, CPA, Deputy Treasurer
- Tanya Marchand, Senior Taxation and Revenue Clerk

Who We Serve

We serve two main groups: the public and internal support to Town departments. To the public Financial Services is the first point of contact for general citizen and visitor inquiries and we help steer them in the right direction, we provide support to the taxpayers in this community and collect property taxation for Huntsville, the District of Muskoka and the various Muskoka Boards of Education. We provide financial administration to the Huntsville BIA and together with Huntsville's accommodation providers, administer the Transient

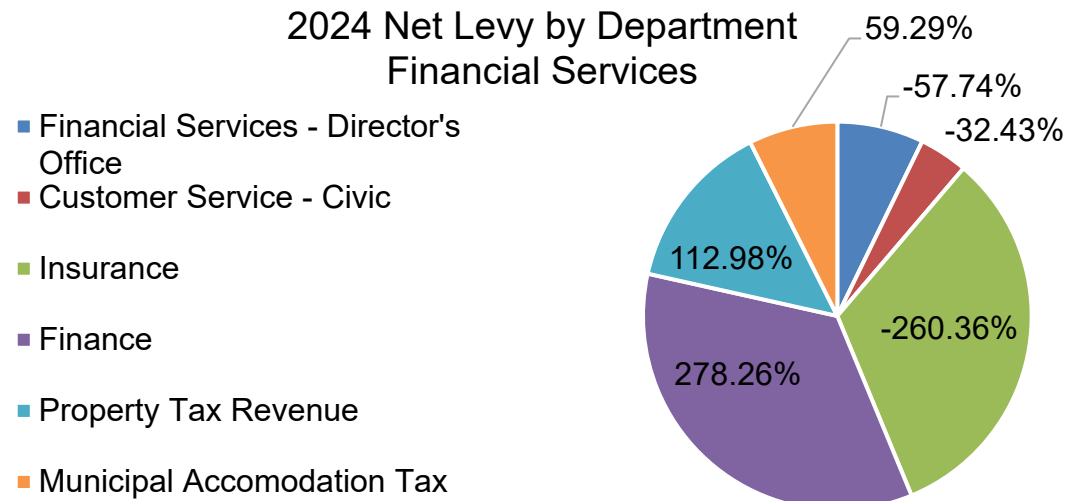
Accommodation Tax (or as we know it, the MAT) . Internally, Financial Services staff interact on a daily basis with every department to assist with the paying of expenses, the collection of revenues, maintaining of trust accounts, and preparation and monitoring of budgets.

Challenges Today and Tomorrow

The challenges that division experience year to year continues to be ever changing. In the past year there was a significant focus on health care and services, both with regards to the Local Share strategy and the community health care centre. In the year to come it is expected that there will be significant focus on the Town's assets as the Municipal Asset Management plan is updated and the Huntsville Development Charges background study and bylaw are updated.

The municipal accommodation tax (MAT) program is now in its 5th year and has yielded over \$6M in revenues, of which, over \$3.3M has been distributed to our tourism partner, Huntsville Municipal Accommodation Tax Association (HMATA). The Town's assessment continues to experience growth as new homes are build and developments are completed which provides steady supplementary taxes revenue.

Huntsville has continued to invest in risk management efforts both to reduce the Town's overall exposure to financial risk but also to reduce the cost of obtaining municipal insurance, which in any year is particularly challenging. The risk mitigation efforts appear to be paying off, as seen in our most recent insurance program renewal. Efforts will continue primarily in the area of documentation to ensure that they will produce gains in the long-term.



Customer Service

What We Do

- Handling all general calls and emails to the Town
- Key educator to the community and customers about services provided by the Town and throughout the community
- Provide support to taxpayers in our community

Operating Budget Highlights

- There were no significant changes to this budget

Customer Service - Civic



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$98,456	\$73,692	\$24,764
Total Customer Service - Civic	\$98,456	\$73,692	\$24,764

Insurance

What We Do

- Identifying & evaluating risk
- Development of procedures to avoid or minimize the risk of financial loss
- Education to staff and council on risk management

Operating Budget Highlights

- One-Time 2024 consulting fees to update building insurance values funded through the insurance reserve (\$21,000)
- Increase in insurance premiums (\$51,909)
- Increase in costs recovered from the Building department (\$162,036)

Insurance

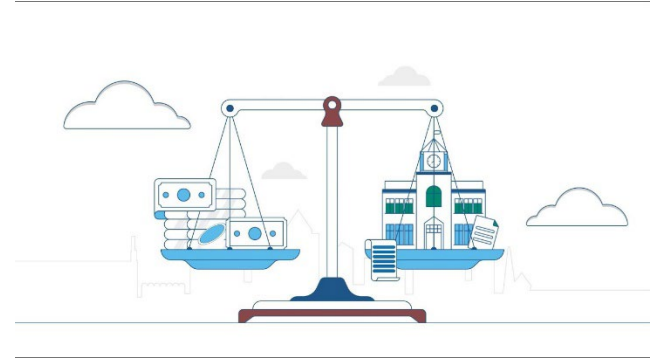


	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$790,474	\$897,907	(\$107,433)
Total Insurance	\$790,474	\$897,907	(\$107,433)

Finance

What We Do

- Coordination of capital & operating budgets
- Timely reporting and monitoring of financial information
- Maintaining accurate information on property tax rolls, collection of amounts owing
- Ensuring amounts owing are paid in a timely manner, including statutory requirements
- Accurate and timely reporting of Federal and Provincial grants
- Development and monitoring of financial policies of the Town
- Coordination of the annual financial statement audit
- Maintaining the Trust accounts for Municipal Cemeteries
- Monitoring the collection of the Municipal Accommodation Tax (MAT)



Operating Budget Highlights

- One-Time 2023: Removal of the COVID recovery funding (\$482,000)
- One-Time 2024 DC study, funded by DC reserves (\$51,000)
- One-Time 2024 consulting for building inventory and condition assessment funded by The Canada Community-Building Fund (\$85,000)
- Reduction in tax penalties (\$36,000)
- Increase in investment income (\$210,000)
- Centre Street lease revenue brought into general revenues rather than transferring to Environmental Reserve (\$444,096)

Finance



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	(\$844,827)	(\$756,078)	(\$88,749)
2 Capital Fund			
Total Finance	(\$844,827)	(\$756,078)	(\$88,749)

Divisional Budget Overview: Municipal Accommodation Tax

The Municipal Accommodation Tax (MAT) budget area is related to the collection of the MAT and any costs related to running the program. The projects funded through the MAT are included in the Economic Development department in Development Services. This program is self-funded which means that any surplus will be transferred to the dedicated MAT reserves.

Operating Budget Highlights

- Increase in MAT revenue (\$100,000) and related reserve transfer and Huntsville Municipal Accommodation Tax Association (HMATA) payments
- Utilize Municipal Accommodation Tax funding for general revenues, on-going (\$180,000)



Divisional Budget Overview: Huntsville Public Library

Message from the CEO/Chief Librarian Library

In a typical year, the Huntsville Public Library is visited more than 130,000 times, has almost 150,000 items checked out, and has over 13,000 people attending our programs and activities. Huntsville Public Library strives to be the “go to” place for programs and services that support community cohesion and resilience, connecting and equipping residents to survive and thrive as our community/country adapts to a fast-changing economy, social conditions, and climate change. The Huntsville Public Library is a welcoming community hub that connects, informs, and inspires people of all ages and through this helps to build a stronger Huntsville.

Who We Are

- Amber McNair, Youth Services Librarian
- Annie Ihnatowycz, Public Service Assistant
- Bette Wallenius, Library Technician
- Cara McQueen, Community Engagement Coordinator
- David Tremblay, CEO/Chief Librarian
- Deborah Marshall, Operations Assistant
- Emily Davies, Central Service Delivery Coordinator
- Julia Manczak, eLibrarian
- Sophia Webster, Teen Tech
- Complement of PT Library Circulation Clerks & Shelves

Vision:

A vital centre to collaborate, connect and explore the world in which we live.

Mission:

To provide accessible services, programs, collections, and spaces designed to inspire and enrich the community.

What We Do

Libraries are one of the most effective and impactful uses of public funding. Strong libraries equal strong communities. Huntsville Public Library helps ensure that all Huntsville residents have access to broadband internet, authoritative information, technology, tools, and services needed to help our community thrive.

The Huntsville Public Library provides:

- Economic development: Businesses and professionals choose to locate in communities with libraries (an essential amenity). Libraries draw people to the area they are located, and the surrounding businesses benefit.
- Educational opportunities: Libraries encourage literacy for people of all ages and free internet access is critical educational support for families and people living in poverty.
- Community well-being: Libraries bring people together, which is a significant factor in mental well-being. (ex. Moms and toddlers during story time, isolated seniors connecting at programs, teens making friends at game night)
- Credible information: Libraries are available to help people find evidence-based resources that are credible and reliable.
- Environmental Responsibility: Libraries help reduce waste and over-consumption by lending books, movies, materials, resources, and Things time and time again.
- Community gathering space: safe places for people to rent and gather which supports community cohesion and resilience within a fast-changing economy, social conditions, and climate change.

Who We Serve

As the public library of a remarkable, diverse, and engaged community, Huntsville Public Library serves all residents within a 710 km² area of the Town of Huntsville. We serve everyone from new parents and infants (baby/Storytime programs) to kids and teens, to new entrepreneurs, to seniors and adults, the full life spectrum. We provide resources and support to help people learning and adapting to modern technology. Our collections and programs/activities target the needs of all ages, and they respond to the interests of the demographics of Huntsville. As the largest library in our geographic area, many people in the neighbouring communities make use of our services (Novar, Emsdale,

“Just wanted to pass on a HUGE thanks for the princess event at the library a bit ago. As a mom with young kids it is so hard to find events that start in the morning- and we were so grateful not only have a morning event but an amazing musical event! Our daughter just loves music, so it was a huge hit for us. Anyways - thank you kindly! Looking forward to more events!”

Parent who attended our Once Upon a Hero event we put on with the Huntsville Theatre Company

Sprucedale - just to name a few). We offer non-resident cards for those who do not reside in Huntsville (for a fee).

Challenges Today and Tomorrow

Libraries find themselves in an ever-changing environment where adaptation is key. As the communities we serve grow and change we find ourselves re-imagining our spaces and services to meet their needs. In 2022, a community wide survey was conducted. The overarching themes included: more open hours, more digital collection offerings; dynamic programs, more adult programs; easily find/hear/see what is offered at the library; free programs; bigger renewed space as the Town grows; and many thanks for the great service. This feedback informed the library's 2023 strategic plan and future budget considerations.

In the 2023 the budget addressed bringing back some of the hours open that were lost during the pandemic. The 2024 budget addresses the challenges of inflation impacting the Huntsville Public Library. The Huntsville Public Library is holding off on asking for funding to meet other needs until the 2025 budget. These include a full-time social media/marketing position and digital platforms to address communication and customer service needs. An ongoing challenge facing the library community is balancing a physical and digital collection to meet demand contrasted with [a high cost](#) for digital collections.

"Equitable access to resources and materials provided by libraries levels the playing field, and enables all to learn, grow and flourish."

Alberta Regional Libraries

Operating Budget Highlights

- Inflationary increases to our electronic resources as well as our staff and public facing platforms
- Restoring of Travel and Accommodation for staff professional development/conferences since its removal during pandemic.

Capital Budget Highlights

- Purchases of library materials (books, CDs, DVD, etc.) of \$95,903, is to be funded through the usage of Library DCs and the levy
- IT pooled capital replacements (audio visual, computers, monitors, etc.) for an estimated \$39,385 to be funded through the Library IT Capital reserve.

Library



	2024	2023	
	Final Budget	Final	Budget Change
	Total	Budget	(\$)
1 Operating Fund	\$936,225	\$890,637	\$45,588
2 Capital Fund	\$125,325	\$125,325	
Total Library	\$1,061,550	\$1,015,962	\$45,588



Appendices



Appendix A - Budget Summary by Division

Town of Huntsville

Division	Budget Area	Net Levy Impact	% of Total Net Levy Impact	Total Net Levy	% of Total Levy
Corporate Wide	Ontario Municipal Partnership Fund (OMPF)	(74,100)	-2.87%	(1,933,500)	-8.79%
Corporate Management	CAO	46,392		351,481	1.60%
	Corporate & Community Strategy - Director	182,132	9.44%	182,132	0.83%
	Human Resources	15,319		456,824	2.08%
Legislative Services	Legislative Services - Directors Office	24,236		203,545	0.93%
	Council	(102,889)		335,017	1.52%
	Election	5,000		36,000	0.16%
	Clerks	161,802	7.91%	292,527	1.33%
	Legal & Agreements	4,339		95,219	0.43%
	Information Technology	108,308		824,245	3.75%
	Corporate Information	12,292		137,675	0.63%
	Records Management	(8,835)		124,516	0.57%
Financial Services	Financial Services - Directors Office	8,552		175,311	0.80%
	Customer Service - Civic Centre	24,764		98,456	0.45%
	Insurance	(107,433)		790,474	3.59%
	Finance	(88,749)	-13.24%	(1,074,827)	-4.89%
	Property Tax Revenue	930		(343,020)	-1.56%
	Local Share	-		230,000	1.05%
	Municipal Accommodation Tax	(180,000)		(180,000)	-0.82%
Community Services	Community Services - Directors Office	25,280		182,052	0.83%
	Community Policing	-		-	0.00%
	Facilities	157,972		2,645,521	12.03%
	Sales & Customer Service	49,063		(151,318)	-0.69%
	Community Health Clinic	14,520	10.99%	14,520	0.07%
	Recreation, Culture & Heritage	11,300		32,975	0.15%
	Muskoka Heritage Place	9,827		327,812	1.49%
	Recreation & Leisure Services	(19,204)		451,344	2.05%
Development Services	Algonquin Theatre	35,104		275,933	1.25%
	Development Services - Director	6,268		139,945	0.64%
	Building	-		-	0.00%
	Bylaw	19,252		303,892	1.38%
	Short Term Rental Licencing	-	14.97%	-	0.00%
	Planning	218,304		389,937	1.77%
	Economic Development	3,270		135,475	0.62%
Operations & Protective Services	Marketing	139,685		474,569	2.16%
	Operations - Director	95,487		269,090	1.22%
	Roads	861,184		4,934,223	22.44%
	Fleet	(304,717)	45.01%	(161,995)	-0.74%
	Transit	19,618		171,445	0.78%
	Parks & Cemeteries	415,121		1,698,919	7.73%
Library	Fire & Emergency Services	76,201		1,207,880	5.49%
		45,588	1.76%	936,225	4.26%
Capital Contributions		672,200	26.02%	6,910,920	31.43%
Total		2,583,383	100.00%	21,991,439	100.00%

Appendix B - Consolidated Budget

Organization



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue	(\$7,461,123)	(\$3,250)	(\$7,464,373)	(\$6,848,882)	(\$615,491)	8.99%
Deferred Revenue	(\$206,092)	(\$85,000)	(\$291,092)	(\$160,613)	(\$130,479)	81.24%
Other Property Tax Revenue	(\$2,037,447)		(\$2,037,447)	(\$1,931,595)	(\$105,852)	5.48%
Grants	(\$2,253,382)		(\$2,253,382)	(\$2,206,313)	(\$47,069)	2.13%
Donations	(\$1,700)		(\$1,700)	(\$1,500)	(\$200)	13.33%
Total Revenue	(\$11,959,744)	(\$88,250)	(\$12,047,994)	(\$11,148,903)	(\$899,091)	8.06%
Salary, Wages & Benefits	\$17,063,005		\$17,063,005	\$15,133,751	\$1,929,254	12.75%
Materials & Supplies	\$4,068,972	\$2,475	\$4,071,447	\$3,371,525	\$699,922	20.76%
Contracted Services	\$5,445,235	\$164,983	\$5,610,218	\$4,822,527	\$787,691	16.33%
Rents & Financials	\$142,339		\$142,339	\$130,248	\$12,091	9.28%
Total Expense	\$26,719,551	\$167,458	\$26,887,009	\$23,458,051	\$3,428,958	14.62%
Long Term Debt	\$834,673		\$834,673	\$943,279	(\$108,606)	(11.51%)
Total Debt	\$834,673		\$834,673	\$943,279	(\$108,606)	(11.51%)
Reserve Contributions	\$3,157,601		\$3,157,601	\$3,716,285	(\$558,684)	(15.03%)
Transfers from Reserves	(\$3,707,270)	(\$43,500)	(\$3,750,770)	(\$3,799,376)	\$48,606	(1.28%)
Total Reserve Contributions (Transfers)	(\$549,669)	(\$43,500)	(\$593,169)	(\$83,091)	(\$510,078)	613.88%
Internal Allocations						
Net Levy	\$15,044,811	\$35,708	\$15,080,519	\$13,169,336	\$1,911,183	14.51%

Organization



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
2 Capital Fund						
Revenue						
Deferred Revenue	(\$2,141,121)		(\$2,141,121)	(\$1,173,390)	(\$967,731)	82.47%
Grants	(\$1,505,500)		(\$1,505,500)	(\$740,710)	(\$764,790)	103.25%
Donations				(\$300,000)	\$300,000	(100.00%)
Total Revenue	(\$3,646,621)		(\$3,646,621)	(\$2,214,100)	(\$1,432,521)	64.70%
Salary, Wages & Benefits						
Total Expense						
Total Debt						
Reserve Contributions	\$6,820,845		\$6,820,845	\$6,148,645	\$672,200	10.93%
Transfers from Reserves	(\$10,239,163)		(\$10,239,163)	(\$6,481,379)	(\$3,757,784)	57.98%
Total Reserve Contributions (Transfers)	(\$3,418,318)		(\$3,418,318)	(\$332,734)	(\$3,085,584)	927.34%
Capital Expenses	\$13,975,859		\$13,975,859	\$8,785,554	\$5,190,305	59.08%
Net Levy	\$6,910,920		\$6,910,920	\$6,238,720	\$672,200	10.77%
Total Organization	\$21,955,731	\$35,708	\$21,991,439	\$19,408,056	\$2,583,383	13.31%



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Grants						
4-21050 Ontario Municipal Partners Fund	(\$1,933,500)		(\$1,933,500)	(\$1,859,400)	(\$74,100)	3.99%
Total Grants	(\$1,933,500)		(\$1,933,500)	(\$1,859,400)	(\$74,100)	3.99%
Total Revenue	(\$1,933,500)		(\$1,933,500)	(\$1,859,400)	(\$74,100)	3.99%
Total Expense						
Total Debt						
Total Reserve Contributions (Transfers)						
Net Levy	(\$1,933,500)		(\$1,933,500)	(\$1,859,400)	(\$74,100)	3.99%
Total Corporate Wide	(\$1,933,500)		(\$1,933,500)	(\$1,859,400)	(\$74,100)	3.99%

Corporate Management



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Total Revenue						
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$896,944		\$896,944	\$700,738	\$196,206	28.00%
5-10010 Salaries & Wages - PT	\$68,643		\$68,643		\$68,643	
Total Salary, Wages & Benefits	\$965,587		\$965,587	\$700,738	\$264,849	37.80%
Materials & Supplies						
5-20450 Clothing & Safety Supplies	\$205		\$205	\$205		
5-20650 Corporate Training	\$17,000		\$17,000	\$17,000		
5-20700 Courier	\$20		\$20	\$20		
5-20943 Employee Recognition	\$5,000		\$5,000		\$5,000	
5-21350 Health & Safety Committee	\$5,500		\$5,500	\$5,000	\$500	10.00%
5-21650 Long Service Awards	\$1,000		\$1,000	\$1,000		
5-21800 Meals & Accommodations	\$4,750		\$4,750	\$4,250	\$500	11.76%
5-21850 Meeting Supplies	\$250		\$250	\$150	\$100	66.67%
5-21900 Memberships	\$21,914		\$21,914	\$19,914	\$2,000	10.04%
5-21950 Mileage	\$2,250		\$2,250	\$1,250	\$1,000	80.00%
5-22050 Minor Software	\$5,000		\$5,000	\$4,800	\$200	4.17%
5-22250 Office Supplies	\$1,550		\$1,550	\$550	\$1,000	181.82%
5-22400 Professional Development	\$8,000		\$8,000	\$6,000	\$2,000	33.33%
5-22700 Retirement Recognition	\$1,000		\$1,000	\$1,000		
5-23005 Social Committee	\$5,000		\$5,000		\$5,000	
5-23100 Telephone - Cellular	\$1,716		\$1,716	\$1,260	\$456	36.19%
5-23180 Health & Wellness Program				\$10,000	(\$10,000)	(100.00%)

Corporate Management



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-23275 Website Advertising	\$11,000		\$11,000	\$15,000	(\$4,000)	(26.67%)
Total Materials & Supplies	\$91,155		\$91,155	\$87,399	\$3,756	4.30%
Contracted Services						
5-30500 Consulting Fees	\$75,000		\$75,000	\$85,000	(\$10,000)	(11.76%)
5-31350 Legal Fees	\$55,000		\$55,000	\$55,000		
5-31600 Professional Fees	\$350		\$350	\$350		
Total Contracted Services	\$130,350		\$130,350	\$140,350	(\$10,000)	(7.13%)
Total Expense	\$1,187,092		\$1,187,092	\$928,487	\$258,605	27.85%
Total Debt						
Transfers from Reserves						
9-21020 Reserve Transfer - Building Departm	(\$53,000)		(\$53,000)		(\$53,000)	
9-21035 RSRV Transfer - Environmental Gar	(\$60,000)		(\$60,000)	(\$60,000)		
9-21065 Reserve Transfer - Working Fund	(\$14,726)		(\$14,726)		(\$14,726)	
9-21075 Reserve Transfer - Human Capital	(\$26,000)		(\$26,000)	(\$79,896)	\$53,896	(67.46%)
Total Transfers from Reserves	(\$153,726)		(\$153,726)	(\$139,896)	(\$13,830)	9.89%
Total Reserve Contributions (Transfers)	(\$153,726)		(\$153,726)	(\$139,896)	(\$13,830)	9.89%
Internal Allocations						
5-45000 Int. labour charged/recovered	(\$42,929)		(\$42,929)	(\$41,997)	(\$932)	2.22%
Total Internal Allocations	(\$42,929)		(\$42,929)	(\$41,997)	(\$932)	2.22%
Net Levy	\$990,437		\$990,437	\$746,594	\$243,843	32.66%

Corporate Management



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Corporate Management	\$990,437		\$990,437	\$746,594	\$243,843	32.66%

Legislative Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-22030 Municipal - Lake of Bays	(\$296,113)		(\$296,113)	(\$98,004)	(\$198,109)	202.14%
4-30025 Burial Permits	(\$5,750)		(\$5,750)	(\$4,700)	(\$1,050)	22.34%
4-30040 Dock Lease - Public	(\$13,574)		(\$13,574)	(\$11,910)	(\$1,664)	13.97%
4-31090 Licence - Marriage	(\$21,250)		(\$21,250)	(\$22,100)	\$850	(3.85%)
4-31115 Occupation Permit - Application Fee	(\$1,307)		(\$1,307)	(\$1,307)		
4-31116 Shore/Road Allowance Closing - App	(\$22,500)		(\$22,500)	(\$21,700)	(\$800)	3.69%
4-40062 Application Fee	(\$1,085)		(\$1,085)	(\$1,085)		
4-40293 Freedom of Information	(\$400)		(\$400)	(\$400)		
4-40310 GIS Map Revenue	(\$200)		(\$200)	(\$200)		
4-40440 Miscellaneous Revenue	(\$160)		(\$160)	(\$154)	(\$6)	3.90%
Total Revenue	(\$362,339)		(\$362,339)	(\$161,560)	(\$200,779)	124.28%
Total Revenue	(\$362,339)		(\$362,339)	(\$161,560)	(\$200,779)	124.28%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$1,885,330		\$1,885,330	\$1,536,298	\$349,032	22.72%
Total Salary, Wages & Benefits	\$1,885,330		\$1,885,330	\$1,536,298	\$349,032	22.72%
Materials & Supplies						
5-20050 Committee	\$300		\$300	\$2,300	(\$2,000)	(86.96%)
5-20450 Clothing & Safety Supplies	\$240		\$240	\$180	\$60	33.33%
5-20530 Compensation	\$1,000		\$1,000	\$1,000		
5-20700 Courier	\$300		\$300	\$335	(\$35)	(10.45%)
5-20850 Discretionary	\$21,000		\$21,000	\$21,000		
5-21750 Materials & Supplies	\$8,400		\$8,400	\$8,180	\$220	2.69%

Legislative Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-21800 Meals & Accommodations	\$5,512		\$5,512	\$7,531	(\$2,019)	(26.81%)
5-21850 Meeting Supplies	\$2,600		\$2,600	\$1,900	\$700	36.84%
5-21900 Memberships	\$2,249		\$2,249	\$1,775	\$474	26.70%
5-21950 Mileage	\$3,869		\$3,869	\$3,427	\$442	12.90%
5-22000 Minor Hardware	\$5,500		\$5,500	\$1,250	\$4,250	340.00%
5-22050 Minor Software	\$2,150		\$2,150	\$1,250	\$900	72.00%
5-22060 Minor Acquisitions	\$1,875		\$1,875	\$1,875		
5-22175 Network Cabling	\$14,800		\$14,800	\$17,400	(\$2,600)	(14.94%)
5-22250 Office Supplies	\$2,250		\$2,250	\$3,050	(\$800)	(26.23%)
5-22400 Professional Development	\$23,913		\$23,913	\$24,885	(\$972)	(3.91%)
5-22450 Promotion/Special Events	\$3,300		\$3,300	\$3,584	(\$284)	(7.92%)
5-22550 Publications	\$705		\$705	\$17,580	(\$16,875)	(95.99%)
5-22600 Records Management Supplies	\$500		\$500	\$1,500	(\$1,000)	(66.67%)
5-23100 Telephone - Cellular	\$3,000		\$3,000	\$3,600	(\$600)	(16.67%)
5-23105 Telephone - Landline	\$27,980		\$27,980	\$27,980		
Total Materials & Supplies	\$131,443		\$131,443	\$151,582	(\$20,139)	(13.29%)
Contracted Services						
5-30500 Consulting Fees	\$25,700		\$25,700	\$83,475	(\$57,775)	(69.21%)
5-30525 Contractors	\$5,750		\$5,750	\$10,000	(\$4,250)	(42.50%)
5-30600 Copying Expenses	\$11,916		\$11,916	\$4,500	\$7,416	164.80%
5-31025 Hardware Maint & Support	\$11,000		\$11,000	\$2,500	\$8,500	340.00%
5-31250 Insurance - Premium	\$2,467		\$2,467	\$2,145	\$322	15.01%
5-31300 Internet	\$19,030		\$19,030	\$20,206	(\$1,176)	(5.82%)
5-31350 Legal Fees	\$26,350		\$26,350	\$15,600	\$10,750	68.91%
5-31625 Service Contracts	\$22,300		\$22,300	\$22,900	(\$600)	(2.62%)
5-31655 Software & Services - End User	\$146,303	\$20,000	\$166,303	\$127,362	\$38,941	30.58%

Legislative Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-31656 Software & Services - Security	\$53,486		\$53,486	\$70,462	(\$16,976)	(24.09%)
5-31657 Software & Services - Operations	\$57,074		\$57,074	\$52,083	\$4,991	9.58%
5-32175 Network Cabling - CS	\$4,000		\$4,000		\$4,000	
Total Contracted Services	\$385,376	\$20,000	\$405,376	\$411,233	(\$5,857)	(1.42%)
Total Expense	\$2,402,149	\$20,000	\$2,422,149	\$2,099,113	\$323,036	15.39%
Total Debt						
Reserve Contributions						
6-20030 RSRV Cont - CC Expansion	\$20,000		\$20,000	\$20,000		
6-20037 RSRV Cont - Corporate Software	\$50,000		\$50,000	\$50,000		
6-20072 RSRV Cont - Parks	\$13,574		\$13,574	\$11,910	\$1,664	13.97%
6-21025 RSRV Cont - Election	\$36,000		\$36,000	\$31,000	\$5,000	16.13%
6-21045 RSRV Cont - Corp Information	\$5,000		\$5,000	\$5,000		
6-21070 RSRV Cont - Records Management	\$20,000		\$20,000	\$30,000	(\$10,000)	(33.33%)
Total Reserve Contributions	\$144,574		\$144,574	\$147,910	(\$3,336)	(2.26%)
Transfers from Reserves						
9-20037 Reserve Transfer - Corporate Software	(\$14,400)	(\$7,500)	(\$21,900)		(\$21,900)	
9-21025 Reserve Transfer - Election	(\$750)		(\$750)	(\$5,500)	\$4,750	(86.36%)
9-21045 Reserve Transfer - Corp Information	(\$1,900)		(\$1,900)	(\$1,900)		
9-21065 Reserve Transfer - Working Fund	(\$14,300)		(\$14,300)	(\$112,775)	\$98,475	(87.32%)
9-21066 Reserve - Ontario Service Delivery				(\$6,464)	\$6,464	(100.00%)
9-21070 Reserve Transfer - Records Management				(\$22,000)	\$22,000	(100.00%)
Total Transfers from Reserves	(\$31,350)	(\$7,500)	(\$38,850)	(\$148,639)	\$109,789	(73.86%)
Total Reserve Contributions (Transfers)	\$113,224	(\$7,500)	\$105,724	(\$729)	\$106,453	(14,602.61%)

Legislative Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Internal Allocations						
4-86000 Int. Labour Reallocation	(\$41,906)		(\$41,906)	(\$40,294)	(\$1,612)	4.00%
5-45000 Int. labour charged/recovered	(\$53,978)		(\$53,978)	(\$30,795)	(\$23,183)	75.28%
5-45200 Int. Charge/Recovery - IT	(\$20,906)		(\$20,906)	(\$21,244)	\$338	(1.59%)
Total Internal Allocations	(\$116,790)		(\$116,790)	(\$92,333)	(\$24,457)	26.49%
Net Levy	\$2,036,244	\$12,500	\$2,048,744	\$1,844,491	\$204,253	11.07%
2 Capital Fund						
Total Revenue						
Total Expense						
Total Debt						
Reserve Contributions						
6-20045 RSRV Cont - Information Technology	\$80,700		\$80,700	\$77,600	\$3,100	3.99%
Total Reserve Contributions	\$80,700		\$80,700	\$77,600	\$3,100	3.99%
Transfers from Reserves						
9-20045 Reserve Transfer - IT Capital Replace	(\$258,800)		(\$258,800)	(\$161,420)	(\$97,380)	60.33%
9-20063 Reserve Transfer - Munic. Council Cl	(\$4,000)		(\$4,000)	(\$28,600)	\$24,600	(86.01%)
Total Transfers from Reserves	(\$262,800)		(\$262,800)	(\$190,020)	(\$72,780)	38.30%
Total Reserve Contributions (Transfers)	(\$182,100)		(\$182,100)	(\$112,420)	(\$69,680)	61.98%

Legislative Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Capital Expenses						
8-21750 Materials & Supplies	\$182,800		\$182,800	\$190,020	(\$7,220)	(3.80%)
8-30525 Contractors	\$80,000		\$80,000		\$80,000	
Total Capital Expenses	\$262,800		\$262,800	\$190,020	\$72,780	38.30%
Net Levy	\$80,700		\$80,700	\$77,600	\$3,100	3.99%
Total Legislative Services	\$2,116,944	\$12,500	\$2,129,444	\$1,922,091	\$207,353	10.79%

Financial Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-30047 Garbage Tags	(\$1,200)		(\$1,200)	(\$1,200)		
4-30090 Lease	(\$444,096)		(\$444,096)	(\$444,096)		
4-40005 Admin Penalty Notice (fine)	(\$7,150)		(\$7,150)	(\$3,000)	(\$4,150)	138.33%
4-40010 Administration Revenue	(\$1,700)		(\$1,700)	(\$1,690)	(\$10)	0.59%
4-40145 Commission	(\$300)		(\$300)	(\$300)		
4-40440 Miscellaneous Revenue	(\$6,800)		(\$6,800)	(\$6,500)	(\$300)	4.62%
4-40690 Service Charges	(\$5,500)		(\$5,500)	(\$5,500)		
4-40770 Tax Certificate Fees	(\$45,761)		(\$45,761)	(\$45,761)		
4-40775 Tax Notice Fees	(\$19,005)		(\$19,005)	(\$19,005)		
4-40777 Mortgage Processing Fee	(\$21,536)		(\$21,536)	(\$21,536)		
4-70020 Tax Penalties	(\$618,000)		(\$618,000)	(\$654,000)	\$36,000	(5.50%)
4-70030 Interest	(\$542,500)		(\$542,500)	(\$332,500)	(\$210,000)	63.16%
4-71000 Dividend Income	(\$424,400)		(\$424,400)	(\$424,400)		
Total Revenue	(\$2,137,948)		(\$2,137,948)	(\$1,959,488)	(\$178,460)	9.11%
Deferred Revenue						
4-90035 DC's Recognized - Administration	(\$51,000)		(\$51,000)		(\$51,000)	
4-91000 Deferred CCBF Recognized		(\$85,000)	(\$85,000)		(\$85,000)	
Total Deferred Revenue	(\$51,000)	(\$85,000)	(\$136,000)		(\$136,000)	
Other Property Tax Revenue						
4-14000 Municipal Accomodation Tax	(\$1,552,000)		(\$1,552,000)	(\$1,452,000)	(\$100,000)	6.89%
4-17070 Huntsville Hospital PIL	(\$6,750)		(\$6,750)	(\$6,750)		
4-18000 Huntsville Tax Write Off	\$60,000		\$60,000	\$60,000		
4-18095 Town - Charity Rebate	\$3,730		\$3,730	\$2,800	\$930	33.21%

Financial Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
4-19000 General Levy - Supplementary	(\$400,000)		(\$400,000)	(\$400,000)		
Total Other Property Tax Revenue	(\$1,895,020)		(\$1,895,020)	(\$1,795,950)	(\$99,070)	5.52%
Total Revenue	(\$4,083,968)	(\$85,000)	(\$4,168,968)	(\$3,755,438)	(\$413,530)	11.01%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$1,030,526		\$1,030,526	\$878,388	\$152,138	17.32%
5-10010 Salaries & Wages - PT				\$85,295	(\$85,295)	(100.00%)
Total Salary, Wages & Benefits	\$1,030,526		\$1,030,526	\$963,683	\$66,843	6.94%
Materials & Supplies						
5-20450 Clothing & Safety Supplies	\$350		\$350	\$315	\$35	11.11%
5-20700 Courier	\$50		\$50	\$50		
5-21800 Meals & Accommodations	\$3,600		\$3,600	\$1,300	\$2,300	176.92%
5-21900 Memberships	\$3,241		\$3,241	\$3,190	\$51	1.60%
5-21925 Merchandise	\$1,200		\$1,200	\$1,200		
5-21950 Mileage	\$1,900		\$1,900	\$1,700	\$200	11.76%
5-22250 Office Supplies	\$3,850		\$3,850	\$3,950	(\$100)	(2.53%)
5-22400 Professional Development	\$8,734		\$8,734	\$8,321	\$413	4.96%
5-22550 Publications	\$345		\$345	\$345		
5-23100 Telephone - Cellular	\$1,080		\$1,080	\$1,080		
Total Materials & Supplies	\$24,350		\$24,350	\$21,451	\$2,899	13.51%
Contracted Services						
5-30100 Accounting/Audit Fees	\$13,770		\$13,770	\$13,770		
5-30500 Consulting Fees	\$53,000	\$106,000	\$159,000	\$7,000	\$152,000	2,171.43%
5-30552 Municipal Accommodations Tax - Contributi	\$812,130		\$812,130	\$796,600	\$15,530	1.95%
5-30950 Fee Rebates - Affordable Housing	\$55,335		\$55,335	\$24,215	\$31,120	128.52%
5-31200 Insurance - Deductible - Liability	\$50,000		\$50,000	\$50,000		

Financial Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-31210 Insurance - Deductible - Property	\$50,000		\$50,000	\$50,000		
5-31215 Deductible - Auto	\$10,000		\$10,000	\$10,000		
5-31250 Insurance - Premium	\$957,621		\$957,621	\$905,712	\$51,909	5.73%
5-31350 Legal Fees	\$10,000		\$10,000	\$10,000		
5-31550 Postage Meter	\$8,000		\$8,000	\$8,000		
5-31655 Software & Services - End User	\$1,929		\$1,929	\$1,412	\$517	36.61%
5-31800 Tax Notices	\$33,000		\$33,000	\$33,000		
Total Contracted Services	\$2,054,785	\$106,000	\$2,160,785	\$1,909,709	\$251,076	13.15%
Rents & Financials						
5-56000 Merchant Fees	\$34,000		\$34,000	\$31,400	\$2,600	8.28%
5-56050 Bank Charges	\$4,950		\$4,950	\$4,950		
Total Rents & Financials	\$38,950		\$38,950	\$36,350	\$2,600	7.15%
Total Expense	\$3,148,611	\$106,000	\$3,254,611	\$2,931,193	\$323,418	11.03%
Long Term Debt						
5-50000 Debenture - Interest	\$23,358		\$23,358	\$30,851	(\$7,493)	(24.29%)
5-50001 Debenture - Payments	\$146,742		\$146,742	\$139,250	\$7,492	5.38%
Total Long Term Debt	\$170,100		\$170,100	\$170,101	(\$1)	
Total Debt	\$170,100		\$170,100	\$170,101	(\$1)	
Reserve Contributions						
6-20017 RSRV Cont - Centre Street				\$444,096	(\$444,096)	(100.00%)
6-20064 RSRV Cont - Local Share Hospital	\$230,000		\$230,000	\$230,000		
6-21016 RSRV Cont - Better Homes	\$2,000,000		\$2,000,000	\$2,000,000		
6-21064 RSRV Cont - MAT (General)	\$441,315		\$441,315	\$380,900	\$60,415	15.86%
6-21065 RSRV Cont - Working Fund	\$165,000		\$165,000	\$150,000	\$15,000	10.00%

Financial Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
6-21069 RSRV Cont - MAT (STR)				\$188,095	(\$188,095)	(100.00%)
Total Reserve Contributions	\$2,836,315		\$2,836,315	\$3,393,091	(\$556,776)	(16.41%)
Transfers from Reserves						
9-20014 Reserve Transfer - COVID19 Recove				(\$482,200)	\$482,200	(100.00%)
9-21055 Reserve Transfer - Insurance		(\$21,000)	(\$21,000)	(\$5,000)	(\$16,000)	320.00%
9-21065 Reserve Transfer - Working Fund	(\$2,000,000)		(\$2,000,000)	(\$2,000,000)		
Total Transfers from Reserves	(\$2,000,000)	(\$21,000)	(\$2,021,000)	(\$2,487,200)	\$466,200	(18.74%)
Total Reserve Contributions (Transfers)	\$836,315	(\$21,000)	\$815,315	\$905,891	(\$90,576)	(10.00%)
Internal Allocations						
5-45000 Int. labour charged/recovered	(\$43,642)		(\$43,642)	(\$44,431)	\$789	(1.78%)
5-45300 Int. Recovery/Charge - Service Co						
5-45500 Int. Insurance Charged/recovered	(\$331,022)		(\$331,022)	(\$168,986)	(\$162,036)	95.89%
Total Internal Allocations	(\$374,664)		(\$374,664)	(\$213,417)	(\$161,247)	75.55%
Net Levy	(\$303,606)		(\$303,606)	\$38,330	(\$341,936)	(892.08%)
2 Capital Fund						
Grants						
7-20000 Federal Grants				(\$25,000)	\$25,000	(100.00%)
Total Grants				(\$25,000)	\$25,000	(100.00%)
Total Revenue				(\$25,000)	\$25,000	(100.00%)
Total Expense						

Financial Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Debt						
Transfers from Reserves						
9-20000 xFr to Capital Reserve						
9-20037 Reserve Transfer - Corporate Softw:				(\$10,000)	\$10,000	(100.00%)
Total Transfers from Reserves				(\$10,000)	\$10,000	(100.00%)
Total Reserve Contributions (Transfers)				(\$10,000)	\$10,000	(100.00%)
Capital Expenses						
8-30500 Consulting Fees				\$25,000	(\$25,000)	(100.00%)
8-31655 Software & Services - End User				\$10,000	(\$10,000)	(100.00%)
Total Capital Expenses				\$35,000	(\$35,000)	(100.00%)
Net Levy						
Total Financial Services	(\$303,606)		(\$303,606)	\$38,330	(\$341,936)	(892.08%)

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-22010 Municipal - District	(\$4,681)		(\$4,681)	(\$4,681)		
4-30040 Dock Lease - Public	(\$15,592)		(\$15,592)	(\$15,285)	(\$307)	2.01%
4-30090 Lease	(\$48,494)		(\$48,494)	(\$48,977)	\$483	(0.99%)
4-31130 Parks Permits	(\$8,288)		(\$8,288)	(\$11,000)	\$2,712	(24.65%)
4-40015 Adult Programs	(\$7,852)		(\$7,852)	(\$9,850)	\$1,998	(20.28%)
4-40020 Admission	(\$146,685)		(\$146,685)	(\$139,185)	(\$7,500)	5.39%
4-40040 Advertising	(\$25,203)		(\$25,203)	(\$24,994)	(\$209)	0.84%
4-40062 Application Fee	(\$500)		(\$500)	(\$772)	\$272	(35.23%)
4-40090 Board of Education	(\$1,650)		(\$1,650)	(\$1,600)	(\$50)	3.13%
4-40110 Box Office Fees	(\$6,131)		(\$6,131)	(\$5,398)	(\$733)	13.58%
4-40112 Cancellation Fee						
4-40115 Capital Improvement Fund - Theatre				(\$13,056)	\$13,056	(100.00%)
4-40145 Commission	(\$3,000)		(\$3,000)	(\$2,000)	(\$1,000)	50.00%
4-40170 Custodial Recovery				(\$3,100)	\$3,100	(100.00%)
4-40172 Credit Card Service Fee	(\$25,000)		(\$25,000)	(\$23,000)	(\$2,000)	8.70%
4-40210 Education	(\$10,936)		(\$10,936)	(\$9,429)	(\$1,507)	15.98%
4-40220 Equipment Rental	(\$4,100)	(\$2,250)	(\$6,350)	(\$5,000)	(\$1,350)	27.00%
4-40240 Facilities Rental - Soccer	(\$19,911)		(\$19,911)	(\$21,225)	\$1,314	(6.19%)
4-40250 Facilities Rental - Ball	(\$39,582)		(\$39,582)	(\$34,697)	(\$4,885)	14.08%
4-40255 Facility Rental - Other	(\$1,000)		(\$1,000)	(\$4,229)	\$3,229	(76.35%)
4-40280 Floor - Minor Lacrosse	(\$18,334)		(\$18,334)	(\$19,002)	\$668	(3.52%)
4-40288 Floor - Other	(\$11,000)		(\$11,000)	(\$4,675)	(\$6,325)	135.29%
4-40290 Food & Beverage Revenue	(\$51,360)		(\$51,360)	(\$48,700)	(\$2,660)	5.46%

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
4-40295 Front of House				(\$10,434)	\$10,434	(100.00%)
4-40340 Ice - Minor Hockey	(\$215,278)		(\$215,278)	(\$231,343)	\$16,065	(6.94%)
4-40350 Ice - Other	(\$174,262)		(\$174,262)	(\$131,495)	(\$42,767)	32.52%
4-40360 Instructional Courses	(\$186,950)		(\$186,950)	(\$184,450)	(\$2,500)	1.36%
4-40400 Junior Hockey	(\$15,980)		(\$15,980)	(\$14,921)	(\$1,059)	7.10%
4-40410 Lacrosse - Junior	(\$6,711)		(\$6,711)	(\$4,025)	(\$2,686)	66.73%
4-40412 Lacrosse - Minor Field	(\$1,209)		(\$1,209)	(\$1,030)	(\$179)	17.38%
4-40415 Locker Revenue	(\$1,000)		(\$1,000)	(\$1,500)	\$500	(33.33%)
4-40430 Memberships	(\$49,503)		(\$49,503)	(\$48,924)	(\$579)	1.18%
4-40435 Merchandise Revenue	(\$22,748)		(\$22,748)	(\$13,250)	(\$9,498)	71.68%
4-40440 Miscellaneous Revenue	(\$2,802)		(\$2,802)	(\$3,002)	\$200	(6.66%)
4-40540 Hall Rental	(\$5,980)		(\$5,980)	(\$9,757)	\$3,777	(38.71%)
4-40590 Promotion	(\$22,000)		(\$22,000)	(\$18,000)	(\$4,000)	22.22%
4-40600 Skating	(\$129,920)		(\$129,920)	(\$100,238)	(\$29,682)	29.61%
4-40610 Public Swimming	(\$30,600)		(\$30,600)	(\$30,000)	(\$600)	2.00%
4-40620 Recovery	(\$47,235)		(\$47,235)	(\$51,798)	\$4,563	(8.81%)
4-40630 Pool Rental	(\$22,977)		(\$22,977)	(\$21,800)	(\$1,177)	5.40%
4-40640 Registration Fees	(\$363,423)	(\$1,000)	(\$364,423)	(\$286,112)	(\$78,311)	27.37%
4-40650 Rental	(\$178,631)		(\$178,631)	(\$170,787)	(\$7,844)	4.59%
4-40651 Capital Improvement Fee/Rental Su	(\$54,900)		(\$54,900)	(\$42,064)	(\$12,836)	30.52%
4-40675 Seat Sponsorship	(\$1,325)		(\$1,325)	(\$1,250)	(\$75)	6.00%
4-40715 Socan Fee Revenue						
4-40730 Special Events	(\$8,000)		(\$8,000)	(\$8,000)		
4-40750 Sponsorships	(\$30,700)		(\$30,700)	(\$12,975)	(\$17,725)	136.61%
4-40790 Ticket Commission	(\$22,712)		(\$22,712)	(\$20,981)	(\$1,731)	8.25%
4-40792 Ticket Handling Fee	(\$31,185)		(\$31,185)	(\$24,044)	(\$7,141)	29.70%

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change v
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
4-73000 Power Generation	(\$27,000)		(\$27,000)	(\$27,000)		
Total Revenue	(\$2,102,330)	(\$3,250)	(\$2,105,580)	(\$1,919,035)	(\$186,545)	9.72%
Deferred Revenue						
4-90025 DC's Recognized - Indoor Recreation	(\$123,898)		(\$123,898)	(\$128,477)	\$4,579	(3.56%)
Total Deferred Revenue	(\$123,898)		(\$123,898)	(\$128,477)	\$4,579	(3.56%)
Grants						
4-20000 Federal Grant	(\$14,000)		(\$14,000)	(\$14,000)		
4-21000 Provincial Grant	(\$51,490)		(\$51,490)	(\$65,210)	\$13,720	(21.04%)
4-21040 Provincial Grant - Museum Operatir	(\$24,232)		(\$24,232)	(\$24,232)		
4-23000 Community Grant	(\$7,500)		(\$7,500)	(\$7,500)		
Total Grants	(\$97,222)		(\$97,222)	(\$110,942)	\$13,720	(12.37%)
Donations						
4-50010 Donations - Individual & Corporate	(\$1,700)		(\$1,700)	(\$1,500)	(\$200)	13.33%
Total Donations	(\$1,700)		(\$1,700)	(\$1,500)	(\$200)	13.33%
Total Revenue	(\$2,325,150)	(\$3,250)	(\$2,328,400)	(\$2,159,954)	(\$168,446)	7.80%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$2,974,575		\$2,974,575	\$2,851,434	\$123,141	4.32%
5-10010 Salaries & Wages - PT	\$1,057,468		\$1,057,468	\$914,574	\$142,894	15.62%
Total Salary, Wages & Benefits	\$4,032,043		\$4,032,043	\$3,766,008	\$266,035	7.06%
Materials & Supplies						
5-20350 Building R&M Materials & Supply	\$42,497		\$42,497	\$43,040	(\$543)	(1.26%)
5-20375 Cash Short (Over)						
5-20380 Chemicals	\$15,000		\$15,000	\$11,770	\$3,230	27.44%
5-20450 Clothing & Safety Supplies	\$11,115		\$11,115	\$12,995	(\$1,880)	(14.47%)
5-20475 Costumes	\$250		\$250	\$250		

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-20480 Personal Protective Equipment (PPE)	\$1,500		\$1,500	\$1,500		(
5-20510 Collections	\$2,800		\$2,800	\$2,800		:
5-20700 Courier	\$125		\$125	\$225	(\$100)	(44.44%)2
5-20750 Custodial Supplies	\$38,467		\$38,467	\$31,217	\$7,250	23.22%)
5-20875 Displays & Exhibits	\$13,000		\$13,000	\$15,000	(\$2,000)	(13.33%)1
5-20925 Educational Supplies	\$700		\$700	\$700		(
5-21000 Equipment Repairs & Maintenance	\$15,190		\$15,190	\$12,990	\$2,200	16.94% 3
5-21050 Fire Prevention						1
5-21100 Fleet R&M M&S	\$1,541		\$1,541	\$1,426	\$115	8.06% 8
5-21125 Food & Beverage	\$24,144		\$24,144	\$27,558	(\$3,414)	(12.39%))
5-21200 Fuel (Gas, diesel)	\$20,600		\$20,600	\$20,300	\$300	1.48%)
5-21480 HVAC & Furnace - R&M Materials &	\$8,000		\$8,000	\$8,000		(
5-21500 Hydro	\$401,820		\$401,820	\$401,320	\$500	0.12% 2
5-21625 Licencing Fee	\$4,250		\$4,250	\$2,370	\$1,880	79.32% (
5-21750 Materials & Supplies	\$59,420	\$500	\$59,920	\$57,144	\$2,776	4.86% 1
5-21751 CONVERTED						2
5-21800 Meals & Accommodations	\$7,570		\$7,570	\$6,920	\$650	9.39% :
5-21850 Meeting Supplies	\$300		\$300	\$300		3
5-21900 Memberships	\$7,888	\$225	\$8,113	\$8,853	(\$740)	(8.36%) (
5-21925 Merchandise	\$15,300		\$15,300	\$8,200	\$7,100	86.59% 1
5-21950 Mileage	\$5,080		\$5,080	\$4,630	\$450	9.72% 4
5-22000 Minor Hardware						(
5-22050 Minor Software						:
5-22060 Minor Acquisitions	\$17,590		\$17,590	\$17,090	\$500	2.93% 5
5-22150 Natural Gas	\$95,541		\$95,541	\$92,541	\$3,000	3.24% 3
5-22175 Network Cabling						:

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-22250 Office Supplies	\$5,750		\$5,750	\$5,650	\$100	1.77%
5-22400 Professional Development	\$16,500		\$16,500	\$16,500		
5-22450 Promotion/Special Events	\$11,800		\$11,800	\$14,100	(\$2,300)	(16.31%)
5-22475 Propane	\$18,800		\$18,800	\$18,000	\$800	4.44%
5-22480 Property - R&M Materials & Supply	\$3,000		\$3,000	\$3,000		
5-22550 Publications						
5-22580 Railway - Repairs & Maintenance						
5-22850 Sewer	\$36,525		\$36,525	\$33,500	\$3,025	9.03%
5-22875 Signage						
5-22900 Small Tools & Equipment	\$2,000		\$2,000	\$2,000		
5-22955 Specialized Equipment						
5-23000 Socan Fees	\$2,957		\$2,957	\$4,857	(\$1,900)	(39.12%)
5-23100 Telephone - Cellular	\$6,331	\$300	\$6,631	\$5,731	\$900	15.70%
5-23105 Telephone - Landline	\$791		\$791	\$791		
5-23165 Trip Costs	\$3,000		\$3,000	\$3,000		
5-23175 Volunteer/Staff Appreciation	\$2,000		\$2,000	\$2,000		
5-23250 Water	\$39,797		\$39,797	\$34,251	\$5,546	16.19%
Total Materials & Supplies	\$958,939	\$1,025	\$959,964	\$932,519	\$27,445	2.94%
Contracted Services						
5-30150 Alarm Monitoring	\$23,155		\$23,155	\$23,155		
5-30175 Artist Fees	\$60,200		\$60,200	\$4,500	\$55,700	1,237.78%
5-30250 Building R & M Contracted Services	\$79,500		\$79,500	\$63,000	\$16,500	26.19%
5-30350 Clock Operations	\$9,000		\$9,000	\$9,000		
5-30500 Consulting Fees				\$25,000	(\$25,000)	(100.00%)
5-30525 Contractors	\$177,241	\$10,000	\$187,241	\$158,920	\$28,321	17.82%
5-30550 Contributions/Grants to Others	\$3,000		\$3,000	\$25,558	(\$22,558)	(88.26%)

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-30600 Copying Expenses	\$4,469		\$4,469	\$4,469		
5-30621 Custodial Contracts						
5-30625 Door Repairs	\$20,000		\$20,000	\$19,500	\$500	2.56%
5-30633 Fire Prevention						
5-30635 Fleet Maint - C.S.	\$500		\$500	\$500		
5-30645 Mat Contracts	\$600		\$600	\$600		
5-30683 Snow Removal	\$7,450		\$7,450	\$7,450		
5-30700 Donations						
5-30740 Electrician Services	\$31,500		\$31,500	\$25,000	\$6,500	26.00%
5-30750 Elevator Repairs & Maintenance	\$34,000		\$34,000	\$31,500	\$2,500	7.94%
5-30850 Equipment Repairs & Maintenance	\$10,300		\$10,300	\$8,800	\$1,500	17.05%
5-31000 Garbage Collection	\$29,020		\$29,020	\$20,020	\$9,000	44.96%
5-31100 HVAC Repair & Maintenance	\$93,147		\$93,147	\$92,147	\$1,000	1.09%
5-31150 Hydrant Rental	\$2,000		\$2,000	\$2,000		
5-31175 Ice Plant - Maintenance	\$48,800		\$48,800	\$48,800		
5-31300 Internet	\$733		\$733	\$733		
5-31400 Maintenance Contracts	\$46,000		\$46,000	\$46,000		
5-31500 Plumbing Services	\$21,300		\$21,300	\$21,800	(\$500)	(2.29%)
5-31610 Property - R&M Contracted Services	\$4,500		\$4,500	\$3,600	\$900	25.00%
5-31625 Service Contracts	\$11,485		\$11,485	\$11,485		
5-31655 Software & Services - End User	\$28,118	\$1,649	\$29,767	\$26,036	\$3,731	14.33%
5-31875 Washroom Rentals	\$600		\$600	\$600		
Total Contracted Services	\$746,618	\$11,649	\$758,267	\$679,573	\$78,694	11.58%
Rents & Financials						
5-55300 Lease - Premise	\$12,633		\$12,633	\$5,072	\$7,561	149.07%
5-56000 Merchant Fees	\$44,800		\$44,800	\$43,600	\$1,200	2.75%

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-57000 Interest & Penalties						
Total Rents & Financials	\$57,433		\$57,433	\$48,672	\$8,761	18.00%
Total Expense	\$5,795,033	\$12,674	\$5,807,707	\$5,426,772	\$380,935	7.02%
Long Term Debt						
5-50000 Debenture - Interest	\$70,294		\$70,294	\$85,488	(\$15,194)	(17.77%)
5-50001 Debenture - Payments	\$233,872		\$233,872	\$318,830	(\$84,958)	(26.65%)
Total Long Term Debt	\$304,166		\$304,166	\$404,318	(\$100,152)	(24.77%)
Total Debt	\$304,166		\$304,166	\$404,318	(\$100,152)	(24.77%)
Reserve Contributions						
6-20010 RSRV Cont - Audio Visual	\$500		\$500	\$2,360	(\$1,860)	(78.81%)
6-20015 RSRV Cont - Theatre capital	\$13,536		\$13,536	\$13,056	\$480	3.68%
6-20067 RSRV Cont - Facilities	\$41,364		\$41,364	\$42,064	(\$700)	(1.66%)
6-20072 RSRV Cont - Parks	\$15,592		\$15,592	\$15,285	\$307	2.01%
6-21030 RSRV Cont - Public Art Acq.Fund	\$3,000		\$3,000	\$2,000	\$1,000	50.00%
6-21087 RSRV Cont - Aspdin Community						
Total Reserve Contributions	\$73,992		\$73,992	\$74,765	(\$773)	(1.03%)
Transfers from Reserves						
9-20067 Reserve Transfer - Facilities				(\$25,000)	\$25,000	(100.00%)
9-21030 Reserve Transfer - Public Art Acquis	(\$35,600)		(\$35,600)	(\$600)	(\$35,000)	5,833.33%
9-21064 Reserve Transfer - MAT (Gen)	(\$15,000)		(\$15,000)	(\$71,639)	\$56,639	(79.06%)
9-21065 Reserve Transfer - Working Fund				(\$6,000)	\$6,000	(100.00%)
9-21075 Reserve Transfer - Human Capital				(\$113,285)	\$113,285	(100.00%)
9-21087 Reserve Transfer - Aspdin Communi	(\$4,716)		(\$4,716)	(\$7,036)	\$2,320	(32.97%)
Total Transfers from Reserves	(\$55,316)		(\$55,316)	(\$223,560)	\$168,244	(75.26%)

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Reserve Contributions (Transfers)	\$18,676		\$18,676	(\$148,795)	\$167,471	(112.55%)
Internal Allocations						
4-86000 Int. Labour Reallocation						
5-40100 Allocation of Civic Centre	(\$30,310)		(\$30,310)	(\$34,364)	\$4,054	(11.80%)
5-84000 Int. Snow Removal	\$7,000		\$7,000	\$7,000		
Total Internal Allocations	(\$23,310)		(\$23,310)	(\$27,364)	\$4,054	(14.82%)
Net Levy	\$3,769,415	\$9,424	\$3,778,839	\$3,494,977	\$283,862	8.12%
2 Capital Fund						
Deferred Revenue						
7-90025 DC's Recognized - Indoor Recreation				(\$4,781)	\$4,781	(100.00%)
7-91000 Deferred CCBF Recognized				(\$125,000)	\$125,000	(100.00%)
Total Deferred Revenue				(\$129,781)	\$129,781	(100.00%)
Grants						
7-21000 Provincial Grants	(\$234,080)		(\$234,080)	(\$80,000)	(\$154,080)	192.60%
Total Grants	(\$234,080)		(\$234,080)	(\$80,000)	(\$154,080)	192.60%
Donations						
7-50010 Donations - Individual & Corporate						
Total Donations						
Total Revenue	(\$234,080)		(\$234,080)	(\$209,781)	(\$24,299)	11.58%
Total Expense						

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Debt						
Reserve Contributions						
6-20015 RSRV Cont - Theatre capital	\$25,900		\$25,900	\$23,400	\$2,500	10.68%
6-20057 RSRV Cont - Library Build Mtn & R	\$49,450		\$49,450	\$35,250	\$14,200	40.28%
6-20059 RSRV Cont - Library Renovation				\$15,000	(\$15,000)	(100.00%)
6-20060 RSRV Cont - MHP Capital	\$31,000		\$31,000	\$21,700	\$9,300	42.86%
6-20067 RSRV Cont - Facilities	\$409,600		\$409,600	\$381,500	\$28,100	7.37%
6-20078 RSRV Cont - Recreation & Leisure	\$3,600		\$3,600	\$2,700	\$900	33.33%
Total Reserve Contributions	\$519,550		\$519,550	\$479,550	\$40,000	8.34%
Transfers from Reserves						
9-20000 xFr to Capital Reserve						
9-20015 Reserve Transfer - Theatre Capital	(\$100,325)		(\$100,325)	(\$71,580)	(\$28,745)	40.16%
9-20057 Reserve Transfer - Library Build Mtn				(\$45,700)	\$45,700	(100.00%)
9-20060 Reserve Transfer - MHP Capital	(\$119,920)		(\$119,920)	(\$167,100)	\$47,180	(28.23%)
9-20067 Reserve Transfer - Facilities	(\$146,000)		(\$146,000)	(\$455,269)	\$309,269	(67.93%)
9-20078 Reserve Transfer - Recreation & Leisure	(\$20,000)		(\$20,000)	(\$30,100)	\$10,100	(33.55%)
9-20090 Reserve Transfer - Fleet	(\$83,000)		(\$83,000)		(\$83,000)	
9-40000 xFr from Capital Reserve						
Total Transfers from Reserves	(\$469,245)		(\$469,245)	(\$769,749)	\$300,504	(39.04%)
Total Reserve Contributions (Transfers)	\$50,305		\$50,305	(\$290,199)	\$340,504	(117.33%)
Capital Expenses						
8-21750 Materials & Supplies	\$245,325		\$245,325	\$224,780	\$20,545	9.14%

Community Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change v
	Base Level	Service Level Changes	Total	Budget	(\$)	(%) 2
8-30500 Consulting Fees						
8-30525 Contractors	\$458,000		\$458,000	\$754,750	(\$296,750)	(39.32%)3
8-30740 Electrician Services						1
Total Capital Expenses	\$703,325		\$703,325	\$979,530	(\$276,205)	(28.20%)3
Net Levy	\$519,550		\$519,550	\$479,550	\$40,000	8.34% 3
Total Community Services	\$4,288,965	\$9,424	\$4,298,389	\$3,974,527	\$323,862	8.15% 6

Development Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-30020 Permits - Building	(\$1,150,000)		(\$1,150,000)	(\$1,150,000)		
4-30023 Building Permit - File Maintenance	(\$2,600)		(\$2,600)	(\$1,600)	(\$1,000)	62.50%
4-30027 Permits - Short Term Accomodation	(\$116,585)		(\$116,585)	(\$105,000)	(\$11,585)	11.03%
4-30030 Consent Fees	(\$94,063)		(\$94,063)	(\$92,780)	(\$1,283)	1.38%
4-30031 CPP Permit - Class 1 (minor)	(\$10,360)		(\$10,360)		(\$10,360)	
4-30032 CPP Permit - Class 1	(\$84,260)		(\$84,260)		(\$84,260)	
4-30033 CPP Permit - Class 2	(\$64,063)		(\$64,063)		(\$64,063)	
4-30034 CPP Permit - Class 3	(\$51,035)		(\$51,035)		(\$51,035)	
4-30050 Licence - Dog Annual	(\$360)		(\$360)	(\$337)	(\$23)	6.82%
4-30051 Licence - Dog Lifetime	(\$3,440)		(\$3,440)	(\$3,700)	\$260	(7.03%)
4-30110 Licence - Raffle	(\$5,800)		(\$5,800)	(\$5,750)	(\$50)	0.87%
4-31010 Licence - Refreshment Vehicle	(\$5,775)		(\$5,775)	(\$4,933)	(\$842)	17.07%
4-31050 Licence - Lottery						
4-31060 Licence - Media Bingo	(\$5,300)		(\$5,300)	(\$5,300)		
4-31100 Licence - Trade	(\$1,723)		(\$1,723)	(\$1,723)		
4-31110 Lot Suitability	(\$8,745)		(\$8,745)	(\$8,415)	(\$330)	3.92%
4-31125 Official Plan Ammendments	(\$4,394)		(\$4,394)	(\$4,240)	(\$154)	3.63%
4-31160 Septic System Permits	(\$65,000)		(\$65,000)	(\$65,000)		
4-31190 Subdivision Fees	(\$24,314)		(\$24,314)	(\$23,460)	(\$854)	3.64%
4-32010 Taxi Licences - Brokers	(\$1,581)		(\$1,581)	(\$1,581)		
4-32020 Taxi Licences - Drivers	(\$6,336)		(\$6,336)		(\$6,336)	
4-32040 Taxi Licences - Owners				(\$5,270)	\$5,270	(100.00%)
4-40005 Admin Penalty Notice (fine)	(\$43,375)		(\$43,375)	(\$44,250)	\$875	(1.98%)

Development Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
4-40010 Administration Revenue	(\$400)		(\$400)	(\$400)		
4-40050 Agreement Compliance	(\$1,137)		(\$1,137)	(\$1,095)	(\$42)	3.84%
4-40109 Bylaw Amendments	(\$44,560)		(\$44,560)		(\$44,560)	
4-40155 Compliance Fees - Building & Septic	(\$46,000)		(\$46,000)	(\$34,450)	(\$11,550)	33.53%
4-40260 Fines	(\$13,750)		(\$13,750)	(\$12,000)	(\$1,750)	14.58%
4-40355 Inspection Fee - Special	(\$4,200)		(\$4,200)	(\$4,200)		
4-40440 Miscellaneous Revenue	(\$300)		(\$300)	(\$300)		
4-40445 Minor Variance Fee				(\$63,250)	\$63,250	(100.00%)
4-40541 Permit Fee - Pool	(\$1,200)		(\$1,200)	(\$1,200)		
4-40542 Permit Fee - Revision	(\$1,000)		(\$1,000)	(\$1,000)		
4-40620 Recovery	(\$30,000)		(\$30,000)	(\$20,000)	(\$10,000)	50.00%
4-40665 Rezoning Fee				(\$77,400)	\$77,400	(100.00%)
4-40685 Septic - Reinspection Fee	(\$2,000)		(\$2,000)	(\$2,000)		
4-40700 Sign Fees	(\$1,500)		(\$1,500)	(\$1,500)		
4-40710 Site Plan Agreements				(\$151,775)	\$151,775	(100.00%)
Total Revenue	(\$1,895,156)		(\$1,895,156)	(\$1,893,909)	(\$1,247)	0.07%
Grants						
4-23000 Community Grant						
Total Grants						
Total Revenue	(\$1,895,156)		(\$1,895,156)	(\$1,893,909)	(\$1,247)	0.07%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$2,590,356		\$2,590,356	\$2,257,035	\$333,321	14.77%
5-10010 Salaries & Wages - PT	\$110,453		\$110,453	\$158,409	(\$47,956)	(30.27%)
Total Salary, Wages & Benefits	\$2,700,809		\$2,700,809	\$2,415,444	\$285,365	11.81%
Materials & Supplies						

Development Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-20150 Advertising/Design	\$20,000		\$20,000		\$20,000	
5-20350 Building R&M Materials & Supply						
5-20450 Clothing & Safety Supplies	\$7,575		\$7,575	\$6,675	\$900	13.48%
5-20700 Courier	\$150		\$150	\$150		
5-21100 Fleet R&M M&S	\$2,400		\$2,400	\$2,400		
5-21200 Fuel (Gas, diesel)	\$11,655		\$11,655	\$11,655		
5-21625 Licencing Fee	\$900		\$900	\$900		
5-21750 Materials & Supplies	\$300		\$300	\$1,625	(\$1,325)	(81.54%)
5-21800 Meals & Accommodations	\$10,020		\$10,020	\$6,650	\$3,370	50.68%
5-21850 Meeting Supplies	\$800		\$800	\$800		
5-21900 Memberships	\$14,878		\$14,878	\$13,156	\$1,722	13.09%
5-21950 Mileage	\$3,190		\$3,190	\$3,390	(\$200)	(5.90%)
5-22000 Minor Hardware						
5-22050 Minor Software	\$8,655		\$8,655	\$8,294	\$361	4.35%
5-22060 Minor Acquisitions				\$2,000	(\$2,000)	(100.00%)
5-22250 Office Supplies	\$4,500		\$4,500	\$3,800	\$700	18.42%
5-22400 Professional Development	\$29,535		\$29,535	\$26,820	\$2,715	10.12%
5-22450 Promotion/Special Events	\$74,300		\$74,300	\$17,300	\$57,000	329.48%
5-22550 Publications	\$17,325		\$17,325	\$12,225	\$5,100	41.72%
5-22875 Signage	\$350,785		\$350,785	\$92,715	\$258,070	278.35%
5-23100 Telephone - Cellular	\$8,470		\$8,470	\$8,290	\$180	2.17%
Total Materials & Supplies	\$565,438		\$565,438	\$218,845	\$346,593	158.37%
Contracted Services						
5-30380 Community Imp. Program	\$55,000		\$55,000	\$45,000	\$10,000	22.22%
5-30500 Consulting Fees	\$75,000		\$75,000	\$50,000	\$25,000	50.00%
5-30525 Contractors	\$34,000		\$34,000	\$20,000	\$14,000	70.00%

Development Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-30526 Contractors - Clean Yards	\$1,000		\$1,000		\$1,000	5
5-30550 Contributions/Grants to Others	\$124,600	\$23,000	\$147,600	\$86,600	\$61,000	70.44% 5
5-30551 Community Financial Requests	\$10,000		\$10,000	\$5,000	\$5,000	100.00% 1
5-30600 Copying Expenses	\$11,000		\$11,000	\$5,000	\$6,000	120.00% 1
5-30631 Digital Marketing	\$26,000		\$26,000	\$20,000	\$6,000	30.00% 3
5-30635 Fleet Maint - C.S.	\$2,000		\$2,000	\$2,000		1
5-30740 Electrician Services						3
5-30950 Fee Rebates - Affordable Housing	\$50,000		\$50,000	\$50,000		1
5-31350 Legal Fees	\$45,000		\$45,000	\$45,000		1
5-31425 Newspaper - Advertising				\$15,648	(\$15,648)	(100.00%) 1
5-31600 Professional Fees						1
5-31615 Radio - Advertising	\$16,450		\$16,450	\$16,450		5
5-31625 Service Contracts	\$51,487		\$51,487	\$37,487	\$14,000	37.35% 3
5-31655 Software & Services - End User	\$119,922		\$119,922	\$113,923	\$5,999	5.27% 2
5-31860 Veterinary Fees	\$500		\$500	\$500		1
5-32150 Design	\$10,000		\$10,000	\$1,990	\$8,010	402.51% 4
5-32575 Publications	\$4,000		\$4,000	\$4,000		1
5-32875 Signage Rental	\$6,026		\$6,026	\$6,026		1
5-32880 Distribution	\$7,000		\$7,000	\$1,000	\$6,000	600.00% 3
Total Contracted Services	\$648,985	\$23,000	\$671,985	\$525,624	\$146,361	27.85% 1
Rents & Financials						
5-56000 Merchant Fees	\$30,000		\$30,000	\$30,000		1
Total Rents & Financials	\$30,000		\$30,000	\$30,000		1
Total Expense	\$3,945,232	\$23,000	\$3,968,232	\$3,189,913	\$778,319	24.40% 1
Total Debt						

Development Services



Approved

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change %
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Reserve Contributions						
6-20045 RSRV Cont - Information Technology	\$3,965		\$3,965	\$4,376	(\$411)	(9.39%)
6-20065 RSRV Cont - OLT	\$10,000		\$10,000	\$10,000		
6-21015 RSRV Cont - Planning Policy/Project	\$25,000		\$25,000	\$25,000		
6-21059 RSRV Cont - STR Program				\$48	(\$48)	(100.00%)
6-21076 RSRV Cont - Website	\$45,000		\$45,000	\$35,000	\$10,000	28.57%
Total Reserve Contributions	\$83,965		\$83,965	\$74,424	\$9,541	12.82%
Transfers from Reserves						
9-20065 Reserve Transfer - OLT	(\$15,000)		(\$15,000)	(\$15,000)		
9-21015 Reserve Transfer - Planning Policy/Project	(\$50,000)		(\$50,000)	(\$50,000)		
9-21020 Reserve Transfer - Building Department	(\$487,531)		(\$487,531)	(\$272,249)	(\$215,282)	79.08%
9-21059 Reserve Transfer - STR Program	(\$2,949)		(\$2,949)		(\$2,949)	
9-21062 Reserve Transfer - Leisure Guide				(\$4,747)	\$4,747	(100.00%)
9-21064 Reserve Transfer - MAT (Gen)	(\$669,440)	(\$15,000)	(\$684,440)	(\$334,620)	(\$349,820)	104.54%
9-21065 Reserve Transfer - Working Fund	(\$25,000)		(\$25,000)	(\$1,000)	(\$24,000)	2,400.00%
Total Transfers from Reserves	(\$1,249,920)	(\$15,000)	(\$1,264,920)	(\$677,616)	(\$587,304)	86.67%
Total Reserve Contributions (Transfers)	(\$1,165,955)	(\$15,000)	(\$1,180,955)	(\$603,192)	(\$577,763)	95.78%
Internal Allocations						
5-40100 Allocation of Civic Centre	\$30,310		\$30,310	\$34,364	(\$4,054)	(11.80%)
5-43000 Int. Recovery of Equipment						
5-45000 Int. labour charged/recovered	\$140,549		\$140,549	\$117,223	\$23,326	19.90%
5-45200 Int. Charge/Recovery - IT	\$20,906		\$20,906	\$21,244	(\$338)	(1.59%)
5-45500 Int. Insurance Charged/recovered	\$331,022		\$331,022	\$168,986	\$162,036	95.89%
5-83000 Int. Equipment Lease	\$28,910		\$28,910	\$22,410	\$6,500	29.00%

Operations and Protective Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-20050 Federal- HST/GST Recovery	(\$5,628)		(\$5,628)	(\$5,628)		
4-21060 Prov - Fire Call Revenue	(\$10,000)		(\$10,000)	(\$10,000)		
4-22010 Municipal - District	(\$52,432)		(\$52,432)	(\$52,000)	(\$432)	0.83%
4-22030 Municipal - Lake of Bays	(\$275,593)		(\$275,593)	(\$266,013)	(\$9,580)	3.60%
4-30040 Dock Lease - Public	(\$22,175)		(\$22,175)	(\$22,175)		
4-30090 Lease	(\$6,000)		(\$6,000)	(\$6,000)		
4-31112 Moving/Overload Permit	(\$215)		(\$215)	(\$215)		
4-31115 Occupation Permit - Application Fee	(\$2,138)		(\$2,138)	(\$2,138)		
4-31170 Snow Removal Fees	(\$9,000)		(\$9,000)	(\$9,000)		
4-40060 Aggregate Resources	(\$207,000)		(\$207,000)	(\$207,000)		
4-40160 Cornerstone Revenue	(\$8,267)		(\$8,267)	(\$7,981)	(\$286)	3.58%
4-40215 Entrance Permit	(\$20,800)		(\$20,800)	(\$14,196)	(\$6,604)	46.52%
4-40260 Fines	(\$3,500)		(\$3,500)		(\$3,500)	
4-40320 Grass & Device Revenue	(\$5,546)		(\$5,546)	(\$5,099)	(\$447)	8.77%
4-40365 Insurance Recovery	(\$26,000)		(\$26,000)	(\$23,000)	(\$3,000)	13.04%
4-40380 Interment - Grave	(\$35,139)		(\$35,139)	(\$33,918)	(\$1,221)	3.60%
4-40390 Interment - Cremation	(\$18,624)		(\$18,624)	(\$17,975)	(\$649)	3.61%
4-40418 Locks Permits	(\$10,700)		(\$10,700)	(\$10,700)		
4-40435 Merchandise Revenue	(\$3,300)		(\$3,300)		(\$3,300)	
4-40440 Miscellaneous Revenue	(\$49,648)		(\$49,648)	(\$49,000)	(\$648)	1.32%
4-40450 MNR Fire	(\$6,868)		(\$6,868)	(\$6,630)	(\$238)	3.59%
4-40485 Niche - Columbarium	(\$26,283)		(\$26,283)	(\$25,370)	(\$913)	3.60%
4-40487 Niche - Second Open/Close						

Operations and Protective Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
4-40555 Plaque - Bronze Wreath	(\$7,636)		(\$7,636)	(\$7,350)	(\$286)	3.89%
4-40560 Plot - Single Adult	(\$11,750)		(\$11,750)	(\$11,343)	(\$407)	3.59%
4-40561 Plot - Double Adult	(\$13,996)		(\$13,996)	(\$13,511)	(\$485)	3.59%
4-40563 Plot - Single Cremation	(\$3,712)		(\$3,712)	(\$3,583)	(\$129)	3.60%
4-40620 Recovery	(\$6,000)		(\$6,000)	(\$6,000)		
4-40640 Registration Fees	(\$28,203)		(\$28,203)	(\$11,100)	(\$17,103)	154.08%
4-40802 Rights Transfer Fee	(\$703)		(\$703)	(\$678)	(\$25)	3.69%
4-40805 Pall Bearers	(\$445)		(\$445)	(\$429)	(\$16)	3.73%
4-40810 Weekend Surcharge	(\$5,974)		(\$5,974)	(\$5,766)	(\$208)	3.61%
4-40815 Monument Staking Fee	(\$6,853)		(\$6,853)	(\$6,615)	(\$238)	3.60%
4-40820 Winter Vault	(\$5,622)		(\$5,622)	(\$5,427)	(\$195)	3.59%
4-70030 Interest	(\$2,500)		(\$2,500)	(\$2,500)		
Total Revenue	(\$898,250)		(\$898,250)	(\$848,340)	(\$49,910)	5.88%
Deferred Revenue						
4-90005 DC's Recognized - Roads and Relate	(\$31,194)		(\$31,194)	(\$32,136)	\$942	(2.93%)
Total Deferred Revenue	(\$31,194)		(\$31,194)	(\$32,136)	\$942	(2.93%)
Grants						
4-21000 Provincial Grant	(\$123,922)		(\$123,922)	(\$143,233)	\$19,311	(13.48%)
Total Grants	(\$123,922)		(\$123,922)	(\$143,233)	\$19,311	(13.48%)
Total Revenue	(\$1,053,366)		(\$1,053,366)	(\$1,023,709)	(\$29,657)	2.90%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$5,081,972		\$5,081,972	\$4,339,728	\$742,244	17.10%
5-10010 Salaries & Wages - PT	\$449,385		\$449,385	\$528,018	(\$78,633)	(14.89%)
Total Salary, Wages & Benefits	\$5,531,357		\$5,531,357	\$4,867,746	\$663,611	13.63%
Materials & Supplies						



Operations and Protective Services

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-20350 Building R&M Materials & Supply	\$15,993		\$15,993	\$7,000	\$8,993	128.47%
5-20450 Clothing & Safety Supplies	\$61,740		\$61,740	\$49,600	\$12,140	24.48%
5-20500 Columbarium Supplies	\$4,000		\$4,000	\$4,000		
5-20525 Comm Equip - R&M Materials & Sup	\$5,095		\$5,095	\$5,000	\$95	1.90%
5-20600 Cornerstone	\$3,000		\$3,000	\$3,000		
5-20700 Courier	\$1,800		\$1,800	\$1,550	\$250	16.13%
5-20750 Custodial Supplies	\$9,140		\$9,140	\$4,500	\$4,640	103.11%
5-20855 Dock - Repairs & Maintenance	\$5,475		\$5,475	\$4,900	\$575	11.73%
5-20925 Educational Supplies	\$8,000		\$8,000	\$8,000		
5-21000 Equipment Repairs & Maintenance	\$34,396		\$34,396	\$17,600	\$16,796	95.43%
5-21050 Fire Prevention	\$6,216		\$6,216	\$6,000	\$216	3.60%
5-21100 Fleet R&M M&S	\$358,550		\$358,550	\$309,250	\$49,300	15.94%
5-21105 Flag Maintenance	\$6,185		\$6,185	\$6,000	\$185	3.08%
5-21125 Food & Beverage	\$16,654		\$16,654	\$2,200	\$14,454	657.00%
5-21200 Fuel (Gas, diesel)	\$430,879		\$430,879	\$416,410	\$14,469	3.47%
5-21300 Grave Maintenance	\$4,170		\$4,170	\$2,000	\$2,170	108.50%
5-21477 Horticulture/Beautification	\$20,720		\$20,720	\$20,000	\$720	3.60%
5-21500 Hydro	\$114,317		\$114,317	\$113,755	\$562	0.49%
5-21625 Licencing Fee	\$34,910		\$34,910	\$34,510	\$400	1.16%
5-21750 Materials & Supplies	\$626,068		\$626,068	\$502,650	\$123,418	24.55%
5-21800 Meals & Accommodations	\$23,295		\$23,295	\$12,068	\$11,227	93.03%
5-21900 Memberships	\$5,440		\$5,440	\$5,340	\$100	1.87%
5-21925 Merchandise	\$3,620		\$3,620		\$3,620	
5-22060 Minor Acquisitions	\$8,575		\$8,575	\$7,000	\$1,575	22.50%
5-22075 Monitoring	\$56,000		\$56,000	\$15,864	\$40,136	253.00%
5-22150 Natural Gas	\$15,200		\$15,200	\$15,200		

Operations and Protective Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-22250 Office Supplies	\$10,900		\$10,900	\$5,600	\$5,300	94.64%
5-22255 Permits & Licences	\$5,000		\$5,000		\$5,000	
5-22400 Professional Development	\$34,150		\$34,150	\$25,500	\$8,650	33.92%
5-22450 Promotion/Special Events	\$1,500		\$1,500		\$1,500	
5-22475 Propane	\$6,155		\$6,155	\$5,750	\$405	7.04%
5-22480 Property - R&M Materials & Supply	\$68,360		\$68,360	\$68,250	\$110	0.16%
5-22550 Publications	\$200		\$200	\$200		
5-22585 Radio Tower R&M				\$3,400	(\$3,400)	(100.00%)
5-22850 Sewer	\$1,670		\$1,670	\$1,670		
5-22875 Signage	\$4,670		\$4,670	\$4,500	\$170	3.78%
5-22900 Small Tools & Equipment	\$25,270		\$25,270	\$22,600	\$2,670	11.81%
5-22955 Specialized Equipment				\$3,000	(\$3,000)	(100.00%)
5-23100 Telephone - Cellular	\$7,940		\$7,940	\$7,640	\$300	3.93%
5-23105 Telephone - Landline	\$2,700		\$2,700	\$2,700		
5-23155 Tree Maintenance	\$34,000		\$34,000	\$10,000	\$24,000	240.00%
5-23175 Volunteer/Staff Appreciation	\$3,365		\$3,365	\$3,250	\$115	3.54%
5-23180 Health & Wellness Program	\$4,140		\$4,140	\$4,000	\$140	3.50%
5-23250 Water	\$26,266		\$26,266	\$26,266		
Total Materials & Supplies	\$2,115,724		\$2,115,724	\$1,767,723	\$348,001	19.69%
Contracted Services						
5-30100 Accounting/Audit Fees	\$1,000		\$1,000	\$3,550	(\$2,550)	(71.83%)
5-30150 Alarm Monitoring	\$200		\$200		\$200	
5-30250 Building R & M Contracted Services	\$34,685		\$34,685	\$11,500	\$23,185	201.61%
5-30500 Consulting Fees	\$98,600		\$98,600	\$20,000	\$78,600	393.00%
5-30525 Contractors	\$351,800		\$351,800	\$277,600	\$74,200	26.73%
5-30600 Copying Expenses	\$828		\$828	\$800	\$28	3.50%



Operations and Protective Services

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-30621 Custodial Contracts	\$8,100		\$8,100	\$8,100		
5-30630 Equipment Repairs & Maintenance	\$4,450		\$4,450		\$4,450	
5-30635 Fleet Maint - C.S.	\$204,400		\$204,400	\$137,100	\$67,300	49.09%
5-30740 Electrician Services	\$7,200		\$7,200		\$7,200	
5-30850 Equipment Repairs & Maintenance	\$20,304		\$20,304	\$14,300	\$6,004	41.99%
5-30855 Dock Repairs & Maintenance	\$1,400		\$1,400		\$1,400	
5-31000 Garbage Collection	\$91,000		\$91,000	\$65,375	\$25,625	39.20%
5-31150 Hydrant Rental	\$52,370		\$52,370	\$50,788	\$1,582	3.11%
5-31300 Internet	\$240		\$240	\$240		
5-31400 Maintenance Contracts	\$65,357		\$65,357	\$65,100	\$257	0.39%
5-31500 Plumbing Services	\$1,200		\$1,200	\$1,000	\$200	20.00%
5-31610 Property - R&M Contracted Services	\$8,000		\$8,000	\$8,600	(\$600)	(6.98%)
5-31625 Service Contracts	\$291,589		\$291,589	\$285,763	\$5,826	2.04%
5-31630 Service Contracts-Specialized	\$119,463		\$119,463	\$119,463		
5-31655 Software & Services - End User	\$6,328	\$4,000	\$10,328	\$6,328	\$4,000	63.21%
5-31875 Washroom Rentals	\$25,225		\$25,225	\$20,000	\$5,225	26.13%
Total Contracted Services	\$1,393,739	\$4,000	\$1,397,739	\$1,095,607	\$302,132	27.58%
Rents & Financials						
5-55300 Lease - Premise	\$6,106		\$6,106	\$6,106		
5-56000 Merchant Fees	\$1,600		\$1,600	\$1,600		
Total Rents & Financials	\$7,706		\$7,706	\$7,706		
Total Expense	\$9,048,526	\$4,000	\$9,052,526	\$7,738,782	\$1,313,744	16.98%
Long Term Debt						
5-50000 Debenture - Interest	\$71,193		\$71,193	\$82,130	(\$10,937)	(13.32%)
5-50001 Debenture - Payments	\$289,214		\$289,214	\$286,730	\$2,484	0.87%



Operations and Protective Services

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Long Term Debt	\$360,407		\$360,407	\$368,860	(\$8,453)	(2.29%)
Total Debt	\$360,407		\$360,407	\$368,860	(\$8,453)	(2.29%)
Reserve Contributions						
6-20040 RSRV Cont - Fire Capital	\$430		\$430	\$4,670	(\$4,240)	(90.79%)
6-20090 RSRV Cont - Fleet	\$16,425		\$16,425	\$16,425		
Total Reserve Contributions	\$16,855		\$16,855	\$21,095	(\$4,240)	(20.10%)
Transfers from Reserves						
9-20020 Reserve Transfer - Town Capital Rep	(\$48,000)		(\$48,000)		(\$48,000)	
9-20080 RSRV xFr - Pitmans Bay	(\$450)		(\$450)	(\$450)		
9-20085 Reserve Transfer - Public Works Cap	(\$100,000)		(\$100,000)	(\$100,000)		
9-21010 Reserve Transfer - Brunel Locks Parl	(\$2,500)		(\$2,500)	(\$2,500)		
9-21064 Reserve Transfer - MAT (Gen)				(\$16,000)	\$16,000	(100.00%)
9-21065 Reserve Transfer - Working Fund	(\$70,000)		(\$70,000)		(\$70,000)	
Total Transfers from Reserves	(\$220,950)		(\$220,950)	(\$118,950)	(\$102,000)	85.75%
Total Reserve Contributions (Transfers)	(\$204,095)		(\$204,095)	(\$97,855)	(\$106,240)	108.57%
Internal Allocations						
4-83000 Int. Equipment Lease	(\$28,910)		(\$28,910)	(\$22,410)	(\$6,500)	29.00%
4-84000 Int. Snow Removal	(\$7,000)		(\$7,000)	(\$7,000)		
5-42000 Int. Equip Costs	\$1,450,000		\$1,450,000	\$993,665	\$456,335	45.92%
5-43000 Int. Recovery of Equip	(\$1,450,000)		(\$1,450,000)	(\$993,665)	(\$456,335)	45.92%
Total Internal Allocations	(\$35,910)		(\$35,910)	(\$29,410)	(\$6,500)	22.10%
Net Levy	\$8,115,562	\$4,000	\$8,119,562	\$6,956,668	\$1,162,894	16.72%

Operations and Protective Services



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
2 Capital Fund						
Deferred Revenue						
7-90005 DC's Recognized - Roads and Related	(\$127,500)		(\$127,500)	(\$178,415)	\$50,915	(28.54%)
7-90010 DC's Recognized - Fire Protection	(\$105,719)		(\$105,719)		(\$105,719)	
7-90020 DC's Recognized - Outdoor Recreation	(\$182,297)		(\$182,297)	(\$109,481)	(\$72,816)	66.51%
7-90025 DC's Recognized - Indoor Recreation				(\$11,900)	\$11,900	(100.00%)
7-91000 Deferred CCBF Recognized	(\$1,484,927)		(\$1,484,927)	(\$678,135)	(\$806,792)	118.97%
7-92000 Deferred Parkland Fee Recognized	(\$235,000)		(\$235,000)	(\$60,000)	(\$175,000)	291.67%
Total Deferred Revenue	(\$2,135,443)		(\$2,135,443)	(\$1,037,931)	(\$1,097,512)	105.74%
Grants						
7-21000 Provincial Grants	(\$1,271,420)		(\$1,271,420)	(\$635,710)	(\$635,710)	100.00%
Total Grants	(\$1,271,420)		(\$1,271,420)	(\$635,710)	(\$635,710)	100.00%
Donations						
7-50010 Donations - Individual & Corporate				(\$300,000)	\$300,000	(100.00%)
Total Donations				(\$300,000)	\$300,000	(100.00%)
Total Revenue	(\$3,406,863)		(\$3,406,863)	(\$1,973,641)	(\$1,433,222)	72.62%
Total Expense						
Total Debt						
Reserve Contributions						
6-20040 RSRV Cont - Fire Capital	\$331,100		\$331,100	\$314,300	\$16,800	5.35%
6-20070 RSRV Cont - Cemetery Capital	\$18,500		\$18,500	\$16,000	\$2,500	15.63%



Operations and Protective Services

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
6-20072 RSRV Cont - Parks	\$548,500		\$548,500	\$495,300	\$53,200	10.74%
6-20085 RSRV Cont - Public Works Capital	\$4,541,250		\$4,541,250	\$3,988,450	\$552,800	13.86%
6-20090 RSRV Cont - Fleet	\$740,895		\$740,895	\$737,195	\$3,700	0.50%
Total Reserve Contributions	\$6,180,245		\$6,180,245	\$5,551,245	\$629,000	11.33%
Transfers from Reserves						
9-20020 Reserve Transfer - Town Capital Rep	(\$262,125)		(\$262,125)	(\$60,000)	(\$202,125)	336.88%
9-20040 Reserve Transfer - Fire Equipment	(\$1,227,897)		(\$1,227,897)	(\$577,362)	(\$650,535)	112.67%
9-20070 Reserve Transfer - Cemetery	(\$192,000)		(\$192,000)	(\$125,000)	(\$67,000)	53.60%
9-20072 Reserve Transfer - Parks	(\$1,332,219)		(\$1,332,219)	(\$808,819)	(\$523,400)	64.71%
9-20085 Reserve Transfer - Public Works Cap	(\$4,737,418)		(\$4,737,418)	(\$3,387,594)	(\$1,349,824)	39.85%
9-20090 Reserve Transfer - Fleet	(\$1,694,000)		(\$1,694,000)	(\$488,150)	(\$1,205,850)	247.02%
9-21065 Reserve Transfer - Working Fund				(\$15,300)	\$15,300	(100.00%)
Total Transfers from Reserves	(\$9,445,659)		(\$9,445,659)	(\$5,462,225)	(\$3,983,434)	72.93%
Total Reserve Contributions (Transfers)	(\$3,265,414)		(\$3,265,414)	\$89,020	(\$3,354,434)	(3,768.18%)
Capital Expenses						
8-21750 Materials & Supplies	\$3,088,241		\$3,088,241	\$1,606,162	\$1,482,079	92.27%
8-22000 Minor Hardware	\$189,000		\$189,000		\$189,000	
8-30500 Consulting Fees				\$174,980	(\$174,980)	(100.00%)
8-30525 Contractors	\$9,575,281		\$9,575,281	\$5,654,724	\$3,920,557	69.33%
Total Capital Expenses	\$12,852,522		\$12,852,522	\$7,435,866	\$5,416,656	72.84%
Net Levy	\$6,180,245		\$6,180,245	\$5,551,245	\$629,000	11.33%
Total Operations and Protective Services	\$14,295,807	\$4,000	\$14,299,807	\$12,507,913	\$1,791,894	14.33%

Library



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-40015 Adult Programs	(\$500)		(\$500)	(\$1,500)	\$1,000	(66.67%)
4-40125 Children & Youth Programs	(\$2,000)		(\$2,000)	(\$2,000)		
4-40200 Dues & Fees	(\$500)		(\$500)	(\$500)		
4-40220 Equipment Rental	(\$1,250)		(\$1,250)	(\$1,250)		
4-40225 Exam Invigilation	(\$450)		(\$450)	(\$900)	\$450	(50.00%)
4-40260 Fines	(\$10,000)		(\$10,000)	(\$10,000)		
4-40435 Merchandise Revenue	(\$3,000)		(\$3,000)	(\$4,500)	\$1,500	(33.33%)
4-40440 Miscellaneous Revenue	(\$2,500)		(\$2,500)	(\$2,500)		
4-40490 Non-Resident Fee	(\$2,400)		(\$2,400)	(\$2,400)		
4-40545 Photocopies	(\$3,500)		(\$3,500)	(\$3,000)	(\$500)	16.67%
4-40640 Registration Fees	(\$1,000)		(\$1,000)		(\$1,000)	
4-40650 Rental	(\$8,000)		(\$8,000)	(\$7,500)	(\$500)	6.67%
Total Revenue	(\$35,100)		(\$35,100)	(\$36,050)	\$950	(2.64%)
Grants						
4-21000 Provincial Grant	(\$37,463)		(\$37,463)	(\$37,463)		
4-21020 Provincial Grant- Pay Equity Subsidy	(\$3,475)		(\$3,475)	(\$3,475)		
4-21021 Provincial Grant - Connectivity	(\$1,800)		(\$1,800)	(\$1,800)		
Total Grants	(\$42,738)		(\$42,738)	(\$42,738)		
Total Revenue	(\$77,838)		(\$77,838)	(\$78,788)	\$950	(1.21%)
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$525,981		\$525,981	\$503,483	\$22,498	4.47%
5-10010 Salaries & Wages - PT	\$313,337		\$313,337	\$306,836	\$6,501	2.12%

Library

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Salary, Wages & Benefits	\$839,318		\$839,318	\$810,319	\$28,999	3.58%
Materials & Supplies						
5-20125 Adult Programs	\$2,000		\$2,000	\$2,000		
5-20300 Board Expenses	\$1,500		\$1,500	\$1,500		
5-20425 Childrens Programs	\$6,475		\$6,475	\$4,800	\$1,675	34.90%
5-20480 Personal Protective Equipment (PPE)	\$800		\$800	\$1,000	(\$200)	(20.00%)
5-20700 Courier	\$100		\$100	\$100		
5-21558 Inter-Library Loan	\$2,200		\$2,200	\$2,287	(\$87)	(3.80%)
5-21750 Materials & Supplies	\$2,500		\$2,500	\$2,500		
5-21752 eResources	\$34,008		\$34,008	\$30,476	\$3,532	11.59%
5-21800 Meals & Accommodations	\$2,000		\$2,000		\$2,000	
5-21900 Memberships	\$1,300		\$1,300	\$1,300		
5-21925 Merchandise	\$4,000		\$4,000	\$4,000		
5-21950 Mileage	\$1,800		\$1,800	\$1,500	\$300	20.00%
5-22000 Minor Hardware	\$750		\$750	\$750		
5-22050 Minor Software	\$500		\$500	\$550	(\$50)	(9.09%)
5-22060 Minor Acquisitions	\$2,000	\$950	\$2,950	\$2,000	\$950	47.50%
5-22250 Office Supplies	\$650		\$650	\$650		
5-22350 Processing - In-House	\$1,000		\$1,000	\$1,500	(\$500)	(33.33%)
5-22400 Professional Development	\$4,000		\$4,000	\$4,000		
5-22450 Promotion/Special Events	\$2,500	\$500	\$3,000	\$2,500	\$500	20.00%
5-23100 Telephone - Cellular	\$264		\$264	\$360	(\$96)	(26.67%)
5-23105 Telephone - Landline	\$576		\$576	\$588	(\$12)	(2.04%)
Total Materials & Supplies	\$70,923	\$1,450	\$72,373	\$64,361	\$8,012	12.45%
Contracted Services						
5-30100 Accounting/Audit Fees	\$1,526		\$1,526	\$1,526		

Library

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-30600 Copying Expenses	\$2,160		\$2,160	\$2,160		
5-30631 Digital Marketing	\$2,000		\$2,000	\$2,000		
5-30645 Mat Contracts	\$2,575		\$2,575	\$2,388	\$187	7.83%
5-30654 Periodicals	\$6,000		\$6,000	\$6,000		
5-30655 Processing Fee - Contract	\$14,790		\$14,790	\$14,400	\$390	2.71%
5-31025 Hardware Maint & Support	\$5,600		\$5,600	\$5,600		
5-31300 Internet	\$2,500		\$2,500	\$2,500		
5-31350 Legal Fees	\$2,500		\$2,500	\$2,500		
5-31625 Service Contracts	\$150		\$150		\$150	
5-31655 Software & Services - End User	\$18,281	\$334	\$18,615	\$14,057	\$4,558	32.43%
Total Contracted Services	\$58,082	\$334	\$58,416	\$53,131	\$5,285	9.95%
Rents & Financials						
5-55200 Lease - Other Equipment	\$950		\$950	\$220	\$730	331.82%
5-56000 Merchant Fees	\$1,100		\$1,100	\$1,100		
Total Rents & Financials	\$2,050		\$2,050	\$1,320	\$730	55.30%
Total Expense	\$970,373	\$1,784	\$972,157	\$929,131	\$43,026	4.63%
Total Debt						
Total Reserve Contributions (Transfers)						
Internal Allocations						
5-86000 Int. Labour Reallocation	\$41,906		\$41,906	\$40,294	\$1,612	4.00%
Total Internal Allocations	\$41,906		\$41,906	\$40,294	\$1,612	4.00%

Library

	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Net Levy	\$934,441	\$1,784	\$936,225	\$890,637	\$45,588	5.12%
2 Capital Fund						
Deferred Revenue						
7-90030 DC's Recognized - Library	(\$5,678)		(\$5,678)	(\$5,678)		
Total Deferred Revenue	(\$5,678)		(\$5,678)	(\$5,678)		
Total Revenue	(\$5,678)		(\$5,678)	(\$5,678)		
Total Expense						
Total Debt						
Reserve Contributions						
6-20058 RSRV Cont - Library IT Cap & Web	\$35,250		\$35,250	\$35,250		
Total Reserve Contributions	\$35,250		\$35,250	\$35,250		
Transfers from Reserves						
9-20000 xFr to Capital Reserve						
9-20058 Reserve Transfer - Library IT Cap & \	(\$51,459)		(\$51,459)	(\$39,385)	(\$12,074)	30.66%
Total Transfers from Reserves	(\$51,459)		(\$51,459)	(\$39,385)	(\$12,074)	30.66%
Total Reserve Contributions (Transfers)	(\$16,209)		(\$16,209)	(\$4,135)	(\$12,074)	292.00%
Capital Expenses						
8-21750 Materials & Supplies	\$147,212		\$147,212	\$135,138	\$12,074	8.93%
8-30525 Contractors						



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
Total Capital Expenses	\$147,212		\$147,212	\$135,138	\$12,074	8.93%
Net Levy	\$125,325		\$125,325	\$125,325		
Total Library	\$1,059,766	\$1,784	\$1,061,550	\$1,015,962	\$45,588	4.49%



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
1 Operating Fund						
Revenue						
4-40040 Advertising	(\$2,000)		(\$2,000)	(\$4,000)	\$2,000	(50.00%)
4-40190 Downtown Dollar Revenue	(\$10,000)		(\$10,000)	(\$10,000)		
4-40590 Promotion	(\$10,000)		(\$10,000)	(\$8,500)	(\$1,500)	17.65%
4-40780 Ticket Sales	(\$8,000)		(\$8,000)	(\$8,000)		
Total Revenue	(\$30,000)		(\$30,000)	(\$30,500)	\$500	(1.64%)
Other Property Tax Revenue						
4-11050 BIA - Levy	(\$142,427)		(\$142,427)	(\$135,645)	(\$6,782)	5.00%
Total Other Property Tax Revenue	(\$142,427)		(\$142,427)	(\$135,645)	(\$6,782)	5.00%
Grants						
4-21000 Provincial Grant	(\$6,000)		(\$6,000)		(\$6,000)	
4-23000 Community Grant	(\$50,000)		(\$50,000)	(\$50,000)		
Total Grants	(\$56,000)		(\$56,000)	(\$50,000)	(\$6,000)	12.00%
Total Revenue	(\$228,427)		(\$228,427)	(\$216,145)	(\$12,282)	5.68%
Salary, Wages & Benefits						
5-10000 Salaries & Wages - FT	\$120		\$120		\$120	
5-10010 Salaries & Wages - PT	\$77,915		\$77,915	\$73,515	\$4,400	5.99%
Total Salary, Wages & Benefits	\$78,035		\$78,035	\$73,515	\$4,520	6.15%
Materials & Supplies						
5-20150 Advertising/Design	\$29,000		\$29,000	\$29,000		
5-20300 Board Expenses	\$500		\$500	\$500		
5-20910 Downtown Dollar Expenses	\$10,000		\$10,000	\$10,000		
5-21900 Memberships	\$400		\$400	\$400		



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
5-21950 Mileage	\$200		\$200	\$200		
5-22250 Office Supplies	\$1,000		\$1,000	\$1,000		
5-22400 Professional Development	\$300		\$300	\$300		
5-22450 Promotion/Special Events	\$69,000		\$69,000	\$75,645	(\$6,645)	(8.78%)
5-22900 Small Tools & Equipment				\$10,000	(\$10,000)	(100.00%)
5-23100 Telephone - Cellular	\$600		\$600		\$600	
5-23105 Telephone - Landline				\$600	(\$600)	(100.00%)
Total Materials & Supplies	\$111,000		\$111,000	\$127,645	(\$16,645)	(13.04%)
Contracted Services						
5-30100 Accounting/Audit Fees	\$600		\$600	\$600		
5-30500 Consulting Fees	\$15,000		\$15,000		\$15,000	
5-30550 Contributions/Grants to Others	\$5,000		\$5,000	\$5,000		
5-30600 Copying Expenses	\$200		\$200	\$200		
5-31000 Garbage Collection	\$300		\$300	\$300		
5-31300 Internet	\$800		\$800	\$800		
5-31610 Property - R&M Contracted Services	\$5,000		\$5,000		\$5,000	
5-31900 Website	\$400		\$400	\$400		
Total Contracted Services	\$27,300		\$27,300	\$7,300	\$20,000	273.97%
Rents & Financials						
5-55300 Lease - Premise	\$6,200		\$6,200	\$6,200		
Total Rents & Financials	\$6,200		\$6,200	\$6,200		
Total Expense	\$222,535		\$222,535	\$214,660	\$7,875	3.67%
Total Debt						
Reserve Contributions						



	2024	2024	2024	2023		
	Final Budget	Final Budget	Final Budget	Final	Budget Change	Budget Change
	Base Level	Service Level Changes	Total	Budget	(\$)	(%)
6-21005 RSRV Cont - BIA Mural Maintenance	\$1,900		\$1,900	\$5,000	(\$3,100)	(62.00%)
Total Reserve Contributions	\$1,900		\$1,900	\$5,000	(\$3,100)	(62.00%)
Transfers from Reserves						
9-21000 Reserve Transfer - BIA Downtown E	\$3,992		\$3,992	(\$3,515)	\$7,507	(213.57%)
Total Transfers from Reserves	\$3,992		\$3,992	(\$3,515)	\$7,507	(213.57%)
Total Reserve Contributions (Transfers)	\$5,892		\$5,892	\$1,485	\$4,407	296.77%
Net Levy						
Total BIA						

Appendix C - Capital Project Summary

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level		Department							
Version	Final Budget	Secondary Level		Department							
Forecast Periods	2024										
Description	Project Id	Priority	Expenditures	Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
312 Roads Maintenance											
312 Roads Maintenance											
Mobile Message Boards	330-22	5	35,000				35,000				
Roads OPS - Rugged Laptops	330-23	5	71,000			71,000					
Road Patrol Data Collection Unit	330-24	5	30,000			30,000					
Traffic Counting Hardware/Software	330-25	5	40,000			40,000					
PW - Tools & Equipment	380-06	5	26,500				26,500				
Total 312 Roads Maintenance			202,500	141,00061,500							
Total 312 Roads Maintenance			202,500	141,00061,500							
307 Roads Capital Projects											
307 Roads Capital Projects											
Rds Capital Projects - Funding	307-42	5	0	4,541,250			(4,541,250)				
Anthony Court	310-04	5	211,706				211,706				
Buckhorn Road	310-44	5	22,500				22,500				
By-Lock Acres	310-48	5	116,612				116,612				
Concession 4 & 5 Road East	311-04	5	22,800				22,800				
Concession 4 & 5 Road West	311-06	5	53,200				53,200				
Cora Street East	311-10	5	765,806		635,710		130,096				
Dara Howell Way	311-22	5	150,000				150,000				
East Waseosa Lake Road	311-60	5	558,000				558,000				
Etwell Road	311-74	5	292,500				292,500				
Falcon Drive	311-84	5	59,660				59,660				
Gun Club Road	312-46	5	294,300				294,300				
Howland Drive	312-94	5	300,000				172,500	127,500			
Hughes Road	312-98	5	12,000				12,000				
Kay Road West	313-22	5	6,000				6,000				
Lone Pine Drive	313-74	5	58,800				58,800				
Lynx Lake Road	313-88	5	248,000				248,000				
Meadow Park Drive	314-32	5	1,691,340			1,343,927	347,413				
Minerva Street	314-42	5	916,281		635,710		280,571				
North Deer Lake Road	314-60	5	18,000				18,000				
Old Muskoka Road	314-98	5	258,500				258,500				
Ripple and Palette Lake Road	315-66	5	191,620				191,620				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level		Department							
Version	Final Budget	Secondary Level		Department							
Forecast Periods	2024										
Description	Project Id	Priority	Expenditures	Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
307 Roads Capital Projects											
307 Roads Capital Projects											
River Valley Road	315-72	5	10,800				10,800				
South Waseosa Lake Road	316-52	5	440,000				440,000				
Stahls Road	316-70	5	45,600				45,600				
Stephenson Road 1 West	316-78	5	12,000				12,000				
Stephenson Road 2 East	316-94	5	80,000				80,000				
Williamsport Road	317-92	5	118,740				118,740				
Total 307 Roads Capital Projects			6,954,765	4,541,250	1,271,420	1,343,927	(329,332)	127,500			
Total 307 Roads Capital Projects			6,954,765	4,541,250	1,271,420	1,343,927	(329,332)	127,500			
201 Fire											
201 Fire											
Fire	201-00	5	0	331,100			(331,100)				
Fire - Tools & Equipment	201-03	5	37,000				37,000				
Pumper	201-04	5	695,000				621,156	73,844			
Fire - Rescue Truck	201-06	5	265,000				265,000				
Fire - Clothing & Safety Equipment	201-08	5	28,000				28,000				
Fire - Radio & Pagers	201-09	5	16,741				16,741				
Fire - Air Fill Station	201-24	5	100,000				100,000				
Fire - Trailers	201-25	5	30,000				30,000				
Fire - Emerg Response Vehicle2	201-30	5	120,000				120,000				
Fire - Rugged laptops	201-70	5	48,000				48,000				
Fire - E-draulics	201-71	5	75,000				43,125	31,875			
Fire - Hose	201-89	5	10,000				10,000				
Total 201 Fire			1,424,741	331,100			987,922	105,719			
Total 201 Fire			1,424,741	331,100			987,922	105,719			
898 Economic Development											
898 Economic Development											
Ec Dev - Welcome Signs	802-22	5	10,000				10,000				
Ec Dev - Contribution	802-23	5	0	5,100			(5,100)				
Total 898 Economic Development			10,000	5,100			4,900				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level	Department								
Version	Final Budget	Secondary Level	Department								
Forecast Periods	2024										
				Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
898 Economic Development											
Total 898 Economic Development			10,000	5,100			4,900				
775 Library											
775 Library											
Library - Contribution	705-00	5	0	35,250			(35,250)				
Library - Materials	705-03	5	70,678	65,000				5,678			
Library - Audio Visual	705-12	5	12,640				12,640				
Library - IT Capital	705-14	5	38,819				38,819				
Local History & Genealogy	705-17	5	6,950	6,950							
Library - AV Books On CD	705-24	5	8,250	8,250							
Library - AV - CDs	705-25	5	375	375							
Library - AV - DVD/BlueRay	705-26	5	9,500	9,500							
Total 775 Library			147,212	125,325			16,209	5,678			
Total 775 Library			147,212	125,325			16,209	5,678			
318 Bridges											
318 Bridges											
Bridge 5 - Old North	340-08	5	189,405				189,405				
Bridge 6 - East River/Williamsport	340-10	5	309,595				309,595				
Total 318 Bridges			499,000				499,000				
Total 318 Bridges			499,000				499,000				
Stephenson Hall											
Stephenson Hall											
Stephenson - Furniture & Equipment	730-25	5	10,000				10,000				
Total Stephenson Hall			10,000				10,000				
Total Stephenson Hall			10,000				10,000				
Canada Summit Centre Facilities											
Canada Summit Centre Facilities											
Facilities	152-00	5	0	409,600			(409,600)				
HVAC Improvements	152-10	5	84,000				84,000				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level		Department							
Version	Final Budget	Secondary Level		Department							
Forecast Periods	2024										
Description	Project Id	Priority	Expenditures	Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
Canada Summit Centre Facilities											
Canada Summit Centre Facilities											
Floor Scrubber	152-28	5	32,000				32,000				
CSC - Sewage Pump	152-51	5	20,000				20,000				
Total Canada Summit Centre Facilities			136,000	409,600			(273,600)				
Total Canada Summit Centre Facilities			136,000	409,600			(273,600)				
Library Building											
Library Building											
Library Facility	154-00	5	0	49,450			(49,450)				
Total Library Building			0	49,450			(49,450)				
Total Library Building				49,450			(49,450)				
501 Cemeteries											
501 Cemeteries											
Cemetery - Hutcheson	501-01	5	0	18,500			(18,500)				
Cemetery - Hutcheson Chapel	501-20	17	25,000				25,000				
Cemetery - Hutcheson Columbarium	501-26	5	120,000				120,000				
Cemetery - Stephenson Archway	501-57	5	30,000				30,000				
Cemetery - Turf Equipment	501-62	5	17,000				17,000				
Total 501 Cemeteries			192,000	18,500			173,500				
Total 501 Cemeteries			192,000	18,500			173,500				
706 Parks and Trails											
706 Parks and Trails											
Parks - Contribution	706-00	5	0	548,500			(548,500)				
McCulley-Robertson	706-03	5	442,200				397,872	44,328			
PS Hall Playground	706-22	5	85,000				85,000				
Pks - Avery Beach	706-24	5	15,000				15,000				
Utterson Playground	706-34	5	85,000				85,000				
Parks - MR Skateboard Park	706-70	5	80,000				71,500	8,500			
Conroy Park Tennis Court	706-71	5	300,000				300,000				
Pks - Furniture & Equipment	706-78	5	25,000				25,000				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level		Department							
Version	Final Budget	Secondary Level		Department							
Forecast Periods	2024										
Description	Project Id	Priority	Expenditures	Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
706 Parks and Trails											
706 Parks and Trails											
Parks - PS Basketball	706-83	5	85,500				67,331	18,169			
Parks - Utterson Tennis Courts	706-84	5	185,000				146,516	38,484			
Parks - Meadow Park Playground	706-88	5	65,000				65,000				
Parks - Landscaping	706-90	5	16,500				16,500				
Utterson Basketball	706-96	5	50,000				50,000				
Parks - Rivermill Washroom	706-98	5	307,816					72,816	235,000		
Parks - Turf Equipment	706-99	5	7,500				7,500				
Total 706 Parks and Trails			1,749,516	548,500			783,719	182,297	235,000		
Total 706 Parks and Trails			1,749,516	548,500			783,719	182,297	235,000		
Algonquin Theatre											
Algonquin Theatre											
Theatre - Contribution	703-00	5	0	25,900			(25,900)				
Theatre Lighting	703-20	5	6,700				6,700				
Theatre - Sound Equipment	703-23	5	64,685				64,685				
Theatre - Audio Visual Equipment	703-24	5	28,640				28,640				
Theatre - Furniture	703-25	5	300				300				
Total Algonquin Theatre			100,325	25,900			74,425				
Total Algonquin Theatre			100,325	25,900			74,425				
105 Information Technology											
105 Information Technology											
Council Chamber - AudioVisual	103-81	5	4,000				4,000				
IT	105-00	5	0	80,700			(80,700)				
IT - AudioVisual	105-03	5	1,200				1,200				
IT - Monitors	105-04	5	5,920				5,920				
IT - Servers	105-05	5	10,000				10,000				
IT - Battery Backup	105-08	5	2,425				2,425				
IT - Networking	105-10	5	31,500				31,500				
IT - Communications - Telephone	105-12	5	16,420				16,420				
IT - Surveillance & Security	105-14	5	80,000				80,000				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level	Department								
Version	Final Budget	Secondary Level	Department								
Forecast Periods	2024										
				Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other
Description	Project Id	Priority	Expenditures								
105 Information Technology											
105 Information Technology											
IT - End User Computing	105-17	5	82,000				82,000				
IT - Scanners	105-19	5	16,335				16,335				
IT - Communications - Radio	105-21	5	13,000				13,000				
Total 105 Information Technology			262,800	80,700			182,100				
Total 105 Information Technology			262,800	80,700			182,100				
704 Muskoka Heritage Place											
704 Muskoka Heritage Place											
Spence Inn	704-13	5	30,000		9,000		21,000				
MHP Sawmill	704-15	5	23,000		4,780		18,220				
MHP - Contribution	704-25	5	0	31,000			(31,000)				
MHP - Rail Equipment Rolling*	704-33	5	160,000		160,000						
MHP - Museum Ceiling	704-36	5	30,000				30,000				
MHP Sugar Shack	704-39	5	51,000		15,300		35,700				
MHP Open Air Structure	704-40	5	15,000				15,000				
MHP - Main Building Accessible Doors	704-70	5	35,000		35,000						
MHP - Train Stn - Accessible Doors	704-71	5	10,000		10,000						
Total 704 Muskoka Heritage Place			354,000	31,000	234,080		88,920				
Total 704 Muskoka Heritage Place			354,000	31,000	234,080		88,920				
710 Recreation and Leisure Services											
710 Recreation and Leisure Services											
Rec & Leisure	121-02	5	0	3,600			(3,600)				
Aquatics - Accessibility Equip	710-21	5	20,000				20,000				
Total 710 Recreation and Leisure Services			20,000	3,600			16,400				
Total 710 Recreation and Leisure Services			20,000	3,600			16,400				
140 Fleet											
140 Fleet											
Fleet	140-00	5	0	740,895			(740,895)				
0906 - Tandem Combo Plow/Sander	140-39	5	485,000				485,000				

Town of Huntsville
Projects by selected attributes

Feb 23, 2024 2:35:27 PM

Budget Year	2024	Primary Level		Department								
Version	Final Budget	Secondary Level		Department								
Forecast Periods	2024											
Description	Project Id	Priority	Expenditures	Property Taxation	Grants	Canada Community-Building	Reserve Transfer - Capital	Deferred DC's	Deferred Parkland	Deferred Parking	Other	
140 Fleet												
140 Fleet												
1003 - Service Truck	140-43	5	83,000				83,000					
FL1403 - Service Truck	140-52	5	79,000				79,000					
1404-Ram 1500	140-53	5	79,000				79,000					
Fleet - 1405 Pickup Truck	140-54	5	79,000				79,000					
Fleet - 1408 Pickup Truck	140-55	5	83,000				83,000					
1409 Ford F450 4x4	140-60	5	158,000				158,000					
0907 Plow Sander Dump	140-85	5	485,000				485,000					
Building - Service Car	142-05	5	60,000				60,000					
Cemetery Plow	144-10	5	103,000				103,000					
MHP Fleet	145-00	5	83,000				83,000					
Vehicle Lift	149-01	5	136,000				136,000					
Total 140 Fleet			1,913,000	740,895			1,172,105					
Total 140 Fleet			1,913,000	740,895			1,172,105					
Grand Total			13,975,859	6,910,920	1,505,500	1,484,927	3,418,318	421,194	235,000	0	0	

Appendix D - Capital Project Listing Detail

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
103 Legislative Services	262,800	82,998	35,085	91,784	11,708	484,375
700 Community Services	620,325	1,762,109	242,115	492,447	441,522	3,558,518
800 Development Services	10,000					10,000
400 Operations	11,510,781	13,017,002	9,129,217	5,146,241	2,728,080	41,531,321
200 Fire & Emergency Services	1,424,741	287,379	96,555	2,174,056	57,908	4,040,639
705 Library	147,212	101,403	101,888	103,854	80,315	534,672
Total Organization	13,975,859	15,250,891	9,604,860	8,008,382	3,319,533	50,159,525

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
103 Legislative Services						
103-81 Council Chamber - AudioVisual	4,000			50,020		54,020
105-02 IT - Printers/Copiers		8,025	8,831	250	1,344	18,450
105-03 IT - AudioVisual	1,200			6,744		7,944
105-04 IT - Monitors	5,920	5,760	3,600	5,280	2,600	23,160
105-05 IT - Servers	10,000					10,000
105-06 IT - Plotter					7,114	7,114
105-08 IT - Battery Backup	2,425			2,923		5,348
105-10 IT - Networking	31,500	51,005	959	4,390	650	88,504
105-11 IT - Storage		3,215				3,215
105-12 IT - Communications - Telephone	16,420					16,420
105-14 IT - Surveillance & Security	80,000					80,000
105-17 IT - End User Computing	82,000	14,993	21,695	22,177		140,865
105-19 IT - Scanners	16,335					16,335
105-21 IT - Communications - Radio	13,000					13,000
Total 103 Legislative Services	262,800	82,998	35,085	91,784	11,708	484,375
Total Information Technology	262,800	82,998	35,085	91,784	11,708	484,375

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
700 Community Services						
151-04 Building Automation System (BAS)		22,000				22,000
151-05 Civic - Floor Scrubber				10,000		10,000
151-09 Civic - Building Exterior		153,000				153,000
151-10 Civic - Furniture & Equipment				13,950		13,950
151-11 Civic - Generator (NEW)		125,000				125,000
151-16 Civic - Flooring						
151-21 Civic - Furnace		40,000				40,000
151-22 Civic - Kitchen		16,000			16,000	32,000
151-23 Civic - HVAC		84,000				84,000
151-26 Roof Replacement & Structural Repairs		172,500				172,500
152-01 Facilities - Furniture & Equipment				3,000	4,200	7,200
152-05 Accessible Benches		(2,000)				(2,000)
152-08 Overhead Lift		15,000				15,000
152-10 HVAC Improvements	84,000					84,000
152-11 Change Room Repairs		7,000				7,000
152-16 CSC - Condenser				250,000		250,000
152-27 Olympia St- 2000 Ice Resurfacer		115,000				115,000
152-28 Floor Scrubber	32,000			9,300		41,300
152-39 CSC - Glycol Pumps		1,500				1,500
152-40 CSC - Heat Fan		7,200				7,200
152-44 CSC - Exhaust Roof Top		15,000				15,000
152-50 CSC - Jack Bionda Arena		32,500				32,500
152-51 CSC - Sewage Pump	20,000					20,000
152-52 CSC - Burnisher		2,700				2,700
152-53 CSC - Furniture		2,900				2,900
152-55 CSC - Barrell Rolling Door		60,000				60,000
152-57 CSC - Kitchen Appliances					4,000	4,000
730-00 Stephenson Hall						
730-12 Septic System					95,000	95,000
730-14 Stephenson UV water disinfection system		4,500				4,500
730-20 Stephenson Commercial Range				18,750		18,750

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
730-22 Stephenson - Dishwasher			8,000			8,000
730-24 Stephenson - Fire Alarm Panel		18,750				18,750
730-25 Stephenson - Furniture & Equipment	10,000					10,000
731-11 Port Sydney UV water disinfection system		4,500				4,500
731-14 PS - Commercial Range				18,750		18,750
731-18 PS Fire Alarm Panel		18,750				18,750
731-20 PS Roof			160,000			160,000
Total 700 Community Services	146,000	915,800	168,000	323,750	119,200	1,672,750
Total Facilities	146,000	915,800	168,000	323,750	119,200	1,672,750

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
700 Community Services						
121-04 CSC Customer Service - AV Equipment				7,637		7,637
121-05 CSC Customer Service -Furniture & Equip		2,000				2,000
Total 700 Community Services		2,000		7,637		9,637
Total Sales & Customer Service		2,000		7,637		9,637

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
700 Community Services						
704-00 MHP		35,000			16,000	51,000
704-12 Main Entrance		25,000				25,000
704-13 Spence Inn	30,000					30,000
704-15 MHP Sawmill	23,000					23,000
704-16 MHP Equipment Replacement			3,000			3,000
704-17 MHP Green House*		500,000				500,000
704-19 MHP Furniture Replacement		4,500				4,500
704-24 MHP - Village Road		75,000				75,000
704-29 MHP Maw House			4,000			4,000
704-33 MHP - Rail Equipment Rolling*	160,000				160,000	320,000
704-34 MHP - Fencing		54,000				54,000
704-36 MHP - Museum Ceiling	30,000					30,000
704-37 MHP Purser's Cabin		12,000				12,000
704-38 MHP - Trapper's Cabin Roof		3,500				3,500
704-39 MHP Sugar Shack	51,000					51,000
704-40 MHP Open Air Structure	15,000					15,000
704-70 MHP - Main Building Accessible Doors	35,000					35,000
704-71 MHP - Train Stn - Accessible Doors	10,000					10,000
Total 700 Community Services	354,000	709,000	7,000		176,000	1,246,000
Total Muskoka Heritage Place	354,000	709,000	7,000		176,000	1,246,000

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
700 Community Services						
710-01 Aquatics - 1st AID				2,200		2,200
710-21 Aquatics - Accessibility Equip	20,000					20,000
711-21 Programming - Fitness & Wellness equip		6,300	6,250	26,100		38,650
711-22 Prog - Furn & Equip				1,800	4,500	6,300
711-25 Programming - Sound & Lighting		1,800		1,300		3,100
Total 700 Community Services	20,000	8,100	6,250	31,400	4,500	70,250
Total Recreation and Leisure Services	20,000	8,100	6,250	31,400	4,500	70,250

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
700 Community Services						
703-20 Theatre Lighting	6,700	92,760	4,800	9,850	540	114,650
703-23 Theatre - Sound Equipment	64,685	10,579	34,835	36,710	117,692	264,501
703-24 Theatre - Audio Visual Equipment	28,640	17,120	11,000	8,300		65,060
703-25 Theatre - Furniture	300	6,750	10,230	74,800	23,590	115,670
Total 700 Community Services	100,325	127,209	60,865	129,660	141,822	559,881
Total Algonquin Theatre	100,325	127,209	60,865	129,660	141,822	559,881

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
400 Operations						
330-22 Mobile Message Boards	35,000					35,000
330-23 Roads OPS - Rugged Laptops	71,000					71,000
330-24 Road Patrol Data Collection Unit	30,000					30,000
330-25 Traffic Counting Hardware/Software	40,000					40,000
380-01 PW Facilities - Madill Yard		4,000,000			8,000	4,008,000
380-06 PW - Tools & Equipment	26,500	30,000	13,600			70,100
Total 400 Operations	202,500	4,030,000	13,600		8,000	4,254,100
Total Roads Maintenance	202,500	4,030,000	13,600		8,000	4,254,100

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
400 Operations						
310-04 Anthony Court	211,706					211,706
310-14 Beaver Meadow				263,500	64,643	328,143
310-44 Buckhorn Road	22,500					22,500
310-48 By-Lock Acres	116,612					116,612
310-52 Cairns Crescent			29,095			29,095
310-64 Cardwell Lake				356,500	87,456	443,956
310-74 Centre Street North			3,900,000			3,900,000
310-78 Ceramic Mine Road North					76,956	76,956
311-04 Concession 4 & 5 Road East	22,800					22,800
311-06 Concession 4 & 5 Road West	53,200					53,200
311-10 Cora Street East	765,806					765,806
311-22 Dara Howell Way	150,000					150,000
311-42 Duncan Street				345,000		345,000
311-50 East Brown's Road		126,500				126,500
311-54 East Elliot Street		50,064				50,064
311-60 East Waseosa Lake Road	558,000	136,890				694,890
311-74 Etwell Road	292,500					292,500
311-84 Falcon Drive	59,660					59,660
311-94 Fetterly Street					198,375	198,375
312-46 Gun Club Road	294,300	22,815				317,115
312-94 Howland Drive	300,000					300,000
312-98 Hughes Road	12,000					12,000
313-06 Irene Street		120,055				120,055
313-08 Iris Street		6,325				6,325
313-10 Jarvies Road			116,379			116,379
313-14 Jessop Lane					14,429	14,429
313-22 Kay Road West	6,000					6,000
313-60 Lansdowne Street				172,500		172,500
313-66 Lindgren Road		1,350,000				1,350,000
313-74 Lone Pine Drive	58,800	356,500	87,476			502,776
313-88 Lynx Lake Road	248,000	60,840				308,840

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
313-94 Madeline Street		6,325				6,325
314-00 Mainhood Road				155,000	38,025	193,025
314-32 Meadow Park Drive	1,691,340					1,691,340
314-34 Middaugh Road		7,200				7,200
314-42 Minerva Street	916,281				750,000	1,666,281
314-60 North Deer Lake Road	18,000					18,000
314-74 North Menominee Lake Road					182,771	182,771
314-78 North Waseosa Lake Road				418,240		418,240
314-98 Old Muskoka Road	258,500		728,500	178,718		1,165,718
315-12 Otter Lake Road		69,575				69,575
315-34 Pinedale Road		14,400				14,400
315-38 Pitmans Bay Road			36,369			36,369
315-66 Ripple and Palette Lake Road	191,620					191,620
315-72 River Valley Road	10,800	63,250				74,050
315-78 Rock Haven Road			72,737			72,737
315-80 Roe Road		108,500	26,618			135,118
315-90 Ross Road				31,000	7,605	38,605
316-20 Silver Street		62,506				62,506
316-34 Slalom Drive			300,000			300,000
316-40 South Dufferin Street				172,500		172,500
316-52 South Waseosa Lake Road	440,000		1,240,000	304,200		1,984,200
316-70 Stahls Road	45,600					45,600
316-72 Station Road		37,950				37,950
316-78 Stephenson Road 1 West	12,000					12,000
316-94 Stephenson Road 2 East	80,000					80,000
317-20 Swallowdale Road		341,000	83,655			424,655
317-36 Tower Road			116,379			116,379
317-78 West Street South				172,500		172,500
317-92 Williamsport Road	118,740					118,740
318-02 Woodland Drive			1,500,000			1,500,000
318-08 Yonge Street North		979,550				979,550
340-06 Bridge 4 - South Lancelot 2		1,163,286				1,163,286

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
340-08 Bridge 5 - Old North	189,405					189,405
340-10 Bridge 6 - East River/Williamsport	309,595					309,595
340-16 Bridge 10 - Ceramic Mine		651,625				651,625
Total 400 Operations	7,453,765	5,735,156	8,237,208	2,569,658	1,420,260	25,416,047
Total Roads Capital Projects	7,453,765	5,735,156	8,237,208	2,569,658	1,420,260	25,416,047

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
400 Operations						
140-03 DEF Building			5,104			5,104
140-12 PW - Steamer					16,000	16,000
140-15 Fuel Monitoring System				30,000		30,000
140-39 0906 - Tandem Combo Plow/Sander	485,000					485,000
140-41 0910-CWT Trailer Fladbed, float trailer			15,000			15,000
140-43 1003 - Service Truck	83,000					83,000
140-46 1101-John Deere Loader			230,000			230,000
140-48 1201-Western Star Plow/Sander		485,000				485,000
140-49 1203-John Deere Grader/Plow				710,000		710,000
140-50 1301-Western Star Plow/Sander			380,000			380,000
140-52 FL1403 - Service Truck	79,000					79,000
140-53 1404-Ram 1500	79,000					79,000
140-54 Fleet - 1405 Pickup Truck	79,000					79,000
140-55 Fleet - 1408 Pickup Truck	83,000					83,000
140-57 8901-TJ Welding Trailer			30,000			30,000
140-60 1409 Ford F450 4x4	158,000					158,000
140-62 1606-Western Star plow/sander/dump				380,000		380,000
140-72 1102 Sidewalk Plow			10,305			10,305
140-73 GPS Units		10,000				10,000
140-75 1811 Western Star Plow/Sander/Dump					325,000	325,000
140-78 1803 Pick Up					61,000	61,000
140-85 0907 Plow Sander Dump	485,000					485,000
140-94 2001 - Volvo Grader		710,000				710,000
141-07 Bylaw - Pick Up Truck					61,000	61,000
142-05 Building - Service Car	60,000					60,000
143-07 Parks Fleet - 1407 Trailer			7,000			7,000
143-15 Parks Plow/Water Truck					86,000	86,000
143-16 Parks - Service Truck					61,000	61,000
143-18 Tractor - ball fields		70,000				70,000
143-19 Parks - tractor attachment boomer			40,000			40,000
144-06 Cemetery - Backhoe			60,000			60,000

Capital Project Expenses
5 Year Budget

	2024	2025	2026	2027	2028	5 Year Capital Budget
144-10 Cemetery Plow	103,000					103,000
145-00 MHP Fleet	83,000					83,000
149-01 Vehicle Lift	136,000					136,000
Total 400 Operations	1,913,000	1,275,000	777,409	1,120,000	610,000	5,695,409
Total Fleet	1,913,000	1,275,000	777,409	1,120,000	610,000	5,695,409

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
400 Operations						
501-20 Cemetery - Hutcheson Chapel	25,000					25,000
501-21 Hutcheson Cem - Garage			6,000			6,000
501-26 Cemetery - Hutcheson Columbarium	120,000					120,000
501-56 Cemetery - Hutcheson Fence					50,000	50,000
501-57 Cemetery - Stephenson Archway	30,000					30,000
501-58 Cemetery - Locks Fence					22,000	22,000
501-60 Cemetery - Beatrice Fence					14,000	14,000
501-61 Cemetery - McNicol Fence					11,825	11,825
501-62 Cemetery - Turf Equipment	17,000	22,600				39,600
501-64 Cemetery - Furniture & Equipment				31,000		31,000
501-65 Cemetery - Novar Fence					15,000	15,000
501-66 Cemetery - Stephenson Fence					20,000	20,000
501-69 ILFRACOMBE CEMETERY - FENCING					9,795	9,795
501-70 Cemetery - Lowering Device				6,000		6,000
Total 400 Operations	192,000	22,600	6,000	37,000	142,620	400,220
Total Cemeteries	192,000	22,600	6,000	37,000	142,620	400,220

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
400 Operations						
706-03 McCulley-Robertson	442,200	10,000	54,000	492,886		999,086
706-07 Rivermill Park		424,169		142,000		566,169
706-13 Skeleton Lake Park			15,000			15,000
706-14 Deer Lake Park		10,000				10,000
706-21 Longs Lake Launch		9,000				9,000
706-22 PS Hall Playground	85,000			5,600		90,600
706-23 Pks - Goodwin				4,200		4,200
706-24 Pks - Avery Beach	15,000			10,000	204,000	229,000
706-31 Riverlea Park				15,000		15,000
706-32 Hutcheson Beach				26,200	10,000	36,200
706-33 Town Dock Repairs				72,000		72,000
706-34 Utterson Playground	85,000			13,500		98,500
706-35 River View Estates				15,000		15,000
706-38 Pks - Trails & Paving					300,000	300,000
706-41 Irene Street Playground			6,000			6,000
706-43 Pltmans Bay				212,000	9,000	221,000
706-50 Conroy Park		15,000				15,000
706-54 Pks - Camp Kitchen				40,000		40,000
706-56 Locks - Rehabilitation of Beams		13,299				13,299
706-58 Hunters Bay Trail				10,000	10,000	20,000
706-61 Indian Landing				44,382		44,382
706-62 Parks - Meadow Park				25,000		25,000
706-68 Lions Look Out		25,000	5,000	144,667		174,667
706-70 Parks - MR Skateboard Park	80,000					80,000
706-71 Conroy Park Tennis Court	300,000					300,000
706-75 Riverside Park		12,000				12,000
706-78 Pks - Furniture & Equipment	25,000	20,578		4,353		49,931
706-80 Pks - Port Sydney Beach			5,000	64,000	13,000	82,000
706-81 Parks - South Portage Dock		12,000		10,000		22,000
706-83 Parks - PS Basketball	85,500					85,500
706-84 Parks - Utterson Tennis Courts	185,000					185,000

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
706-85 Pks - Locks Structure & Mechanical		1,250,000		15,795		1,265,795
706-88 Parks - Meadow Park Playground	65,000					65,000
706-89 Port Sydney Hall - Fence			10,000			10,000
706-90 Parks - Landscaping	16,500	20,000		10,000		46,500
706-93 Civic Centre Irrigation		12,000				12,000
706-95 Parks - Glenwood Park		72,600				72,600
706-96 Utterson Basketball	50,000					50,000
706-98 Parks - Rivermill Washroom	307,816					307,816
706-99 Parks - Turf Equipment	7,500	33,600		3,000	1,200	45,300
707-01 Roe Road Public Docks				30,000		30,000
707-02 Harp Lake Park		15,000				15,000
707-03 Ilfracombe Park				10,000		10,000
Total 400 Operations	1,749,516	1,954,246	95,000	1,419,583	547,200	5,765,545
Total Parks and Trails	1,749,516	1,954,246	95,000	1,419,583	547,200	5,765,545

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
200 Fire & Emergency Services						
201-03 Fire - Tools & Equipment	37,000	39,232	28,541	45,600	20,870	171,243
201-04 Pumper	695,000					695,000
201-06 Fire - Rescue Truck	265,000					265,000
201-08 Fire - Clothing & Safety Equipment	28,000	48,716	40,597	44,657	8,918	170,888
201-09 Fire - Radio & Pagers	16,741	17,075	17,417	17,765	18,120	87,118
201-15 Fire Ladder Vehicle				2,020,672		2,020,672
201-19 Fire Station #5		7,682				7,682
201-24 Fire - Air Fill Station	100,000					100,000
201-25 Fire - Trailers	30,000					30,000
201-28 Fire - Station 1 Flooring		30,727				30,727
201-29 Fire - Emerg Response Vehicle1		90,930				90,930
201-30 Fire - Emerg Response Vehicle2	120,000					120,000
201-31 Fire - Emerg Response Vehicle3				35,362		35,362
201-70 Fire - Rugged laptops	48,000					48,000
201-71 Fire - E-draulics	75,000					75,000
201-89 Fire - Hose	10,000	10,000	10,000	10,000	10,000	50,000
201-90 Fire - Station #1		43,017				43,017
Total 200 Fire & Emergency Services	1,424,741	287,379	96,555	2,174,056	57,908	4,040,639
Total Fire & Emergency Services	1,424,741	287,379	96,555	2,174,056	57,908	4,040,639

**Capital Project Expenses
5 Year Budget**

	2024	2025	2026	2027	2028	5 Year Capital Budget
705 Library						
705-03 Library - Materials	70,678	70,678	70,678	70,678	70,678	353,390
705-12 Library - Audio Visual	12,640		1,100	224		13,964
705-14 Library - IT Capital	38,819	12,600	11,985	14,827	1,012	79,243
705-17 Local History & Genealogy	6,950					6,950
705-24 Library - AV Books On CD	8,250	8,250	8,250	8,250	8,250	41,250
705-25 Library - AV - CDs	375	375	375	375	375	1,875
705-26 Library - AV - DVD/BlueRay	9,500	9,500	9,500	9,500		38,000
Total 705 Library	147,212	101,403	101,888	103,854	80,315	534,672
Total Library	147,212	101,403	101,888	103,854	80,315	534,672

Appendix E - MAT Projects

Schedule of Municipal Accommodation Tax Projects - 2024

Description	Amount	MAT Initiative
Affordable Housing	(55,335)	Affordable Housing
Algonquin Theatre	(35,600)	Capital investment to enhance a recreation or tourism facility
Muskoka Heritage Place	(47,900)	Capital investment to enhance a recreation or tourism facility
Health Care & Attraction	(36,500)	Economic development programming
Memberships	(1,340)	Economic development programming
Town promotional materials	(5,000)	Economic development programming
Resident attraction strategy	(40,000)	Economic development programming
Community brand launch	(10,000)	Economic development programming
Unity Square project	(5,000)	Capital investment to enhance a recreation or tourism facility
Wayfinding signage	(330,000)	Capital investment to enhance a recreation or tourism facility
Community Improvement Program (CIP)	(55,000)	Economic development programming
Huntsville Lake of Bays Chamber of Commerce - Marketing our commur	(25,000)	Economic development programming
Huntsville Lake of Bays Chamber of Commerce - Visitor Services	(32,000)	Support community organizations
Port Sydney and Utterson Chamber of Commerce - Visitor Services	(5,000)	Support community organizations
Business Retention and Expansion Programming	(15,000)	Economic development programming
Business Support event and or job fair	(1,000)	Economic development programming
Muskoka Small Business Centre	(2,500)	Economic development programming
BIA Holiday Display Support	(10,000)	Support community organizations
Horticultural Society	(1,600)	Support community organizations
Regional website Venture Muskoka	(1,000)	Economic development programming
Muskoka Watershed Council	(15,000)	Support community organizations
Community Financial Requests	(10,000)	Economic development programming
Kent Park Art	(15,000)	Capital investment to enhance a recreation or tourism facility
Total	(518,100)	