AGENDA - GENERAL/FINANCE COMMITTEE
Wednesday, August 13, 2025

A Regular Meeting of the General/Finance Committee will be held on Wednesday, August 13, 2025, at 9:00 a.m., in a hybrid format from the Council Chambers, Municipal Offices, Port Carling, Ontario.

Members of the public may observe the proceedings in person or by accessing the live webcast on YouTube.

If the live webcast fails, the in-person meeting may proceed, and the recording will be posted at a later date at: https://muskokalakes.civicweb.net/Portal/

Public participation in this Electronic Meeting may occur through attending in person, viewing the webcast and/or providing comment regarding specific agenda items at the following email address. Please ensure that the specific agenda item is identified in the subject line of your email. TMLPublicComment@muskokalakes.ca

Following the publishing of this agenda, public comments (maximum 5 minutes on any agenda item) may be provided. Please register with the Clerk or designate by completing and remitting this form by 9:00 a.m. on Tuesday August 12, 2025. If registrations are received, the Clerk or designate will issue a Supplementary Agenda pursuant to the Council Procedure By-law. The public may then attend the meeting in person or electronically by zoom invitation, issued to those who register.

Page

1. CALL TO ORDER
2. ACKNOWLEDGEMENT OF SUPPLEMENTARY AGENDA
   a. Chair to verbally acknowledge supplementary agenda.
3. DISCLOSURE OF PECUNIARY INTEREST
4. INVITED PRESENTATIONS
   a. Brad Sisson, Manager, Public Sector Advisory, KPMG LLP and Jamie Cameron, P.Eng., PMP, MBA, KPMG LLP
      Re: Public Works Yard Location Study - Project Status Update
5. PUBLIC WORKS (ROADS AND INFRASTRUCTURE) (I)
   a. Report from the Director of Operational Services — 5 - 16
      Re: Report: OPS-2025-046 – Public Works Yard Location Study - Project Status Update
      Report
      Appendix I – Public Works Yard Location Study – Project Status Update
      Presentation
6. DELEGATIONS
7. PUBLIC COMMENTS (MAXIMUM 5 MINUTES)

8. PUBLIC WORKS (ROADS AND INFRASTRUCTURE) (II)

a. Report from the Manager of Public Works 17 - 22
Re: Report OPS-2025-043 - Fish Hatchery Road Community Safety Zone
Report
Appendix I - Fish Hatchery Road Community Safety Zone limits
Appendix II - Draft Amendment to By-Law 2021-087

9. CORPORATE SERVICES (FINANCE, ADMINISTRATION, HUMAN RESOURCES)

a. Report from the Manager of Financial Services 23 - 29
Re: Report FIN-2025-014 - Q2 Financial Update
Report
Appendix I – June 2025 Financial Results by Division

b. Report from the Director of Financial Services 30 - 35
Re: Report FIN-2025-015 - Operating Deficit Mitigation Strategy - Capital Project Review
Report
Appendix I – Capital Projects

c. Report from the Records Management Coordinator 36 - 65
Re: Report LS-2025-031 - Records Management Program Policy C-LS-04 Revisions
Report
Appendix I - Records Management Program Policy (Clean)
Appendix II - Records Management Program Policy (Redline Version)
Appendix III - Draft Amendment to By-law 2016-005

d. Report from the Land and Agreements Coordinator 66 - 70
Re: Report LS-2025-028 - Inventory of Municipal Land and Request for Proposal for Realtor of Record
Report

e. Report from the Land and Agreements Coordinator 71 - 75
Re: Report LS-2025-032 - Original Road Allowance and Land Exchange Application Newall/Coffey
Report
Appendix I - Map

f. Report from the Director of Human Resources 76 - 79
Re: Report HR-2025-004 - Human Resources Strategic Plan
Report
Appendix I – Human Resources Strategic Plan Process

g. Report from the Director of Legislative Services 80 - 114
Re: Report LS-2025-029 - Election Sign By-law Update
Report
Appendix I - Muskoka Clerks Report

Appendix II - Proposed Election Sign By-law (Redline Version)
Appendix III - Proposed Election Sign By-law (Clean)
Appendix IV - Proposed amendments to the Township's Administrative Monetary Penalty System By-law 2023-048

10. COMMUNITY SERVICES (COMMUNITY, FIRE, PARKS AND TRAILS, LIBRARY)

a. Report from the Fire Chief 115 - 194
Re: Report ES-2025-017 - Fire Station Location Study - Financial Strategy and Implementation Plan
Report
Appendix I - Fire Station Location Study
Appendix II - Implementation Plan

b. Report from the Manager of Parks, Recreation and Facilities 195 - 258
Re: Report OPS-2025-039 - Beaumaris and Windermere Wharf Project Layouts
Report
Appendix I – Proposed Project Timeline and Aerial Photos
Appendix II – Windermere Wharf Dock Layout Options
Appendix III – Windermere Survey Results
Appendix IV – Beaumaris Survey Results
Appendix V – Final Dock Designs

c. Report from the Manager of Parks, Recreation and Facilities 259 - 267
Re: Report OPS-2025-040 - Use of Public Docks By-law Amendments
Report
Appendix I – Project Timeline and Aerial Photos

11. ECONOMIC DEVELOPMENT AND GRANTS (VISIONING, ECONOMIC DEVELOPMENT, GRANTS)

12. UNFINISHED BUSINESS

a. Report from the Manager of Parks, Recreation and Facilities 268 - 288
Re: Report OPS-2025-045 and OPS-2025-030 - Old Walker's Point Fire Hall - Alternative Options
Report OPS-2025-045 (New Report)
Report OPS-2025-045 - Appendix I - Site Photos
Report OPS-2025-045 - Appendix II – Area Maps and Photos
Report OPS-2025-030 (Original Report)
Report OPS-2025-030 - Appendix I - Site Photos
Report OPS-2025-030 - Appendix II - Map

13. NEW BUSINESS

a. District Municipality of Muskoka Updates

1. District Council Meeting - July 21, 2025

2. Engineering and Public Works Committee Meeting - July 23, 2025

3. Finance and Corporate Services Committee Meeting - July 23, 2025

4. Health Services Committee Meeting - July 24, 2025

5. Community and Planning Services Committee Meeting - July 24, 2025

b. Community Events

14. GENERAL INFORMATION/CORRESPONDENCE

a. Correspondence can be found here.

15. COMMITTEE IN CLOSED SESSION

16. ADJOURNMENT

a. Consideration of a resolution to adjourn.

A copy of this agenda is available in alternative formats upon request.

Today's meeting is being live streamed and recorded on the Township of Muskoka Lakes website and YouTube channel. By participating in the open public meeting today, you are consenting to your image, voice and comments being recorded and posted online.

Staff Report OPS-2025-046
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Nick Colucci, Director of Operational Services**

SUBJECT: **Public Works Yard Location Study – Project Status Update**

RECOMMENDATION

None. For information only.

REPORT HIGHLIGHTS

This report provides an update regarding the Public Works Yard Location Study.

BACKGROUND

Public Works Yards

The Township currently has three Public Works Yards used by roads, fleet, parks and facilities maintenance operations. All three facilities are at mid or end of life, and it is anticipated that major rehabilitation and/or replacement may be required as a next step for one or more of these facilities in the future. To scope these needs further and to develop a plan informed by facility condition, location and operational efficiency of the Township's operations, the 2024 capital budget included the completion of a Public Works Yard Location Study.

Public Works Yards Location Study

At the December 11, 2024 Council Meeting a contract for the completion of a Public Works Yard Location Study was awarded to KPMG LLP.

Subsequent to the award staff have held a kick off meeting with the consultant.

ANALYSIS

Objectives

KPMG was engaged to conduct the Public Works Yard Location Study with specific mandate to achieve the following five objectives.

1. **Optimize operations –** streamline asset (i.e., facility space and equipment) and resource allocation to maximize operational efficiency and minimize waste.

2. **Improve service quality –** enhance the quality and reliability of services provided to residents, businesses, and other key stakeholders through the service delivery model.
3. **Align services to community needs–** ensure the service delivery model is responsive to the anticipated growth, evolving needs, priorities, and expectations of the community.
4. **Optimize resource management –** effectively manage human, financial and technological resources to achieve optimal outcomes within budgetary constraints.
5. **Highlight Facility Requirements–** ensure a potential new facility can accommodate operational needs including administrative space, storage space, staff space, and support space.

Study Progress

After the project kick-off meeting Township staff provided the following documentation to KPMG.

a. Vehicle / equipment inventory
b. Activities and respective hours
c. Facility condition assessments / reports, and facility drawings
d. Organizational charts
e. Relevant SOPs / level of service documents

KPMG also conducted site tours of the Townships three Public Works facilities. They then conducted current state data validation in the form of a workshop with the Township's project team. This data was consolidated into a Current State Report for staff containing an overview of the operations and current state results from the Public Works Optimization Model.

Next Steps

The Township Project Team will next review and validate data presented within the Current State Report. KPMG is to then conduct a future state workshop to review drivers of growth which will be incorporated within the Public Works Optimization Model to review the impact on the service delivery portfolio. KPMG is also to review and analyze future state service delivery options to address operational challenges including:

- Refurbish the existing facilities to allow them to continue to operate and meet requirements for the next 25 years.
- Construct one or more new facilities at the current location or on a new site; and
- Other alternatives identified by the current state analysis

A final report summarizing all the work will be prepared by KPMG, reviewed by the Township Project Team and presented at a future Genera/Finance Committee Meeting in the final quarter of 2025.

ALTERNATIVES

None. This report is for informational purposes only.

FINANCIAL IMPLICATIONS

The current budget for the preparation of the Public Works Yard Location Study is $99,400.00

STRATEGIC PLAN

Priority: Strengthen our Cultural & Community Fabric

Priority: Deliver Sustainable Public Services & Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and those registered to receive notification through the agenda electronic notification system and was published on the Township’s website in accordance with the Township’s Procedural By-law.

ATTACHMENTS

Appendix “I” – PW Yard Location Study – Project Status Update PowerPoint

PREPARED BY

Original signed by

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KPMG

Township of Muskoka Lakes

Public Works Yard Location Study



Project Status Report

August 13, 2025

Disclaimer

This deliverable has been prepared by KPMG LLP (“KPMG”) for Township of Muskoka Lakes(“Client” or “Township”) pursuant to the terms of our engagement agreement with Client dated February 7, 2025 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this deliverable is accurate, complete, sufficient or appropriate for use by any person or entity other than the Client or for any purpose other than set out in the Engagement Agreement. This deliverable may not be relied upon by any person or entity other than the Client or for any purpose other than set out in the Engagement Agreement. This deliverable may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this deliverable.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this deliverable the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the deliverable.

KPMG is under no obligation in any circumstance to update this deliverable, in either oral or written form, for events occurring after the deliverable has been issued in final form.

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01

Project Status Update

Project overview

Project objectives – *How will we define success?*

KPMG has been engaged by the Township to conduct a Public Works yard Location Study to ensure the efficient and effective delivery of Public Works services today and into the future. As the Township experiences growth and the demand for service increases, it is important that Public Works can appropriately respond. The review will assess the future needs for all Public Works divisions and present a report identifying the optimum deployment of facilities to service the Township's public works, parks and recreation, and facility maintenance needs. Specifically, the review will look to achieve the following key objectives:

1. **Optimize operations** – streamline asset (i.e., facility space and equipment) and resource allocation to maximize operational efficiency and minimize waste.
2. **Improve service quality** – enhance the quality and reliability of services provided to residents, businesses, and other key stakeholders through the service delivery model.
3. **Align services to community needs**– ensure the service delivery model is responsive to the anticipated growth, evolving needs, priorities, and expectations of the community.
4. **Optimize resource management** – effectively manage human, financial and technological resources to achieve optimal outcomes within budgetary constraints.
5. **Highlight Facility Requirements**– ensure a potential new facility can accommodate operational needs including administrative space, storage space, staff space, and support space.

Project drivers – *What problem are we trying to solve?*

The Public Works Department is responsible for the management of Municipal infrastructure and assets including Township roads, sidewalks, bridges, drainage systems, parks, cemeteries, buildings, fleet, signage and streetlights. The Department's staff maintains over 380 km of Township roads and maintains 110 km of District roads within the Township.

Currently, Public Works operates out of three yards that are all aging (with a fourth that is leased out). Each yard was inherited by the Township and are in a poor state of repair. Given the state of facilities, Public Works is looking to determine the optimal location for a potential new facility including the physical requirements for replacement and optimal service delivery portfolio.

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Project phases

Our approach to the project is divided into four phases. Each phase is focused on the achievement of specific, tangible objectives and activities.

01
Project Initiation



March 2025

Complete ✓

02
Current State Analysis



April – July 2025

Complete ✓

03
Identify and Develop Preferred Deployment Model



July - August 2025

04
Final Report & Presentation



September 2025

In Progress

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Status Report: as of July 25, 2025

Timeline

65%

Start date
March 2025

Estimated end date
October 2025

Project Phase	25%	50%	75%	100%
1. Project Initiation				
2. Current State Analysis				
3. Identify and Develop Preferred Deployment Model				
4. Final Report & Presentation				

Project Status							
Overall	G	Schedule	Y	Budget	G	Scope	G

Legend:				
On schedule	G	Issues present, mitigation in progress	Y	Issues present, immediate action required	R

Project accomplishments to-date

- KPMG conducted a kick-off meeting with the Township's Project Team.
- Township provided documentation as outlined in the initial documentation request.
- KPMG conducted site tours of the Township's three Public Works facilities.
- KPMG conducted a current state data validation workshop with the Township's Project Team.
- Township validated current state facility, equipment and activity data.
- KPMG prepared data for input into our Public Works Optimization Model (see next slide for details).
- KPMG developed and issued a Current State Report. The report contained an overview of operations and current state results from the Public Works Optimization Model (e.g., where are the equipment and space gaps in the current state).

Next steps / action items

- Township Project Team to review and validate data presented within the Current State Report.
- KPMG to conduct future state workshop to review drivers of growth.
- KPMG to incorporate drivers of growth within the Public Works Optimization Model to review the impact on the service delivery portfolio.
- KPMG to review and analyze future state service delivery options to address operational challenges. This includes:
  - Refurbish the existing facilities to allow them to continue to operate and meet requirements for the next 25 years;
  - Construct one or more new facilities at the current location or on a new site; and
  - Other alternatives identified by the current state analysis
- KPMG to develop a Final Report summarizing all work completed.
- Township Project Team to review and provide feedback on Final Report.

KPMG

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Document Classification: KPMG Confidential

What is the *Optimization Model?*

KPMG's approach leverages our *Public Works optimization model.* This model is customized to analyze public works operations through the assessment of the current service delivery portfolio. The model analyzes **current Public Works activities, facility space, and forecasted growth (inputs) to deliver data-driven insights and actions (outcomes).** This framework is highlighted below.

Inputs
What goes in?

- Asset register (i.e., equipment used to deliver services)
  - Model is limited to light and heavy duty trucks and equipment used in service delivery
- Operational budgets
- Service delivery portfolio (i.e., activities performed by each division)
- Facility space
- Forecasted growth in key drivers

Outputs
What comes out?

- Current state assessment of public works operations including:
  - Equipment requirements (i.e., total pieces of equipment required to execute the service delivery portfolio)
  - Space requirements (i.e., the types of preferred storage for equipment)
  - Staff requirements
- Future state assessment of operations based on forecasted growth
  - Equipment required over the growth period
  - Facility space required over the growth period
  - Staff required over the growth period

Outcomes
What is the result?

- Facilities are improved through the identification of gaps in current space and aligned to storage practices that can improve the efficiency and effectiveness of service delivery.
- Identification of opportunities to construct new facilities to manage growth / replace aging depots and yards.
- More efficient operations by addressing current and forecasted gaps in equipment, space and staffing
- Relevant data on the current service delivery portfolio
- Forecasted growth in all activities

Impact
What is the value?

- Provide management with data on current operations
- Modernization of facilities for current and future operations
- Initiate discussions with council on the impact of aging public works depots and the value of new operations yards.
- Initiate discussions with staff on an asset linked maintenance programs (i.e., activity based costing)
- Align operations to leading practices
- Effectively plan for forecasted growth
- Ensure staff are equipped to efficiently and effectively deliver services.
- Allocate capital funding for future facility construction.

Ultimately, the ***Public Works Optimization Model*** is a planning tool to project the potential impact of growth on current operations. The model relies on current service delivery information (i.e., activities, equipment, space) and projected growth drivers to provide outputs. Should growth projections change, the output highlighted by the optimization model will be impacted.

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Document Classification: KPMG Public

Staff Report OPS-2025-043
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Tim Sopkowe, Manager of Public Works**

SUBJECT: **Fish Hatchery Road Community Safety Zone Designation**

RECOMMENDATION

BE IT RESOLVED THAT Committee approve the amendments to By-Law 2021-087 (Traffic By-law), as attached as Appendix "II", to report OPS-2025-043;

AND THAT the amending by-law be forwarded to Council for final approval.

REPORT HIGHLIGHTS

The report provides an overview of proposed amendments to the Township's Traffic By-Law 2021-087 to designate the area of Fish Hatchery Road adjacent to Watt Public School as a Community Safety Zone.

BACKGROUND

Community Safety Zones

A Community Safety Zone is a section of roadway where public safety is of special concern. Whereas the rules of the road do not change simply by the designation of a Community Safety Zone, the designation of Community Safety Zones provide OPP with enhanced enforcement support through the provision of substantial increases to the penalties applied for violations of traffic laws within these areas.

Watt Public School

Watt Public School has frontage along both Highway 141 and Fish Hatchery Road. The primary entrance to the school is located from Highway 141, with a secondary entrance off Fish Hatchery Road. Highway 141 is under the jurisdiction of the Ministry of Transportation, whereas Fish Hatchery Road is a Township of Muskoka Lakes Road.

District of Muskoka

The District of Muskoka has recently designated all District Roads adjacent to schools as Community Safety Zones through the consolidation of their School Zone and Community Safety Zone by-laws (see District of Muskoka EPW Report PW-3-2025-4). As part of this initiative the District has requested that lower-tier municipalities also consider designation of Community Safety Zones along all lower-tier roadways that are adjacent to schools. This request was put

forward based on providing a consistent Muskoka-wide approach to support OPP enforcement efforts in the area.

ANALYSIS

Community Safety Zones

Community Safety Zones are an effective tool to encourage increased compliance with traffic laws by providing additional support for OPP enforcement activities. Community Safety Zone signage can also serve to enhance the school area warning signage that is already in place. Through the designation of all sections of municipal roads that are adjacent to schools across the entire Muskoka District, municipal governments can support OPP enforcement activities as well as provide consistent positive guidance to motorists.

Fish Hatchery Road

Appendix I provides a map showing the approximate location of the proposed Community Safety Zone on Fish Hatchery Road. The area of the roadway that is adjacent to Watt Public School has school area warning signage in place already. In previous discussions in the past, the school board has confirmed that all students that attend Watt Public School are bused to school and pedestrian traffic alongside Fish Hatchery Road in this area is very limited. The speed limit along this section of road is currently 40km/hr and no reduction in speed limit is required currently.

Traffic By-Law 2021-087

The Municipal Act and the Highway Traffic Act provide Township Council authority to pass by-laws to regulate traffic only on municipal roads under its jurisdiction. A draft Amending By-law to update the Traffic By-Law (Appendix II) is attached and approval of this document would give force and effect to the designation of a Community Safety Zone along the section of Fish Hatchery Road identified in this report. Although Community Safety Zones by-laws may include specific times and/or days of the week that the designation applies, the District of Muskoka has opted to apply the Community Safety Zone at all times. Considering the desire for a consistent approach on upper and lower tier municipal roads in the area, the proposed bylaw amendment takes the same approach.

ALTERNATIVES

Committee could choose to do nothing or request that staff take an alternate approach.

FINANCIAL IMPLICATIONS

The cost to implement the recommended changes are very minimal and can be accommodated within the Department’s operating budget.

STRATEGIC PLAN

Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I - Fish Hatchery Road Community Safety Zone limits
Appendix II - Draft Amendment to By-Law 2021-087

PREPARED BY

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APPENDIX I: Fish Hatchery Road Community Safety Zone limits



THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES

BY-LAW NUMBER 2025-0XX

Being a by-law to amend By-law 2021-087, a By-law to regulate Traffic on Township Roads in the Township of Muskoka Lakes

WHEREAS pursuant to the Municipal Act, 2021, S.O. 2021, c.25 and the Highway Traffic Act R.S.O. C. H.8, municipalities may pass by-laws to regulate traffic on highways and municipal property;

AND WHEREAS the Council of the Corporation of the Township of Muskoka Lakes deems it advisable to amend By-law 2021-087 to establish a community safety zone;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES ENACTS AS FOLLOWS:

1. That Schedule 6 to By-law 2021-087 be removed and replaced with Schedule 6 – Community Safety Zones, attached hereto;

2. That this by-law come in to force and affect upon passage.

Read a **first, second** and **third time** and **finally passed** this **10th day of September, 2025.**

_____
Peter Kelley, Mayor

_____
Crystal Paroschy, Clerk

DRAFT

Schedule 6 – Community Safety Zones

Attached to and Forming Part of By-law No 2021-087

The highways or portions thereof set out in Column 1 between the limits set out in Column 2 and during the times set out in Column 3 are designated as community safety zones.

Column 1	Column 2	Column 3
Fish Hatchery Road	From Highway 141, 450m northerly	24 hours per day 365 days a year

Staff Report FIN-2025-014
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Marilyn Jeffrey, Deputy Treasurer**

SUBJECT: **Q2 Financial Update**

RECOMMENDATION

None. For information only.

REPORT HIGHLIGHTS

This report provides an overview of operating revenues and expenses from January 1 to June 30, 2025. Based on revenues and expenses (including transfers to reserves) to June 30, the Township is operating with 47.6% (versus a target of 50%) of the annual approved levy of $17,569,000 remaining at the end of Q2.

As noted in the FIN-2025-003 (Q1 Report) and report FIN-2025-013 from July, the current year risks to the 2025 Budget include two weather related events -- the large accumulation of snow at the beginning of the year and the impacts of the ice storm, as well as a revenue shortfall related to the delay in the full launch of the licencing program for short term rentals. The Q2 results include a prudent estimate of $584,800 for the Municipal Ice Storm Assistance against total expenses incurred to date of $936,885 that has been recorded as expenses related to the ice storm to the end of the 2nd quarter. There has been no short-term rental revenue recorded by the end of the second quarter as the application portal was opened on July 28. While the quarterly target reflects an even distribution of costs over the year (i.e. 50% burn rate at Q2), certain categories are impacted by activities within the Township that are cyclical in nature (e.g. snow removal) which will result in timing variances. Similarly, some variances related to the prior year are due to a difference in timing of occurrences (or reporting thereof) year-over-year. The result of these items could impact the deficit trend that is showing at the end of the second quarter.

BACKGROUND

Council endorsed the 2025 Operating and Capital Budget at the Council meeting on December 11, 2024. This quarterly update is being provided as outlined in Policy C-CAO-5 - Directive on Financial Conditions and Activities.

All revenues and expenses included in this report have been prepared based upon all recorded transactions up to June 30th. The results have been compared to the annual budget. For comparative purposes, June 2024 amounts have been included in some tables and restated for

comparative purposes where necessary. The target for the remaining budget for the current year at June 30th is 50%.

ANALYSIS

Financial Results by Category

Table 1 summarizes the preliminary expenses and revenues by category as presented in the 2025 Budget.

TABLE 1 – June 2025 Financial Results by Category

	2025 Actual	2025 Budget	(Over)/Under from Budget ($)	(Over)/Under from Budget (%)	2024 Actual	(Over)/Under from Prior Year
Expenses						
Salaries and Benefits	5,503,135	11,739,100	6,235,965	53.1%	5,127,648	(375,488)
Contract Services, Materials,	1,883,397	2,087,700	204,303	9.8%	952,627	(930,770)
Utilities and Facility Maintenance	743,448	1,085,700	342,252	31.5%	571,139	(172,310)
Insurance	372,624	723,400	350,776	48.5%	323,025	(49,599)
Professional Fees and Honouraria	458,706	1,018,400	559,694	55.0%	360,421	(98,285)
Staff Development	157,520	356,200	198,680	55.8%	204,206	46,686
IT Hardware and Software	318,565	637,600	319,035	50.0%	340,905	22,340
Administration	112,186	263,100	150,914	57.4%	105,517	(6,669)
Debt Repayment	67,026	134,100	67,074	50.0%	67,026	0
Grants and Community Programs	169,351	307,700	138,349	45.0%	142,428	(26,923)
Other Expenses	98,340	210,000	111,660	53.2%	120,822	22,482
Operating Expenses	**9,884,298**	**18,563,000**	**8,678,702**	**46.8%**	**8,315,763**	(1,568,535)
Transfers to Reserves	4,924,649	9,558,900	4,634,251	48.5%	4,170,261	(754,388)
Total Expenses	**14,808,948**	**28,121,900**	**13,312,952**	**47.3%**	**12,486,024**	**(2,322,924)**
Revenues						
User Fees	220,244	576,800	356,556	61.8%	387,493	(167,249)
Other Tax Revenues	440,404	948,000	507,596	53.5%	391,800	48,604
License, Permits and Rentals	1,357,529	3,247,100	1,889,571	58.2%	1,131,656	225,873
Fines and Penalties	64,484	185,000	120,516	65.1%	76,747	(12,263)
Cost Recoveries	645,615	1,390,900	745,285	53.6%	596,249	49,366
Grants and Subsidies	1,873,130	2,694,800	821,670	30.5%	1,195,757	677,373
Investment Income	900,623	1,265,500	364,877	28.8%	496,390	404,233
Other Revenues	94,563	144,800	50,237	34.7%	104,610	(10,047)
Operating Revenues	**5,596,593**	**10,452,900**	**4,856,307**	**46.5%**	**4,380,702**	**1,215,891**
Transfer from Reserves	9,000	100,000	91,000	91.0%	-	9,000
Total Revenues	**5,605,593**	**10,552,900**	**4,947,307**	**46.9%**	**4,380,702**	**1,224,891**
NET LEVY REQUIREMENT	**$ 9,203,355**	**$ 17,569,000**	**$ 8,365,645**	**47.6%**	**$ 8,105,322**	**$ (1,098,033)**

Expense Variance from approved 2025 Operating Budget

Explanations for material variances from approved 2025 Operating Budget are as follows:

- Salaries and Benefits included an expense provision of $275,000 for vacancies which is an estimate of vacancies over the entire organization during the year. Salaries and Benefits is lower than budget due in part to vacancies, the timing of new approved positions being filled and the summer staff portion of the budget that were not filled until later in the spring. This is partially offset by wages being overbudget in Arenas and Community Centers due in part to increased usage of the facilities;
- Contract Services is overbudget mainly due to ice storm cleanup;
- Utilities and Facility Maintenance is higher than budget due in part to higher usage of heat and hydro, and snow removal at the community centers and arenas. Additional factors include the completion of special projects including locks and duct work for the library and backflow valve for the township office ;
- Grants and Community Programs is higher than budget due to the operating grants for the Muskoka Lakes Chamber of Commerce, the Muskoka Lakes Museum and the Muskoka Lakes Snow Trail Association which were issued in the 2nd quarter.

Actual Transfer to Reserves is based on the annual budgeted contributions from the tax levy of $6 million for capital projects ($3,000,000 to Q2), interest earned on discretionary reserves ($340,541) and reserve funds ($299,112), grants received to date ($1,276,668), proceeds from the sale of assets ($5,088) and other ($3,240).

Revenue Variance from approved 2025 Operating Budget

Material revenue variance explanations from the approved 2025 Operating Budget are as follows:

- User fees are lower than budget because Planning fees received cannot be recognised until specific aspects of work is completed, and this is offset in part by higher user fees from arenas;
- License, Permits and Rentals is lower than budget mainly due to building permits revenue being lower than budgeted and no license fees related to short term rentals being received in the first quarter. This is partially offset by higher than budgeted proceeds from the sale of shore road allowances. The value of Community Centre rentals during the year was $108,029 with $95,428 (88%) being discounted year-to-date in accordance with Council policy;
- Fines and Permits is lower than budget mainly due to the receipt of the second quarter Bylaw payments from the District not being received until July;
- Cost recoveries is lower than budget mainly due to the timing of invoicing related to the septic reinspection program;
- Investment Income is higher than budget due to investment income being higher than budgeted;

Financial Results by Division

Appendix I presents the same financial results at June in a net expense format (expenses less revenues) for each of the operating divisions.

Capital Expenditures

Committee approved a 2025 Capital Budget of $12,962,000. Council approved an addition of $1,638,300 of expenditures during the year to increase the approved authorized spending to $14,600,300.

Table 2 – 2025 Capital Budget Approved Changes

Original 2025 Capital Budget	$12,962,000
PPE for Firefighters	82,300
Windermere Kitchen	(135,000)
Ullswater Kitchen	(135,000)
Bala Arena Dehumidifier	40,000
Park, Windermere	150,000
Gross Road Culvert	1,636,000
	$1,638,300
Amended Budget Approval	$14,600,300

Total actual capital spending to June 30th is $1,784,109, 29% ($519,621) of the spend relates to projects that were carried over from prior year(s) and 71% ($1,264,489) relates to 2025 projects. The spending related to 2025 projects is 8.66% of the 2025 capital budget including council resolutions.

Capital expenditures of note to June 2025 attributed to projects from prior years include:

- Bala Arena ice resurfacer budgeted in 2024 (Arenas)
- Port Carling Community Center HVAC budgeted in 2023 (Facilities)
- Patrol Yard rationalization (Public Works – Other)

Current year capital expenditures of note that are in process or are completed at Q2 include:

- PPE for firefighters (Fire)
- Self contained breathing apparatus (Fire)
- Chipper (Township Equipment)
- Ziska Road, Rostrevor Road surface treatment (Roads, Bridges and Major Infrastructure)

TABLE 3 – June 2025 Capital Expenditure by Division

	ACTUAL			BUDGET			
DIVISION	**Pre 2025 Approved Projects**	**2025 Approved Projects**	**Total 2025 Capital Spending**	**2025 Budget**	**2025 Budget Amendments**	**Total Amended Budget**	**(Over)/Under 2025 Projects**
Treasury		14,601	14,601	50,000		50,000	35,399
Human Resources/Health & Safety	4,630		4,630			-	-
Information Technology	48,887	22,385	71,273	129,000		129,000	106,615
Administration	**53,517**	**36,986**	**90,504**	**179,000**	**-**	**179,000**	**142,014**
Economic Development	3,241		3,241	65,000		65,000	65,000
Building (Protective Inspection)	-	-	-	110,000		110,000	110,000
By-Law Enforcement				50,000		50,000	50,000
Planning & Zoning	32,491	-	32,491			-	-
Development Services and Environmental Sustainability	**35,732**	**-**	**35,732**	**225,000**	**-**	**225,000**	**225,000**
Fire Stations	-	361,701	361,701	1,197,900	82,300	1,280,200	918,499
Fire and Emergency Services Total	**-**	**361,701**	**361,701**	**1,197,900**	**82,300**	**1,280,200**	**918,499**
Muskoka Lakes Public Library		25,197	25,197	53,500		53,500	28,303
Muskoka Lakes Public Library Total	**-**	**25,197**	**25,197**	**53,500**	**-**	**53,500**	**28,303**
Cemeteries	-	18,765	18,765	23,000		23,000	4,235
Parks	34,100	108,195	142,295	920,000	150,000	1,070,000	961,805
Community Centres		41,562	41,562	439,500	(270,000)	169,500	127,938
Arenas	165,433	58,521	223,953	82,500	40,000	122,500	63,979
Facilities Maintenance	116,622	10,416	127,037	363,500		363,500	353,084
Trails	-	-	-	-		-	-
Public Works - other	67,466	15,581	83,047	55,000		55,000	39,419
Township Equipment		142,538	142,538	1,122,100		1,122,100	979,562
Roads Capital Projects	12,066	420,378	432,443	5,171,000		5,171,000	4,750,622
Bridges and Culverts	34,685	24,649	59,334	3,130,000	1,636,000	4,766,000	4,741,351
Public Works	**430,371**	**840,604**	**1,270,975**	**11,306,600**	**1,556,000**	**12,862,600**	**12,021,996**
GRAND TOTAL	**$ 519,621**	**$ 1,264,489**	**$ 1,784,110**	**$ 12,962,000**	**$ 1,638,300**	**$ 14,600,300**	**$ 13,335,811**

ALTERNATIVES

None.

FINANCIAL IMPLICATIONS

None.

STRATEGIC PLAN

Goal: Enhance and Sustain Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to the General/Finance Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – June 2025 Financial Results by Division

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Appendix I – June 2025 Financial Results by Division

	June 2025 Actual	2025 Budget	(Over)/Under from Budget ($)	(Over)/Under from Budget (%)	June 2024 Actual	(Over)/Under from Prior Year
Council	201,173	401,200	200,027	50%	200,985	(188)
Legislative Services	582,546	1,264,200	681,654	54%	558,155	(24,390)
Treasury	177,984	582,300	404,316	69%	292,372	114,388
Financing Charges	67,026	134,100	67,074	50%	67,026	-
Human Resources/Health & Safety	213,544	463,600	250,056	54%	216,950	3,406
Information Technology	343,455	696,900	353,445	51%	337,315	(6,140)
ADMINISTRATION	**1,585,727**	**3,542,300**	**1,956,573**	**55%**	**1,672,803**	**87,076**
Communications/Economic	109,467	191,300	81,833	43%	89,281	(20,186)
Building (Protective Inspection)	-	-	-	0%		-
By-Law Enforcement	221,759	87,600	(134,159)	-153%	191,979	(29,780)
Planning & Zoning	477,491	1,033,300	555,809	54%	288,536	(188,956)
Grants	188,000	294,700	106,700	36%	193,000	5,000
DEVELOPMENT SERVICES AND ENVIRONMENTAL	**996,718**	**1,606,900**	**610,182**	**38%**	**762,796**	**(233,922)**
Fire Stations	1,838,224	3,743,500	1,905,276	51%	1,257,861	(580,363)
Emergency Management	19,509	48,400	28,891	60%	17,247	(2,261)
FIRE AND EMERGENCY SERVICES	**1,857,733**	**3,791,900**	**1,934,167**	**51%**	**1,275,109**	**(582,624)**
Muskoka Lakes Public Library	261,693	541,500	279,807	52%	212,747	(48,946)
MUSKOKA LAKES PUBLIC	**261,693**	**541,500**	**279,807**	**52%**	**212,747**	**(48,946)**
Public Works Admin	1,102,350	2,956,700	1,854,350	63%	1,668,397	566,047
Dock Lighting	585	1,100	515	47%	459	(126)
Street Lighting	12,598	32,900	20,302	62%	9,457	(3,141)
Cemeteries	42,263	39,000	(3,263)	-8%	29,100	(13,163)
Parks	410,053	1,035,000	624,947	60%	431,440	21,386
Community Centres	377,403	610,200	232,797	38%	341,135	(36,269)
Arenas	650,731	918,600	267,869	29%	434,736	(215,995)
Swimming	4,806	31,900	27,094	85%	7,819	3,013
Trails	29,118	64,900	35,782	55%	16,886	(12,233)
Facilities Maintenance	178,221	211,000	32,779	16%	196,065	17,844
Port Carling Nursing Station/Health	11,106	18,300	7,194	39%	8,001	(3,105)
Private Signage	-	-	-	0%	-	-
Roads	2,122,170	3,366,800	1,244,630	37%	1,429,657	(692,513)
PUBLIC WORKS	**4,941,405**	**9,286,400**	**4,344,995**	**47%**	**4,573,151**	**(368,254)**
NET EXPENSES	**9,643,277**	**18,769,000**	**9,125,723**	**49%**	**8,496,606**	**(1,146,671)**
Other Tax Revenues	439,921	925,000	485,079	52%	391,285	(48,636)
Salary - recovery	-	275,000	275,000	100%	-	-
	439,921	**1,200,000**	**760,079**	**63%**	**391,285**	**(48,636)**
NET LEVY REQUIREMENT	**$ 9,203,355**	**$ 17,569,000**	**$ 8,365,645**	**47.6%**	**$ 8,105,321**	**$ (1,098,033)**

Staff Report FIN-2025-015
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Mark Donaldson, Director of Financial Services**

SUBJECT: **Operating Deficit Mitigation Strategy – Capital Project Review**

RECOMMENDATION

WHEREAS Committee directed Staff to prepare and return with a list of capital projects that could be scoped, cancelled or deferred in 2025 creating cost savings that may be redirected to address a projected operating deficit;

AND WHEREAS Council Policy C-FS-01 requires the approval of Council to amend any capital project previously approved through the annual budget process;

AND WHEREAS By-law 2021-123 states Council must give approval before any money can be spent, promised, or used from any reserve or reserve fund;

NOW THEREFORE BE IT RESOLVED THAT the capital projects listed in Appendix I to Report FIN-2025-015 be cancelled and removed from the 2025 Capital Budget;

AND THAT an amount of $607,200 be reallocated from the Reserve Funds noted in Appendix I attached to Report FIN-2025-015 to the Tax Stabilization Reserve to offset any operating deficit for the 2025 fiscal year;

AND THAT the Treasurer report back to Committee with the final budget variance details for the Short-Term Rental Licensing Program and Winter Control activities, including the ice storm, for the 2025 fiscal year.

REPORT HIGHLIGHTS

In Report FIN-2025-013, Staff advised Committee that there is a projected 2025 budget shortfall of $500,000 to $1,500,000. This is predominantly owing to unexpected bad weather and delays in starting the short-term rental licensing system. These problems were not anticipated in the 2025 budget. After checking carefully, Staff could not find enough savings in the current operating budget without reducing service levels.

Following the Committee's instructions, Staff looked at the 2025 Capital Budget and found some projects that could be canceled, delayed, or reduced to help mitigate the shortfall. Staff also recommend using the Tax Stabilization Reserve to cover any leftover deficit at year end.

BACKGROUND

In July, Staff notified Committee of the potential fiscal impact to the Township of the unforeseen significant weather events and vendor delays in launching the license application portal for short-term rental operators. Staff estimated an operating deficit ranging between $500,000 and $1.5 million in 2025. The amount of provincial relief to be received related to the March ice storm is yet to be determined. Committee accepted Staff's recommendation to review the 2025 Capital Budget to identify potential offsets that could be used to fund the shortfall.

ANALYSIS

Capital Savings

Division Leaders looked at all the capital projects planned for 2025 to see where projects could be deferred or canceled to address the shortfall. Consideration was given to factors such as how far along each project is, whether waiting would make it more expensive, if there are safety risks, and whether money has already been spent or committed.

After the review, Staff made a list of projects (see Appendix I) that they suggest could be canceled, delayed, or made smaller. These changes won't affect the services people receive. Since over 85% of the total capital budget is in Operational Services, most of the savings will come from there. Some savings are permanent, while others come from moving the work to next year. In a few cases, more money might be saved by combining projects in an effort to get better pricing.

Projects Considered but Not Selected

Burgess Dam

In October 2019, a report was given to the Committee about the Burgess Dam. It said the dam needed major repairs. An environmental study was done, and the design for the repairs is now finished. Staff are getting ready to request bids on the repair work. It's not yet known exactly when the work will start, but most of it will likely happen in 2026. The repairs will be expensive, and Staff decided not to recommend using money from the Roads, Bridges, and Major Infrastructure Fund because the money for the dam will be needed before long for this project.

Fire equipment

Delaying replacement of fire apparatus (i.e. fire trucks and equipment) on schedule can cause serious problems. From a service point of view, older fire apparatus are more likely to break down or not perform well in emergencies, which puts people and property at greater risk. Even a short delay in replacement increases the chance of mechanical failure during a critical moment. From an asset management view, keeping old equipment costs more to

repair and maintain, and it loses value faster. It may also prevent meeting important safety and performance standards. On top of that, if the Township's fire equipment is outdated, even by a year, insurance companies may see the fire protection as less reliable. This could lead to higher fire insurance premiums for residents. Replacing fire apparatus on time helps keep the community safe, ensures equipment is dependable, and keeps costs lower in the long run.

Lean Training

Cancelling Lean training and culture development will have negative consequences because it stops the progress of improving how an organization works. Lean helps people find better, faster, and smarter ways to do their jobs, which saves time and money in the long run. But for Lean to really work, it needs to be part of the organization's everyday thinking and habits. That only happens with ongoing training and support. If the investment in Lean stops too soon, momentum is halted and buy-in can be hindered. To truly make a difference, organizations need to keep supporting Lean so its ideas become part of the culture.

Health of Reserve Funds

Over the past few years, although Council has approved large increases in the amount of money added to reserve funds in the budget, the money being spent from those reserve funds has been even higher. This has caused the reserve balances to go down by the end of each year. Some of this spending was expected, but some was not. For example, in 2023, Council had to approve an unexpected repair for the Medora Street wall in Port Carling. Then in 2025, a culvert on Gross Road failed leading to another unplanned expense. By carefully reviewing and adjusting course on approved projects, the Township can reduce the impact of these unplanned costs so that reserve funds do not deplete faster than expected.

ALTERNATIVES

Use of Tax Stabilization Reserve

Committee could reject the recommended list shown in Appendix I and use funds in the Tax Stabilization Reserve to cover the entire deficit at the end of the year. At the end of 2024, there was $3,952,241 in that reserve. Since the suggested projects in Appendix I are unlikely to happen anyway (e.g. the change related to the community centre stoves have already been approved), the money would just stay in the original reserve fund.

FINANCIAL IMPLICATIONS

The recommendation is to transfer money from capital reserve funds to the Tax Stabilization Reserve. This helps lessen the impact on the Tax Stabilization Reserve balance after these funds are used to cover the year-end shortfall, as required by the Municipal Act. The capital reserve funds will not be lower than they would have been if the projects had moved forward as planned.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to General/Finance Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Capital Projects

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APPENDIX I – Capital Projects

DIVISION	PROJECT	DESCRIPTION	AMOUNT	RESERVE FUND	CANCEL / DEFER/ SCALE	IF DEFER, TO WHEN (YEAR)	COMMENTS
Development Services (ED)	25012 – Bala Gateway Signage	New signage at entryways into and around Bala to welcome visitors to the community	$ 17,500	Community Improvement Reserve Fund	Defer	2026	Twp portion only (50%); will co-ordinate with other community enhancements (e.g. SREL fund – Res GFC-2-11/09/24)
Information Technology	25117 - VOIP phone system upgrade	Proposed upgrade to address key reliability and functionality issues	$ 30,000	Information Technology Reserve Fund	Cancel		further investigation performed; not required
Comm Ctr	25051 - Peninsula CC Replace 3ton and 5ton AC Units	Replace existing 3ton and 5ton AC; units installed > 15 years ago	$ 7,000	Building and Facilities Reserve Fund	Cancel		ductless split installed instead
Comm Ctr	25062 - Walkers Point CC & Old Fire Hall - Asbestos Remediation	Abatement of Asbestos Containing Materials found to be in poor to fair condition	$ 10,000	Building and Facilities Reserve Fund	Defer	2026	larger renovation required
Comm Ctr	25137 - Windermere Kitchen Upgrades 25138 - Ullswater CC Commercial Kitchen	Installation of commercial grade stoves, grease traps, a commercial grade range hood	$270,000	Building and Facilities Reserve Fund	Scale		projects amended through Res GFC-4-12/03/25
Facilities	25072 - Port Carling FH Diesel Recapture Units	Direct local exhaust systems connected to the tailpipes of vehicles to mitigate the issue of contamination of bunker gear stored on the apparatus floor and remove carcinogens from the buildings	$ 115,000	Building and Facilities Reserve Fund	Defer	TBD	review of other halls requiring similar alteration

DIVISION	PROJECT	DESCRIPTION	AMOUNT	RESERVE FUND	CANCEL / DEFER/ SCALE	IF DEFER, TO WHEN (YEAR)	COMMENTS
Facilities	25076 - Bala Library - Rear Door	Installation of secondary exit door at library (community centre)	$ 8,500	Building and Facilities Reserve Fund	Cancel		reconsidered; no longer required
Roads	25056 - Municipal Parking	Unallocated budget for discretionary use	$ 53,100	Roads, Bridges and Major Infrastructure Reserve Fund	Cancel		no need specified
Roads	25125 - 2025 Rock Removal	Unallocated budget for discretionary use	$ 31,800	Roads, Bridges and Major Infrastructure Reserve Fund	Cancel		no need specified
Roads	25127 - 2025 Guiderail	Unallocated budget for discretionary use	$ 21,200	Roads, Bridges and Major Infrastructure Reserve Fund	Cancel		no need specified
Roads	25113 - 2025 Drainage Improvements	Unallocated budget for discretionary use	$ 43,100	Roads, Bridges and Major Infrastructure Reserve Fund	Cancel		no need specified
			$ 607,200				

Staff Report LS-2025-031
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Lauren Cochrane, Records Management Coordinator**

SUBJECT: **Records Management Program Policy C-LS-04 Revisions**

RECOMMENDATION

BE IT RESOLVED THAT the revisions to Records Management Program Policy C-LS-04, as attached at Appendix “I” to Staff Report LS-2025-31 be adopted;

AND THAT the by-law amending By-law 2016-005 - establishing a Records Retention Schedule for the Corporation of the Township of Muskoka Lakes, attached as Appendix “III” to report LS-2025-031, be forwarded to Council for final adoption.

REPORT HIGHLIGHTS

This report outlines revisions to Records Management Program Policy C-LS-04, which includes removal of auditor approval for yearly Records Retention Schedule updates and revisions to the defined terms and definitions.

BACKGROUND

Township Council originally approved Records Retention Policy C-LS-04 on September 18, 2007 to outline provisions for the management of recorded information. In 2015, the Township purchased The Ontario Municipal Records Management System (TOMRMS) to manage municipal records.

In 2016, Township Council enacted By-law 2016-005 to establish a Records Retention Schedule to utilize TOMRMS as a Records Management Program. Subsequently, Records Retention Policy C-LS-04, now Records Management Program C-LS-04, was renamed, reviewed and updated to reflect the changes in TOMRMS.

ANALYSIS

The Township is obligated to maintain, manage, and protect the integrity of records pursuant to Sections 253, 254 and 255 of the *Municipal Act*, 2001. In 2017, the *Municipal Act*, 2001 was amended and it is no longer a requirement of the municipal auditor to approve the annual Records Retention Schedule. With that, the amendment to the Records Management Program policy and amendments to By-law 2016-005 is being brought forward to remove mention of the auditor’s approval to make changes to the Records Retention Schedule.

While reviewing the Records Management Program policy, some defined terms and definitions were also identified as being redundant or required updating to be in line with current Township naming conventions and practices.

ALTERNATIVES

Committee could choose not to approve the policy updates. This course of action is not recommended.

FINANCIAL IMPLICATIONS

None.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

ATTACHMENTS

Appendix I – Records Management Program Policy (clean)
Appendix II – Records Management Program Policy (tracked changes)
Appendix III – Draft Amendment to By-law 2016-005

COMMUNCATIONS

This staff report was distributed to General/Finance Committee and all those registered to receive notification through the meeting agenda electronic notification system, and was published on the Township's website in accordance with the Township's Procedural By-law.

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Corporate Policy

Policy: C-LS-04– Records Management Program

Main Contact: Clerk/Director of Legislative Services

Last Revision: August 13, 2025

[Purpose](#)

[Definitions and Examples](#)

[Responsibilities](#)

[Procedures/Steps](#)

[Records Management and Privacy](#)

[Change History](#)

Purpose

The purpose of this policy is to outline provisions for the management of recorded information, in all media formats, within the Township of Muskoka Lakes, in order to ensure integrity, authenticity, reliability, usability and efficiency in the creation, maintenance, storage, retrieval and disposal of records while ensuring the preservation of records of archival value as well as providing for coordinated activities to support Records and Information Management and Access to Information and Protection of Privacy services.

Definitions and Examples

1. **Active Record** means the records that are referred to and used on a regular basis and are generally stored in a department.

2. **Active Retention** means the period of time that records are considered active with a higher frequency of use, stored nearby and are readily accessible to the users.

3. **Alternate Format Records** means original records that have been microfilmed or available electronically and such record is deemed to be an original copy.

4. **Archive** means an area utilized for storage of inactive records, and memorabilia, which are retained permanently for the benefit of historical research, legal and national interest.

5. **Archival Record** means a record of enduring significance that has historical value for the Township and individuals engaging in historical research.

6. **Archival Review** means the period of time during which a record is determined as having potential archival value.

7. **Archival Value** means the evidential and informational value of records, which is determined during appraisal and justifies the records preservation.

8. **Classification** (as in records classification) means the systematic identification and arrangement of records into categories according to logically structured conventions, methods, and procedural rules, represented in a classification scheme.

9. **Clerk** means the Clerk of the Corporation of the Township of Muskoka Lakes or their designate(s).

10. **Code** means the reference number for each records series, based on the corporate records classification system (TOMRMS).

11. **Copy** means a record that is a duplicate of an original.

12. **Current** means the year in which the record was prepared.

13. **Data** means the representations of information or of concepts, in any form, that are recorded or stored on any medium in or by a computer system or other similar device and that can be read or perceived by a person, a computer system, or other similar device, including a display of that data.

14. **Department Head** means a Director, Chief Administrative Officer, Clerk, Director of Financial Services, Fire Chief, Director of Operational Services, Director of Development and Environmental Sustainability, , or respective designate(s), of the Township who is responsible for a specific department.

15. **Department Records Liaison** means an employee within each department who has been assigned the role of records management liaison and representative for the department. The Records Liaison administers and supports the department's records management program and participates in all necessary for the performance of this role.

16. **Destroy** means the process of eliminating or deleting data, documents and

records so that the recorded information no longer exists.

17. **Disposition** with respect to records means a range of processes, associated actions, implementation, retention, destruction, loss, or transfer of custody or ownership that are documented in Destruction Notices or another instrument.

18. **Electronic Record** means records that exist in an electronic format only (may include e-mail or electronically created records or electronic records contained in other electronic databases).

19. **EDRMS (Electronic Document & Records Management System)** is a software application that is used to manage digital information. The software provides a framework for the capture, maintenance and accessibility of records over time. EDRMS are specifically designed to manage the integrity of, and provide desktop access to information using existing office applications such as email, collaborative work systems and other applications already installed.

20. **Event** means a particular event that starts the retention period being calculated, as defined in the "Remarks" column of the Records Retention Schedule.

21. **Files** has the same meaning as "Records" and may be used inter-changeably.

22. **Legal Hold** means a temporary suspension of the Township's Records Retention Schedule and destruction related policies for documents that may be relevant or that are reasonably anticipated to be relevant to a lawsuit, government investigation or a request under privacy legislation.

23. **MFIPPA** means Municipal Freedom of Information and Protection of Privacy Act.

24. **Metadata** means data that provides information about a record's content, making it easier to retrieve, use or manage. Metadata includes, but is not limited to means of creation of the data, purpose of the data, time and date of creation, creator or author of data.

25. **Non-Record Material means** library or museum material made or required and preserved solely for reference or exhibition purposes, extra copies of records preserved only for the reference convenience, working papers, stocks of publications or printed documents.

26. **Official Records** means recorded information in any format or medium that documents the Township's business activities, rights, obligations or responsibilities or recorded information that was created, received, distributed or maintained by the Township in compliance with a legal obligation.

27. **Orphan Data** means data that is not machine-readable because the data exists with no identifiable computer application or system that can retrieve it, or the data

is machine-readable but does not have sufficient content, context or structure to render it understandable.

28. **Permanent** means a record that is preserved and/or never destroyed or removed from the official records keeping system.

29. **Personal Information** means recorded information in any form about an identifiable individual as defined in Section 12 of the MFIPPA Act, and includes information relating to: race, national or ethnic origin, colour, religion, age, marital status, gender, sexual orientation, education, medical, criminal or employment history, financial transactions, identifying number or symbol assigned to an individual, address, fingerprints, blood type, etc. Personal Information does not include the name, title or business address or telephone number of an employee.

30. **Personal Information Bank ("P.I.B.")** means a collection of personal information, which is organized and capable of being retrieved. A P.I.B. has the following characteristics:

    30.1 contains a collection of like/similar information;

    30.2 the personal information is organized;

    30.3 the information is linked to an identifiable individual;

    30.4 the personal information is capable of being retrieved through the use of a personal identifier such as name, number or symbol.

31. **Record** means any recorded information, however recorded, whether in printed form, on film, by electronic means or otherwise, including, but not limited to, correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, microfiche, sound records, videotapes, e-mail, machine readable records, and any other documentary material regardless of physical form or characteristics, and includes Official Records" and "Transitory Records".

32. **Records Coordinator** means the Township Records Coordinator as designated by the Clerk.

33. **Records Management (RM)** means the process of planning, organizing, directing and applying systematic controls related to all steps involved in the lifecycle of recorded information, which is required for the administration, and operation of the Township.

34. **Records Series** means a group of records that relate to a particular function or operation, that are filed together, and need to be retained for the same period of time.

35. **Retention Period** means the period of time during which the Township must keep records before they may be disposed of.

36. **Retention Schedule** means a control document that describes the Township's records at a series level, and indicates the length of time that each series shall be retained before its final disposition. It specifies those records to be preserved for their archival or legal values, and authorizes on a continuing basis the destruction of the remaining records after the lapse of a specified retention period or the occurrence of specified actions or events. Records retention schedules serve as the legal authorization for the disposal of the Township's records.

37. **Superseded** means the record shall be retained until they have been replaced with information that is more current.

38. **Township** means The Corporation of the Township of Muskoka Lakes.

39. **TOMRMS** means The Ontario Municipal Records Management System, which is the Township's standardized record retention and file classification system.

40. **Transitory Records** means records kept solely for convenience of reference and of limited value in documenting the planning or implementation of Township policy or programs, such as:

    40.1 Copies of miscellaneous notices or memoranda concerning routine administrative matters or other minor issues.

    40.2 Information copies of widely distributed materials, such as minutes, agendas and newsletters, unless the information copy has been annotated to reflect significant input or for other program purposes.

    40.3 Preliminary drafts of letters, memoranda or reports and other informal notes which do not represent significant steps in the preparation of a final document and which do not record decisions.

    40.4 Duplicate copies of documents in the same medium, which are retained only for convenience or future distribution.

40.5 Voice mail messages.

40.6 E-mail messages and other communications that do not relate to Township business.

40.7 Web content does not meet the definition of a 'record'.

40.8 Copies of publications, such as, published reports, administration manuals, telephone directories, catalogues, pamphlets or periodicals.

40.9 Duplicate stocks of obsolete publications, pamphlets or blank forms.

40.10 Unsolicited advertising materials, including brochures, company profiles and price lists

41. **Vital record** means records essential to (a) the resumption and/or continuation of operations, (b) the recreation of the legal and financial status of the organization, and (c) the fulfilment of obligations to stockholders, employees and/or outside interests.

42. **Web content** means any content/record on the Township's website that meets the definition of a record as described in C-LS-04 Records Management Program Policy.

Responsibilities

This policy applies to all departments and administrative offices of the Township, to all records of the Township and to all Township Officers and employees who create, receive or maintain records as part of their work on behalf of the Township.

1. Employee Responsibilities

1.1 All Township employees who create, work with or manage records shall:

1.1.1 Comply with the retention periods;

1.1.2 Understand and apply records management related legislation, directives, and procedures;

1.1.3 Identify the official and transitory records and manage them accordingly;

1.1.4 Ensure that official records in their custody or control are protected

from inadvertent destruction or damage;

1.1.5 Ensure that transitory records in their custody or control are destroyed when they are no longer needed for reference; and

1.1.6 Create and maintain official records whenever it is necessary to document, support, or direct Township decision-making, policy development, activities or operations.

2. Clerk

2.1 The Clerk shall:

2.1.1 Develop and administer a Records Management Program Policy, establish Administrative Procedures in support of the Policy, and administer the Records Retention Schedule of the Township's Records Retention By-Law, as amended from time to time by the Clerk as may be required, by establishing or amending a record retention period,

2.1.2 Periodically review and make recommendations with respect to this policy;

2.1.3 Ensure that official records are preserved and disposed of in accordance with the established Records Management Program Policy Administrative Procedure; and

2.1.4 Ensure that all Record Destruction Notices and Certificates of Destruction are prepared in accordance with the established Records Management Program Policy Administrative Procedure.

2.2 The Clerk may delegate administrative duties and responsibilities of the Records Management Program Policy to the Records Coordinator to assist with the maintenance of the Program.

3. **Department Head**

3.1 The Department Head shall:

3.1.1 Demonstrate support and compliance with the Records Management Program;

3.1.2 Ensure the adequate documentation of the transactions of government business and the services, programs and duties for which the Department Head and their staff are responsible;

3.1.3 Designate an employee within the department to act as the Department Records Liaison;

3.1.4 Ensure that all employees who are under their direction/supervision are fully trained and carry out their records management obligations;

3.1.5 Review and sign-off on the destruction forms for records, which have reached their scheduled disposition date. If sign-off is not provided, the Department Head shall provide written justification for the request to extend destruction/disposition dates;

3.1.6 When a business function is being transferred to another department as a result of a reorganization, transfer to the department all records required to carry out the function, or, when the function ceases to be carried out and is not transferred to another department, transfer all records relating to that function to the Records Coordinator; and

3.1.7 Address any non-compliance with the Records Management Program and inform the Clerk (i.e. damage, theft, misuse, privacy complaints, unauthorized disposition of records, etc.).

4. **Director of Financial Services**

4.1 The Director of Financial Services shall, with the assistance of IT Service Providers:

4.1.1 Make information systems available to enable the management of records during their lifecycle and the destruction of records in accordance with this policy;

4.1.2 Provide technical support for the management of electronic records, including the installation, maintenance and upgrading of records management software and related programs to ensure compliance;

4.1.3 Create and maintain documentation on all aspects of system design, implementation, maintenance and administration. Documented migration procedures shall also be implemented to preserve the content, context and structure of the record and the record's metadata during any infrastructure changes (hardware, software, and storage media) due to obsolescence, schedule upgrades or major corporate information technology initiatives;

4.1.4 Develop adequate system controls, including audit trail records and reports, to monitor and ensure the security, accuracy, trustworthiness and reliability of electronic records and electronic records systems;

4.1.5 Make regular backups of electronic records and provide backup logs of all backup and recovery activities so that critical information in official records or vital records is not lost;

4.1.6 Provide business continuity services for essential/vital records to ensure their availability in order to provide for the resumption of operations quickly and with minimum disruption and expense as a result of a disaster or crisis, while also ensuring adequate system controls are in place to monitor and ensure the security, accuracy, trustworthiness and reliability of these electronic records; and

4.1.7 Consult and collaborate with the Records Coordinator to ensure records/information management systems/software developed or purchased by the Township take into consideration the requirements of the Records Management Program, including the management of any legacy data on existing systems. In particular, these technologies should permit the accurate capture of metadata, the protection of the authenticity and integrity of records, the classification and application of retention periods and the prevention of record loss due to incompatibility or insufficient safeguards.

Procedures/Steps

1. GENERAL PRINCIPLES

The following general principles apply to this policy:

1.1. All records, regardless of physical form or characteristics, created or received by Township officers and employees in the course of their normal duties on behalf of the Township are the property of the Township and subject to its overall control;

1.2. Such control shall be exercised over the creation, maintenance, storage, retrieval and disposition of these records contingent on existing legislation, by-laws and policy; and

1.3. Within the framework of the Township's Records Management Program Policy, each department and administrative office shall retain control over its own records during the entire records lifecycle although archived records may be placed in the physical custody of the Records Coordinator.

2. RECORDS RETENTION SCHEDULE

2.1. Pursuant to the Township's Records Retention By-law, the authority for amending the Records Retention Schedule, from time to time as may be required, by establishing or amending a record retention period, has been delegated to the Clerk. The Clerk consults with the Township Solicitor to ensure all major amendments comply with legal and fiscal requirements for records retention.

2.2. Pursuant to the Township's Records Retention By-law, the authority for administering the Records Management Program has been delegated to the Clerk and as such to develop subsequent administrative procedures and shall ensure that the record retention periods comply with all relevant legal requirements for record retention.

2.3. In determining the retention periods for any records, the Clerk shall consider, in consultation with other Township employees and Township solicitors, where appropriate:

2.3.1. The operational nature of the records, including the period of time during which the Township uses the records to perform its functions;

2.3.2. The legal nature of the records, including the period of time necessary to comply with statutory or regulatory requirements or

requirements imposed by agreements, permits or similar documents, or to ensure that the records are available in case of investigation or litigation;

2.3.3. The fiscal nature of the records, including the period of time necessary for audit or tax purposes; and

2.3.4. The historical nature of the records, including the long-term value of the records for documenting past events or the origins and history of the Township.

3. ELECTRONIC RECORDS

3.1. The Clerk along with the assistance of the Director of Financial Services for the Township shall be authorized to create and maintain a list of corporate records that the Township manages and stores in electronic format only.

3.2. To determine if a record may be added to the list of electronic records, the Clerk shall consider the following:

3.2.1. That the record originated electronically and was made in the normal and ordinary course of business (i.e. not a scan of an original document);

3.2.2. That the record is protected throughout its entire lifecycle against unauthorized access/disclosure, possession, loss, theft, damage, change or destruction;

3.2.3. The electronic record is in a secure location, controlled and protected through the use of appropriate techniques such as, but not limited to, computer system passwords, computer system security features, computer system failure (back-up), physical security controls and proper environmental conditions suited to various media; and

3.2.4. The circumstances of making the record.

3.3. Where the Clerk has authorized a record to be stored in electronic format only, such record shall be deemed to be an original record.

4. RECORDS DESTRUCTION

4.1. It is the intention of the Township to destroy records as feasible in accordance with the approved Records Retention Schedule, as amended from time to time, and in a secure and confidential manner based on informational content and format.

4.2. Subject to the *Municipal Freedom of Information and Protection of Privacy Act*, the following applies to the retention and disposal of all transitory, duplicate or copy records created or received by Township employees:

4.2.1. A copy or duplicate of a record may be destroyed at any time if the original is subject to a retention period established by the Records Retention Schedule.

4.2.2. A transitory record may be deleted or otherwise destroyed unless otherwise specified in the Records Retention Schedule or unless required for legal or legislated purposes when their value ceases as determined by the department.

4.3. A transitory record shall be destroyed if the record does not possess archival value and if there is no further business or legal requirement to retain the record in an original format.

5. ADMINISTRATIVE PROCEDURES

The Clerk may develop such administrative procedures as are deemed necessary for the administration of the Records Management Program Policy.

Records Management and Privacy

All records relating to any issue pursuant to this policy shall be maintained in accordance with the Municipality's record retention schedule. Throughout all processes outlined in this policy, all Members of Council and municipal employees shall adhere to all applicable legislation regarding privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Individuals should be aware that certain circumstances might identify them during an investigation.

INFORMATION SECURITY:

Security measures must be implemented to ensure that records are created, acquired, updated, used, transmitted, transported, filed, stored and destroyed in a manner appropriate to their sensitivity. These security measures must ensure the integrity of the records, protect sensitive information and personal information from unauthorized access or disclosure and protect vital records from damage or loss

Change History

Policy Number & Name	Effective Date	Significant Changes	By-law/Resolution No.
C-LS-04 Records Retention Policy	September 18, 2007	New Policy	C-6-18/09/07
C-LS-04 Records Management Program	August 12, 2016	Renamed, updated and Reviewed	C-4-12/08/16
C-LS-04 Records Management Program	March 11, 2020	Updated and Reviewed	GFC-7-11/03/20
C-LS-04 Records Management Program	August 13, 2025	Updated and Reviewed	

Appendix II

Corporate Policy

Policy: **C-LS-04– Records Management Program**

Main Contact: **Clerk/Director of Legislative Services**

Last Revision: ~~**March 11, 2020**~~ **August 13, 2025**

Purpose

Definitions and Examples

Responsibilities

Procedures/Steps

Records Management and Privacy

Change History

Purpose

The purpose of this policy is to outline provisions for the management of recorded information, in all media formats, within the Township of Muskoka Lakes, in order to ensure integrity, authenticity, reliability, usability and efficiency in the creation, maintenance, storage, retrieval and disposal of records while ensuring the preservation of records of archival value as well as providing for coordinated activities to support Records and Information Management and Access to Information and Protection of Privacy services.

Definitions and Examples

1. **Active Record** means the records that are referred to and used on a regular basis and are generally stored in a department.

2. **Active Retention** means the period of time that records are considered active with a higher frequency of use, stored nearby and are readily accessible to the users.

3. **Alternate Format Records** means original records that have been microfilmed or available electronically and such record is deemed to be an original copy.

4. **Archive** means an area utilized for storage of inactive records, and memorabilia, which are retained permanently for the benefit of historical research, legal and national interest.

5. **Archival Record** means a record of enduring significance that has historical value for the Township and individuals engaging in historical research.

6. **Archival Review** means the period of time during which a record is determined as having potential archival value.

7. **Archival Value** means the evidential and informational value of records, which is determined during appraisal and justifies the records preservation.

~~8. **Auditor** means the person or firm appointed by the Council of the Township of Muskoka Lakes from time to time to perform the annual audit of the records of the Township.~~

~~9. **Calendar Year** means the period from January 1 to December 31.~~

~~10.~~8. **Classification** (as in records classification) means the systematic identification and arrangement of records into categories according to logically structured conventions, methods, and procedural rules, represented in a classification scheme.

~~11.~~9. **Clerk** means the Clerk of the Corporation of the Township of Muskoka Lakes or their designate(s).

~~12.~~10. **Code** means the reference number for each records series, based on the corporate records classification system (TOMRMS).

~~13.~~11. **Copy** means a record that is a duplicate of an original.

~~14. **Cubic Feet/ Square Feet Ratio** means the relationship between the volume of records housed to the area occupied.~~

~~15. **Culling-Archival** means stripping of all files or weeding whole files of non-archival information for destruction from a record series after transfer to the archive.~~

~~16.~~12. **Current** means the year in which the record was prepared.

~~17.~~13. **Data** means the representations of information or of concepts, in any form, that are recorded or stored on any medium in or by a computer system or other similar device and that can be read or perceived by a person, a computer system, or other similar device, including a display of that data.

~~18.~~14. **Department Head** means a Director, Chief Administrative Officer, Clerk, ~~Treasurer~~Director of Financial Services, Fire Chief, Director of ~~Public Works~~Operational Services, Director of Development and Environmental Sustainability ~~Services Coordinator~~, ~~Director of Planning~~, or respective designate(s), of the Township who is responsible for a specific department.

~~19.~~15. **Department Records Liaison** means an employee within each department who has been assigned the role of records management liaison and representative for the department. The Records Liaison administers and supports the department's records management program and participates in all necessary for the performance of this role.

~~20. **Destruction** means the physical disposal of records by means of burning, pulping, shredding, disintegration, sale as salvage for recycling or deleting data and electronic records. NOTE: See also the definition for "Expungement".~~

~~21.~~16. **Destroy** means the process of eliminating or deleting data, documents and records so that the recorded information no longer exists. ~~NOTE: See also the definition for "Expungement".~~

~~22.~~17. **Disposition** with respect to records means a range of processes, associated actions, implementation, retention, destruction, loss, or transfer of custody or ownership that are documented in Destruction Notices or another instrument.

~~**Duplicate** see copy.~~

~~23.~~18. **Electronic Record** means records that exist in an electronic format only (may include e-mail or electronically created records or electronic records contained in other electronic databases).

~~24.~~19. **EDRMS (Electronic Document & Records Management System)** is a software application that is used to manage digital information. The software provides a framework for the capture, maintenance and accessibility of records over time. EDRMS are specifically designed to manage the integrity of, and provide desktop access to information using existing office applications such as email, collaborative work systems and other applications already installed.

~~25.~~20. **Event** means a particular event that starts the retention period being calculated, as defined in the "Remarks" column of the Records Retention Schedule.

~~26. **Expungement** means a process to eliminate completely, to wipe out, to destroy, or to obliterate an electronic record NOTE: See also the definition for "Destruction".~~

~~27.~~21. **Files** has the same meaning as "Records" and may be used inter-changeably.

~~28.~~22. **Legal Hold** means a temporary suspension of the Township's Records Retention Schedule and destruction related policies for documents that may be relevant or that are reasonably anticipated to be relevant to a lawsuit, government investigation or a request under privacy legislation.

~~29. **Medium/media** means the physical material that serves as a functional unit, in or on which information or data is normally recorded, in which information or data can be retained and carried, from which information or data can be retrieved, and which is non-volatile in nature.~~

~~30.~~23. **MFIPPA** means Municipal Freedom of Information and Protection of Privacy Act.

~~31.~~24. **Metadata** means data that provides information about a record's content, making it easier to retrieve, use or manage. Metadata includes, but is not limited to means of creation of the data, purpose of the data, time and date of creation, creator or author of data.

~~32.~~25. **Non-Record Material means** library or museum material made or required and preserved solely for reference or exhibition purposes, extra copies of records preserved only for the reference convenience, working papers, stocks of publications or printed documents.

~~33.~~26. **Official Records** means recorded information in any format or medium that documents the Township's business activities, rights, obligations or responsibilities or recorded information that was created, received, distributed or maintained by the Township in compliance with a legal obligation.

~~34.~~27. **Orphan Data** means data that is not machine-readable because the data exists with no identifiable computer application or system that can retrieve it, or the data is machine-readable but does not have sufficient content, context or structure to render it understandable.

35.28. **Permanent** means a record that is preserved and/or never destroyed or removed from the official records keeping system.

36.29. **Personal Information** means recorded information in any form about an identifiable individual as defined in Section 12 of the MFIPPA Act, and includes information relating to: race, national or ethnic origin, colour, religion, age, marital status, gender, sexual orientation, education, medical, criminal or employment history, financial transactions, identifying number or symbol assigned to an individual, address, fingerprints, blood type, etc. Personal Information does not include the name, title or business address or telephone number of an employee.

37.30. **Personal Information Bank ("P.I.B.")** means a collection of personal information, which is organized and capable of being retrieved. A P.I.B. has the following characteristics:

37.130.1 contains a collection of like/similar information;

37.230.2 the personal information is organized;

37.330.3 the information is linked to an identifiable individual;

37.430.4 the personal information is capable of being retrieved through the use of a personal identifier such as name, number or symbol.

38.31. **Record** means any recorded information, however recorded, whether in printed form, on film, by electronic means or otherwise, including, but not limited to, correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, microfiche, sound records, videotapes, e-mail, machine readable records, and any other documentary material regardless of physical form or characteristics, and includes Official Records" and "Transitory Records".

39.32. **Records Coordinator** means the Township Records Coordinator as designated by the Clerk.

40.33. **Records Management (RM)** means the process of planning, organizing, directing and applying systematic controls related to all steps involved in the lifecycle of recorded information, which is required for the administration, and operation of the Township.

41.34. **Records Series** means a group of records that relate to a particular function or operation, that are filed together, and need to be retained for the same period of time.

42.35. **Retention Period** means the period of time during which the Township must keep records before they may be disposed of.

43.36. **Retention Schedule** means a control document that describes the Township's records at a series level, and indicates the length of time that each series shall be retained before its final disposition. It specifies those records to be preserved for their archival or legal values, and authorizes on a continuing basis the destruction of the remaining records after the lapse of a specified retention period or the occurrence of specified actions or events. Records retention schedules serve as the legal authorization for the disposal of the Township's records.

44.37. **Superseded** means the record shall be retained until they have been replaced with information that is more current.

45.38. **Township** means The Corporation of the Township of Muskoka Lakes.

46.39. **TOMRMS** means The Ontario Municipal Records Management System, which is the Township's standardized record retention and file classification system.

47.40. **Transitory Records** means records kept solely for convenience of reference and of limited value in documenting the planning or implementation of Township policy or programs, such as:

47.140.1 Copies of miscellaneous notices or memoranda concerning routine administrative matters or other minor issues.

47.240.2 Information copies of widely distributed materials, such as minutes, agendas and newsletters, unless the information copy has been annotated to reflect significant input or for other program purposes.

47.340.3 Preliminary drafts of letters, memoranda or reports and other informal notes which do not represent significant steps in the preparation of a final document and which do not record decisions.

47.440.4 Duplicate copies of documents in the same medium, which are retained only for convenience or future distribution.

~~47.5~~40.5 Voice mail messages.

~~47.6~~40.6 E-mail messages and other communications that do not relate to Township business.

~~47.7~~40.7 Web content does not meet the definition of a 'record'.

~~47.8~~40.8 Copies of publications, such as, published reports, administration manuals, telephone directories, catalogues, pamphlets or periodicals.

~~47.9~~40.9 Duplicate stocks of obsolete publications, pamphlets or blank forms.

~~47.10~~40.10 Unsolicited advertising materials, including brochures, company profiles and price lists

~~48.~~41. **Vital record** means records essential to (a) the resumption and/or continuation of operations, (b) the recreation of the legal and financial status of the organization, and (c) the fulfilment of obligations to stockholders, employees and/or outside interests.

~~49.~~42. **Web content** means any content/record on the Township's website that meets the definition of a record as described in C-LS-04 Records Management Program Policy.

Responsibilities

This policy applies to all departments and administrative offices of the Township, to all records of the Township and to all Township Officers and employees who create, receive or maintain records as part of their work on behalf of the Township.

1. Employee Responsibilities

1.1 All Township employees who create, work with or manage records shall:

1.1.1 Comply with the retention periods;

1.1.2 Understand and apply records management related legislation, directives, and procedures;

1.1.3 Identify the official and transitory records and manage them accordingly;

1.1.4 Ensure that official records in their custody or control are protected

from inadvertent destruction or damage;

1.1.5 Ensure that transitory records in their custody or control are destroyed when they are no longer needed for reference; and

1.1.6 Create and maintain official records whenever it is necessary to document, support, or direct Township decision-making, policy development, activities or operations.

2. Clerk

2.1 The Clerk shall:

2.1.1 Develop and administer a Records Management Program Policy, establish Administrative Procedures in support of the Policy, and administer the Records Retention Schedule of the Township's Records Retention By-Law, as amended from time to time by the Clerk as may be required, by establishing or amending a record retention period, ~~subject to the approval of the Municipal Auditor;~~

2.1.2 Periodically review and make recommendations with respect to this policy;

2.1.3 Ensure that official records are preserved and disposed of in accordance with the established Records Management Program Policy Administrative Procedure; and

2.1.4 Ensure that all Record Destruction Notices and Certificates of Destruction are prepared in accordance with the established Records Management Program Policy Administrative Procedure.

2.2 The Clerk may delegate administrative duties and responsibilities of the Records Management Program Policy to the Records Coordinator to assist with the maintenance of the Program.

3. Department Head

3.1 The Department Head shall:

3.1.1 Demonstrate support and compliance with the Records Management Program;

3.1.2 Ensure the adequate documentation of the transactions of government business and the services, programs and duties for which the Department Head and their staff are responsible;

3.1.3 Designate an employee within the department to act as the Department Records Liaison;

3.1.4 Ensure that all employees who are under their direction/supervision are fully trained and carry out their records management obligations;

3.1.5 Review and sign-off on the destruction forms for records, which have reached their scheduled disposition date. If sign-off is not provided, the Department Head shall provide written justification for the request to extend destruction/disposition dates;

3.1.6 When a business function is being transferred to another department as a result of a reorganization, transfer to the department all records required to carry out the function, or, when the function ceases to be carried out and is not transferred to another department, transfer all records relating to that function to the Records Coordinator; and

3.1.7 Address any non-compliance with the Records Management Program and inform the Clerk (i.e. damage, theft, misuse, privacy complaints, unauthorized disposition of records, etc.).

4. ~~Head of IT Service~~ Director of Financial Services

4.1 The ~~Head of IT Services~~Director of Financial Services shall, with the assistance of IT Service Providers:

4.1.1 Make information systems available to enable the management of records during their lifecycle and the destruction of records in accordance with this policy;

4.1.2 Provide technical support for the management of electronic records, including the installation, maintenance and upgrading of records management software and related programs to ensure compliance;

4.1.3 Create and maintain documentation on all aspects of system design, implementation, maintenance and administration. Documented migration procedures shall also be implemented to preserve the content, context and structure of the record and the record's metadata during any infrastructure changes (hardware, software, and storage media) due to obsolescence, schedule upgrades or major corporate information technology initiatives;

4.1.4 Develop adequate system controls, including audit trail records and reports, to monitor and ensure the security, accuracy, trustworthiness and reliability of electronic records and electronic records systems;

4.1.5 Make regular backups of electronic records and provide backup logs of all backup and recovery activities so that critical information in official records or vital records is not lost;

4.1.6 Provide business continuity services for essential/vital records to ensure their availability in order to provide for the resumption of operations quickly and with minimum disruption and expense as a result of a disaster or crisis, while also ensuring adequate system controls are in place to monitor and ensure the security, accuracy, trustworthiness and reliability of these electronic records; and

4.1.7 Consult and collaborate with the Records Coordinator to ensure records/information management systems/software developed or purchased by the Township take into consideration the requirements of the Records Management Program, including the management of any legacy data on existing systems. In particular, these technologies should permit the accurate capture of metadata, the protection of the authenticity and integrity of records, the classification and application of retention periods and the prevention of record loss due to incompatibility or insufficient safeguards.

Procedures/Steps

1. GENERAL PRINCIPLES

The following general principles apply to this policy:

1.1. All records, regardless of physical form or characteristics, created or received by Township officers and employees in the course of their normal duties on behalf of the Township are the property of the Township and subject to its overall control;

1.2. Such control shall be exercised over the creation, maintenance, storage, retrieval and disposition of these records contingent on existing legislation, by-laws and policy; and

1.3. Within the framework of the Township's Records Management Program Policy, each department and administrative office shall retain control over its own records during the entire records lifecycle although archived records may be placed in the physical custody of the Records Coordinator.

2. RECORDS RETENTION SCHEDULE

2.1. Pursuant to the Township's Records Retention By-law, the authority for amending the Records Retention Schedule, from time to time as may be required, by establishing or amending a record retention period, has been delegated to the Clerk. The Clerk consults with the ~~Municipal Auditor and~~ Township Solicitor to ensure all major amendments comply with legal and fiscal requirements for records retention.

2.2. Pursuant to the Township's Records Retention By-law, the authority for administering the Records Management Program has been delegated to the Clerk and as such to develop subsequent administrative procedures and shall ensure that the record retention periods comply with all relevant legal requirements for record retention.

2.3. In determining the retention periods for any records, the Clerk shall consider, in consultation with other Township employees and Township solicitors, where appropriate:

2.3.1. The operational nature of the records, including the period of time during which the Township uses the records to perform its functions;

2.3.2. The legal nature of the records, including the period of time necessary to comply with statutory or regulatory requirements or

requirements imposed by agreements, permits or similar documents, or to ensure that the records are available in case of investigation or litigation;

2.3.3. The fiscal nature of the records, including the period of time necessary for audit or tax purposes; and

2.3.4. The historical nature of the records, including the long-term value of the records for documenting past events or the origins and history of the Township.

3. ELECTRONIC RECORDS

3.1. The Clerk along with the assistance of the ~~Head of IT Services~~Director of Financial Services for the Township shall be authorized to create and maintain a list of corporate records that the Township manages and stores in electronic format only.

3.2. To determine if a record may be added to the list of electronic records, the Clerk shall consider the following:

3.2.1. That the record originated electronically and was made in the normal and ordinary course of business (i.e. not a scan of an original document);

3.2.2. That the record is protected throughout its entire lifecycle against unauthorized access/disclosure, possession, loss, theft, damage, change or destruction;

3.2.3. The electronic record is in a secure location, controlled and protected through the use of appropriate techniques such as, but not limited to, computer system passwords, computer system security features, computer system failure (back-up), physical security controls and proper environmental conditions suited to various media; and

3.2.4. The circumstances of making the record.

3.3. Where the Clerk has authorized a record to be stored in electronic format only, such record shall be deemed to be an original record.

4. RECORDS DESTRUCTION

4.1. It is the intention of the Township to destroy records as feasible in accordance with the approved Records Retention Schedule, as amended from time to time, and in a secure and confidential manner based on informational content and format.

4.2. Subject to the *Municipal Freedom of Information and Protection of Privacy Act*, the following applies to the retention and disposal of all transitory, duplicate or copy records created or received by Township employees:

4.2.1. A copy or duplicate of a record may be destroyed at any time if the original is subject to a retention period established by the Records Retention Schedule.

4.2.2. A transitory record may be deleted or otherwise destroyed unless otherwise specified in the Records Retention Schedule or unless required for legal or legislated purposes when their value ceases as determined by the department.

4.3. A transitory record shall be destroyed if the record does not possess archival value and if there is no further business or legal requirement to retain the record in an original format.

5. ADMINISTRATIVE PROCEDURES

The Clerk may develop such administrative procedures as are deemed necessary for the administration of the Records Management Program Policy.

Records Management and Privacy

All records relating to any issue pursuant to this policy shall be maintained in accordance with the Municipality's record retention schedule. Throughout all processes outlined in this policy, all Members of Council and municipal employees shall adhere to all applicable legislation regarding privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Individuals should be aware that certain circumstances might identify them during an investigation.

INFORMATION SECURITY:

Security measures must be implemented to ensure that records are created, acquired, updated, used, transmitted, transported, filed, stored and destroyed in a manner appropriate to their sensitivity. These security measures must ensure the integrity of the records, protect sensitive information and personal information from unauthorized access or disclosure and protect vital records from damage or loss

Change History

Policy Number & Name	Effective Date	Significant Changes	By-law/Resolution No.
C-LS-04 Records Retention Policy	September 18, 2007	New Policy	C-6-18/09/07
C-LS-04 Records Management Program	August 12, 2016	Renamed, updated and Reviewed	C-4-12/08/16
C-LS-04 Records Management Program	March 11, 2020	Updated and Reviewed	GFC-7-11/03/20
C-LS-04 Records Management Program	August 13, 2025	Updated and Reviewed	

Appendix III

THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES

BY-LAW NUMBER 2025-XXX

Being a By-law to amend By-law 2016-005 to establish a Records Retention Schedule for the Corporation of the Township of Muskoka Lakes, to utilize The Ontario Municipal Records Management System (TOMRMS) for a Records Management Program, to delegate the authority for amending the Records Retention Schedule and administration of the Records Management Program to the Clerk

WHEREAS the Council of the Corporation of the Township of Muskoka Lakes passed By-law 2016-005 on the 12th day of August 2016, pursuant to Sections 8(1), 9, 11, 23.1(1), 254(1), 255(1), 255(2), 255(3) of the Municipal Act;

AND WHEREAS it is deemed expedient that the Township of Muskoka Lakes amend said by-law;

NOW THEREFORE THE COUNCIL OF THE COPRORATION OF THE TOWNSHIP OF MUSKOKA LAKES ENACTS AS FOLLOWS:

1. That section 3 be amended by deleting the phrase “subject to the approval of the Municipal Auditor”

2. This By-law shall come into force and effect upon passage thereof.

Read a **first, second** and **third time** and **finally passed** this **(Date) day of (Month), 2025.**

_____
Clerk – Crystal Paroschy

_____
Mayor – Peter Kelley

DRAFT

Staff Report LS-2025-028
General / Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Krishal Storey, Land and Agreements Coordinator**

SUBJECT: **Inventory of Municipal Land and Request for Proposal for Realtor of Record**

RECOMMENDATION

BE IT RESOLVED THAT Committee confirms its intent to actively dispose of surplus municipal lands;

AND THAT Staff be directed to proceed with completing an inventory of Township owned lands using the criteria as identified in report LS-2025-028;

AND THAT Staff report back with a preliminary list of Township owned lands identified as being surplus to the municipality's needs;

AND THAT Staff be authorized to proceed with issuing a Request for Proposal for Realtor of Record.

REPORT HIGHLIGHTS

This report highlights the need for an inventory review of Township owned lands, as well as the need for a Realtor of Record to act on behalf of the Township.

BACKGROUND

Township Owned Properties

In October 2020, a report was brought forward to General/Finance Committee to advise that Staff were in the process of completing an inventory of municipally owned lands as well as updates to Township policies relating to acquisition, disposition, use and licensing of municipally owned lands. Committee was supportive of the review. A recent inventory of municipally owned lands has now been completed, and a new policy has been brought into effect.

The Township currently owns over 320 parcels of land. These parcels range in size from 0.010 acres to 100 acres, some with or without direct road access, waterfront, non-waterfront or landlocked properties. Many of these 320 properties are currently in use and include Township owned parks, boat launches, cemeteries, firehalls and community centres. Pursuant to previous requests made, Staff are currently working establishing a mapping system or list of all Township owned properties and anticipate having this available at a later date. A summary of the number of Township owned properties per Ward is detailed below.

Ward	Total TML Properties Owned
Cardwell	12
Watt	84
Windermere	8
Medora	47
Port Carling	26
Medora/Wood	44
Bala	35
Wood	30
Monck	39

Policy Update

Committee may recall, in April 2025 a new Acquisition and Disposition of Real Property Policy was enacted and brought into effect. This new policy sets out principles governing transactions and the procedures to be followed for the Disposition of Real Property and the Acquisition of Township property.

Infrastructure Challenges

The Township of Muskoka Lakes, similar to many municipalities in Ontario, is facing the challenge of addressing aging and costly infrastructure that requires rehabilitation or replacement. To help offset the financial strain and reduce reliance on the tax levy, it has become increasingly common for municipalities to generate revenue by selling surplus land. The goal of this approach is to maximize public value through better use, economic development, reduced maintenance costs and the potential for reinvestment into existing assets.

ANALYSIS

Land Inventory and Evaluation

Further to the recently updated Acquisition and Disposition of Real Property Policy, should Committee confirm its intent to actively dispose of surplus municipal lands, the next step is for Staff to undertake an inventory review of Township owned lands to identify those properties where there is no identified future municipal use and that can be considered for potential sale.

To do so, it is recommended Committee confirm criteria in order to narrow down the search and identify those properties most applicable. The criteria for Committee to consider is detailed in the chart below. Using the criteria established by Committee, Staff would commence a broader review of all properties to identify parcels which would subsequently undergo a more detailed site specific analysis. Once properties are identified using the criteria, Staff would then evaluate and confirm:

1. It is in alignment with the Strategic goals of the municipality and no alternative preferred options are identified;
2. There is no future municipal use identified (it is in alignment with Township plans and studies); and
3. There is some marketability and potential financial benefit to be gained by the sale.

Staff would then bring the properties identified forward to Council to declare as surplus lands, in accordance with the recently updated policy.

Criteria	Consideration	Recommendation
Waterfront	While policy does prohibit the sale of Original Road Allowances leading to water, does Committee wish to consider the sale of other properties that abut the waterfront, should for example there be more than one in an immediate area? Does Committee wish to consider the sale of backlot properties (those separated from the high water mark by a travelled road or intervening landowner)?	Staff recommend retaining waterfront properties, however: • Recommend consideration be given to areas where more than one waterfront property is within close proximity of another; and • Recommend disposing of backlot properties in close proximity to waterfront properties/access where no future municipal use is identified.
Developability	Does Committee wish to only consider the sale of lots that are zoned and sized to be eligible to obtain a building permit or all properties?	Staff recommend disposing of both 'building lots' and those that are not eligible to obtain a building permit, where no future municipal use is identified. There may be opportunity to sell non-building lots to abutting landowners.
Environmental Sensitivity	Does Committee wish to consider the sale of properties that contain or abut environmentally sensitive areas (example wetlands, floodplains, significant wildlife habitat)?	Staff recommend retaining properties at this time that contain or abut significant environmental features.
Zoning	Does Committee wish to consider the sale of properties only where zoned a certain class?	Staff recommend disposing of all classes of zoned properties should there be no future municipal use identified.
Accessibility	Does Committee wish to consider the sale of properties that are landlocked or only accessed by an original road allowance or with or without road frontage?	Staff recommend disposing of properties that are landlocked, with or without road frontage should there be no future municipal use identified.

Request for Proposal for Realtor of Record

As a result of the enactment of the new policy and with the review of Township owned properties, Staff are looking to issue a Request for Proposal for a Realtor of Record. Proceeding with this initiative would support the Township's commitment to professional, transparent and value-driven real estate transactions that align with municipal objectives and public interest. The successful brokerage would support the Township in selling municipally owned property as well as purchasing property identified as a municipal need on an as required basis.

Key services the Realtor of Record would provide the Township include marketing and listing Township owned properties for sale, representing the Township in real estate negotiations, providing expert market advice and analysis, assisting in determining fair market value and pricing strategies, and offering guidance to ensure maximum value for the Township and taxpayers.

ALTERNATIVES

Alternative 1 (not recommended):

Committee could recommend that Staff not undertake a proactive review of Township owned lands for potential disposal, not proceed with issuing a Request for Proposal for Realtor of Record services and continue with simply processing applications from interested parties when they would like to pursue purchasing Township lands. This is not recommended as selling surplus lands would alleviate financial burdens for the Township and a Realtor of Record would assist staff with selling and purchasing municipally owned assets, provide expert real estate negotiation experience and guidance, and assist in determining fair market value to ensure maximum gains for the Township.

FINANCIAL IMPLICATIONS

There are no financial impacts to the Township at this time. However, eventual potential revenue from selling land could assist with the funding of existing municipal infrastructure. On-going revenues would also be received from private ownership through tax revenue based on assessment value.

STRATEGIC PLAN

Deliver Sustainable Public Services and Infrastructure.

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system, and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

None.

PREPARED BY

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Original signed by_____
Approved By
Name: Crystal Paroschy
Title: Director of Legislative Services/Clerk
Department: Legislative Services
Phone: 705-765-3156
Email: cparoschy@muskokalakes.ca

Original signed by_____
CAO Acknowledged
Name: David Pink
Chief Administrative Officer
Phone: 705-765-3156
Email**:** dpink@muskokalakes.ca

Staff Report LS-2025-032
General / Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Krishal Storey, Land and Agreements Coordinator**

SUBJECT: **Original Road Allowance and Land Exchange Application No. ORA/03/25– Lot 35, Concession 12, Medora, Civic Address: 1043 Sagamo Boulevard, Roll No. 4-17-069 (Newall/Coffey)**

RECOMMENDATION

BE IT RESOLVED THAT Original Road Allowance and Land Exchange Application ORA/03/25 (Newall/Coffey) be APPROVED, subject to the following conditions:

i. That a corresponding draft numbered reference plan of survey be prepared and provided to the Clerk for review within one (1) year of the date of this conditional approval;

ii. That the Township be in receipt of the following from the acting Solicitor:

   i. Confirmation that Public Notice of the proposed disposition was published pursuant to Township Policy C-LS-06;

   ii. Confirmation from applicable agencies that they have no concerns with the proposed disposition; and,

   iii. A road closing By-law, a declaration of surplus resolution and any related necessary documentation to effect the disposition.

iii. A By-law to dedicate the portion of lands as part of the public road allowance and any related necessary documentation to effect the acquisition of land;

iv. A deeming By-law to allow the merger of lots that are subject to a registered plan of subdivision, if required;

v. Payment of any applicable fees for the land costs, solicitor's time and disbursements, as well as confirmation applicable property taxes have been paid up to date; and,

vi. That staff be delegated authority to approve the configuration and location of the lands to be acquired in exchange for the portion of Township Road Allowance lying between Lot 59, Plan 32 and Concession 12, Part Lot 35 (Medora).

vii. That the transfers be completed simultaneously and the portion of lands to be conveyed to the Township be completed first followed by the disposal of Township Road Allowance lands to the applicants.

REPORT HIGHLIGHTS

This report provides an overview of an application to purchase a portion of Township Road Allowance and a land exchange pursuant to Township Policy C-LS-08 (Sale of Original Road Allowances).

BACKGROUND

Proposal

This application involves a request from abutting land owners (4-17-069) to sell them a portion of Township Road Allowance lying between Lot 59, Plan 32 and Concession 12, Part Lot 35 (Medora), known as Sagamo Boulevard, and to complete a land swap with the Township that is aimed to realign Sagamo Boulevard and to recognize existing encroachments of a parking area and wood shed located on the Township's Road Allowance, shown in Appendix I.

The land exchange includes adding a portion of land from the property located on the westerly side of the Township's Road Allowance (4-17-066) to the road allowance on the northwest side in order to correct the trespassing of Sagamo Boulevard onto property Roll No. 4-17-066. Once this is completed, the land between the newly aligned 66 foot road allowance and the applicant's property (4-17-069) will be conveyed to the applicants.

Applicant's Lands

Roll Number	4-17-069
Legal Description:	Concession 12 Lot 35, Plan 32 Lot 59 Medora
Civic Address:	1043 Sagamo Boulevard
Access:	Year round maintained Township road

ANALYSIS

Circulation Response

Pursuant to Policy C-LS-08, upon receipt of an application notice is served upon applicable agencies such as Hydro One, Bell and the District Municipality of Muskoka.

Committee will also note that a condition of these applications involves receipt from the abutting land owner with respect to confirmation of interest in participating in this application. The Township has been provided a copy of an agreement between the applicants and the property owner exchanging land (Roll 4-17-066) to confirm they are agreeable to participating in the land swap with the Township.

Summary

Staff have reviewed this application and as it appears to be in conformity with Section F 12.1 of the Township's Official Plan and Policy C-LS-08, Staff have no concerns with its approval, subject to the recommended conditions. Additionally, the Operational Services Department is supportive of this application in order to correct a trespass road located on private property.

Committee will note that in accordance Policy C-LS-08, applications will not be approved if other owners of land are or may be deprived of access to their properties. Further, Section 1.02.b. of

Policy advises that agreements may be entered into between the applicant and the Township to exchange land for road allowances, provided the applicant pays all costs involved.

Further, Section 50(3) of the Planning Act allows lands to be disposed of or acquired by the municipality without the need to proceed through the subdivision control process. A severance would not be required in order to realign Sagamo Boulevard so it is no longer trespassing onto private lands. The newly realigned portion of Sagamo Boulevard will be transferred, registered and dedicated as part of the public road allowance.

ALTERNATIVES

Alternative 1 (not recommended):

That Committee recommend that approval not be given to the applicants (Roll 4-17-069) for the purchase of a portion of a Township Road Allowance and land exchange lying between Lot 59, Plan 32 and Concession 12, Part Lot 35 (Medora), known as Sagamo Boulevard and that the applicants immediately submit a license agreement application in order to recognize encroachments located on the Township's Road Allowance. However, this is not recommended as it would appear that the application is in compliance with all applicable policies and correcting the encroachments is preferred.

FINANCIAL IMPLICATIONS

The applicants are responsible for payment of the Township Road Allowance lands they would be acquiring as the Township is not swapping land with the applicants but with another property owner. The rate for this portion of Original Road Allowance would be $1.50 per square foot. The extent of the land to be conveyed will be determined by an Ontario Land Surveyor. The applicants will also be responsible for survey costs and legal fees.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Map

PREPARED BY

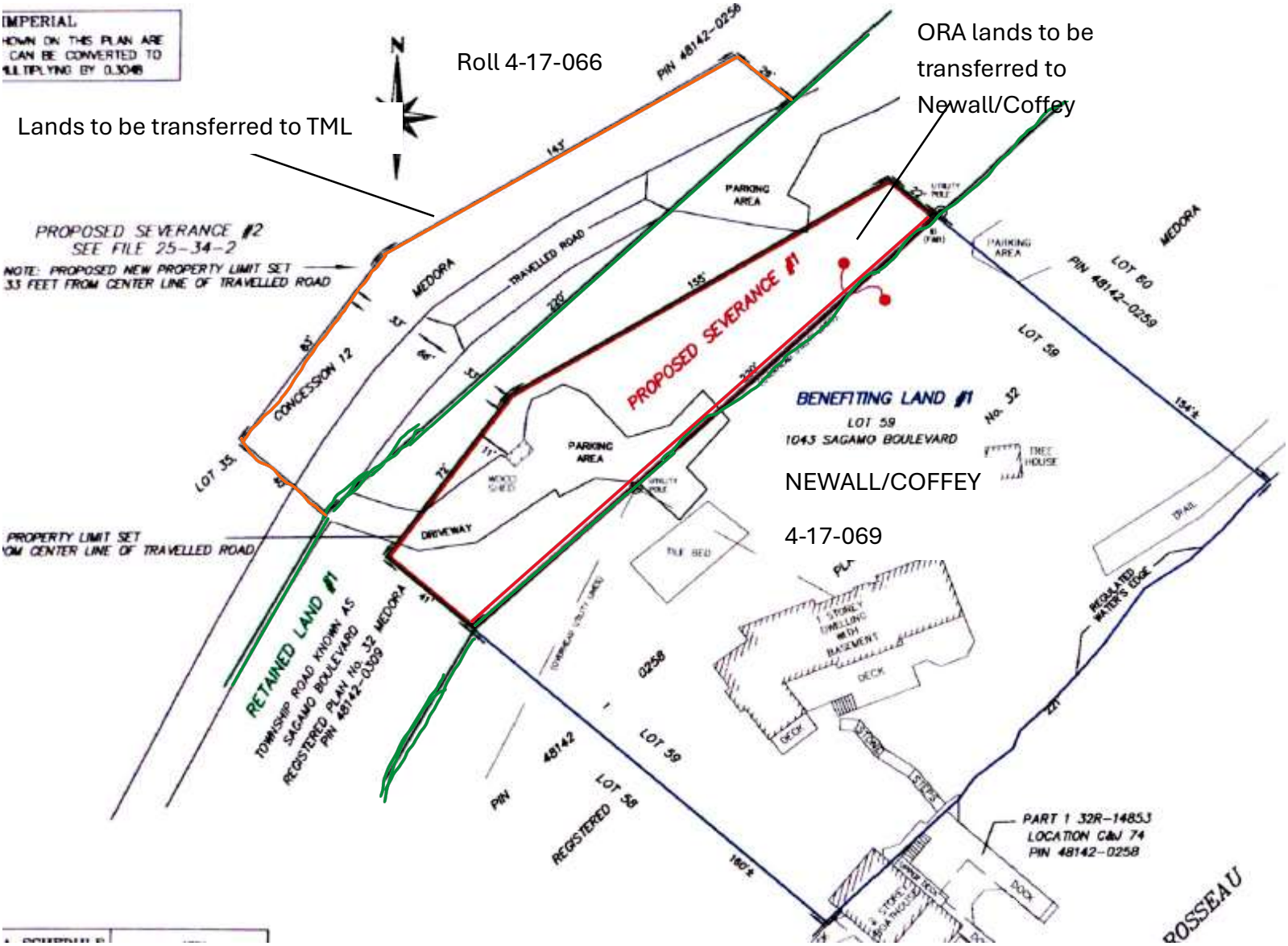
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Appendix I – Staff Report Newall/Coffey



Staff Report HR-2025-004
General & Finance
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Sarah Lehman, Human Resources Manager**

SUBJECT: **Human Resources Strategic Plan**

RECOMMENDATION

BE IT RESOLVED THAT Committee approve the process to build the Human Resources strategic plan as outlined in Appendix "I" to Report HR-2025-004.

REPORT HIGHLIGHTS

This report provides an overview of the benefits and the process for preparing a strategic plan for the Human Resources function, internally.

BACKGROUND

During the 2024 budget process, Council was supportive of increasing complement in the Human Resources department, which was a broad investment in the employee experience. It was noted that Council could participate in shaping the culture and sustainability of talent management now and for the years to come through the implementation of a Human Resources strategic plan.

Further, Priority 8 of the 2024-2028 Strategic Plan assigns the goal to "Develop and implement a comprehensive Human Resources Strategy to help attract, recruit, retain, develop and succeed municipal staff while creating an inclusive, equitable and diverse workplace."

ANALYSIS

Mandate

The Human Resources function exists to ensure the municipality receives professional Human Resources advice and services, including workplace health and safety, employee and labour relations, talent management and development, recruitment, compensation and benefits, and organizational development. The function mitigates risk, meets a host of legislative requirements, and importantly, develops talent management strategies.

Strategy

The Strategic Plan outlines how the municipal mission, vision, and values will be implemented over a specified period. The HR Strategic Plan must align with and expand on the overarching municipal strategy to describe how employees can be supported to execute long-term goals.

Talent Lifecycle

The talent lifecycle typically refers to a broad group of stages that an employee moves through with an organization, such as Recruitment and Selection, Learning and Development, Performance Management, Retention and Succession. Employees have unique needs, abilities, and motivations at various stages of their workplace lifecycle, which are further nuanced by their personal characteristics, such as age, gender, family status, and cultural backgrounds. It is helpful for a strategic plan to contemplate if there are clusters of employees at particular stages to prioritize initiatives.

Municipal Culture

Through the Strategic Plan and other key decisions and actions, Council and staff create a corporate culture, knowingly or not. In developing an HR strategic plan, a deliberate and healthy culture can be established and planned. The second action item from the Strategic Plan under Priority 8 speaks to implementing an employee engagement survey, which helps gain a better understanding of perceptions and staff recommendations. The intention is to conduct an overall employee engagement survey following the establishment of the HR Strategic Plan.

Process

The development of the HR Strategic Plan will be completed in-house by the HR Manager with support from the CAO and thorough engagement and input from interested parties and external professional resources. The process is described in Appendix I.

ALTERNATIVES

Committee may wish to provide specific comments or changes to the process.

Development of the HR Strategic plan could be delayed, which is not recommended.

FINANCIAL IMPLICATIONS

There are no direct financial implications to developing the HR Strategic Plan as the work will be completed through existing staff time. Outcomes and recommendations from the HR Strategic Plan may have financial implications, which would be further discussed and contemplated through future budget processes.

STRATEGIC PLAN

Goal: Engage, develop and celebrate our TML team in delivering outstanding public services.

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system, and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – HR Strategic Plan Process

PREPARED BY

Signature

Sarah Lehman
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Signature

APPROVED BY

David Pink
Chief Administrative Officer
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Appendix I - HR Strategic Plan Process

Process

Phase 1: Stakeholder Engagement and Organizational Insight

- Conduct structured interviews with key stakeholders, including Council, Management and Staff
- Develop a SWOT analysis from the observations/feedback to describe Strengths, Weaknesses, Opportunities and Threats
- Intake suggestions for strategic priorities

Phase 2: Review Internal Lens

- Municipal Strategic Plan – Mission, Vision, Values, other priorities related to HR
- CAO priorities
- HR Competencies: Advancing Human Capability, Accelerate Business, Mobilize Information, Foster Collaboration, Simplify Complexity

Phase 3: Review External Lens

- Opportunities, Threats – expanded – include references from HR professional association, labour lawyers, labour market conditions, media (cultural and generational trends)

Phase 4: Strategy Development

- Define strategic priorities by identifying recurring challenges, opportunities and desired outcomes across findings
- Set goals and outcomes for each priority
- Develop HR Strategic Plan

Staff Report LS-2025-029
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Crystal Paroschy, Director of Legislative Services/Clerk**

SUBJECT: **Election Sign By-law Update**

RECOMMENDATION

BE IT RESOLVED THAT the draft Election Sign By-law attached as Appendix “III” to Report LS-2025-029 be approved;

AND THAT the amendments to Schedule “A-1” and “A-1.4” of the Township’s Administrative Monetary Penalty System By-law 2023-048, attached as Appendix “IV” to Report LS-2025-029 be approved;

AND THAT the by-laws be forwarded to Council for final adoption.

REPORT HIGHLIGHTS

This report highlights proposed amendments to the Township's Election Sign By-law and Administrative Monetary Penalty System By-law 2023-048.

BACKGROUND

The current election Sign By-law, 2018-039, was passed in May of 2018. Prior to 2018, Election signage was not specifically addressed in the Township’s Sign by-law and it was thought that a separate, stand-alone by-law would provide easier reference for Federal, Provincial and Municipal Election candidates, third party advertisers and staff.

Election Sign By-law 2018-039 was further amended in May of 2023 to apply the Administrative Monetary Penalty System to the by-law.

ANALYSIS

The proposed amendments are a joint effort between the Muskoka Clerks to update and modernize each Election Sign By-law in order to provide one consistent by-law amongst all Muskoka municipalities. The Muskoka Clerks Report, attached as Appendix “I" outlines the analysis determining the proposed changes.

Staff have also attached a red-lined version of the proposed by-law, outlined in Appendix “II", which illustrates a large number of changes; however, many changes are the result of updating wording or the restructuring of sections within the By-law. The two main changes to note are updates to definitions and prohibition of election signs on public property, including road allowances.

Definition Updates

Updates are intended to modernize and to provide additional clarity to the definitions as well as to provide for updates from proposed changes within the By-law.

Prohibition of Election Signs on Public Property, Including Road Allowances

Elections signs have always been one of the most inquired about matters during an election. The Clerks and By-law Departments spend a great deal of time during an election addressing questions and/or complaints regarding election signs, such as the disappearance of a candidate's signs, the placement of signs, and the number of signs in an area, etc.

The Muskoka Clerks are recommending the move to allow for election signs on private property only, for a few reasons.

1. The Muskoka area is exceptionally beautiful, including the summer and fall. The posting of numerous election signs everywhere on public property, boulevards, medians can be seen as taking away from the exceptional landscape and can take on a look of clutter.

2. The Township continues to recognize and work toward the reduction of environmental impacts in all areas, such as reducing waste.

3. The change greatly simplifies requirements, which in turn should decrease workload for Clerks and By-law staff with investigating complaints. Although each candidate's package contains all information on election signs, it continues to be an area of challenge. The elimination of election signs on public property and allowing for them on private property only, is anticipated to reduce this workload and added contention within the municipality.

4. The placement of signs along roadways and intersections create a visual distraction for motorists, may reduce reaction time to sudden situations, and could impede observation of regulatory signs.

5. The placement of election signs on road allowances abutting private residential and commercial properties is an area of concern often raised by property owners. Generally, the public does not differentiate public road allowances as separate from private property. Concerns have been raised about implied support if a sign is placed on a road allowance in front of their property and request municipal resources to assist.

AMP By-law Changes

The proposed AMP by-law changes, attached as Appendix "IV", are for administrative purposes, to reflect the proposed amendments to the Election Sign By-law.

Area Consistency

The Muskoka Clerks are presenting the same changes to all area municipalities in hopes of creating a more unified and consistent approach, also in light of the by-law applying to Provincial and Federal election. The following Municipalities have adopted the Proposed By-law to date:

- Town of Bracebridge;
- Town of Gravenhurst;

- Town of Huntsville;
- Township of Georgian Bay.

ALTERNATIVES

See Muskoka Clerks report attached as Appendix “I”.

Committee may also choose to postpone the matter and seek public consultation on the restriction of election signs on public property. This is not recommended by staff as consistency with area Municipalities is a main goal of the update, as it also applies to Provincial and Federal candidates, as well as the ability of members of the public to contact their Councillors prior to final passage of a by-law in one months’ time.

FINANCIAL IMPLICATIONS

None as a result of this report.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township’s website in accordance with the Township’s Procedural By-law.

ATTACHMENTS

Appendix I - Muskoka Clerks Report
Appendix II - Proposed Election Sign By-law - Redline Version
Appendix III - Proposed Election Sign By-law - Clean Version
Appendix IV - Proposed amendments to Schedule “A-1” and “A-1.4” of the Township’s Administrative Monetary Penalty System By-law 2023-048

PREPARED BY

Original Signed By
Crystal Paroschy
Director of Legislative Services/Clerk
Legislative Services
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Muskoka Clerks Report

TO: **Muskoka Lower-Tier Councils**

FROM: **Muskoka Clerks**

SUBJECT: **Election Sign By-law**

ORIGIN

1. For more than a decade, the Muskoka Clerks have met on a regular basis to discuss existing and emerging issues and information in an effort to work collaboratively to address areas of mutual interest.

2. In particular, over the course of the past four municipal elections the Muskoka Clerks have worked very closely to share best practices, resources, advertising, training, and educational outreach to the public to provide efficiencies. The development of common Election Procedures, by-laws, forms, and joint procurement initiatives (where possible), ensures consistency, reduces voter confusion, and alleviates workload pressures.

3. As an outflow of previous election cycles including the 2022 Municipal Election, the Muskoka Clerks identified the need to review and modernize Election Sign By-laws throughout Muskoka and believe that a consistent approach in all six (6) Muskoka lower-tier municipalities would be ideal.

ANALYSIS

4. Moderate collaboration with respect to Election Sign By-laws has occurred in the past and there are similarities in some areas of each by-law. There remains, however, differences that are significant enough, particularly in boundary areas, to cause confusion and frustration for candidates, third party advertisers, voters and staff around enforcement and compliance issues as opposed to the actual purpose of election signs – to promote, support or take a position on a candidate, third party advertiser, or political party.

5. In considering a Muskoka-wide approach to Election Sign By-laws, the Muskoka Clerks along with enforcement staff reviewed past experiences to determine where the challenges with the current by-laws exist; considered feedback and environmental factors; and evaluated approaches in other Ontario municipalities that could be implemented to address areas of concern.

6. Considerations and concerns can be summarized as follows:

    6.1. **Complaints and Resources:** The enforcement of election sign infractions is not an effective use of scarce municipal resources with the majority of complaints lodged by candidates about other candidates. While complaints are received at all phases of the election cycle, they significantly accelerate during the end of the race when staff resources are needed to support electors voting versus candidate complaints.

6.2. **Impact on the Beauty of the Landscape:** The abundance of signs during elections detract from the natural beauty of Muskoka not only for residents but also tourists and visitors seeking the perfect backdrop for photos and memories. Sometimes the signs are moved by others to accommodate the backdrop resulting in them moving from a permitted to an illegal location without the candidate's knowledge or consent.

6.3. **Implied Support:** The placement of election signs on road allowances (highways) abutting private residential and commercial properties is an area of concern often raised by property owners. Generally, the public does not differentiate road allowances as separate and apart from private property. Owners raise concerns about implied support if a sign is placed on a road allowance in front of their property and request municipal resources to relocate the sign.

6.4. **Information, Awareness and Engagement:** Election signs alert the travelling public that an election is underway however do not provide information regarding the candidates themselves or their respective position on issues. While engagement of electors is a joint responsibility of the candidates and electors, the most common feedback from electors is the lack of information available about candidate platforms or in-person engagement opportunities.

6.5. **Production and Waste:** The majority of election signs are made of plastic and while some may be recycled or reused for other purposes or future elections, environmental considerations around manufacturing, litter, and a focus on waste reduction remain. If signs fall over, they may be blown into ditches or waterways and not picked up after the campaign causing more pollution issues.

6.6. **Safety:** The placement of signs along roadways and intersections create a visual distraction for motorists, may reduce reaction time to sudden situations, and could impede observation of regulatory signs.

6.7. **Sign Blindness:** This is a phenomenon that occurs when the same sign is encountered repeatedly and is then eventually ignored.

6.8. **Sign Pollution:** During elections the number and prevalence of election signs along roadways and throughout municipalities is excessive in many respects. In high traffic locations such as intersections and along arterial roadways it is not uncommon to see multiple signs for each candidate extending significant distances.

6.9. **Theft and Vandalism:** Unfortunately, situations of this nature do occur and are directed to the Ontario Provincial Police, causing strain on already scarce resources that should be focused on more pressing community safety matters.

6.10. **Voter turnout:** Many factors contribute to voter turnout including, but not limited to: contentious issues, demographics, human interest, high profile mayoral race, acclamations, voting methods and general voter apathy.

The average voter turnout for 2022 reported on the AMO 2022 Ontario Municipal Elections Results Website[1] was 36.30% which was down from 38.31% in 2018. There is limited data around any correlation between voter turnout and election signs.

Historical and current voter turnout for the Muskoka municipalities is as follows:

	1997	2000	2003	2006	2010	2014	2018	2022
Bracebridge	43%	39%	39%	37.45 %	43.75 %	42.14 %	39.40 %	36.4%
Georgian Bay	23%	30%	42%	35.58 %	44.9%	44.7%	38.10 %	17.2%
Gravenhurst	N/A	N/A	36%	44.5%	46%	36.5%	30.34 %	32.8%
Huntsville	N/A	N/A	20.72 %	31.59 %	46.4%	46.33 %	35.15 %	36.9%
Lake of Bays	N/A	43%	46.36 %	34.9%	45.83 %	39.58 %	37.80 %	29.08 %
Muskoka Lakes	24.9 %	25.2 %	34%	37.9%	40.3%	44%	40.83 %	35.4%

7. When regulating election signs, it is important to note that there are several agencies at different levels of government with provisions relating to this topic. Generally, these provisions are outlined as follows:

7.1. **Elections Canada** states that the *Canada Elections Act* does not deal with political signs outside federal election periods. During an electoral event (a federal election, by-election, or referendum), the following rules apply:

7.1.1. Signs on Private Rental Property: property owners do not have the right to prevent tenants from putting up election posters on the premises they lease in an apartment building. However, property owners do have the right to set reasonable conditions on the size and type of poster, and to prohibit posters in common areas.

7.1.2. Signs on Public Property: No one can interfere with the transmission of a public advertisement, such as an election sign. However, government representatives may remove signs that do not abide by provincial regulations or municipal by-laws, after informing the person who authorized the posting of the sign that they plan to remove. Public authorities may remove a sign without notice if the sign is a safety hazard.

7.2. **Elections Ontario** states that the *Election Finances Act* does not address where signs can or cannot be placed. Where public property is involved, this may fall under the jurisdiction of the local municipality or, when placed near a highway, it may fall under the jurisdiction of the Ministry of Transportation.

[1] 2022 Ontario Elections Results Website, Association of Municipalities Ontario https://elections2022.amo.on.ca/web/en/home

7.3. **Ministry of Transportation** provides for the placement of election signs on provincial properties including highways in accordance with the Ministry of Transportation General Guidelines for Election Signs.

7.4. **Upper Tier (District)** Sign By-law provides that political campaign signs may be permitted within the limits of a District road allowance provided they comply with the applicable by-law of the local municipality.

7.5. **Municipal Elections Act:** For Third Party Advertisers, the Municipal Elections Act, Section 88.5(1) states that advertisements, including election signs, must contain the name of the registered third party, municipality where the registration occurred, contact information (telephone number, mailing address or email).

8. As part of the candidate nomination and third-party advertiser registration process for municipal elections, each Clerk provides an information package that includes educational information and a copy of the current Election Sign By-law. Education opportunities also include public-facing information on websites and social media that provide plain-language information about the regulations. Federal and Provincial party associations are provided with election sign by-law information prior to each election at this level.

9. In light of the concerns and considerations noted previously, a review of other election sign by-laws and emerging trends was undertaken. Notably, Ajax, Barrie, Kingston, Markham, Mississauga, Renfrew, Whitby and York Region have fully restricted election signs from all public property including municipal highways. Others have taken a more conservative approach and partially restricted election signs on public property and some highways.

10. Additionally, many municipalities, including some in Muskoka, charge a fee for retrieval of signs that are removed due to non-compliance with the Election Sign By-law.

11. Given some of the current challenges and emerging trends, the Muskoka Clerks are recommending that each Lower-tier Council in Muskoka consider a similar Election Sign By-law that would prohibit the placement of election signs for municipal (including school boards), provincial and federal elections on any public property including highways (save and except those outside of municipal jurisdiction).

12. This course of action would not eliminate election signs altogether, but only permit them on **private property** with the **consent of the property owner** in accordance with the provisions for size, location, spacing, etc. Candidates and third party advertisers would be required to engage directly with property owners before placing a sign, rather than potentially indiscriminately covering an area without any connection to the neighborhood or property.

13. It is anticipated that incidents of theft, vandalism and non-compliance are less likely to occur on private property, thereby exponentially reducing the impact of the concerns and considerations noted above.

14. Further, introducing a consistent recovery fee of $50 per sign will encourage candidates to ensure that the placement and maintenance of signs on private property remain in compliance with the Election Sign By-law.

15. It is recommended that the proposed Election Sign By-law shown in Schedule “1” be enacted in each of the six (6) Lower-Tier municipalities in Muskoka.

ALTERNATIVE(S)

16. The following alternatives are available for consideration:

Alternative #1 The proposed Election Sign By-Law could be voted down and the current Election Sign By-Laws remain in effect.

This alternative is not recommended as the existing Election Sign By-Laws do not address the challenges and considerations outlined in the Muskoka Clerks report.

Alternative #2 Committee could recommend that designated locations be identified for Election Signs on public property.

This alternative is not recommended as the locations that are generally most appealing are located in areas where safety, theft, vandalism and complaints predominantly occur.

Appendix II

THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES

BY-LAW NUMBER 2025-0XX

Being a By-law to regulate election signs in Municipal, Provincial and Federal Elections.

WHEREAS Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 (hereinafter referred to as the "Municipal Act") provides that the powers of a municipality under the Municipal Act or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Municipal Act or any other Act;

AND WHEREAS Section 11 of the Municipal Act provides that a municipality may pass By-laws respecting structures including fences and signs;

AND WHEREAS Section 99 of the Municipal Act provides for lien rights and cost recovery provisions in favour of a municipality that apply to a By-law of the municipality respecting removal, storage, care and disposition of advertising devices, including signs displayed in contravention of the By-law;

AND WHEREAS pursuant to Section 425 of the Municipal Act, a municipality may pass By-laws providing that a person who contravenes a By-law of the municipality passed under the Municipal Act is guilty of an offence;

AND WHEREAS pursuant to Section 426 of the Municipal Act, no person shall hinder or obstruct, or attempt to hinder or obstruct, any person who is exercising a power or performing a duty under this Act or under a By-law passed under the Municipal Act;

AND WHEREAS Section 429 (1) of the Municipal Act, states a municipality may establish a system of fines for offences under a By-law of the municipality passed under this Act, unless, under Section 429 (4), if the provisions of any other Act, other than the Provincial Offences Act, provide for the fines for a contravention of a By-law of a municipality, the municipality cannot establish a system of fines under this section with respect to the By-law;

AND WHEREAS Section 429 of the Municipal Act provides that a municipality may establish a system of fines for offences under a by-law of the municipality passed under the Municipal Act;

AND WHEREAS Section 434.1 (1) of the Municipal Act provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality passed under the Municipal Act;

AND WHEREAS pursuant to Section 436 of the Municipal Act, a By-Law Enforcement Officer may enter upon any land at any reasonable time for the purpose of carrying out an inspection to determine compliance with a municipal by-law passed under the Municipal Act;

AND WHEREAS ~~Bill 181, the Municipal Elections Modernization Act, 2016 states that any~~ Section 88.3(2) of the Municipal Elections Act, 1996, states that an election campaign advertisement purchased by or under the direction of a candidate shall identify the candidate;

AND WHEREAS Bill 181, the Municipal Elections Modernization Act, 2016 states that no registered third party shall cause a third party advertisement to appear during the restricted period unless the advertisement contains the name of the registered third party, the municipality where the registered third party is registered and a telephone number, mailing address or email address at which the registered third party may be contacted regarding the advertisement;

AND WHEREAS ~~Bill 181, the Municipal Elections Modernization Act, 2016~~Section 88.7 of the Municipal Elections Act, 1996, states that if a municipality is satisfied that there has been a contravention of section 88.3, 88.4 or 88.5 of the Municipal Elections Act, 1996, the municipality may require a person who the municipality reasonably believes contravened the section or caused or permitted the contravention, or the owner or occupier of the land on which the contravention occurred, to remove the advertisement or discontinue the advertising;

AND WHEREAS Section 37 (2) of the Election Finances Act, 1990 states that no party, constituency association, third party or candidate registered under this Act, and no person, corporation or trade union, whether acting with or without the party's, association's, third party's or candidate's consent, shall arrange for or consent to political advertising that appears during a blackout period;

AND WHEREAS Section 320 of the Canada Elections Act, 2000 requires that a candidate or registered party, or a person acting on their behalf, who causes election advertising to be conducted shall mention in or on the message that its transmission was authorized by the official agent of the candidate or by the registered agent of the party, as the case may be;

AND WHEREAS Section 323 (1) of the Canada Elections Act, 2000 states that no person shall transmit election advertising to the public in an electoral district on polling day before the close of all of the polling stations in the electoral district;

AND WHEREAS the Council of The Corporation of the Township of Muskoka Lakes deems it expedient to pass a by-law to regulate election signs in the Township of Muskoka Lakes;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES ENACTS AS FOLLOWS:

1. DEFINITIONS

In this By-law:

1.1. **Agent** means any person who is directly or indirectly working on behalf of a candidate or Registered Third Party regardless of whether the work is being done on a voluntary or compensated basis or with the direct knowledge or approval of the candidate.

~~1.2. **Boulevard** means that portion of a highway between the street line and the travelled roadway, which is not used or intended for use for vehicular travel by the general public and includes any landscaped area between a street line and sidewalk including a shoulder.~~

~~1.3.~~ **Candidate** means a person who has been nominated or registered in a municipal (including district school board as defined in the Education Act, R.S.O. 1990), provincial or federal election in accordance with the Prescribed Legislation.~~is running in a municipal (including local school board), provincial or federal election and shall be deemed to include a person seeking to influence other persons to vote for or against any candidate or any question or By-law submitted to the electors under section 8 of the Municipal Elections Act.~~

~~1.4.~~1.2. **Clerk** means the Clerk (or his or her designate) of the Township of Muskoka Lakes.

~~1.5.~~1.3. **District** means The District Municipality of Muskoka.

1.4. **Election Sign** means any temporary notice, device or sign that:

1.4.1. ~~outside of any building that advertises or~~ promotes, supports, opposes or takes a position on a candidate or political party in a federal, provincial or municipal election (including a district school board as defined in the Education Act, R.S.O. 1990); ~~an election of a local board or commission intended to influence persons to vote for or against any candidate or any question or By-law submitted to the electors under section 8 of the Municipal Elections Act, 1996.~~

~~1.5.1.~~1.4.2. Promotes, supports, opposes or takes a position on any question, law or by-law submitted to the electors under Prescribed Legislation.

~~1.6.~~1.5. **Highway** includes a common and public highway, roadway, street, avenue, boulevard, parkway, driveway, square, place, bridge, centre median, traffic island, roundabout, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof~~.~~ but does not include a provincial highway or any highway that is not under the jurisdiction of the Township

~~1.7.~~1.6. **Officer** means ~~an individual appointed as~~ a Township By-Law Enforcement Officer, a Police Officer or other person appointed by the Council of The Corporation of the Township of Muskoka Lakes to enforce this by-law.

~~1.8.~~1.7. **Official Sign** means a sign or device placed by the Township, ~~or~~ District or other authority under legislation for the purpose of regulating, warning or controlling traffic and includes signs approved by the Ministry of Transportation and signs described in the Highway Traffic Act.

~~1.9.~~1.8. **Prescribed Legislation** means the Municipal Elections Act, 1996, S.O. 1996, ~~c. 32, Schedule~~the Election Act, R.S.O. 1990, the Canda Elections Act, S.C. 2000, or such other relevant legislation that regulates Elections or Election Signs.

~~1.10.~~1.9. **Private Property** means lands which are not defined as Public Property or a Public Utility Facility ~~including lands leased by the Township to others~~.

~~1.11.~~1.10. **Public Property** means property owned, leased, or operated by or under the control or jurisdiction of the Township of Muskoka Lakes or any of its agencies, boards or commissions, and shall be deemed to include highways, public utility facilities, and shall also include municipal benches, municipal garbage containers or any other containers or structures regardless of whether they are owned by the Township ~~but does not include that part of a boulevard as identified in section 3.14. of this by-law~~.

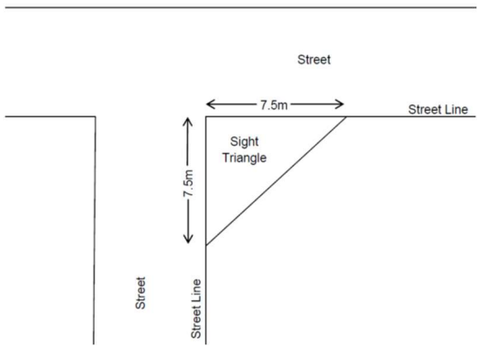
~~1.12.~~1.11. **Public Utility Facility** means a pole, transformer box, service container, equipment or other such structure owned or controlled by an entity that provides a public utility service.

~~1.13.~~1.12. **Registered Third Party** means an individual, corporation or trade union that is registered with the municipality in accordance with prescribed legislation.

~~1.14.~~1.13. **Restricted period** means the period during which an election sign used as a third party advertisement is permitted as outlined under prescribed legislation.

~~1.15. **Roadway** means the portion of the highway that is improved, designed or ordinarily used for vehicular traffic but does not include the shoulder.~~

~~1.16.~~1.14. **Sight Triangle** means the triangular space formed by the street lines and a line drawn from a point in one street line to a point in the other street line, each such point being 7.5 metres, measured along the street line from the point of intersection of the street lines. Where the two street lines do not intersect at a point, the point of intersection of the street lines shall be deemed to be the intersection of the projection of the street lines or the intersection of the tangents to the street lines.



~~1.17.~~ **Sign Face** means the surface of the Election sign upon, against or through which the message of the Election sign is exhibited, but does not include the Election sign structure. ~~An election sign may have a maximum of two (2) back to back faces with the interior angle of the two sign faces not exceeding 90 degrees.~~

~~1.18. **Sign Height** means the vertical distance from the ground on which the sign is installed to the highest physical point of the sign.~~

~~1.19.~~1.15. **Street Line** means the limit of a ~~street or road allowance~~Highway as the dividing line between a lot and a ~~street or road~~Highway.

~~1.20.~~1.16. **Third Party Advertisement** means a third party sign.

~~1.21.~~1.17. **Third Party Sign** means an election sign not installed or erected directly or indirectly by a candidate.

~~1.22.~~1.18. **Township** means the Corporation of the Township of Muskoka Lakes and its geographic limits.

~~1.23.~~1.19. **Voting Place** means the entire property and all the boundaries associated with it, when such voting place is located within public premises and shall mean all of the privately owned property under common ownership as well as a condominium property including the common elements when the voting place is located on private premises and includes offices established by election officials of federal, provincial or municipal government to conduct an Election or provide assistance to electors.

2. GENERAL PROVISIONS

2.1. No candidate, registered third party or their agent or any other person shall affix, install or otherwise display an election sign/third party advertisement or permit the same to be affixed, installed or otherwise displayed except as specifically permitted in this By-law or under prescribed legislation.

~~2.1.~~2.2. No person shall deface or willfully cause damage toa lawfully installed Election sign.

~~3. No candidate, registered third party or their agent or any other person shall affix, install or otherwise display an election sign or permit an election sign to be affixed, installed or otherwise displayed:~~

~~3.1. Prior to the issuance of writs for a provincial or federal election;~~

~~3.2. Prior to closing of nominations for a municipal election;~~

~~3.3. Longer than seventy-two (72) hours following the election date;~~

~~3.4. Within 100 metres (328 feet) of a voting place;~~

~~3.5. On a vehicle or trailer or any mobile device within 100 metres (328 feet) of a voting place;~~

~~3.6. On private property without having first obtained permission from the property owner;~~

~~3.7. Within 50 metres (164 feet) of any other election sign by the same candidate when on private property, on the same private property.~~

~~3.8. On or overhanging public property, including a Township park or a facility that is owned or operated by the Township;~~

~~3.9. On a public utility facility;~~

~~3.10. On any official sign;~~

~~3.11. On any tree, large stone or rock surface or other large natural object but not including a privately owned lawn, field, pasture or woodlot;~~

~~3.12. On any centre median, traffic island, or centre roundabout;~~

~~3.13. Within any sight triangle;~~

~~3.14. On any boulevard except as specifically indicated below:~~

~~3.14.1 A sign is permitted to occupy a boulevard area provided the sign is less than or equal to 0.37 square metres (4 square feet) and is not located within 3 metres (10 feet) of the traveled portion of a roadway including the paved shoulder.~~

~~Maximum Sign Face Area~~	~~Minimum Setback from traveled portion of a Roadway including the paved shoulder~~
~~Less than or equal to 0.37 square metres (4 square feet)~~	~~3 metres (10 feet)~~

~~3.14.2 At no time shall a sign interfere with or hinder pedestrian traffic on a Township maintained sidewalk.~~

~~3.14.3 In no case shall a sign be placed on a boulevard area more than 30 days immediately preceding the election date.~~

~~3.15. That obstructs the view or interferes with pedestrian traffic, the driver of a motor vehicle, the visibility of any official sign or device, another election sign, or where it interferes with vehicular traffic movement in a manner that could endanger any person;~~

~~3.16. That obstructs or impedes any fire escape, fire exit, door, window, skylight, flue, air intake or exhaust so as to prevent or impede the free access of emergency personnel to any part of a building including fire department access to siamese connections and/or fire hydrants;~~

2.3. Election Sign Physical Characteristics

2.3.1. Election Signs shall be maintained in a proper state of repair and remain safe and aesthetically pleasing for the duration of their display.

2.3.2. Election Signs shall not:

2.3.2.1. ~~That is~~Be illuminated, flashing, inflatable, ~~obsolete, or affixed to a roof~~or in any way animated.~~;~~

~~3.16.1.1.~~2.3.2.2. Have a Sign Face area greater than 2.8 square metres (30 square feet)

~~3.16.1.2.~~2.3.2.3. ~~That can~~Be designed or located in such a way that can be confused with a traffic sign, signal or official sign;

~~3.16.2. On any location where the sign might interfere with underground services;~~

~~3.16.3. Unless the sign is maintained in a proper state of repair and remains safe and aesthetically pleasing;~~

2.3.2.4. Have more than a maximum of two (2) back to back faces with the interior angle of the two Election Sign faces not exceeding 90 degrees.

2.4. Election Signs Content

2.4.1. Election Signs shall:

2.4.1.1. In the case of a Candidate Election Sign, clearly identify the Candidate that is responsible for the messaging;

2.4.1.2. In the case of a Registered Third Party, identify the name of the Registered Third Party, the municipality where the Third Party is registered and a telephone number, mailing address or email address at which the Registered Third Party may be contacted, or as otherwise indicated in the respective Prescribed Legislation.

2.4.2. Election Signs shall not:

~~3.16.3.1.~~2.4.2.1. ~~That is~~Be indecent in any word, picture, symbol or the like;

~~3.16.3.2.~~2.4.2.2. Bear~~ing~~ a logo, corporate image, trademark or official mark of the Township of Muskoka Lakes;

~~Within 50 metres (164 feet) of any other election sign by the same candidate or registered third party when on a boulevard area as identified in section 3.14 of this by-law.~~

2.5. Timing for Placing Election Signs

2.5.1. Election Signs shall not be placed:

2.5.1.1. Prior to the issuance of writs for a provincial or federal election;

2.5.1.2. Prior to the last Monday in August in a regular municipal election;

~~3.16.3.3.~~2.5.1.3. Prior to the closing of nominations for a municipal by-election;

~~3.16.3.4.~~2.5.1.4. Longer than seventy-two (72) hours following the election date.

2.6. Location of Election Signs

2.6.1. Election Signs must adhere to all Prescribed Legislation.

2.6.2. No Election Sign shall obstruct the view or interfere with:

2.6.2.1. Pedestrian traffic;

2.6.2.2. The driver of a motor vehicle;

2.6.2.3. The visibility of any Official Sign or device;

2.6.2.4. Another Election Sign; or

~~3.16.3.5.~~2.6.2.5. Vehicular traffic movement in a manner that could endanger any person.

2.6.3. No Election Sign shall obstruct or impede any fire escape, fire exit, door, window, skylight, flue, air intake or exhaust so as to prevent or impede the free access of emergency personnel to any part of a building including fire department connections and/or fire hydrants.

2.6.4. No Election Sign shall be placed within 100 metres (328 feet) of a Voting Place.

2.6.5. No Election Sign shall be placed on a vehicle or trailer or any mobile device stopped within 100 metres (328 feet) of a Voting Place.

2.6.6. No Election Sign shall be placed or affixed to a roof.

2.6.7. No Election Sign shall be placed or affixed on any location where the Election Sign might interfere with underground services.

~~3.16.4.~~2.6.8. Election Signs shall be placed in accordance with the ~~In contravention of the~~ specified dimensions and setbacks ~~as follows~~outlined below:

Maximum Sign Election Face Area	**Minimum Setback from Street Line on private property**	**Maximum Height Of Election Sign From Grade**	**Minimum Setback from ~~a Park, Cemetery~~, Public ~~Use or~~ Property not including Highways, a Voting Place or Public or Catholic School Lot Line**	**Minimum Setback from Any Other Lot Line**
Less than or equal to 1.3 square metres (14 square feet)	1 metre (3.3 feet)	3.7 metres (12 feet)	~~15.2 metres (50 feet)~~ 50 metres (164 feet)	0.6 metres (2 feet)

Greater than 1.3 square metres (14 square feet) to less than 2.8 square metres (30 square feet)	3.0 metres (10 feet)	3.7 metres (12 feet)	~~15.2 metres (50 feet)~~ Not permitted.	0.6 metres (2 feet)
Greater than 2.8 square metres (30 square feet)	Not permitted.			

~~3.17. That does not comply with prescribed legislation.~~

~~3.18. That is an unregistered third party advertisement election sign. For greater certainty, only a registered third party is permitted to erect or install a third party advertisement election sign. At no time is an unregistered third party permitted to erect or install a third party advertisement election sign.~~

~~4. Every candidate or registered third party to whom the election sign relates shall be responsible for the installation, maintenance or display of the election sign and shall ensure that all the requirements of this by-law have been met.~~

~~5. No person shall pull down or remove or relocate a lawfully installed election sign on a boulevard or private property without the consent of the candidate to whom the sign relates or the owner of the property on which the sign is installed.~~

~~6. No person shall deface or wilfully cause damage to a lawfully installed election sign.~~

2.7. Election Signs on Private Property

2.7.1. Election Signs shall not be displayed without having first obtained permission from the property owner.

2.7.2. More than two (2) official Election Signs of the same Candidate/Registered Third Party shall not be displayed on one property.

2.7.3. Elections Signs shall not be displayed within 50 meters (164 feet) of any other Election Sign by the same Candidate/Registered Third Party on one property.

2.7.4. No person shall pull down or remove or relocate a lawfully installed Election Sign on Private Property without the consent of the Candidate to whom the Election Sign relates or the owner of the property on which the Election Sign is installed.

2.8. Election Signs in Public Property

2.8.1. Election signs are not permitted:

2.8.1.1. N or overhanging Public Property, ~~including a Township part or facility that is owned or operated by the Township~~;

2.8.1.2. On a Public Utility Facility;

2.8.1.3. On any Official Sign;

2.8.1.4. On any tree, stone or other natural object;

2.8.1.5. Within any Sight Triangle.

3. REMOVAL OF IMPOUNDMENT

3.1. Upon receiving notice from the Township, any Candidate or Agent who has caused a Sign to be erected or displayed contrary to the provisions of this By-law, shall:

3.1.1. Remove, at the expense of the Candidate or the Agent, said sign within twenty four (24) hours from the time of notice, unless the sign is made to comply with this By-law before such time elapses.

3.2. Where a Sign has not been removed by the Candidate or their Agent, an Officer may cause such Sign to be removed and impounded at the expense of the Candidate or Agent.

3.3. A removed Sign shall be impounded by the Township for a period of not less than thirty (30) days. During this time the Candidate or Agent is entitled to redeem such sign upon making payment satisfactory to the Township in the amounts noted in the Town's Fees and Charges By-law, as amended from time to time.

3.4. Where the impounding time of a stored Sign exceeds the thirty (30) day period and the sign has not been redeemed, the Town may then destroy or otherwise dispose of the Sign without notice or compensation to the Candidate of the Sign or his or her agent.

~~7.~~4. ADMINISTRATION AND ENFORCEMENT

~~7.1.~~4.1. An Officer or any other individual assisting an Officer or designated by the Clerk may, at all reasonable times, enter upon land for the purpose of carrying out an inspection, taking photographs and obtaining evidence to determine whether the election sign complies with this by-law and an Officer may be accompanied by other Township of Muskoka Lakes employees/agents for this purpose;

~~7.2.~~4.2. Any Election sign, or part thereof, that has been installed, affixed or otherwise displayed in contravention of any provision of this by-law may be removed immediately without notice by an Officer or any other individual assisting an Officer or by any other individual designated by the Clerk;

~~7.3.~~4.3. No person shall hinder or obstruct, or attempt to hinder or obstruct, any Officer or any other individual assisting an Officer or any other person designated by the Clerk in exercising a power or performing a duty under this by-law. Any person who is alleged to have contravened any of the provisions of this by-law shall identify them self to an Officer or any other individual assisting an Officer or designated by the Clerk upon request. Failure to identify upon request shall be deemed as obstruction.

~~7.4.~~4.4. The Township shall not be liable for any damage or loss to an election sign that was displayed in accordance with this by-law or that was removed by the Township pursuant to the provisions of this by-law.

~~8. Any impounded or seized sign shall be stored by the Township for thirty (30) days, during which time the sign owner may redeem the said sign.~~

~~9. Where a sign has not been redeemed within the thirty (30) day redemption period, the Township may dispose of the sign without notice.~~

~~10.~~5. OFFENCES AND PENALTIES

~~10.1.~~5.1. Any person who contravenes any provision of this by-law is guilty of an offence and is, upon conviction, liable to any penalty provided under the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended. The applicable fines are as set out in Schedule "A" of this By-law.

~~10.2.~~5.2. Every person who contravenes any section of this By-law shall, upon issuance of a penalty notice in accordance with the Township's Administrative Monetary Penalty System By-law, be liable to pay the Township an Administrative Monetary Penalty.

5.3. Every person who contravenes the provisions of any section of this By-law, is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is liable on conviction to a penalty where a maximum fine shall not exceed $100,000 exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.4. Every director or officer of a corporation who contravenes any provisions of the By-law is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is liable on conviction to a penalty a maximum fine shall not exceed $100,000 exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.5. Every person who contravenes the provisions of any section of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of the By-law by the corporation is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is also liable for a special fine in circumstances where there is an economic advantage or gain from the contravention of this By-law and the maximum amount of the special fine may exceed $100,000.

5.6. If there is a contravention of any provision within this By-law, and the contravention has not been complied with or corrected, the contravention of the provisions shall be designated as a continuous offence for each day or part of a day that the contravention remains uncorrected;

5.7. For the purposes of this By-law, if there is an offence respecting two or more acts or omissions, each of which separately constitutes an offence and is a contravention of the same provision of this By-law, then the offence is deemed a multiple offence.

5.8. For the purpose of continuous offences, every person who contravenes any provision of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation, is guilty of an offence and is liable on conviction to a penalty not exceeding $10,000 per day or part thereof, exclusive of costs, under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.9. For the purpose of multiple offences, every person who contravenes any provision of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation, is guilty of an offence and is liable on conviction to a penalty not exceeding $10,000 per offence, exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.10. Notwithstanding Section X and X and in accordance with the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, the total of all fines for the continuous offences or multiple offences is not limited to $100,000.

~~10.3. For the purpose of this By-law, each day of a continuing offence shall be deemed to be a separate offence.~~

~~11.~~6. VALIDITY AND SEVERABILITY

~~11.1.~~6.1. Where any provision of this by-law conflicts with any other by-law of the Township, this by-law shall prevail.

~~11.2.~~6.2. Every provision of this by-law is declared severable from the remainder and if any such provision of this by-law shall be declared invalid by a court of competent jurisdiction, such declaration shall not affect the validity of the remainder of the by-law.

~~11.3.~~6.3. Where this by-law is silent on any matter related to signs, the regulations in the Township's general sign by-law shall apply.

~~12.~~7. FORCE AND EFFECT

~~12.1.~~7.1. This By-law shall come into force and effect on the date of passage.

~~13.~~8. SHORT TITLE

~~13.1.~~8.1. This by-law may be referred to as the "Election Sign By-law".

Read a first, second and third time and finally passed this ~~18th~~ th day of ~~May~~, ~~2018~~2025.

_____
Mayor Peter Kelley

_____
Crystal Paroschy, Clerk

Schedule "A"

Proposed Short Form Wording and Set Fines

For By-law 20182025-0390XX, a By-law of The Corporation of the Township of Muskoka Lakes to regulate election signs in Municipal, Provincial and Federal Elections

Item	Column 1 Short Form Wording	Column 2 Provision Creating or Defining Offence	Column 3 Set Fine
1	Erect sign prior to issuance of writs	3.1	$200.00
2	Erect sign prior to closing of nomination	3.2	$200.00
3	Fail to remove sign within required time frame	3.3	$200.00
4	Erect sign within 100 metres of a voting place	3.4	$200.00
5	Erect sign on vehicle/trailer/mobile device within 100 metres of a voting place	3.5	$200.00
6	Erect sign on private property without permission of property owner	3.6	$200.00
7	Erect sign on private property within 50 metres of sign of same candidate/registered third party	3.7	$200.00
8	Erect sign on/overhanging public property	3.8	$200.00
9	Erect sign on public utility facility	3.9	$200.00
10	Erect sign on official sign	3.10	$200.00
11	Erect sign on any tree, large stone or rock surface or other large natural object	3.11	$200.00
12	Erect sign on centre median/traffic island/centre roundabout	3.12	$200.00
13	Erect sign within sight triangle	3.13	$200.00
14	Erect sign on boulevard where/when prohibited	3.14	$200.00
15	Erect sign that interferes with a municipally erected official sign	3.15	$200.00
16	Erect sign that interferes with pedestrian traffic	3.15	$200.00
17	Erect sign that interferes/obstructs view of driver	3.15	$200.00
18	Erect sign that is flashing/inflatable/obsolete/affixed to a roof	3.17	$200.00
19	Erect sign that can be confused with a traffic sign, signal or official sign	3.18	$200.00
20	Erect sign that interferes with underground services	3.19	$200.00
21	Fail to maintain sign in good repair	3.20	$200.00
22	Erect indecent sign	3.21	$200.00
23	Erect sign bearing logo/corporate image/trademark/official mark of the Township	3.22	$200.00
24	Erect sign on boulevard within 50 metres of sign of same candidate/registered third party	3.23	$200.00
25	Erect sign contrary to specified dimensions and setbacks	3.24	$200.00
26	Erect/install unregistered third party election sign	3.26	$200.00

~~Item~~	~~Column 1 Short Form Wording~~	~~Column 2 Provision Creating or Defining Offence~~	~~Column 3 Set Fine~~
~~27~~	~~Fail to maintain Sign~~	~~4~~	~~$200.00~~
~~28~~	~~Remove sign from private property without consent~~	~~5~~	~~$200.00~~
~~29~~	~~Relocate sign on private property without consent~~	~~5~~	~~$200.00~~
~~30~~	~~Remove sign from boulevard without consent~~	~~5~~	~~$200.00~~
~~31~~	~~Relocate sign on boulevard without consent~~	~~5~~	~~$200.00~~
~~32~~	~~Deface election sign~~	~~6~~	~~$200.00~~
~~33~~	~~Damage election sign~~	~~6~~	~~$200.00~~
~~34~~	~~Obstruct officer/employee/agent performing duty under by-law~~	~~9~~	~~$400.00~~

ITEM	COLUMN 1 Short Form Wording	COLUMN 2 Provision Creating or Defining Offence	COLUMN 3 Set Fine
1	Affix, Install or otherwise display an election sign prior to issuance of writ for provincial or federal election	2.5.1.1	$200.00
2	Affix, Install or otherwise display an election or third Party sign prior to the last Monday in August in a regular municipal election	2.5.1.2	$200.00
3	Affix, Install or otherwise display an election sign prior to the close of nominations for a municipal by-election	2.5.1.3	$200.00
4	Affix, Install or otherwise display an election sign longer than 72 hours following election date	2.5.1.4	$200.00
5	Affix, Install or otherwise display an election sign that does not clearly identify the Candidate responsible for the messaging	2.4.1.1	$200.00
6	Affix, Install or otherwise display an election sign, in the case of a registered third party, that does not clearly identify the prescribed information	2.4.1.2	$200.00
7	Affix, Install or otherwise display an election sign within 100 metres of voting place	2.6.4	$200.00
8	Affix, Install or otherwise display an election sign on vehicle/trailer or other mobile device within 100 metres of voting place	2.6.5	$200.00
9	Affix, Install or otherwise display an election sign on private property without permission	2.7.1	$200.00
10	Affix, Install or otherwise display more than 2 election signs for the same candidate/registered Third Party on a property	2.7.2	$200.00
11	Affix, Install or otherwise display an election sign within 50 metres of election sign of same candidate/registered third party on same private property	2.7.3	$200.00

12	Affix, Install or otherwise display an election sign on or overhanging public property	2.8.1.1	$200.00
13	Affix, Install or otherwise display an election sign on public utility facility	2.8.1.2	$200.00
14	Affix, Install or otherwise display an election sign on official sign	2.8.1.3	$200.00
15	Affix, Install or otherwise display an election sign on tree, stone, or other natural object	2.8.1.4	$200.00
16	Affix, Install or otherwise display an election sign greater than 2.8 square metres	2.3.2.2	$200.00
17	Affix, Install or otherwise display an election sign within any sight triangle	2.8.1.5	$200.00
18	Affix, Install or otherwise display an election sign with more than 2 back to back faces with an interior angle grater then 90 degrees	2.3.2.4	$200.00
19	Affix, Install or otherwise display an election sign on a roof	2.6.6	$200.00
20	Affix, Install or otherwise display an election sign that obstructs view or is a danger to any person	2.6.2	$200.00
21	Affix, Install or otherwise display an election sign that obstructs view of official sign or other election sign	2.6.2	$200.00
22	Affix, Install or otherwise display an election sign that obstructs or impedes free access of emergency vehicles, a fire escape, fire exit, door, window, skylight, flue, air intake, exhaust, other fire apparatus or fire hydrant	2.6.3	$200.00
23	Affix, Install or otherwise display an election sign that is illuminated, flashing, inflatable, or in any way animated	2.3.2.1	$200.00
24	Affix, Install or otherwise display an election sign that can be confused with a traffic sign, signal or device	2.3.2.3	$200.00
25	Affix, Install or otherwise display an election sign where it might interfere with underground services	2.6.7	$200.00
26	Affix, Install or otherwise display an election sign not in good state of repair	2.3.1	$200.00
27	Affix, Install or otherwise display an election sign that is indecent	2.4.2.1	$200.00
28	Affix, Install or otherwise display an election sign bearing the logo, corporate image, trademark, or official mark of the Township of Muskoka Lakes	2.4.2.2	$200.00
29	Affix, Install or otherwise display an election sign in contravention of dimensions and setbacks	2.6.8	$200.00
30	Affix, Install or otherwise display an election sign that does not comply with prescribed legislation	2.1	$200.00
31	Affix, Install or otherwise display an election sign that is an unregistered third party advertisement	2.1.1	$200.00
32	Pull down/remove/relocate an election sign	2.7.4	$200.00
33	Deface or cause damage to election sign	2.2	$200.00
34	Hinder or obstruct or attempt to hinder or obstruct an officer	4.3	$500.00

Appendix III

THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES

BY-LAW NUMBER 2025-0XX

Being a By-law to regulate election signs in Municipal, Provincial and Federal Elections.

WHEREAS Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 (hereinafter referred to as the "Municipal Act") provides that the powers of a municipality under the Municipal Act or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS Section 9 of the Municipal Act provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Municipal Act or any other Act;

AND WHEREAS Section 11 of the Municipal Act provides that a municipality may pass By-laws respecting structures including fences and signs;

AND WHEREAS Section 99 of the Municipal Act provides for lien rights and cost recovery provisions in favour of a municipality that apply to a By-law of the municipality respecting removal, storage, care and disposition of advertising devices, including signs displayed in contravention of the By-law;

AND WHEREAS pursuant to Section 425 of the Municipal Act, a municipality may pass By-laws providing that a person who contravenes a By-law of the municipality passed under the Municipal Act is guilty of an offence;

AND WHEREAS pursuant to Section 426 of the Municipal Act, no person shall hinder or obstruct, or attempt to hinder or obstruct, any person who is exercising a power or performing a duty under this Act or under a By-law passed under the Municipal Act;

AND WHEREAS Section 429 (1) of the Municipal Act, states a municipality may establish a system of fines for offences under a By-law of the municipality passed under this Act, unless, under Section 429 (4), if the provisions of any other Act, other than the Provincial Offences Act, provide for the fines for a contravention of a By-law of a municipality, the municipality cannot establish a system of fines under this section with respect to the By-law;

AND WHEREAS Section 429 of the Municipal Act provides that a municipality may establish a system of fines for offences under a by-law of the municipality passed under the Municipal Act;

AND WHEREAS Section 434.1 (1) of the Municipal Act provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality passed under the Municipal Act;

AND WHEREAS pursuant to Section 436 of the Municipal Act, a By-Law Enforcement Officer may enter upon any land at any reasonable time for the purpose of carrying out an inspection to determine compliance with a municipal by-law passed under the Municipal Act;

AND WHEREAS Section 88.3(2) of the Municipal Elections Act, 1996, states that an election campaign advertisement purchased by or under the direction of a candidate shall identify the candidate;

AND WHEREAS Bill 181, the Municipal Elections Modernization Act, 2016 states that no registered third party shall cause a third party advertisement to appear during the restricted period unless the advertisement contains the name of the registered third party, the municipality where the registered third party is registered and a telephone number, mailing address or email address at which the registered third party may be contacted regarding the advertisement;

AND WHEREAS Section 88.7 of the Municipal Elections Act, 1996, states that if a municipality is satisfied that there has been a contravention of section 88.3, 88.4 or 88.5 of the Municipal Elections Act, 1996, the municipality may require a person who the municipality reasonably believes contravened the section or caused or permitted the contravention, or the owner or occupier of the land on which the contravention occurred, to remove the advertisement or discontinue the advertising;

AND WHEREAS Section 37 (2) of the Election Finances Act, 1990 states that no party, constituency association, third party or candidate registered under this Act, and no person,

corporation or trade union, whether acting with or without the party's, association's, third party's or candidate's consent, shall arrange for or consent to political advertising that appears during a blackout period;

AND WHEREAS Section 320 of the Canada Elections Act, 2000 requires that a candidate or registered party, or a person acting on their behalf, who causes election advertising to be conducted shall mention in or on the message that its transmission was authorized by the official agent of the candidate or by the registered agent of the party, as the case may be;

AND WHEREAS Section 323 (1) of the Canada Elections Act, 2000 states that no person shall transmit election advertising to the public in an electoral district on polling day before the close of all of the polling stations in the electoral district;

AND WHEREAS the Council of The Corporation of the Township of Muskoka Lakes deems it expedient to pass a by-law to regulate election signs in the Township of Muskoka Lakes;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES ENACTS AS FOLLOWS:

1. DEFINITIONS

In this By-law:

1.1. **Agent** means any person who is directly or indirectly working on behalf of a candidate or Registered Third Party regardless of whether the work is being done on a voluntary or compensated basis or with the direct knowledge or approval of the candidate.

1.2. **Candidate** means a person who has been nominated or registered in a municipal (including district school board as defined in the Education Act, R.S.O. 1990), provincial or federal election in accordance with the Prescribed Legislation.

1.3. **Clerk** means the Clerk (or his or her designate) of the Township of Muskoka Lakes.

1.4. **District** means The District Municipality of Muskoka.

1.5. **Election Sign** means any temporary notice, device or sign that:

1.5.1. promotes, supports, opposes or takes a position on a candidate or political party in a federal, provincial or municipal election (including a district school board as defined in the Education Act, R.S.O. 1990);

1.5.2. Promotes, supports, opposes or takes a position on any question, law or by-law submitted to the electors under Prescribed Legislation.

1.6. **Highway** includes a common and public highway, roadway, street, avenue, boulevard, parkway, driveway, square, place, bridge, centre median, traffic island, roundabout, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof but does not include a provincial highway or any highway tha is not under the jurisdiction of the Township

1.7. **Officer** means a Township By-Law Enforcement Officer, a Police Officer or other person appointed by the Council of The Corporation of the Township of Muskoka Lakes to enforce this by-law.

1.8. **Official Sign** means a sign or device placed by the Township, District or other authority under legislation for the purpose of regulating, warning or controlling traffic and includes signs approved by the Ministry of Transportation and signs described in the Highway Traffic Act.

1.9. **Prescribed Legislation** means the Municipal Elections Act, 1996, S.O. 1996, the Election Act, R.S.O. 1990, the Canda Elections Act, S.C. 2000, or such other relevant legislation that regulates Elections or Election Signs.

1.10. **Private Property** means lands which are not defined as Public Property or a Public Utility Facility.

1.11. **Public Property** means property owned, leased, or operated by or under the control or jurisdiction of the Township of Muskoka Lakes or any of its agencies, boards or commissions, and shall be deemed to include highways, public utility facilities, and shall also include municipal benches, municipal garbage containers

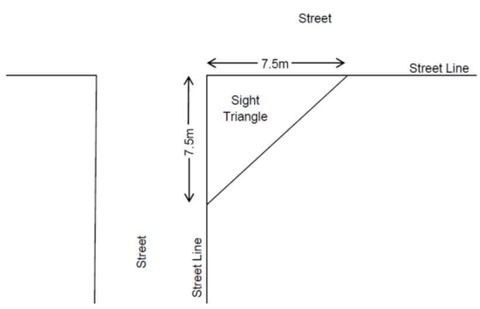
or any other containers or structures regardless of whether they are owned by the Township.

1.12. **Public Utility Facility** means a pole, transformer box, service container, equipment or other such structure owned or controlled by an entity that provides a public utility service.

1.13. **Registered Third Party** means an individual, corporation or trade union that is registered with the municipality in accordance with prescribed legislation.

1.14. **Restricted period** means the period during which an election sign used as a third party advertisement is permitted as outlined under prescribed legislation.

1.15. **Sight Triangle** means the triangular space formed by the street lines and a line drawn from a point in one street line to a point in the other street line, each such point being 7.5 metres, measured along the street line from the point of intersection of the street lines. Where the two street lines do not intersect at a point, the point of intersection of the street lines shall be deemed to be the intersection of the projection of the street lines or the intersection of the tangents to the street lines.



Sign Face means the surface of the Election sign upon, against or through which the message of the Election sign is exhibited, but does not include the Election sign structure.

1.16. **Street Line** means the limit of a Highway as the dividing line between a lot and a Highway.

1.17. **Third Party Advertisement** means a third party sign.

1.18. **Third Party Sign** means an election sign not installed or erected directly or indirectly by a candidate.

1.19. **Township** means the Corporation of the Township of Muskoka Lakes and its geographic limits.

1.20. **Voting Place** means the entire property and all the boundaries associated with it, when such voting place is located within public premises and shall mean all of the privately owned property under common ownership as well as a condominium property including the common elements when the voting place is located on private premises and includes offices established by election officials of federal, provincial or municipal government to conduct an Election or provide assistance to electors.

2. GENERAL PROVISIONS

2.1. No candidate, registered third party or their agent or any other person shall affix, install or otherwise display an election sign/third party advertisement or permit the same to be affixed, installed or otherwise displayed except as specifically permitted in this By-law or under prescribed legislation.

2.1.1. No person shall affix, install or otherwise display a third party advertisement sign of an unregistered third party. For greater certainty, only a registered third party is permitted to erect or install a third party advertisement election sign.

2.2. No person shall deface or willfully cause damage to a lawfully installed Election sign.

2.3. Election Sign Physical Characteristics

2.3.1. Election Signs shall be maintained in a proper state of repair and remain safe and aesthetically pleasing for the duration of their display.

2.3.2. Election Signs shall not:

2.3.2.1. Be illuminated, flashing, inflatable, or in any way animated.

2.3.2.2. Have a Sign Face area greater than 2.8 square metres (30 square feet)

2.3.2.3. Be designed or located in such a way that can be confused with a traffic sign, signal or official sign;

2.3.2.4. Have more than a maximum of two (2) back to back faces with the interior angle of the two Election Sign faces not exceeding 90 degrees.

2.4. Election Signs Content

2.4.1. Election Signs shall:

2.4.1.1. In the case of a Candidate Election Sign, clearly identify the Candidate that is responsible for the messaging;

2.4.1.2. In the case of a Registered Third Party, identify the name of the Registered Third Party, the municipality where the Third Party is registered and a telephone number, mailing address or email address at which the Registered Third Party may be contacted, or as otherwise indicated in the respective Prescribed Legislation.

2.4.2. Election Signs shall not:

2.4.2.1. Be indecent in any word, picture, symbol or the like;

2.4.2.2. Bear a logo, corporate image, trademark or official mark of the Township of Muskoka Lakes;

2.5. Timing for Placing Election Signs

2.5.1. Election Signs shall not be placed:

2.5.1.1. Prior to the issuance of writs for a provincial or federal election;

2.5.1.2. Prior to the last Monday in August in a regular municipal election;

2.5.1.3. Prior to the closing of nominations for a municipal by-election;

2.5.1.4. Longer than seventy-two (72) hours following the election date.

2.6. Location of Election Signs

2.6.1. Election Signs must adhere to all Prescribed Legislation.

2.6.2. No Election Sign shall obstruct the view or interfere with:

2.6.2.1. Pedestrian traffic;

2.6.2.2. The driver of a motor vehicle;

2.6.2.3. The visibility of any Official Sign or device;

2.6.2.4. Another Election Sign; or

2.6.2.5. Vehicular traffic movement in a manner that could endanger any person.

2.6.3. No Election Sign shall obstruct or impede any fire escape, fire exit, door, window, skylight, flue, air intake or exhaust so as to prevent or impede the free access of emergency personnel to any part of a building including fire department connections and/or fire hydrants.

2.6.4. No Election Sign shall be placed within 100 metres (328 feet) of a Voting Place.

2.6.5. No Election Sign shall be placed on a vehicle or trailer or any mobile device stopped within 100 metres (328 feet) of a Voting Place.

2.6.6. No Election Sign shall be placed or affixed to a roof.

2.6.7. No Election Sign shall be placed or affixed on any location where the Election Sign might interfere with underground services.

2.6.8. Election Signs shall be placed in accordance with the specified dimensions and setbacks outlined below:

Maximum Sign Election Face Area	**Minimum Setback from Street Line on private property**	**Maximum Height Of Election Sign From Grade**	**Minimum Setback from, Public Property not including Highways, a Voting Place or Public or Catholic School Lot Line**	**Minimum Setback from Any Other Lot Line**
Less than or equal to 1.3 square metres (14 square feet)	1 metre (3.3 feet)	3.7 metres (12 feet)	50 metres (164 feet)	0.6 metres (2 feet)
Greater than 1.3 square metres (14 square feet) to less than 2.8 square metres (30 square feet)	3.0 metres (10 feet)	3.7 metres (12 feet)	Not permitted.	0.6 metres (2 feet)
Greater than 2.8 square metres (30 square feet)	Not permitted.			

2.7. Election Signs on Private Property

2.7.1. Election Signs shall not be displayed without having first obtained permission from the property owner.

2.7.2. More than two (2) official Election Signs of the same Candidate/Registered Third Party shall not be displayed on one property.

2.7.3. Elections Signs shall not be displayed within 50 meters (164 feet) of any other Election Sign by the same Candidate/Registered Third Party on one property.

2.7.4. No person shall pull down or remove or relocate a lawfully installed Election Sign on Private Property without the consent of the Candidate to whom the Election Sign relates or the owner of the property on which the Election Sign is installed.

2.8. Election Signs on Public Property

2.8.1. Election signs are not permitted:

2.8.1.1. On or overhanging Public Property;

2.8.1.2. On a Public Utility Facility;

2.8.1.3. On any Official Sign;

2.8.1.4. On any tree, stone or other natural object;

2.8.1.5. Within any Sight Triangle.

3. REMOVAL OF IMPOUNDMENT

3.1. Upon receiving notice from the Township, any Candidate or Agent who has caused a Sign to be erected or displayed contrary to the provisions of this By-law, shall:

3.1.1. Remove, at the expense of the Candidate or the Agent, said sign within twenty four (24) hours from the time of notice, unless the sign is made to comply with this By-law before such time elapses.

3.2. Where a Sign has not been removed by the Candidate or their Agent, an Officer may cause such Sign to be removed and impounded at the expense of the Candidate or Agent.

3.3. A removed Sign shall be impounded by the Township for a period of not less than thirty (30) days. During this time the Candidate or Agent is entitled to redeem such sign upon making payment satisfactory to the Township in the amounts noted in the Town's Fees and Charges By-law, as amended from time to time.

3.4. Where the impounding time of a stored Sign exceeds the thirty (30) day period and the sign has not been redeemed, the Town may then destroy or otherwise dispose of the Sign without notice or compensation to the Candidate of the Sign or his or her agent.

4. ADMINISTRATION AND ENFORCEMENT

4.1. An Officer or any other individual assisting an Officer or designated by the Clerk may, at all reasonable times, enter upon land for the purpose of carrying out an inspection, taking photographs and obtaining evidence to determine whether the election sign complies with this by-law and an Officer may be accompanied by other Township of Muskoka Lakes employees/agents for this purpose;

4.2. Any Election sign, or part thereof, that has been installed, affixed or otherwise displayed in contravention of any provision of this by-law may be removed immediately without notice by an Officer or any other individual assisting an Officer or by any other individual designated by the Clerk;

4.3. No person shall hinder or obstruct, or attempt to hinder or obstruct, any Officer or any other individual assisting an Officer or any other person designated by the Clerk in exercising a power or performing a duty under this by-law. Any person who is alleged to have contravened any of the provisions of this by-law shall identify them self to an Officer or any other individual assisting an Officer or designated by the Clerk upon request. Failure to identify upon request shall be deemed as obstruction.

4.4. The Township shall not be liable for any damage or loss to an election sign that was displayed in accordance with this by-law or that was removed by the Township pursuant to the provisions of this by-law.

5. OFFENCES AND PENALTIES

5.1. Any person who contravenes any provision of this by-law is guilty of an offence and is, upon conviction, liable to any penalty provided under the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended. The applicable fines are as set out in Schedule “A” of this By-law.

5.2. Every person who contravenes any section of this By-law shall, upon issuance of a penalty notice in accordance with the Township’s Administrative Monetary Penalty System By-law, be liable to pay the Township an Administrative Monetary Penalty.

5.3. Every person who contravenes the provisions of any section of this By-law, is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is liable on conviction to a penalty where a maximum fine

shall not exceed $100,000 exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.4. Every director or officer of a corporation who contravenes any provisions of the By-law is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is liable on conviction to a penalty a maximum fine shall not exceed $100,000 exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.5. Every person who contravenes the provisions of any section of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of the By-law by the corporation is guilty of an offence under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended and is also liable for a special fine in circumstances where there is an economic advantage or gain from the contravention of this By-law and the maximum amount of the special fine may exceed $100,000.

5.6. If there is a contravention of any provision within this By-law, and the contravention has not been complied with or corrected, the contravention of the provisions shall be designated as a continuous offence for each day or part of a day that the contravention remains uncorrected;

5.7. For the purposes of this By-law, if there is an offence respecting two or more acts or omissions, each of which separately constitutes an offence and is a contravention of the same provision of this By-law, then the offence is deemed a multiple offence.

5.8. For the purpose of continuous offences, every person who contravenes any provision of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation, is guilty of an offence and is liable on conviction to a penalty not exceeding $10,000 per day or part thereof, exclusive of costs, under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.9. For the purpose of multiple offences, every person who contravenes any provision of this By-law, and every director or officer of a corporation who knowingly concurs in the contravention of this By-law by the corporation, is guilty of an offence and is liable on conviction to a penalty not exceeding $10,000 per offence, exclusive of costs under the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended.

5.10. Notwithstanding Section 5.4 and 5.5, and in accordance with the provisions of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, the total of all fines for the continuous offences or multiple offences is not limited to $100,000.

6. VALIDITY AND SEVERABILITY

6.1. Where any provision of this by-law conflicts with any other by-law of the Township, this by-law shall prevail.

6.2. Every provision of this by-law is declared severable from the remainder and if any such provision of this by-law shall be declared invalid by a court of competent jurisdiction, such declaration shall not affect the validity of the remainder of the by-law.

6.3. Where this by-law is silent on any matter related to signs, the regulations in the Township's general sign by-law shall apply.

7. FORCE AND EFFECT

7.1. This By-law shall come into force and effect on the date of passage.

8. SHORT TITLE

8.1. This by-law may be referred to as the "Election Sign By-law".

Read a first, second and third time and finally passed this ___th day of _____, 2025.

_____
Mayor Peter Kelley

_____
Crystal Paroschy, Clerk

Schedule "A"

Proposed Short Form Wording and Set Fines

For By-law 2025-0XX, a By-law of The Corporation of the Township of Muskoka Lakes to regulate election signs in Municipal, Provincial and Federal Elections

ITEM	COLUMN 1 Short Form Wording	COLUMN 2 Provision Creating or Defining Offence	COLUMN 3 Set Fine
1	Affix, Install or otherwise display an election sign prior to issuance of writ for provincial or federal election	2.5.1.1	$200.00
2	Affix, Install or otherwise display an election or third Party sign prior to the last Monday in August in a regular municipal election	2.5.1.2	$200.00
3	Affix, Install or otherwise display an election sign prior to the close of nominations for a municipal by-election	2.5.1.3	$200.00
4	Affix, Install or otherwise display an election sign longer than 72 hours following election date	2.5.1.4	$200.00
5	Affix, Install or otherwise display an election sign that does not clearly identify the Candidate responsible for the messaging	2.4.1.1	$200.00
6	Affix, Install or otherwise display an election sign, in the case of a registered third party, that does not clearly identify the prescribed information	2.4.1.2	$200.00
7	Affix, Install or otherwise display an election sign within 100 metres of voting place	2.6.4	$200.00
8	Affix, Install or otherwise display an election sign on vehicle/trailer or other mobile device within 100 metres of voting place	2.6.5	$200.00
9	Affix, Install or otherwise display an election sign on private property without permission	2.7.1	$200.00
10	Affix, Install or otherwise display more than 2 election signs for the same candidate/registered Third Party on a property	2.7.2	$200.00
11	Affix, Install or otherwise display an election sign within 50 metres of election sign of same candidate/registered third party on same private property	2.7.3	$200.00
12	Affix, Install or otherwise display an election sign on or overhanging public property	2.8.1.1	$200.00
13	Affix, Install or otherwise display an election sign on public utility facility	2.8.1.2	$200.00
14	Affix, Install or otherwise display an election sign on official sign	2.8.1.3	$200.00
15	Affix, Install or otherwise display an election sign on tree, stone, or other natural object	2.8.1.4	$200.00
16	Affix, Install or otherwise display an election sign greater than 2.8 square metres	2.3.2.2	$200.00
17	Affix, Install or otherwise display an election sign within any sight triangle	2.8.1.5	$200.00
18	Affix, Install or otherwise display an election sign with more than 2 back to	2.3.2.4	$200.00

	back faces with an interior angle grater then 90 degrees		
19	Affix, Install or otherwise display an election sign on a roof	2.6.6	$200.00
20	Affix, Install or otherwise display an election sign that obstructs view or is a danger to any person	2.6.2	$200.00
21	Affix, Install or otherwise display an election sign that obstructs view of official sign or other election sign	2.6.2	$200.00
22	Affix, Install or otherwise display an election sign that obstructs or impedes free access of emergency vehicles, a fire escape, fire exit, door, window, skylight, flue, air intake, exhaust, other fire apparatus or fire hydrant	2.6.3	$200.00
23	Affix, Install or otherwise display an election sign that is illuminated, flashing, inflatable, or in any way animated	2.3.2.1	$200.00
24	Affix, Install or otherwise display an election sign that can be confused with a traffic sign, signal or device	2.3.2.3	$200.00
25	Affix, Install or otherwise display an election sign where it might interfere with underground services	2.6.7	$200.00
26	Affix, Install or otherwise display an election sign not in good state of repair	2.3.1	$200.00
27	Affix, Install or otherwise display an election sign that is indecent	2.4.2.1	$200.00
28	Affix, Install or otherwise display an election sign bearing the logo, corporate image, trademark, or official mark of the Township of Muskoka Lakes	2.4.2.2	$200.00
29	Affix, Install or otherwise display an election sign in contravention of dimensions and setbacks	2.6.8	$200.00
30	Affix, Install or otherwise display an election sign that does not comply with prescribed legislation	2.1	$200.00
31	Affix, Install or otherwise display an election sign that is an unregistered third party advertisement	2.1.1	$200.00
32	Pull down/remove/relocate an election sign	2.7.4	$200.00
33	Deface or cause damage to election sign	2.2	$200.00
34	Hinder or obstruct or attempt to hinder or obstruct an officer	4.3	$500.00

Appendix IV

THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES
SCHEDULE "A-1"
DESIGNATED BY-LAWS

The following By-laws are listed as designated By-laws as defined in the AMPS By-law:

By-law Title	By-law Number
Alteration and Encroachment Upon Public Lands By-law	2022-021
Business Licensing By-law	2017-090
Dog Control By-law	2021-090
Election Sign By-law	~~2018-039~~2025-??? (Number to be assigned after Committee approval)
Burning By-law	2018-16
Noise Control By-law	2005-83
Fireworks By-law	2022-013
Sign By-law	2018-30
Site Alteration By-law	2022-108
Tree Conservation By-law	2022-107
Public Docks and Ramps By-law	2003-29
Dark Sky By-law	2023-009
Property Standards By-law	1999-34

THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES
SCHEDULE "A- 1.4"

Administrative Monetary Penalty System By-law

Penalty Schedule for Election Sign By-law

1. Column 1 in the following table set out the short form wording to be used in a Penalty Notice for the contravention of the designated provisions listed in Column 2.

2. For the purposes of Section 2 of this By-law, Column 2 in the following table lists the provisions in the Designated By-law identified in the Schedule.

3. Column 3 in the following table set out the Administrative Penalty amount that is payable for the contraventions of the designated provision listed in Column 1.

4. Column 4 and 5 in the following table set out the Administrative Penalty amount that is payable for the subsequent contraventions of the designated provision listed in Column 1.

ITEM	COLUMN 1 Short Form Wording	COLUMN 2 Designated Provision	COLUMN 3 Administrative Penalty	COLUMN 4 2nd Offence Administrative Penalty	COLUMN 5 Subsequent Offences (3rd and beyond)
1	Affix, Install or otherwise display an election sign prior to issuance of writ for provincial or federal election	~~3.1~~2.5.1.1	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
2	Affix, Install or otherwise display an election or third Party sign prior to ~~closing of nominations for~~ the last Monday in August in a regular municipal election	~~3.2~~2.5.1.2	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
3	Affix, Install or otherwise display an election sign prior to the close of nominations for a municipal by-election	2.5.1.3	$200.00	$400.00	$1200.00
~~3~~4	Affix, Install or otherwise display an election sign longer than 72 hours following election date	~~3.3~~2.5.1.4	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
5	Affix, Install or otherwise display an election sign that does not clearly identify the Candidate responsible for the messaging	2.4.1.1	$200.00	$400.00	$1200.00
6	Affix, Install or otherwise display an election sign, in the case of a registered third party, that does not clearly identify the prescribed information	2.4.1.2	$200.00	$400.00	$1200.00
~~4~~7	Affix, Install or otherwise display an	~~3.4~~2.6.4	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~

	election sign within 100 metres of voting place				
~~5~~8	Affix, Install or otherwise display an election sign on vehicle/trailer or other mobile device within 100 metres of voting place	~~3.5~~2.6.5	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~6~~9	Affix, Install or otherwise display an election sign on private property without permission	~~3.6~~2.7.1	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
10	Affix, Install or otherwise display more than 2 election signs for the same candidate/registered Third Party on a property	2.7.2	$200.00	$400.00	$1200.00
~~7~~11	Affix, Install or otherwise display an election sign within 50 metres of election sign of same candidate/registered third party on same private property	~~3.7~~2.7.3	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~8~~12	Affix, Install or otherwise display an election sign on or overhanging public property	~~3.8~~2.8.1.1	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~9~~13	Affix, Install or otherwise display an election sign on public utility facility	~~3.9~~2.8.1.2	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~10~~14	Affix, Install or otherwise display an election sign on official sign	~~3.10~~2.8.1.3	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~11~~15	Affix, Install or otherwise display an election sign on tree~~/large~~, stone~~/rock surface~~, or other ~~large~~ natural ~~surface~~object	~~3.11~~2.8.1.4	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
16	Affix, Install or otherwise display an election sign greater than 2.8 square metres	2.3.2.2	$200.00	$400.00	$1200.00
~~12~~	~~Affix, Install or otherwise display an election sign on center median, traffic island or center roundabout~~	~~3.12~~	~~$150.00~~	~~$300.00~~	~~$900.00~~
~~13~~17	Affix, Install or otherwise display an election sign within any sight triangle	~~3.13~~2.8.1.5	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
18	Affix, Install or otherwise display an election sign with more than 2 back to back faces with an interior	2.3.2.4	$200.00	$400.00	$1200.00

	angle grater then 90 degrees				
~~14~~	~~Affix, Install or otherwise display an election sign on boulevard more than 0.37 metres squared (4 square feet)~~	~~3.14.1~~	~~$150.00~~	~~$300.00~~	~~$900.00~~
~~15~~	~~Affix, Install or otherwise display an election sign on boulevard that hinders pedestrian traffic~~	~~3.14.2~~	~~$150.00~~	~~$300.00~~	~~$900.00~~
~~16~~	~~Affix, Install or otherwise display an election sign on boulevard more than 30 days preceding election date~~	~~3.14.3~~	~~$150.00~~	~~$300.00~~	~~$900.00~~
19	Affix, Install or otherwise display an election sign on a roof	2.6.6	$200.00	$400.00	$1200.00
~~17~~20	Affix, Install or otherwise display an election sign that obstructs view or is a danger to any person	~~3.15~~2.6.2	$200.00~~$300.00~~	$400.00~~$600.00~~	$1200.00~~$1800.00~~
~~18~~21	Affix, Install or otherwise display an election sign that obstructs view of official sign or other election sign	~~3.15~~2.6.2	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~19~~22	Affix, Install or otherwise display an election sign that obstructs or impedes free access of emergency vehicles, a fire escape, fire exit, door, window, skylight, flue, air intake, exhaust, other fire apparatus or fire hydrant	~~3.16~~2.6.3	$200.00~~$1000.00~~	$400.00~~$2000.00~~	$1200.00~~$6000.00~~
~~20~~	~~Affix, Install or otherwise display an election sign that obstructs the use of a fire hydrant~~	~~3.16~~	~~$300.00~~	~~$600.00~~	~~$1800.00~~
~~21~~23	Affix, Install or otherwise display an election sign that is illuminated, flashing, inflatable, ~~obsolete or affixed to a roof~~or in any way animated	~~3.17~~2.3.2.1	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~22~~24	Affix, Install or otherwise display an election sign that can be confused with a traffic sign, signal or device	~~3.18~~2.3.2.3	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~
~~23~~25	Affix, Install or otherwise display an election sign where it might interfere with underground services	~~3.19~~2.6.7	$200.00~~$150.00~~	$400.00~~$300.00~~	$1200.00~~$900.00~~

2426	Affix, Install or otherwise display an election sign not in good state of repair	3.202.3.1	$200.00$150.00	$400.00$300.00	$1200.00$900.00
2527	Affix, Install or otherwise display an election sign that is indecent	3.212.4.2.1	$200.00$150.00	$400.00$300.00	$1200.00$900.00
2628	Affix, Install or otherwise display an election sign bearing the logo, corporate image, trademark, or official mark of the Township of Muskoka Lakes	3.222.4.2.2	$200.00$150.00	$400.00$300.00	$1200.00$900.00
27	Affix, Install or otherwise display an election sign within 50 m of another election sign of same candidate or third party advertiser on a boulevard	3.23	$150.00	$300.00	$900.00
2829	Affix, Install or otherwise display an election sign in contravention of dimensions and setbacks	3.242.6.8	$200.00$150.00	$400.00$300.00	$1200.00$900.00
2930	Affix, Install or otherwise display an election sign that does not apply comply with prescribed legislation	3.252.1	$200.00$150.00	$400.00$300.00	$1200.00$900.00
3031	Affix, Install or otherwise display an election sign that is an unregistered third party advertisement	3.262.1.1	$200.00$150.00	$400.00$300.00	$1200.00$900.00
31	Fail to maintain election sign	4	$150.00	$300.00	$900.00
32	Pull down/remove/relocate election sign	52.7.4	$200.00$150.00	$400.00$300.00	$1200.00$900.00
33	Deface or cause damage to election sign	62.2	$200.00$150.00	$400.00$300.00	$1200.00$900.00
34	Hinder or obstruct or attempt to hinder or obstruct an officer	94.3	$500.00	$1000.00	$3000.00

Staff Report ES-2025-017
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Ryan Murrell, Fire Chief**

SUBJECT: **Fire Station Location Study - Financial Strategy and Implementation Plan**

RECOMMENDATION

WHEREAS the Fire Station Location Study was received by Committee on July 10, 2024 and the matter was referred for consideration of the Level of Service Study (resolution GFC-5-10/07/24);

AND WHEREAS the Asset Levels of Service Study was approved by Council at their meeting of July 16, 2025;

NOW THEREFORE BE IT RESOLVED THAT Committee recommend to Council that the Fire Station Location Study and the 7 Station Model contained within, be adopted;

AND THAT prior to consideration of ratification at a future Council meeting, that notification of this recommendation be provided to the community and staff be directed to analyze and report back on any feedback received.

REPORT HIGHLIGHTS

This report provides Committee with background on the Fire Station Location Study previously received as well as implementation plans and a comprehensive comparative financial review of the costs associated with each of the three proposed options for the development of future fire station infrastructure as outlined within the Study.

BACKGROUND

Fire Station Location Study

Council selected Emergency Management Group Inc. to prepare a Fire Station Location Study on May 10, 2023. This study was a recommendation from the Fire Master Plan and its purpose was to identify a preferred fire station deployment model to meet the needs of the community for the next 25 years. The Study identified three strategic options for fire station placement to address aging infrastructure, modern service demands, and geographic service gaps. These options aim to enhance response times, meet regulatory requirements, and align with long-term capital and operational planning.

Following the receipt of phase 2 of the study process, the options and considerations contained in the draft report were socialized with stakeholders. This feedback and the final Fire Station Location Study, attached as Appendix “I”, was received by Committee on July 10, 2024 in report ES-2024-011.

Notably, Committee did not make a decision on the proposed alternatives within the Fire Station Location Study, and referred the matter for consideration in the Level of Service Study project.

Level of Service Study

The Level of Service Study and Asset Management Plan outline the expected performance targets and lifecycle considerations that must be factored into long-term infrastructure planning. The Asset Levels of Service Report was approved by Council at their meeting of July 16, 2025. This subject report aligns the findings of all three studies to provide a practical approach for implementation.

Decision Action Plan

At their March 12, 2025 meeting, as part of deliberations on a Level of Service Study update, Resolution GFC-06-12/03/25 was passed and directed staff to report back to Committee with an outline of next steps for both the Arena Feasibility and Fire Station Location studies, with the aim to inform on recommended approaches to assist Council in reaching final decisions. Staff presented an Action Plan through report ES-2025-009 at the General/Finance Committee meeting of May 14, 2025 and were directed to implement it. The current report is the first step in said Action Plan implementation.

ANALYSIS

Fire Station Location Alternatives

The final Fire Station Location Study identified three main fire station location model alternatives; status quo (10 stations), seven stations and five stations. Analysis and rational surrounding those alternatives including advantages and disadvantages and a high level financial overview are outlined within the study (sections 3 and 4). The study concludes that the seven station model is preferred.

Financial Overview

As outlined in the above noted Action Plan, to assist Committee in its deliberations further, staff have also prepared a more thorough analysis of the financial implications of each alternative, including costs related to fleet, as summarized below.

Please note that estimates are based on today’s costs, an annual inflation factor of 3%, a 40-year station life and 20 year vehicle life. While the National Fire Protection Association (NFPA) doesn't have a specific recommendation for a 40-year lifespan for fire stations, it does use 40 years as a threshold to identify aging stations that may have significant issues. Many fire stations are reaching or exceeding this age, and older stations often lack modern facilities like

decontamination areas and separate gear storage. These 40-year stations are more likely to have problems that cannot be addressed through repair and maintenance alone.

The cost per station is based upon a conceptual fire station size of 6,752 square feet, which includes modern amenities suggested by the consultants. The pricing per square foot was based upon the $860 per square foot rate as established in the 2025 Atlus Canadian Cost Guide. Every year this guide provides a comprehensive snapshot of construction costs in local markets across Canada, broken down by building type. Additional estimation of 4% for interior appliances was added to come to a 2025 station cost of $6,038,988. Land costs that are estimated for new locations are estimated at $1 million per site.

It should also be noted that operating costs are not included in the current analysis (e.g. savings from closing stations, minimum maintenance costs, etc.).

Option #1: Status Quo – 10 Fire Stations

- Scope: Maintain existing 10 stations in their existing locations over a 40-year period. Reconstruction of each at end of useful life.
- Capital Building & Truck Costs: 20 Years: $64,217,701
  40 Years: $166,424,535
- Per Annum Cost: 20 Years: $3.0 M
  40 Years: $4.2 M
- Pros: Maintains current presence.
- Cons: High ongoing maintenance. Higher Capital Costs over 20 and 40 years. Staffing would need to be increased by 30 members to meet best practice minimum staffing. Vehicles should be increased to meet the insurance best practices. This increase to fleet has not been included in above financial figures and would increase capital costs by $7.4 M.

Option #2: 7 Fire Station Model

- Scope: Close Glen Orchard, Torrance, and Raymond Fire Stations, modernize Windermere and Walker's Point fire stations, and rebuild Minett, Foot's Bay, Milford Bay and Bala in the next 20 years.
- Capital Building & Truck Costs: 20 Years: $55,245,595
  40 Years: $93,221,810
- Per Annum Cost: 20 Years: $2.5 M
  40 Years: $2.4 M
- Pros: Uses current position of some stations, upgrades possible, coverage still where need is located, lower capital costs due to closure of three aging buildings, staffing is already at the best practice level. Vehicles will meet the insurance requested standards, plus a reduction of one frontline Tanker.
- Cons: May require more maintenance in 20 years for two renovated/modernized buildings.

Option #3: 5 Fire Station Model

- Scope: Close all present fire stations and rebuild five new stations in new locations over 20 years
- Capital Building & Truck Costs: 20 Years: $59,719,363
  40 Years: $91,106,548

- Per Annum Cost: 20 Years: $2.8 M
  40 Years: $2.3 M
- Pros: Places all fire stations in optimal areas for response, all regulatory requirements can be met in post disaster building/accessibility/safety, staffing would be optimal and no longer a concern all stations would be at full capacity. Lower capital costs over 40 years. Insurance requested standards would be met for vehicles. Later transition from a seven station to five station model possible.
- Cons: Cost of building and cost of land could pose risk to cost estimates, operational complexities to review and revise.

Funding Strategy

To implement any of the above options, a diversified financial strategy will be required. The following funding sources are identified, and can be further reviewed and confirmed during future budget processes:

A. Debt Financing
    - Long-term debentures (15-25 years) through District of Muskoka.
    - Debt should be structured to align with the useful life of the asset, e.g. 40 years.

B. Grant Opportunities
    - Federal Disaster Mitigation and Adaptation Fund (DMAF)
    - Skills Development Fund (SDF) – eligible for training areas and training live fire sites
    - Northern Ontario Heritage Fund Corporation (NOHFC), specific for fire station infrastructure

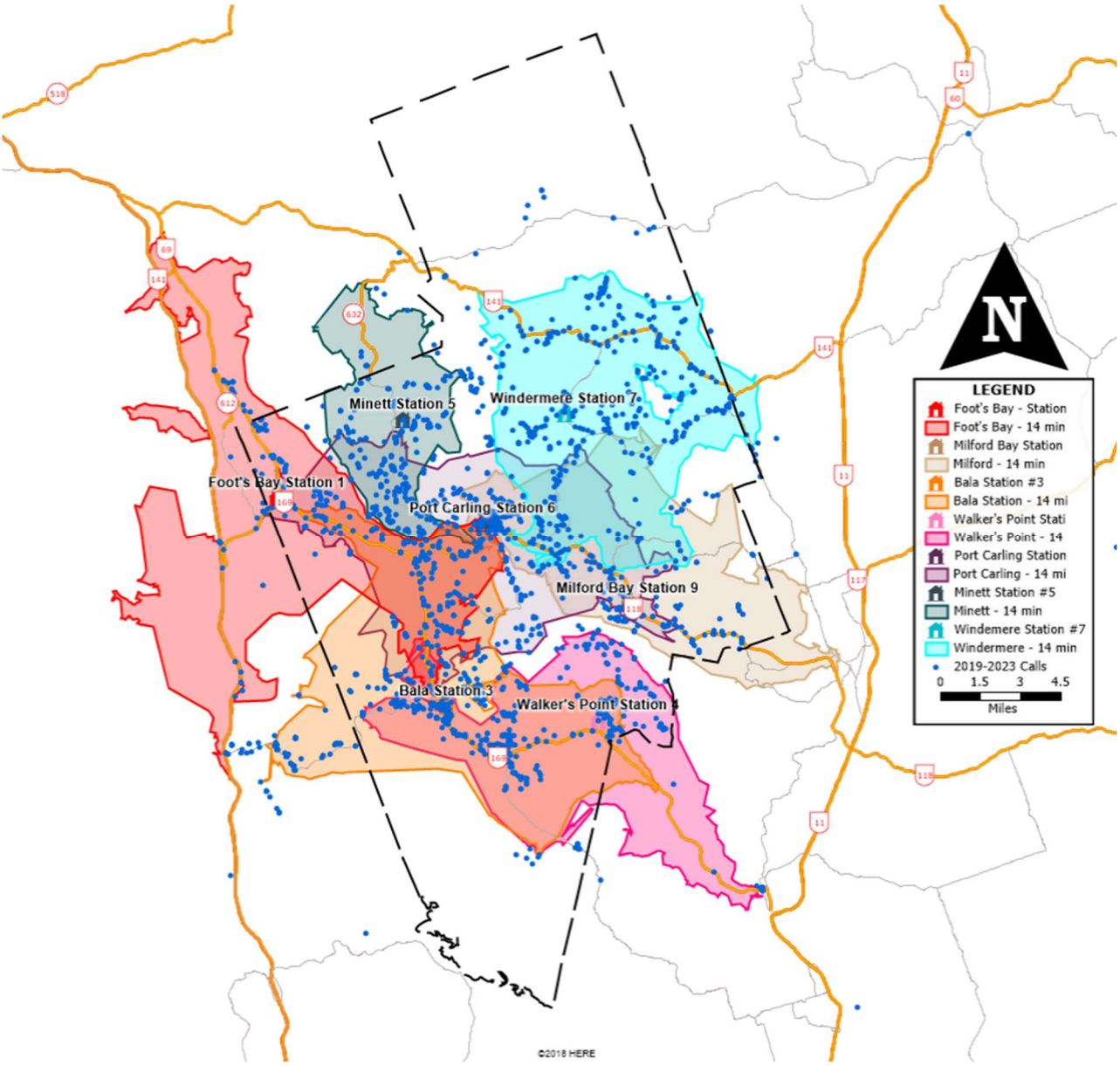
C. Sponsorship and Community Fundraising
    - Naming rights (community rooms, bays)
    - Local corporate sponsorship of apparatus
    - Public campaign for commemorative donations or community brick campaigns

D. Reserves and Asset Replacement Funds
    - Current Fire Department Capital reserve contribution is $1 million / year
    - Need to increase capital reserve contribution to reflect annual Capital costs

Response Times

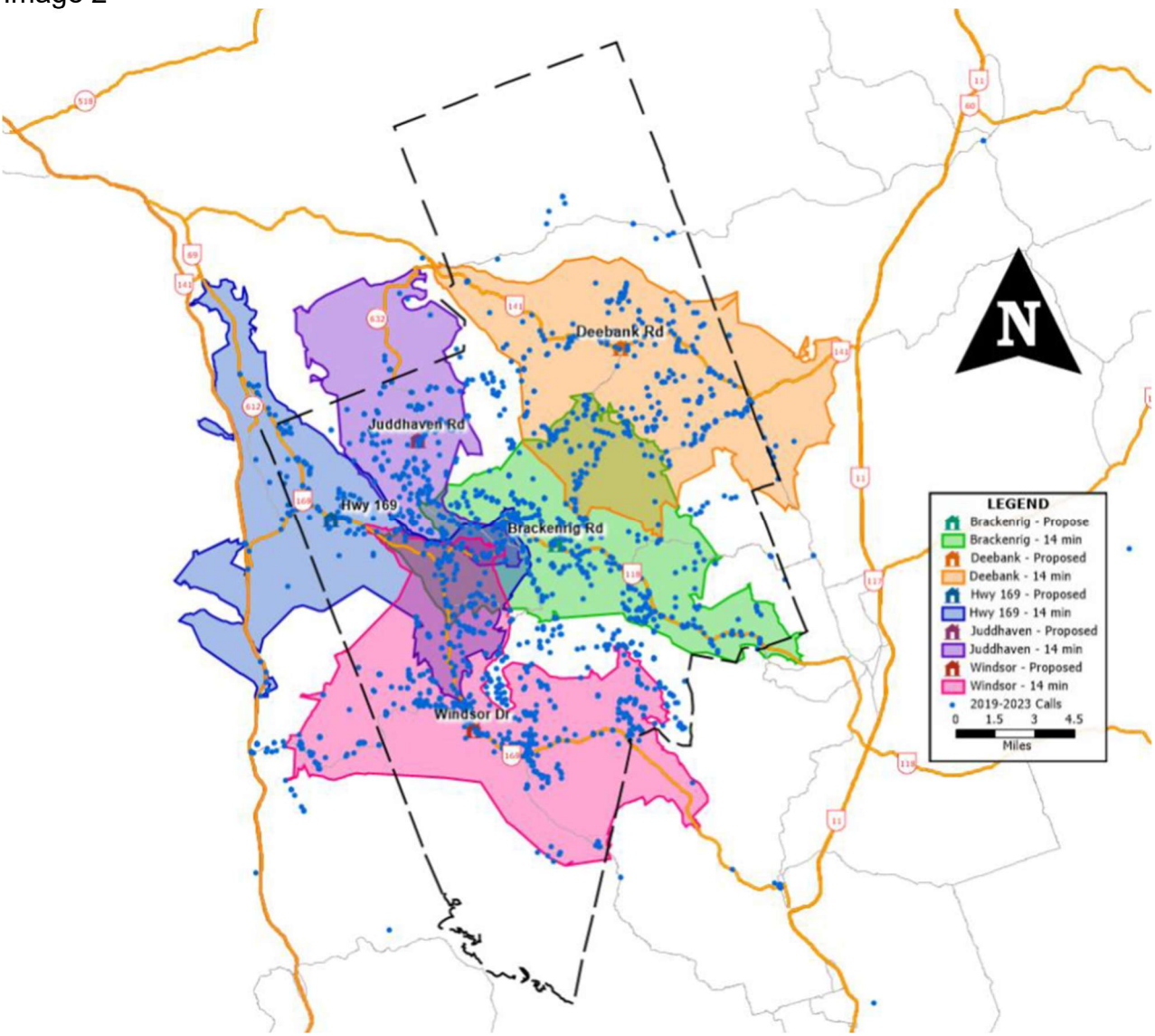
As can be seen in the following map (Image 1), the seven-station model (Option 2) provides very good response time coverage to the community based on the NFPA 14-minute response requirement. This model also provides some overlapping of coverage areas, which demonstrates the ability of bordering stations to aid or back up other stations if more than one fire truck and crew are required.

Image 1



Due to the overall size of the Township, Option 2 does provide slightly better coverage than that of the five-station model (Option 3), shown below in Image 2.

Image 2



Implementation Plan

Appendix “II” provides approximate timelines of new builds, closures of stations and renovations. It should be noted that this conceptual plan is subject to changes based on any inputs from Committee/Council, and is a reference to illustrate a planned implementation that could accommodate the selection made by Committee. No implementation plan is necessary for the 10-station model (status quo).

Asset Management and Service Level Alignment

The final Asset Management Plan identifies several components of the current fire stations nearing their end-of-life and in need of replacement within the next 10 years. The Level of Service Study emphasizes that the Township core infrastructure needs are many and will have

an impact on the feasibility of maintaining a large fire station footprint. These findings, coupled with the analysis above suggests that maintaining the status quo (Option 1 – 10 stations) is inconsistent with long-term asset renewal goals.

Based on financial feasibility, lifecycle cost efficiency, and alignment with service delivery expectations, Option 2 (seven station model) is recommended as the most balanced solution. It provides measurable improvement in service while maintaining community presence and greatest cost savings over a 20-year horizon. The Township is at a critical juncture in its public safety infrastructure planning. A sound financial strategy, grounded in lifecycle cost analysis and supported by external funding sources, will enable sustainable investment in modern fire protective services. This report provides the necessary direction for Committee to proceed confidently toward a well-planned, financially responsible fire station model.

Next Steps

Should Committee recommend to Council that the Fire Station Location Study be adopted and a seven-station model pursued, staff recommend that the community be notified of such intention and allow for the opportunity to provide input prior to Council ratification. Committee may also wish to allow for greater than the typical 1-month cycle prior to consideration of ratification to allow more opportunity for input, and/or may wish to defer consideration of the current recommendation until a future General/Finance Committee meeting. Should the recommendation be ultimately ratified, staff can be directed to amend the 10 year Capital Plan accordingly.

ALTERNATIVES

Committee may recommend an alternative fire station location model. Alternatives are outlined within the report.

FINANCIAL IMPLICATIONS

The current apparatus fleet is not fully aligned with the operational needs of a 10-station model. Should Committee select the 10-station model and should Council decide to maintain the commitment in by-law to the Fire Underwriters Survey insurance requirements of two water carrying vehicles per fire station, additional apparatus would need to be acquired to ensure each station is properly equipped to meet response standards. This would include not only frontline units but also reserve apparatus to maintain operational readiness and continuity during maintenance or emergency surges. This selection would require an additional four water-carrying apparatus at an estimated additional capital cost of $7.4 million.

Within the next 10 years, capital spending under Option 2 is expected to increase the current 10-year forecast due to two key factors. First, additional expenses are being contemplated for enhancements and upgrades at the Walker’s Point location, which were not included in the original projections. These investments involve expanded facilities, infrastructure improvements, or increased operational capacity. Second, the need to relocate the Foot’s Bay station as part of its planned rebuilding effort and maintain coverage introduces further unanticipated costs. Relocation typically involves land acquisition. Together, these factors will add approximately $2.5 million to the existing budget estimates.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system, and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Fire Station Location Study
Appendix II – Implementation Plans

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Fire Station Location Study – Phase II: Development and Identification





Fire Station Location Study – Phase II: Development and Identification

Prepared for the Muskoka Lakes Fire Department

Muskoka Ontario

FINAL REPORT

April 2024

Prepared by:

Emergency Management Group

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INTRODUCTION

INTRODUCTION

This project is a result of a recommendation that came out of the 2022 Fire Master Plan (FMP). In that report, the Emergency Management Group Inc. (EMG) (formerly known as Emergency Management & Training Inc.) presented three fire station alignment recommendations and suggested that a more in-depth study be conducted to review those recommendations.

The Phase I report involved a comprehensive data collection process as well as an assessment process that examined three aspects of the existing fire stations – their structural condition, their operational functionality, and the financial performance of each. This Phase II report builds on the Phase I findings and includes the recommended options for fire stations realignment and/or relocation as needed.

In Phase II of the project, a continued analysis of the data collected (updated review of call locations and condition of the facilities), and any required stakeholder engagement will follow. At the acceptance of this Phase II report, a final report will then be prepared for Council's consideration that incorporates this stakeholder feedback.

The Needs Assessment

The first consideration of facility planning should be a needs assessment of the community and Department to list specific requirements for the station in terms of the following:

- Station – is it large enough to meet the response needs of the Department and community serves?
- Equipment (e.g., apparatus), and accommodation to house all the required equipment to meet the fire station and firefighters needs, and
- Firefighter safety and health (e.g., cancer prevention and fitness). Does the fire station meet all health and safety requirements?

The goal of this Phase II study is to build upon the fire station and equipment assessments, along with reviewing current response capabilities of the existing layout of fire station and staff resources.

Regarding the fire station assessment, what the station will house should be considered. Further, does the present design of the fire station meet the existing needs of the Department, and will the station continue to meet the needs of the Department and the community is serves?

Further information will be presented in report regarding:

- Designing a Level of Service for the Community
- Fire Station Alternatives
- Evaluation and Preferred Alternative
- Implementation
- Station Design and Considerations

SECTION 1
PHASE I SUMMARY

EMG Emergency Management Group

TOWNSHIP OF MUSKOKA Lakes™

SECTION 1 – PHASE I SUMMARY

1.1 Current State

Currently, the Township of Muskoka Lakes has 10 fire stations housing more than 20 fire apparatus (not including small vehicles and fire boat docking/housing facilities). The Department has separated the community into seven response zones called districts.

The 2022 FMP was a comprehensive analysis of all aspects of the services delivered by the Muskoka Lakes Fire Department (MLFD). It examined the administrative elements of the Department as well as various functional elements, including emergency operations, staff development, and fire prevention measures being actively undertaken in the Township.

Focusing on the issue of fire stations, the FMP described the current state of the fire facilities as follows:

> *"Throughout the walk-through by EM&T, it was evident that many of the Muskoka Lakes fire stations are nearing or at maximum capacity for storage of vehicles and equipment. It was also noted that even though some improvements have been made since 2014, there are still quite a few concerns remaining, such as:*
>
> - *The proximity of the firefighter's gear in relation to the vehicle exhaust, which is a known health concern.*
> - *None of the fire stations' apparatus bays have floor drains with oil separator (catchment) systems that is an environmental concern.*
> - *All the stations except for Port Carling appear to be at maximum capacity for vehicles and equipment storage. There was a notable shortage of proper storage areas/facilities for the equipment.*
>
> *For many of the fire stations space is at a premium, and some type of storage facility should be incorporated at many of the fire stations. Future stations should be built with this space requirement in mind.[i] Space between vehicles must allow for safe and easy access between vehicles to reduce the possibility of persons becoming trapped between vehicles as they are being driven in and out of the fire station."*

The FMP went on later to offer the following commentary:

> *"During the review of response data and station facilities in both this 2022 review and the previous 2014 master plan document it was noted that there is an opportunity to close the Glen Orchard and Torrance fire stations and utilize the equipment and staffing by merging them within the Foot's Bay, Bala, and Port Carling stations.*
>
> - *The Glen Orchard station is a one-bay garage that houses one vehicle and related firefighting equipment. Absent of on-site showers, washrooms, office space, or even a proper training room. To renovate this station to bring it up to a more functional level would be cost-prohibitive.*
> - *The Torrance Fire Station is better equipped than the Glen Orchard fire station to meet the needs of the firefighters but due to its proximity to the Bala Fire Station, an opportunity also exists to merge the two stations into one.*

1.2 ASSESSMENT OF CURRENT FIRE STATION FACILITIES

In Phase I of this project an assessment of the existing fire stations was conducted. Due to the significance of the information, an excerpt is being reiterated in this Phase II report.

Structural and Building Assessments

Each of the fire stations were independently assessed. Where they form part of a larger building envelope (with a community centre or other facility), only the fire station elements were evaluated. The individual building assessment reports for each station which totals more than 200 pages in length – have been provided to the Fire Chief and Director of Public Works for their information. A summary of the results from each structural assessment follows.

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
1	Foot's Bay	While this station does have a large storage area, it is not well set up and may be the cause of trip and fall accidents. The roof splash/guttering needs repairs, the driveway needs to be sealed, and the repair patching at the apron needs to be done. The stain or painting of cladding and fascia, the repair/replacement of the fascia, and the sealing of parging and foundation need to be done, as well as replacing the water heater. Installation of a fan in the washroom, flooring at the base of stairs, fire separation of the ceiling, and emergency lighting for exits need attention. Repairs to this fire station and costs for proper storage would exceed $14,000, but an addition would also be required. An addition allowing for both larger trucks and proper storage could be possible. Foot's Bay does appear to have room in front to expand the building, allowing for a proper storage area and future use of larger suitable fire units. Even a modest 10 ft addition will run into the $400,000 mark and will go higher depending on the anticipated size of future firefighting vehicles.
1	Glen Orchard	Storage is non-existent, minimal electrical, no plumbing - space constrictions are extreme. Due to space constraints, the vehicle barely fits into this single bay. There is simply no practical safe work or storage area left. Glen Orchard building cannot practically be expanded to fit current or future needs without impacting other necessary operations on the property.

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
3	Bala	Missing or outdated GFCI outlets; asphalt needing repair/replacement in the parking lot; water intrusion into the wall at the rear; a louver cove missing; single pane windows needing to be replaced for thermal efficiency; improper drainage for gutters; parge/ wall cladding repair is required; TPR valve extended; bath fan; replacement of washroom; humidity damage in meeting rooms; serious water seepage from the roof into the wall/ ceiling of room over the cell; pest removal; storage issues need attention. While repairs to this fire station would certainly exceed $40,000 (when the walls and ceiling are opened, this will likely increase significantly depending on structural damage), repairs would still not address the serious space constraints for storage of materials and safe working space. The property does not appear to lend itself to an expansion of the building. Future needs will envision larger trucks to serve a growing community with more personnel and more equipment, all of which this building and site would not accommodate.
4	Torrance	There is a mold and ventilation issue within the station which needs to be addressed for health and safety along with a water source to be maintained and made potable. Worn flooring, missing or outdated GFCI outlets, damaged vinyl trims, siding to be replaced, and guttering and backflow protection to be installed. Lack of proper storage for equipment and chemicals is also a serious concern. Currently, this fire station lacks the floor space adjacent to the vehicle parking areas to properly locate the necessary amount of storage containers, racking, floor cabinets, and wall racks, and still leave walking/ working room for safety.

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
		The mold issue can be addressed by the removal of quite a large area of drywall and with better ventilation for the building. Approximate costs of $4,000 to 5,000 for drywall and labour along with a humidistat-controlled vent fan at $700 to $1,000 for an expected outlay of $6,000 to address these concerns. Storage cabinets, containers, and racking chemical safety cabinets would take up 20 ft^2 of floor space directly with an additional 20 ft^2 of floor area to be clear in front for access (40 ft^2 per bay). Necessary wall cabinets and racking for storage, arranged so as not to intrude on the aisles, would be additional to that. The primary issue is the lack necessary storage space. With the present vehicles, there is not enough floor space without expanding the building; with future growth, a modest expansion would not fully serve the anticipated vehicles and proper storage of materials for worker safety. Currently, builder pricing for open space construction, (i.e., empty storage buildings and parking area) is running at about $500/ ft with heavier concrete to take anticipated loads $600 would be more approximate a cost figure. Repair and proper storage necessitating a very modest 10-foot-deep addition to this fire hall would cost close to $400,000 – much more if a larger ladder or pumper unit were anticipated for this area.
4	Walkers Point	Storage, repairs to driveway, repair shower head, missing kick out flashing on the roof, GFCI outlets to replace. "Moss Boss" is recommended for the roof. Walkers Point Fire Station is a newer building needing only some minor repairs. Sufficient space to install proper storage is available.

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
5	Minett	There are a considerable number of issues to be dealt with for this fire station. The retaining wall and safety sensors on the door, replacement gutters, backflow valves, ejector pump for sewage serviced (or replaced), storage, roof "Moss Boss" installation, cladding replacement, backflow prevention, foundation repairs to plywood, etc. Severe lack of serviceable storage space and space for present equipment. Although the retaining wall is failing, it has some years left; however, costs keep rising and putting off replacement will result in increased expenses. Approximate costs for retaining wall in stone, $30,000; safety sensors, backflow valves, and other minor repairs add $4,000 - $6,000 to that. There is no cost estimate for extra storage as the current building is not able to have readily accessible storage installed. Total costs less any proper storage for this site $45,000 to $50,000. The special allocation in the truck bays is inadequate to allow for proper safe walk and aisle ways - this is an accident waiting to happen and is therefore a liability issue. There is also the issue of vehicles being parked outside due to the lack of space in the station. This has been ongoing since the original master plan was completed in 2014. **The costs associated with rebuilding the retaining wall along with other repair costs and the lack of space make this building unsuitable for even its current use.**

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
6	Port Carling	For the newest fire station in the group, there are still a few issues to be dealt with. Repair ponding areas in the driveway and replace blown thermal units in all doors; proper drainage from downspouts; replace GFCI - out of date; service or replace the TPR valve for the water heater. Like all the other stations, it needs proper storage, being the largest station with more personnel and equipment. The fire station seems to be the appropriate size to service the current and near-future size equipment and personnel anticipated as it has some extra floor space. The station requires a minimal outlay for repairs amounting to between $8,000 and $9,000 dollars but also needs properly allocated and safe storage for a considerable amount of goods. Estimated costs for storage cabinets and wall racking are $4,000 to $6,000 per bay for a total cost of approximately $20,000 to 24,000.
7	Windermere	Repair glazing, storage is lacking, 2 GFCI need to be replaced, and seal driveway. This station is otherwise in good condition.
7	Raymond	Storage is inadequate, repairs to driveway, repair cladding, scrape and paint wood trims, missing proper kitchen facilities. Raymond Fire Station is an older metal-clad building needing only some minor repairs outside, but the interior lacks the space for safe storage of equipment and materials, proper kitchen facilities, along with the bathroom that at best is minimal for current needs. It can be difficult to retain quality staff; adding unsafe or inconvenient and unpleasant working environments into the workplace is counterproductive.

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
		A bathroom and kitchen renovation would cost upwards of $16,000 to $25,000 and yet still would not provide the extra storage space needed on the floor. An addition to the building to remove the current kitchen and bath areas and replace them with storage while installing a new kitchen and bath in the addition would be about $300,000. The property restrictions noted suggest that an addition may not be possible on this site due to ownership of the land that is owned by the MTO.
9	Milford Bay	Cladding repair, window, and door caulking, parging of foundation, GFCI outlets, proper storage of materials and equipment, pavement and concrete aprons, vinyl siding, blockwork, brick vent, rear deck stairs, water heater, and ceiling repair all need attention. The building is suffering from a lack of maintenance and repair. Wood siding has rotted at the base and the wall framing and sill plate behind are likely involved. Rear deck, stairs, and minor blockwork repairs will be needed. Exterior building repair costs are estimated at $7,000 to $10,000. Repairs to the interior and system repairs are estimated at $3,000 to $ 4,000 and will be less expensive. Repairing/patching the driveway would be a short-term solution as it is getting close to the condition where the base has eroded/ deteriorated and needs to be repacked; concrete aprons should be replaced at the same time. Recommended is a complete repaving, and base repacking /leveling along with recycling old pavement and removal of the concrete apron with a new concrete apron estimated at $45,000 to $60,000. Total estimated for repairs to the building would be $55,000 to $70,000. The primary issue is the lack of safe working or storage space around the current trucks. Although an addition is needed just for safety in the current working environment, any growth in the community surrounding the fire station or increase of equipment to properly service the community would necessitate an addition as well. The Fire Chief informs EMG that no stock fire trucks will fit into the

Structural Assessments		
Station #	**Station**	**Assessors Evaluation / Summary**
		station (due to the building's size). This will increase cost of a fire truck due to the fact that it will need to be custom built.

1.2.1 Additional Assessor Comments Regarding Storage

With most of the fire stations reviewed, there seems to be a lack of storage appropriate to the materials and tools in use that are kept on premises. Vehicles seem to have grown in both length and height while the storage buildings have remained the same. Material is being stored on floors, leaning against walls and other items. Equipment is stored in bags left on floors, often protruding into walkways, etc. These and other items should have organized and specific storage spaces, allowing for readily available access that prevents trip/fall hazards.

It is recognized that firefighting tools and materials must be located within quick and easy access. Needing extra time to assemble material and equipment when responding to a time-sensitive emergency is not practical. It is of primary importance that the areas around these vehicles be safe for walking and working; therefore, proper contained storage which will help keep material, chemicals, and equipment stored safely is necessary.

Storage of flammables, oxidizers, corrosives, and general cleaning materials is a serious liability issue, as a leak or spill could result in a serious health hazard. Proper chemical storage keeps hazardous items separated and safe from contact damage, spills, and possible interaction. EMG recommends providing adequate storage for all materials to maintain a clear three-foot-width walkway; when moving /working actively wearing bulky gear, anything less presents a hazardous trip/ fall issue.

The costs for these cabinets are modest – roughly $1,500 each for chemical safety cabinets; a rolling cabinet to access each side of a truck at $400 each; and several wall cabinets at $250 each along with 2 wall racks at $200 each should suffice to store and house the necessary gear adequately. Additional equipment-specific holders or racks may be needed to ensure walkways stay clear and safe. Expect an approximate total outlay of $4,000 to $6,000 per bay.

Currently, many fire stations' space constraints make it difficult and unsafe to work around the trucks. From a liability standpoint, this condition should not be allowed. Looking toward the community's future growth, this lack of space needs to be addressed before an accident happens.

Importantly, many older buildings have asbestos or asbestos-containing materials. The Township has recently conducted an audit of this issue for all municipal buildings. We have therefore not commented on the issue herein other than to note this as an issue to be contemplated when considering remediation costs and the current structural condition of each station (SEE STAFF REPORT PW-2023-74).

The end score ranking of each station is listed in the table on the following page.

TABLE #1: FIRE STATION OPERATIONAL PERFORMANCE ASSESSMENT SCORES

Station #	Station	Essential	Full Function	Future/ Risk Focus	Total/ 50
1	Foot's Bay	9	2	-	11/ 50
1	Glen Orchard	5	1	-	6/ 50
3	Bala	15	1	-	16/ 50
4	Torrance	9	1	-	10/ 50
4	Walkers Point	16	1	-	17/ 50
5	Minett	8	-	-	8/ 50
6	Port Carling	15	10	-	25/ 50
7	Windermere	11	1	-	12/ 50
7	Raymond	2	-	-	2/ 50
9	Milford Bay	6	-	-	6/ 50

The Port Carling facility – the newest fire station - ranks the highest in overall functionality but lacks future-facing amenities such as electric vehicle charging stations, LEEDS certification, site and facility security, enhanced exterior training features, and heritage, wellness, and community spaces.

1.2.2 Ongoing Maintenance/ Financial Assessments

Assessing the need for facilities replacement is a critical aspect of facilities management, and past financial and maintenance records play a pivotal role in this process. Here are several key reasons why using these records is of utmost importance:

- Historical Performance Analysis: Past financial and maintenance records provide a historical perspective on the facility's performance and condition. By analyzing these records, facility managers can identify trends and patterns in terms of maintenance costs, breakdowns, and repairs. This historical data allows them to make informed decisions about whether the facility is becoming increasingly costly to maintain and if replacement is a more cost-effective option.

- Budgeting and Planning: Accurate financial records help budget for facility maintenance and replacement. These records provide insights into the annual maintenance expenses, the cost of repairs, and depreciation over time. With this information, organizations can develop long-term financial plans and allocate budgets for facility replacement projects well in advance.

- Risk Assessment: Maintenance records can highlight the level of risk associated with the current facility. Frequent breakdowns, costly repairs, and increasing maintenance expenses indicate a higher level of risk. By assessing this risk, organizations can proactively plan for a replacement to avoid unexpected disruptions, downtime, and safety hazards.

- Asset Lifecycle Management: Every facility has a finite lifespan, and maintenance records help track the facility's condition over time. Comparing the facility's age with its maintenance history can provide insights into whether it has reached the end of its useful life. This information is crucial for strategic asset lifecycle management.

- Energy Efficiency and Sustainability: Analyzing records can also help in assessing the facility's energy efficiency and environmental impact. Older facilities may not meet current sustainability standards or energy efficiency requirements, which can lead to higher operational costs and non-compliance with regulations. Replacing outdated facilities with more energy-efficient alternatives can lead to cost savings and environmental benefits.

- Compliance and Regulatory Requirements: Some facilities may be subject to specific regulatory requirements that evolve. Records can help assess whether the facility complies with the latest regulations. If compliance is at risk due to the facility's age or condition, replacement may be necessary to avoid legal issues and penalties.

- Facility Performance Improvement: Maintenance records can also reveal opportunities for performance improvement. If a facility consistently underperforms or is unable to meet the evolving needs of the organization, replacement with a more modern and efficient facility can enhance productivity, safety, and overall operations.

- Return on Investment (ROI) Analysis: Financial records, coupled with cost estimates for replacement, enable organizations to conduct a thorough ROI analysis. This analysis helps determine whether the investment in a new facility will yield long-term cost savings and benefits that outweigh the initial capital expenditure.

Past financial and maintenance records are essential tools for making informed decisions about facility replacement because they can identify what type of construction, interior finishes, and equipment have outlasted previous systems. However, they do not provide Council with the true story of other ongoing costs such as insurance, and additions to the structure due to space needs for equipment and vehicle storage. All these things need to be considered and discussed with an architect in designing and building a new fire station.



Section 2

Designing an Appropriate Level of Service

SECTION 2 – DESIGNING AN APPROPRIATE LEVEL OF SERVICE

2.1 Deployment Analysis

2.1.1 Staffing Requirements

The MLFD, like any other fire department, refers to two key standards as guides: the Fire Underwriters (FUS) program and the National Fire Protection Association (NFPA). Both programs assist the fire chief in identifying fire service industry best practices relating to fire station staffing levels, and response goals. By utilizing these two standards, the fire department will be able to provide the best possible level of emergency response to the community they serve.

The size of the community and the population level provide an expected response time and staffing goal, as noted in the following NFPA chart. It is worth noting that the Establishing and Regulating Bylaw for the fire department notes that they will follow the FUS recommendations that coincide with the NFPA standards. The National Fire Protection Association (NFPA) 1720 standard – *Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments* identifies the recommended number of volunteer firefighters to respond to an emergency (based on population). For Muskoka Lakes that has a land mass of 794.26 km2 (306.67 sq mi) and a permanent population of around 7,700 that ballons to a seasonal population of approximately 27,000, for a total maximum population of 34,700. This equates to a population density of 113 per 2.6km^2, which places Muskoka Lakes into the" Rural Area" category.

Table 4.3.2 Staffing and Response Time

Demand Zone[a]	Demographics	Minimum Staff to Respond[b]	Response Time (minutes)[c]	Meets Objective (%)
Urban area	>1000 people/mi^2 (2.6 km^2)	15	9	90
Suburban area	500–1000 people/mi^2 (2.6 km^2)	10	10	80
Rural area	<500 people/mi^2 (2.6 km^2)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

[a]A jurisdiction can have more than one demand zone.
[b]Minimum staffing includes members responding from the AHJ's department and automatic aid
[c]Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

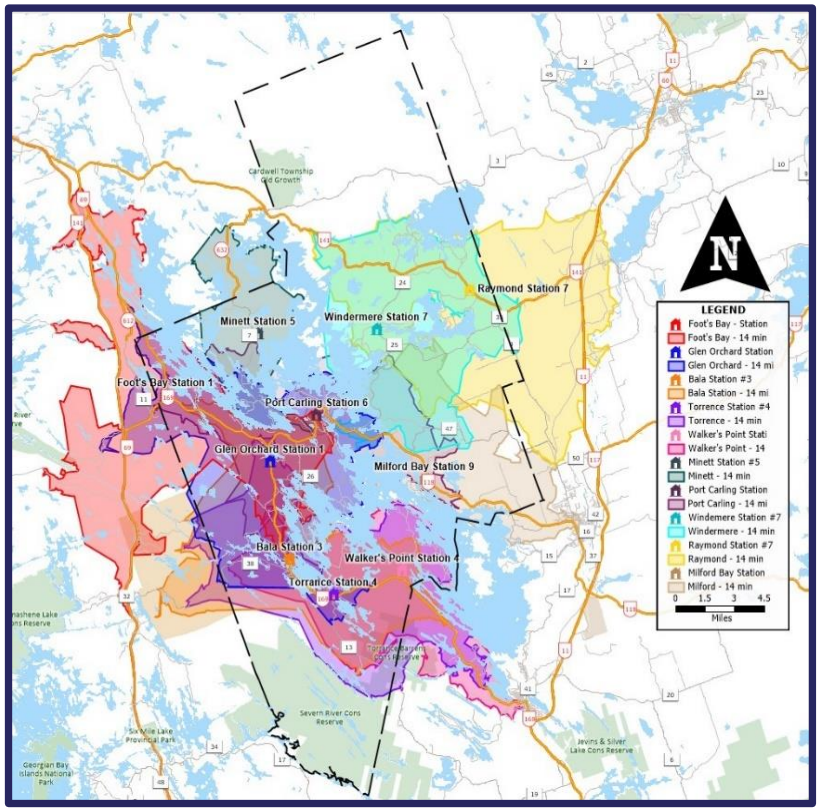
As such, to receive a passing grade in relation to station staffing, each volunteer fire station should have a minimum of 15 volunteer firefighters on its roster. This does not mean that 15 firefighters must respond to every call, just that there should be a total of 15 volunteers available for response. As noted in the previous NFPA chart, the standard only requires 6 firefighters to arrive on the scene of the fire incident within 14 minutes, 80% of the time.

The fire department does have a minimum staffing expectation when it comes to fire responses, but during medical responses, the fire truck can respond with less than four volunteers on board, which is acceptable based on the type of call.

During EMG's review of the response times, the Port Carling fire station was the only one to meet the NFPA response time requirement with a response time that fluctuated around the 14 -minute mark. In general, the overall response times for the Department ranged from a low of 13 minutes and 45 seconds, up to a high of 25 minutes and 9 seconds.

The following two maps outline the 14-minute response zones with all 10 fire stations identified on the map. EMG also developed a call cluster map to identify and highlight the areas where the bulk of the calls are occurring.

As can be noted in the "Present 10 Station Response Coverage" map. There appears to be quite a bit of overlapping of response zones between the fire stations. This presents an opportunity to reduce the number of fire stations without reducing the coverage and service levels for the community.

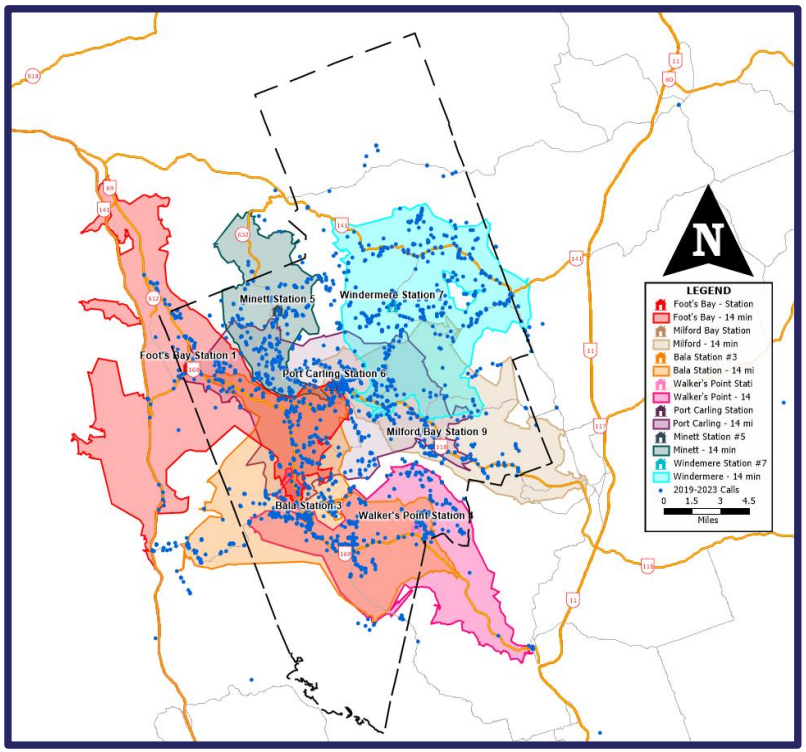


Present 10 Station Response Coverage

Based on the call cluster map, it appears that the bulk of the calls are occurring in the following areas:

- Minett
- Foot's Bay
- Windermere
- Port Carling
- Bala

Call Cluster Map



As a result of the call location findings, options were presented in the 2022 master plan report. The fire station options will be presented in Section 3, and the preferred option will be recommended.

2.2 Community Growth

Future growth and community development issues can impact conversations about fire station location and distribution, especially considering the current position of the provincial government with respect to promoting residential development. Unfortunately, the discussion in the case of Muskoka Lakes is limited to near-term growth. This is what we know:

- The comprehensive redevelopment of the Resort Village of Minett is an active discussion. Official Plan policies have recently been updated (approved by District of Muskoka, but currently under appeal). The Township is in receipt of a Zoning Application to implement the first phase, but it has not been deemed complete. To provide context, the updated policies would allow a total of 2,020 units in Minett (a combination of commercial and residential, including those that already exist).
- Regarding the 'Hannas Landing' subdivision proposal on the east side of Port Carling, initial discussions have begun with the new owner, however, no application has been submitted at this time. The property is

approximately 23 hectares in size, and policies permit a density of 15 (low density), 20 units (medium density), and 30 units (high density) per hectare.

- Regarding the 'water tower' subdivision proposal on the west side of Port Carling, the District is in receipt of a subdivision application and a public meeting was held at the Township last summer. The draft plan of the subdivision currently proposes the creation of 85 single detached residential lots and 3 multiple residential blocks containing a combined proposed maximum of 206 multiple residential units.
- A third proposal pending for the Port Carling area relates to the 'Ripplewood' development on the west side of Port Carling. The first 12-unit apartment building has recently been constructed, and approvals are in place for two similar buildings. Construction of these two additional buildings is pending a favourable business environment.
- The 'Diamond Trails' development near Utterson adjacent to Diamond in the Ruff golf course relates to a condominium application that has been received by the District but has not been actioned by the Developer. The last update received by the Township in 2022 identified 21 residential lots.
- Similarly, a small residential development has been proposed for the Mary Jane Lake area. This 14-unit residential development received conditional approval from the District in 2020 but the Township has yet to be advised of current plans to construct this site.

2.3 Human Resources

whatever station model is adopted (8, 7 or 5 stations), the Fire Chief will need to ensure proper levels of firefighting equipment and staffing at each station.

Although there are FUS and NFPA standards relating to fire truck specifications and lifecycle recommendations, there is no standard other than the FUS assessment that makes recommendations relating to what apparatus should be at a fire station. Much of the equipment requirements are based on the type of community the fire department is servicing (e.g. suburban and rural). EMG has reached out to the FUS staff to obtain the information based on how they assess a community fire equipment and staffing needs, but since this is proprietary information, it would not be shared with EMG. The FUS staff advised that Muskoka Lakes would need to commission a full assessment by FUS.

EMG can confirm two points; the first is that each fire station should have a minimum of 15 volunteers to be considered a functional fire station (and receive a passing grade from FUS).

This would mean that if MLFD was to adopt the five-station or seven-station model, they would require at least 75 to 105 VFFs to meet this FUS requirement.

The NFPA recommends in its 1720 Standard for Volunteer Fire Departments that a minimum of one officer and three firefighters are on the initial responding apparatus and that there will eventually be six staff members on scene within 14 minutes for a community with the population of Muskoka Lakes.

The second point concerns firefighting apparatuses – the FUS recommends one replacement vehicle for each eight pieces of apparatus. For example, if the five-station model is adopted, the Department would require a total of six pumper trucks and six tankers – one for each station plus a spare. If the seven-station model is adopted, then a total of eight of each would be required. There is no recommended standard for support vehicles. This would depend on the types of services supplied by a fire department, along with recommendations for its fire chief.

Personal Protective Equipment (PPE)

It is recommended that each fire truck is supplied with enough PPE for each member on the vehicle. As such, there should be at least five self-contained breathing apparatus (SCBA) and an equal number of portable radios for each person on the vehicle.

It is also recommended that each firefighter is equipped with their own face mask for health and safety reasons.

All other equipment such as rescue hydraulics, ladders, water rescue equipment, etc., would be dependent on the level of services provided and recommended by the Fire Chief.

2.4 Site Selection

Site selection can be a challenge to any organization. There are multiple considerations for selecting a site. The two up-front considerations are finding a site location that optimizes the response time and service delivery and getting community acceptance. Poor site selection can result in poor service delivery and additional costs that could be applied to aiding the organization's most valuable asset — its members, specifically their safety and health.

Response time and service delivery are the fundamental concerns of any site selection. Response time is always a concern if a community is experiencing any of the following:

- Expanding population, or even the infilling of its geographical area.
- The consideration of adding a fire station to take some of the workload off existing station(s), and
- The possibility of having to relocate an existing station.

Fire and emergency services organizations have two methods for justifying the need for a new station that are based on service delivery and response time. The first method is time and distance. A common response benchmark is for an

organization to respond to 80 percent of emergency calls within a specific timeline based on the type of fire department – volunteer or career[ii].

Using response time data, the Department can identify where it is not able to meet this benchmark, and it can, therefore, justify the need for an additional facility.

2.4.1 Operational Assessments

How the facility functions operationally as a fire station is important to the efficiency of the fire department. Beyond the obvious emergency response activities, this aspect of the evaluation process also examines how well the facility meets the training and non-operational aspects of day-to-day activities in addition to how well they function operationally. This includes an assessment of:

- building and site access
- parking
- security
- disaster resilience
- emergency power
- provisions for inside and outside training activities
- apparatus floor special provisions and configuration
- storage capacity
- office capacity
- air circulation, and diesel exhaust systems
- washroom, shower, and locker facilities
- clean-up and decontamination facilities
- lighting (natural and artificial)
- on-site water supply
- fire protection systems
- kitchen and eating facilities
- the provision of fitness rooms
- community and heritage space allocation

2.4.2 Flexibility for future requirements

Facility requirements change with time. This can occur as service needs change or as department functions are added or deleted. What is often built to meet the Department's current needs requires periodic re-evaluation and possible upgrading or expansion to meet future demands. As the fire and emergency services grow and expand, new facilities are needed to house equipment, training, and possibly personnel. Examples of changes that have occurred in recent years:

- Special training props (such as mezzanines or training towers)
- Decontamination rooms or areas
- Fitness rooms
- Accommodations for female emergency responders

- Dedicated PPE storage rooms
- Addition of more personnel
- Additional apparatus (particularly specialized vehicles)
- Consolidation with law enforcement or EMS
- Emergency management services

SECTION 3



Fire Station Alternatives

Emergency Management Group

SECTION 3 - FIRE STATION ALTERNATIVES

3.1 Alternatives

When considering the location or relocation of a fire station, a key consideration is response time relative to three factors:

- Where are the bulk of the calls occurring?
- Where is the main population located within the response zone, and
- What are the future growth-related expectations for that specific area?

As noted in the following Call Cluster and Seven Station Model map, there are six key areas where the bulk of calls for the Fire Department are occurring:

i. Minett
ii. Foot's Bay
iii. Windermere
iv. Port Carling
v. Bala

By utilizing this information, along with the information relating to the stations conditions, the following options are being submitted.

This first option is status quo, the second option recommends a three-station reduction, with the equipment and volunteers to be reassigned to nearby fire stations. And the final option is a five-station model.

3.1.1 Option #1 – Status Quo

Although maintaining the status quo a potential consideration, EMG does not recommend this due the present condition of the stations.

In fact, the 2014 Fire Master Plan identified concerns with the fire stations in relation to health and safety issues, such as no diesel exhaust systems. Space at many of the stations was also a concern – Minett fire station had vehicles parked outside in 2014 due to lack of floor space at the fire station.

In the updated 2022 Fire Master Plan review, many of the 2014 concerns were again noted – lack of diesel exhaust and storage space. With 10 years passing since the 2014 FMP, the stations are showing even more concerns that revolve around the cost of repairs, upgrades, or even rebuilding some of the fire stations, which may prove to be cost prohibitive as opposed to adopting the seven- or five-station models being presented.

3.1.2 Option #2 – Seven-Station Model

In this option…

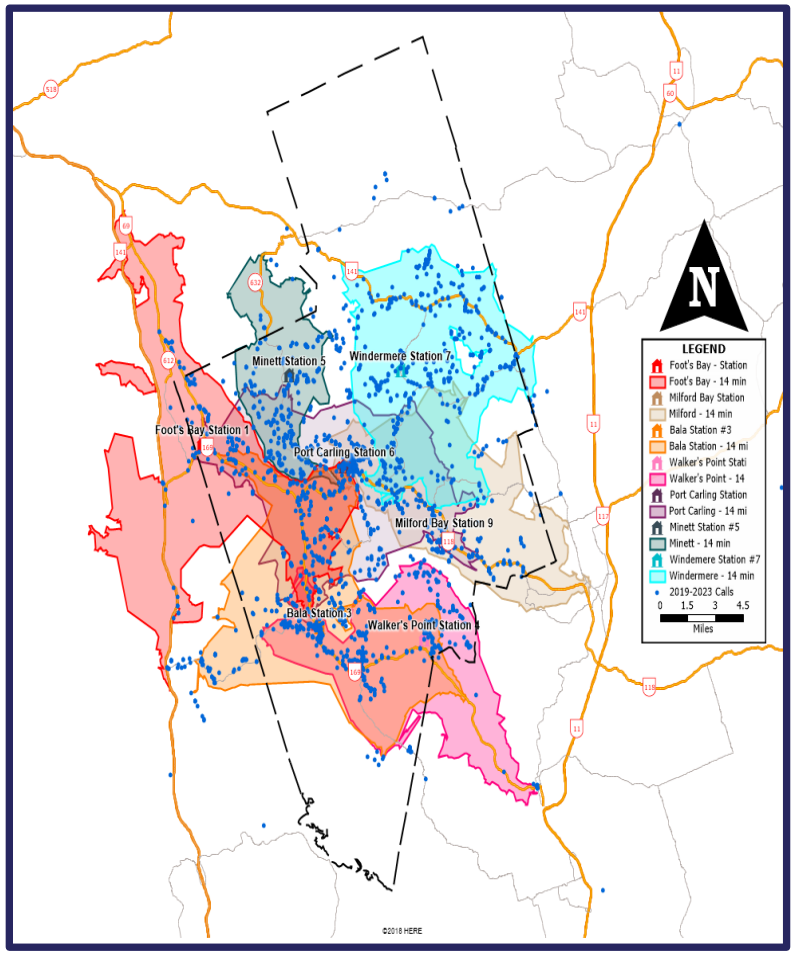
- The Glen Orchard garage to be consolidated into the Foot's Bay station.
    - The closing of the Glen Orchard station has been a consistent recommendation with all the options presented. Foot's Bay would require some possible expansion to accommodate the Glen Orchard crew and equipment.
- The Walkers Point and Torrence stations to be consolidated into one.
    - Based on the facilities assessment, the Walkers Point station is the better of the two stations, and it makes financial sense to use it instead of the Torrance station.
- The Raymond Station being consolidated into the Windemere Station.
    - Based on the facilities assessment, the Windermere station is the better of the two stations and it would make better financial sense to use it over the Raymond station.
- The challenge with this option is the Minett Fire Station, as it is too small to meet the needs of the fire department.
    - As such, the Minett station should be relocated on municipal-owned property, close to its present location.

These alterations of the seven-station model continue to designate one station in each of the existing seven response zones.

As can be seen in the following map, the seven-station model provides very good coverage to the community based on the NFPA 14-minute response requirement. This model also provides some overlapping of coverage areas, which demonstrates the ability of bordering stations to aid or back up other stations if more than one fire truck and crew are required.

Building or renovating up to four new fire stations at an estimated replacement cost of $5 to $6 million each would amount to $10 to $24 million (depending on renovation or replacement).

Call Cluster and Seven Station Model Map

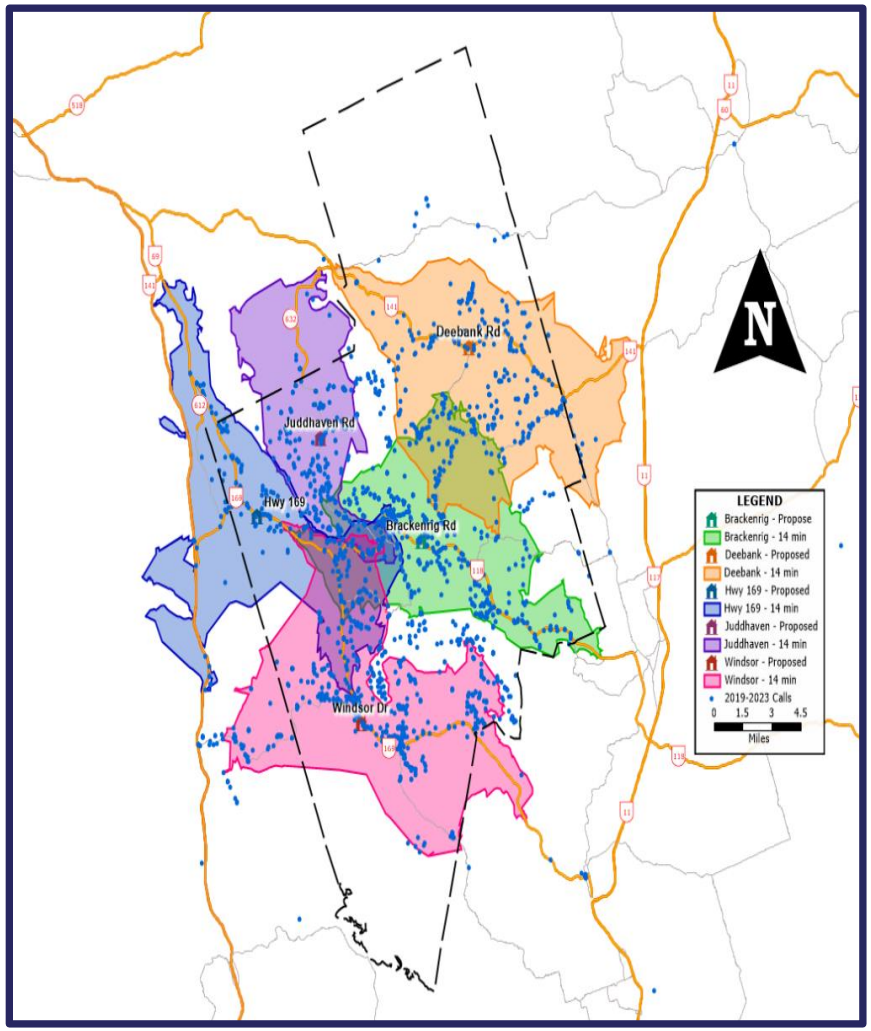


3.1.3 Option #3 – Five Station Model

In the third option, EMG, working with the Fire Chief, identified a five-station model. As can be seen in the following Call Cluster and Five Station Model map, the coverage for the community is rather good in relation to covering the main bulk of calls.

- However, the issue with this option is the cost of building four to five new fire stations with post-disaster components at an approximate cost of $5 to $6 million each, depending on size and overall design. This could theoretically be an overall cost of $20 to $30 million. If this option were to be considered, it would be a long-term implementation over the course of 10 to 20 years.
    - ***Note:*** *Building costs have escalated, and it is estimated that a new fire station could eventually range from a minimum of $5 million to $6 million or more, depending on size and overall design.*

Call Cluster and Five Station Model Map



Conclusion

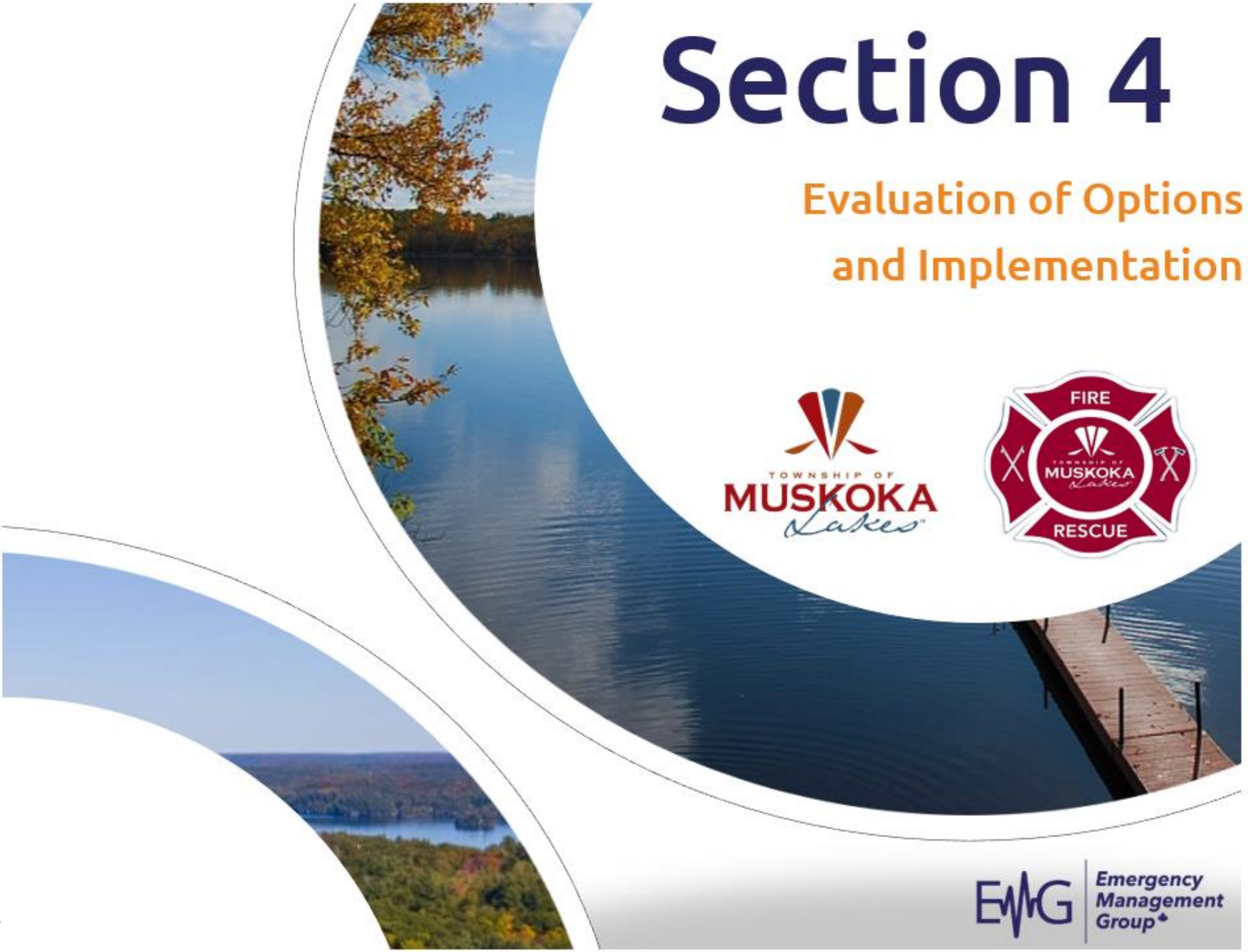
While the seven and five station options provide good coverage to the community, due to the overall size of the Township, Option 2 does provide slightly better coverage than that of Option 3. However, the benefit of Option 3 is that the Township now only has five fire stations to maintain and equip for the next 30 to 40 years.

Both Options 2 and 3 make recommendations relating to the relocation and building of new stations to meet the future needs of the community.

It should be noted that with the closure of any fire stations, there is the benefit of selling off equipment that will no longer be required. A second benefit is that with either option, there will be less vehicle/ large equipment replacement required in the long term. This could save the Township millions of dollars.

Section 4

Evaluation of Options and Implementation



SECTION 4 – EVALUATION OF OPTIONS AND IMPLEMENTATION

4.1 Comparison of Station Options

In this section a comparison of the three options have been presented in terms of benefits versus risks.

Option #	Description	Benefits	Risks
1	Status Quo – No change to station locations.	Although status quo is an option for consideration, EMG does not recommend this due the present condition of the stations.	The 2014 Fire Master Plan identified concerns with the fire stations in relation to health and safety issues, such as no diesel exhaust systems. Space at many of the station was also a concern – Minett fire station had vehicles parked outside back in 2014 due to lack of floor space at the fire station. With 10 years passing since the 2014 FMP, the stations are showing even more concerns that revolve around the cost of repairs, upgrades or even rebuilding some of the fire stations, which may prove to be cost prohibitive as opposed to adopting the seven or five station models being presented.

Option #	Description	Benefits	Risks
2	Seven-Station Model – Closing of Glen Orchard, Raymond, and Torrance stations.	Utilization of some stations based on present condition. Eventual savings gained by closing three fire stations. Recommended upgrades and rebuilds will bring stations in line with meeting the present and future needs of the fire department. Response coverage still addresses where the bulk of calls originate.	Eventual decommissioning of existing stations and the reallocation of equipment and volunteers to the remaining stations. Transition could take 10 - 20 years. The estimated cost is $10 to $24 million, depending on the timing of implementation.

Option #	Description	Benefits	Risks
3	**Five-Station Model** – Closing of all present fire stations with the construction of five new fire stations.	Creation of new fire stations that meet post-disaster requirements and can incorporate all health and safety requirements for firefighters. **Although this would be the costliest option, it does provide the municipality and its fire department with a life expectancy of 30 to 50 years for all five fire stations.**	Eventual decommissioning of existing stations and the reallocation of equipment and volunteers to the five new stations. *NOTE: Transition could take up to 10 years or more, with an estimated cost of $25 to $30 million depending on timing of implementation, and cost of land.* *This estimate does not include cost of decommissioning and demolition of the existing fire stations.*

Although each option has its merit, it is option #1 that EMG is recommending for the following key reasons:

- Due to the geographical size of the Township, the five-station model (Option #2) is not able to provide the level of coverage that a seven-station model can. This option would also entail the building of four to five new fire stations and the demolition of up to 10 fire stations.
- Option #1 also takes advantage of some of the fire stations that are in good shape and still have a respectable life expectancy on them. The health and safety needs, such as updated showers, diesel exhaust systems, and additional storage, can all be incorporated into in the stations that will be kept.
- The relocation and building of the suggested new stations will provide increased response capabilities of the Fire Department and will provide the Township with facilities that will last for 30 to 50 years with minimal upkeep. The stations to be replaced are past their useful life and could potentially cost more to repair and upgrade than it would to build new ones.
    - It should be noted that the fire department headquarters, which is the newest and largest of all the fire stations, will require replacement within the next 30 to 40 years. The present cost of a station of that size is approximately $7 to $8 million dollars.

4.2 Phased Approach – Option #1: Recommended Option

The following would be part of the implementation of the 7-station model. Specifications can be adjusted based on the Township's plans and further recommendations from the Fire Chief.

Immediate Replacement Needs – Next 10 Years

- Co-locate Glen Orchard and Foot's Bay into a new facility in the Foot's Bay area – $5-6 million.
    - Prior to amalgamation, it might be worth entering into discussions with the bordering community (of Foot's Bay) that could identify a response agreement for MLFD to respond to the bordering community for a fee, or as noted in a previous master plan, the opportunity to build a joint facility.
- Based on the facility's condition, Minett will need to be relocated and rebuilt. It should be in the same area, preferably on Township owned property. New facility - $5-6 million.
- Co-locate Walkers Point and Torrance in the same building. From a financial and response perspective, Walkers Point makes the most sense as it is in better condition. Some relatively modest

renovations/additions would likely be required - $500K-$1 million.

- Co-locate Raymond Station into the Windemere Station. This could be done with a renovation/addition in Windemere - $500K-$1 million.
- Port Carling station remains as is – no cost.

Approach for the Next 10-20 Year Horizon (or sooner if financially feasible)

- Bala must be relocated and rebuilt based on the condition of the facility. It should be relocated on already owned township land on Highway 169 across from the OPP detachment. New facility $5-6 million.
- Milford Bay needs to be relocated and rebuilt based on the facility's condition. It should be located on the same property as the community centre (Township owned), or on the main road (118 West). New facility - $5-6 million.

Note: *Whether the Council supports the five or seven-station model, either program can be implemented in phases. The first phase could start with the reduction of fire stations as noted in Option #1. From there, Council should rely on the Fire Chief for the further implementation of the adopted fire station model.*

4.3 Additional Cost for Consideration

The following overview of costs is to be considered within any of the noted recommendations. These costs relate to purchasing of land for the fire stations, estimated cost of an architect firm to design the fire stations, and anticipated maintenance costs over the life of a new fire station.

4.3.1 Land

The estimated cost of an acre of land in Muskoka Lakes fluctuates between $100,000 to $500,00. If land by water is desired, then an acre of land could be as much as $700,000. With the need for approximately 1.5 acres for the average fire station, the land cost could range from $150,000 to $750,000.

4.3.2 Architect and Commissioning Fees

Architectural/engineering fee. For a new fire station project, the architect/engineering fee is usually established as a percentage of the construction costs. The higher the construction cost, the lower the percentage will be. (Many states have published fee guidelines for reference.) For example, the fee range for a new $5 million fire station would be 6.13 percent–9.21 percent. Percentages typically are higher for renovation work.

Building commissioning. Commissioning engineers engage in pre-occupancy testing of facilities and mechanical equipment to ensure that the facilities/equipment function correctly and

produce the expected results. (Services are required by code in most parts of the country.) Costs depend on the scope, size, and complexity of systems, ranging from $1.20–$3.50 per square foot.

Materials/construction inspection. This expense covers required code inspections, such as soil-bearing capacity, concrete strength, rebar placement, fire-resistive materials, and seismic design components. You should budget between 0.25 percent–0.75 percent of hard costs. [iii]

4.3.3 Building Costs

To understand what soft costs are, it is important to first understand what constitutes the total project cost for a new fire station: hard costs, owner contingencies, and soft costs.

Hard costs are the brick-and-mortar expenses that cover all the fixed construction elements of the project. They usually account for approximately 60 percent–80 percent of total cost. Items that are included are: site development costs; concrete and steel; the building envelope; interior finishes; building systems; and design contingencies and construction escalation.

Soft costs are the non-construction costs to design, furnish, document, and finance the project. They usually account for approximately 10 percent to 30 percent of a project budget. There are eight categories of soft costs: professional services, fixtures, furniture, and equipment (FF&E); special fees; financing costs; insurance; in-house staff costs; surveys; and land costs.

Presently, it can cost from $275 to $400 per square-foot to build a fire station. Therefore, the base construction cost for a 5,000 square foot fire station can range from $1,375,000 to $2,000,000. However, this price does not include all the other interior components and equipment required in the station; this cost is just for the basis shell and HVAC construction.

Recent cost estimates in Ontario would put the realistic cost of up to $4,000,000 for an average 5,000 square-foot building.

4.3.4 Maintenance Cost for Life of Station

There are no set criteria for projecting maintenance costs over the lifespan of a fire station due to factors such as size of the station and staff composition – is it used by volunteers or career? Volunteers are not in the station 24/7, which is a cost consideration. Further, weather plays a key role in overall costs and fatigue of the building due to weather extremes.

One option is to identify the maintenance costs of a similar facility in the community based on a five-to-ten-year average and use this as a general cost projection. For example, if the fire station was costing $10,000 per year on average over a 10-year assessment, then using this as a general operating cost would be considered acceptable until you have a few years of actual operating costs to base your future projects on.

SECTION 5

Fire Station Requirements and Design



Emergency Management Group

SECTION 5 – FIRE STATION REQUIREMENTS & DESIGN

5.1 Fire Station Requirements

Current industry standards for designing and constructing a fire station have identified the enhancements, amenities, and features a fire service would require. The following is a partial list of necessities when building a fire station for a volunteer fire department:

- Post-disaster-engineered structure
- Emergency backup power supply
- Gender-neutral washrooms, locker rooms, showers, and dormitory (for when the fire stations have 24-hour staff)
- Barrier-free, *AODA*-compliant
- Negative pressure storeroom for active bunker gear
- A storeroom for bunker gear and another for equipment.
- Vehicle exhaust extraction system
- Water runoff separation tanks in the apparatus floor
- Emergency eye wash and decontamination station
- Offices for the station officer and firefighters
- Study room
- Communications Office (radio system to receive fire calls)
- Technologies room (i.e., phone, computer, radio, etc.)
- Kitchen
- Drive-through apparatus bays
- Lounge
- Fitness room
- Tool/repair room
- Station supply storeroom
- Clean maintenance room for cleaning/disinfecting and repairing items such as face masks, SCBA, medical equipment, etc.
- Bunker gear extraction machine and dryer
- Domestic washing machine and clothes dryer
- Training/meeting room
- Emergency shut-off for cooking equipment.

- Given that the station would be a 30–40-year investment, a new station must include amenities required for full-time staffing.
- Red/green lights installed at the overhead doors to notify the drivers when the overhead door is fully open.
- Sensors at a low level should be installed on overhead doors to prevent closing if the sensor's beam is blocked, indicating an obstruction in the doorway.
- Smoke and CO alarms and, in some instances, fire sprinklers.

5.1.1 Fire Station Design and Build Options

Traditionally, emergency response stations have been stand-alone structures. However, many municipalities have been shifting to integrating services into shared-use buildings, with emergency service response stations built into community centres, libraries, public works buildings, etc. Some of the present fire stations within Muskoka Lakes have adopted this joint facility concept (partnering them with community centres).

It is common across Canada to have different emergency services co-located, including fire and police; fire and paramedics; or all three in the same building. These stations typically have separate quarters within the same building, with separate entrances and facilities. This arrangement permits each service to operate independently of each other while taking advantage of the efficiencies of a single structure.

Municipalities seek opportunities to create more efficient use of space and financial resources and integrate municipal services within the community. Several models operate in different jurisdictions, including public/private partnerships, partnerships with non-profit organizations, and leasing available commercial space.

As technology, community demographics, and operational requirements evolve, maintaining flexibility in the station design, construction, and location will benefit the community in the long-term. Leasing a facility (where available) reduces the initial capital outlay, placing building maintenance responsibility on the landlord and allowing the municipality the flexibility to relocate should there be a change in community development.

The following is the City of Vancouver Fire Station #5, which cohabitates a community housing project run by the YWCA. The two main floors comprise the fire station, with the upper four floors of the six-storey building providing 31 affordable housing units for single mothers and their children.



While the City of Vancouver funded the fire station, the YWCA housing portion of the building received funding from the municipal, provincial, and federal governments and the YWCA, which launched a capital fundraising campaign. Integrating the two services provides safety and security for single mothers and their children.

In Calgary, a unique fire station includes a two-storey podium building with two high-rise towers. The 11-storey east tower contains 88 affordable housing units, while the 18-storey west tower contains 132 market housing units. The fire hall is at the base of the building, composing two storeys. This initiative is a very successful public/ private partnership.

The City of Barrie has leased the end unit of a commercial strip mall as a fire station *(pictured)*. The landlord constructed the unit to meet the city's requirements.

Leasing buildings long-term is a viable option for the Township. A monthly payment manageable by the Township presents less financial exposure than the $5 to $7.5 million or more outlay for each station.[iv]







EXTREME fire stations are a new concept, a Canadian-built product out of Lethbridge, Alberta. It is a modular-based building, built to seismic and building code standards, using high efficiency, energy code compliant HVAC systems and fire suppression systems; these are standard on EXTREME stations.

The positive aspects of EXTREME fire stations are that they are custom-built at a factory and transported to the site, where they are quickly ready for occupancy.



Extreme Fire Station Assembly (On-Site)

A typical fire station has a life expectancy of approximately 30 to 50 years before the cost/benefit ratio starts to work against the municipality in terms of maintenance, essential function, and design. The EXTREME fire stations can meet and exceed that life cycle because they are made from steel and aluminum and can add modules if the station needs to expand its footprint.

Extreme Fire Station (Multi-Bay Example)



The West Conrad station is an example of the diversity of EXTREME fire station designs and how they are constructed and expanded to meet the customer's needs.

A partnership with non-profit organizations, EMS, or leasing available space in a new fire station are options as municipalities become more innovative in incorporating a fire station into the community. These models may not be appropriate in every community, but these options are worth exploring to decrease costs while increasing the fire department's response capacity.

Calgary Fire Department Waldon Station



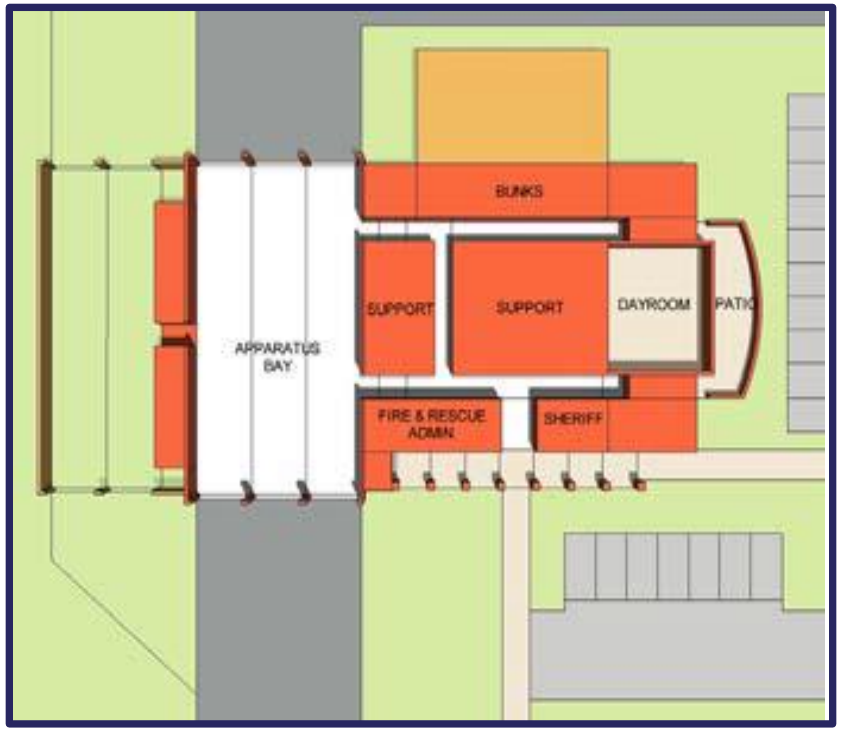
Before March 2021, a two-bay EXTREME fire station with appliances, an exhaust extraction system, an exercise room, and administration space had an estimated cost of $2.4 million. Unfortunately, the construction industry is experiencing unprecedented spikes in building materials like wood, cement, and steel, creating challenges in projecting the final price.

Extreme fire stations are cost-effective and can be built to the client's specifications. As can be seen, this is an option considered by some Canadian communities.

5.1.2 Station Design

In general, a fire station needs to be designed to meet the requirements of the staffing situation. Is it a volunteer fire department that does not require dormitory requirements, or is it a career fire department that would require 24/7 occupancy?

The community may be moving to a full-time component in the near future due to the anticipated growth of the community, and 24/7 facilities need to be a design consideration.



Nonetheless, a fire station needs to ensure:

- Maintained access to the apparatus bays in a generally straight line with one or more access points provided.
- Avoid access hallways with turns or hallways that connect in a crossing condition to prevent staff from colliding with each other while responding to the fire apparatus.
- Design access points in the apparatus bays so members can get to the bay with a minimum number of turns.

A minimum 4-foot clearance shall be maintained (designed) around apparatus parked within the station if permitted by the structure.



Cancer

Cancer rates among active and retired firefighters far exceed rates for the public. Cancer has become an epidemic in the fire service. Several experts are now saying that the fireground is more of a health hazard than a hazardous materials incident, particularly because of the safety precautions that are used to mitigate hazardous materials incidents.

The products of combustion, including diesel exhaust, contain carcinogens and other chemicals that are known to be hazardous to human health. From the Firefighter Cancer Support Network's white paper, "Taking Action Against Cancer in the Fire Service":[v]

The design of fire stations, whether for new construction or renovation, must include such standard design features as state-of-the-art equipment and systems for adequate airflow, removal and capture of carcinogens and particulates, appropriate location, and ventilation of storage rooms for contaminated PPE and other equipment, washer-extractor and gear drying equipment, as well as clear separation of living quarters from the apparatus floor. In short, architects should be working to design cancer-fighting elements in fire stations. Responsible elected and appointed officials should require this type of expertise when hiring design professionals for fire stations.

Diesel Exhaust Capturing Systems

Source capture diesel exhaust systems are recommended for stations. There are source capture systems that are mounted on the apparatus, as well as systems that are installed in the station and manually connected directly to the exhaust tailpipe. However, they should be supplemented with other exhaust systems to filter the air from off-gassing of contaminated firefighting equipment and PPE. Advanced and cost-effective sensors can detect a wide range of unhealthy gases, including carbon monoxide. When quantities reach unsafe levels, fresh air intake and exhaust fans are automatically activated to exchange the volume of air in the building with fresh air. These systems can also be manually activated to assist with air circulation on hot days.

5.2 Overall Functional Requirements

When first responders think about NFPA standards, it is often focused on fireground operations or safety and apparatus policies, but two architects are focused on the NFPA standards that need to be implemented into fire station design.

Jennifer Bettiol and Ray Holliday, from BRW Architects, discussed how NFPA standards 1500, 1710, 1720 and 1851 are critical to the layout and construction of new fire stations to keep firefighters healthy when they are not responding to calls.[vi]

"One of the things we came to understand in fire station design is that we can help them achieve these goals when we look at the standards and requirements when we begin to design the station."

NFPA 1500

NFPA 1500 is *the Standard on Fire Department Occupational Safety, Health, and Wellness Program,* and it impacts fire station design in areas including cancer prevention, firefighter fitness, and creating spaces where firefighters can unwind from the stresses of the job.

Cancer is a hot topic that does not just focus on the fireground but involves aspects of fire station design and use.

Bettiol said new fire stations include airlocks—the areas between the living space and apparatus bay—where positive-pressure airflow or an air curtain can help remove contaminants in the bays from living spaces.

Cardiac events continue to be the leading cause of firefighter deaths, and efforts are being made to reduce the strain on the heart during nighttime emergencies.

Since departments are required to have fitness programs, many departments opt for a physical fitness space.

Designs need to include safety features such as windows to the workout area to ensure firefighters are safe. Indoor and outdoor fitness areas have been used when space is limited, but they need to have easy access to the apparatus bays.

Training areas allow crews to learn about the latest safety and health programs, so ample space that provides a functional learning space is part of this standard.

Suppose hands-on training areas are built into the station's layout. In that case, considerations need to include the decontamination of equipment and gear used before members return it to service or re-enter the living spaces.

Allowing firefighters to unwind and communicate in the station can help lower stress levels. Designs can include common spaces for crews to talk and debrief; comfortable seating are common practices.

The storage of PPE needs to be kept in areas away from the sun, and with little fluorescent lighting. The space needs ventilation to remove particulates from the area, and it needs to be separated from the living area.



NFPA 1851

The standard that covers the maintenance and care of firefighter PPE is NFPA 1851, and it requires departments to

have separate laundry facilities for contaminated PPE and uniforms and station clothing, towels, and bedding.

Laundry areas continue to evolve and are being separated where personal belongings can be cleaned in the living areas where PPE does not enter the living space and is laundered near the apparatus bay. Waste water removal and airflow need to be considered when designed.

NFPA 1710, 1720

NFPA 1710 and 1720 are the standards for the operations of career fire departments (NFPA 1710) and volunteer departments (1720).

"While we can't control what happens outside the station, what we can do is translate the design into how fast we can get them out of the station."

Designs can significantly impact turnout times for departments, including access from the second floor to the first-floor apparatus bay and from first-floor common areas.

"When we consider getting from Point A to B, it's at a walk, not a run," Bettiol said. "We need to understand what actions are going on in certain areas, such as putting things away in the kitchen that can add time to their response."

The easiest way to decrease response time is to give firefighters direct access without bends or turns in hallways, which will slow the firefighter down and create hazards. Door swings need to be designed so that firefighters will not open a door into another firefighter's path of travel.

Poles can reduce response times from an upper level by 50 percent or more, but safety features need to be included on both levels to prevent falls and hard landings. The location and design need to be discussed because the openings create airflow and fire spread areas.

As volunteer fire stations transition to around-the-clock staffing, departments need to be honest as they plan living spaces that will be used more frequently.

Other Areas of Consideration

NFPA 13 is the standard for fire sprinkler installations and fire flows and designs need to be looked at for the various spaces around the station.

ISO ratings also include fire station features, including turnout time, station locations and accessibility.

It should be remembered that the standards and requirements do not just affect the fireground, but also the facilities where firefighters work, live and train. Those standards, when applied properly, can help with the firefighter's overall mission to protect the community and themselves.

5.3 Training and Recruitment

The Office of the Fire Marshal has recently announced the training and certification requirements for all positions within the fire service, which include firefighters, fire prevention officers, and training officers. As such, the Fire Chief is provided with clear direction on what training is required for each position within the fire department.

As for recruitment, the Fire Chief, will need to ensure a minimum of 15 VFFs at each fire station. Based on the Department's retention rate, the need for a recruitment drive and related and training program will depend on the actual retention rates.

Appendix 'A'

FIRE STATION DESCRIPTORS & 14-MINUTE RESPONSE COVERAGE



FIRE RESCUE

TOWNSHIP OF MUSKOKA Lakes

EMG Emergency Management Group

APPENDIX A – FIRE STATION DESCRIPTORS & 14-MINUTE RESPONSE COVERAGE

Facility Overview: Station 1 – Foot's Bay



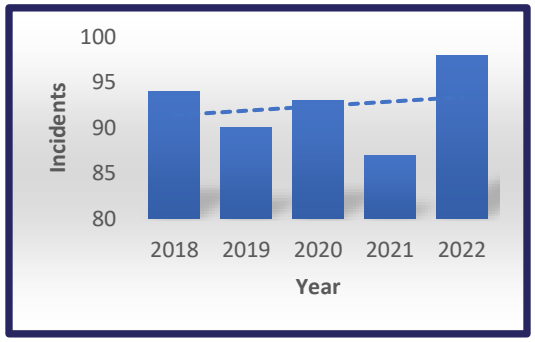
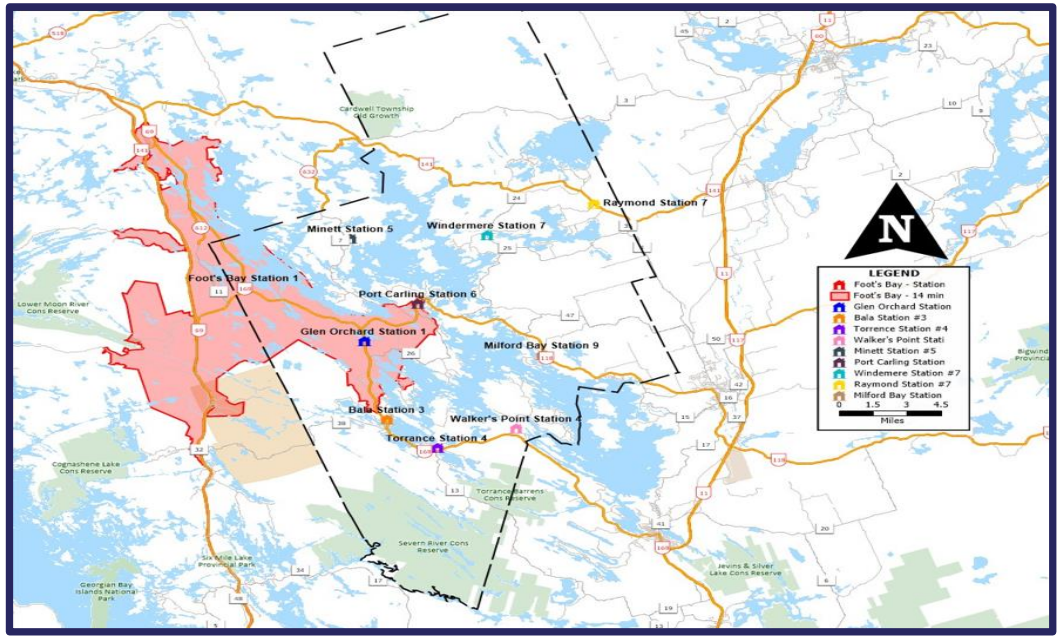
Year of Construction	1971 (52 Years), renovation in 1978	
Building Size	4,241 ft^2	
Apparatus Assigned	Tanker / Rescue / Snowmobile	
Firefighters Rostered	14	
Incident Volume **NOTE: Call volumes are reflective of Foot's Bay and Glen Orchard incidents combined.**	2018: 94 2019: 90 2020: 93 2021: 87 2022: 98	
Additional	Attached to 2,800 ft^2 community centre	

FIGURE A.1: FOOT'S BAY – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	9 minutes: 3 seconds	25 minutes: 9 seconds
2019	9 minutes: 8 seconds	17 minutes: 21 seconds
2020	9 minutes: 58 seconds	17 minutes: 13 seconds
2021	9 minutes: 51 seconds	18 minutes: 30 seconds
2022	9 minutes: 55 seconds	19 minutes: 1 second

Facility Overview: Station 1 – Glen Orchard



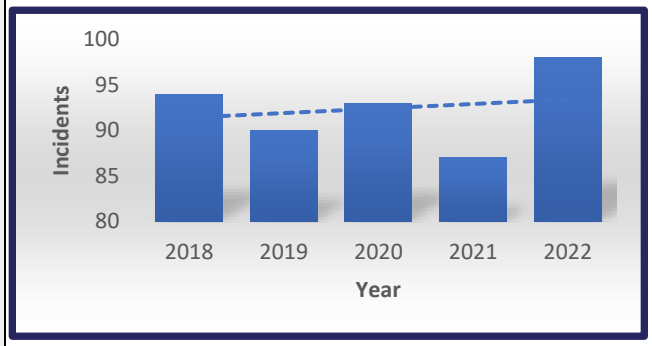
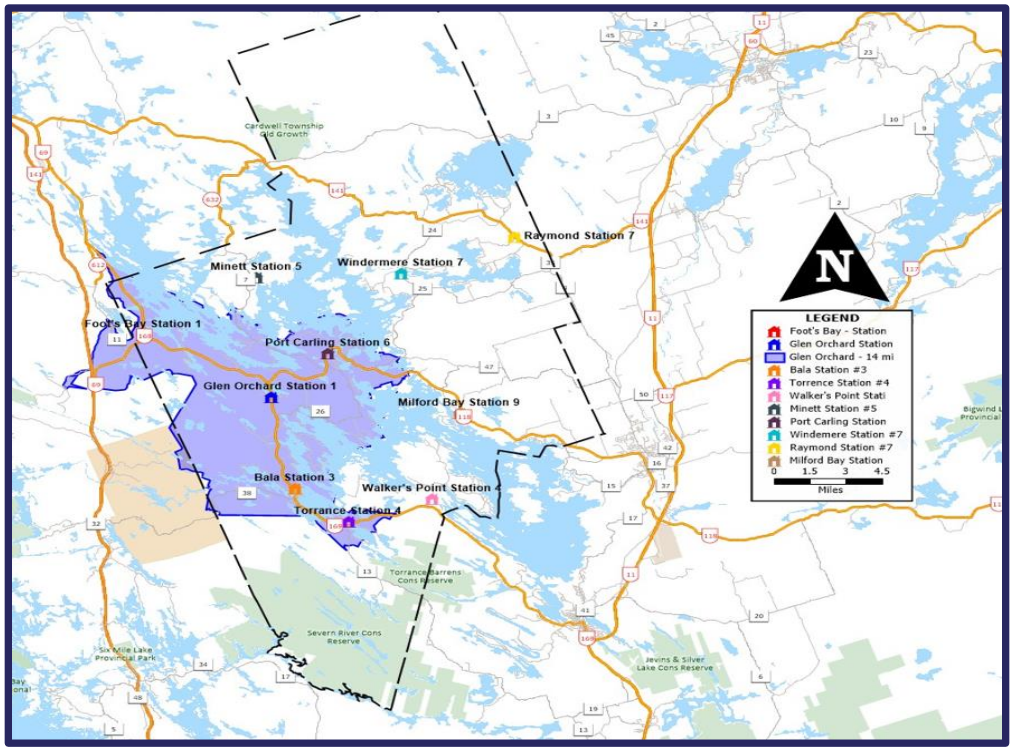
Year of Construction	1991 (32 Years)	
Building Size	1,079 ft^2	
Apparatus Assigned	Pumper	
Firefighters Rostered	14	
Incident Volume **NOTE: Call volumes are reflective of Foot's Bay and Glen Orchard combined incidents.**	2018: 94 2019: 90 2020: 93 2021: 87 2022: 98	
Additional	Attached to a Public Works Facility	

FIGURE A.2: GLEN ORCHARD – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	9 minutes: 3 seconds	25 minutes: 9 seconds
2019	9 minutes: 8 seconds	17 minutes: 21 seconds
2020	9 minutes: 58 seconds	17 minutes: 13 seconds
2021	9 minutes: 51 seconds	18 minutes: 30 seconds
2022	9 minutes: 55 seconds	19 minutes: 1 second



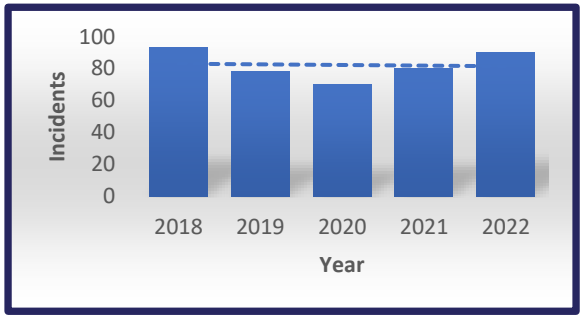
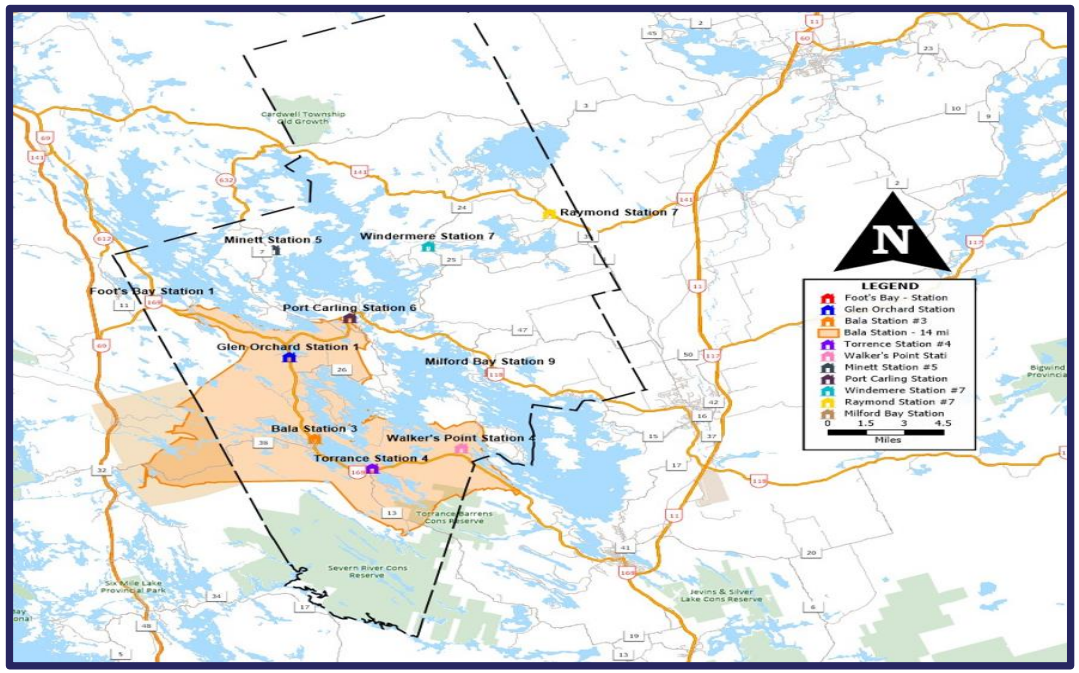
Year of Construction	1945 (78 Years), renovation in 2010	
Building Size	4,764 ft^2	
Apparatus Assigned	Pumper / Tanker / Rescue / Snowmobile	
Firefighters Rostered	22	
Incident Volume **NOTE: Call volumes are reflective of Bala and Glen Orchard combined incidents**	2018: 93 2019: 78 2020: 70 2021: 80 2022: 90	
Additional	Attached to a community centre	

FIGURE A.3: BALA– 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	11minutes: 52 seconds	18 minutes: 22 seconds
2019	9 minutes: 1 second	16 minutes: 23 seconds
2020	9 minutes: 56 seconds	15 minutes: 52 seconds
2021	7 minutes: 40 seconds	19 minutes: 53 seconds
2022	8 minutes: 50 seconds	15 minutes: 48 seconds

Facility Overview: Station 4 – Torrance



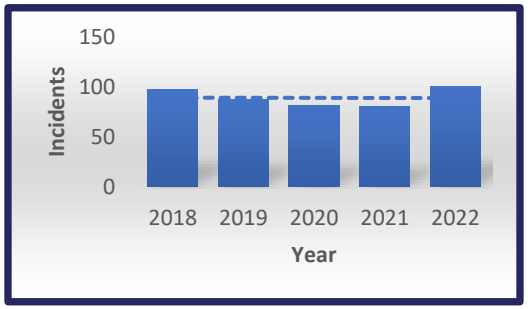
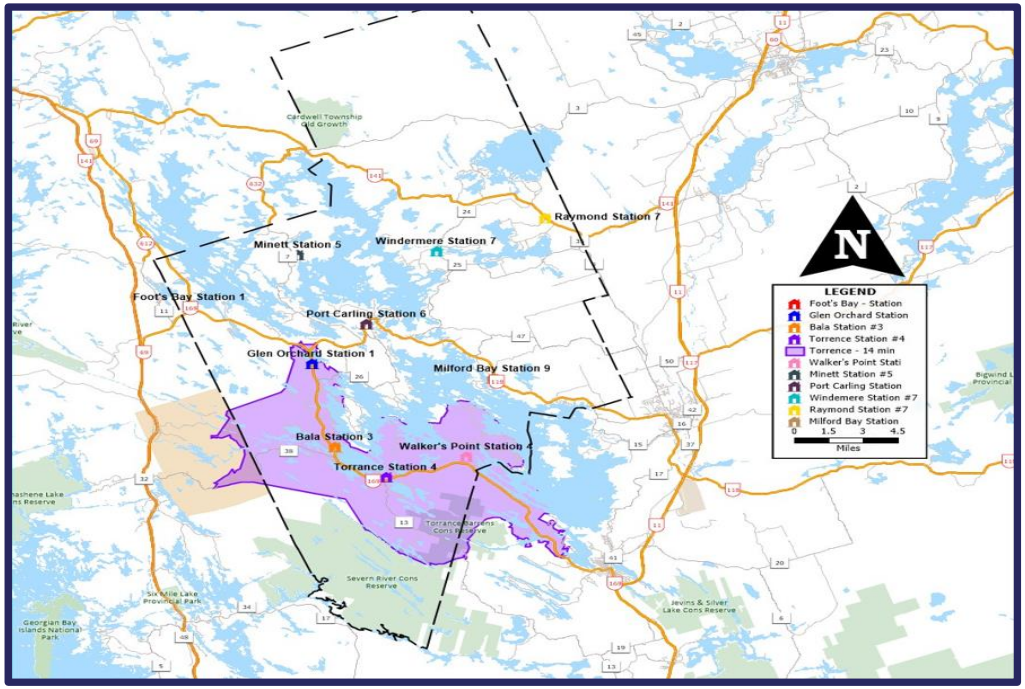
Year of Construction	1992 (31 years)	
Building Size	2,240 ft^2	
Apparatus Assigned	Tanker / Spare Pumper	
Firefighters Rostered	15	
Incident Volume **NOTE: Call volumes are reflective of Torrance and Walkers Point combined incidents.**	2018: 97 2019: 87 2020: 81 2021: 80 2022: 100	
Additional		

FIGURE A.4: TORRANCE – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	9 minutes: 21 seconds	18 minutes: 51 seconds
2019	11 minutes: 42 seconds	19 minutes: 42 seconds
2020	10 minutes: 33 seconds	19 minutes: 30 seconds
2021	10 minutes: 55 seconds	20 minutes: 49 seconds
2022	10 minutes: 53 seconds	19 minutes: 53 seconds

Facility Overview: Station 4 – Walkers Point



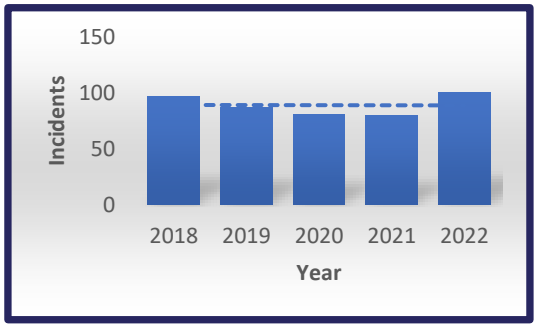
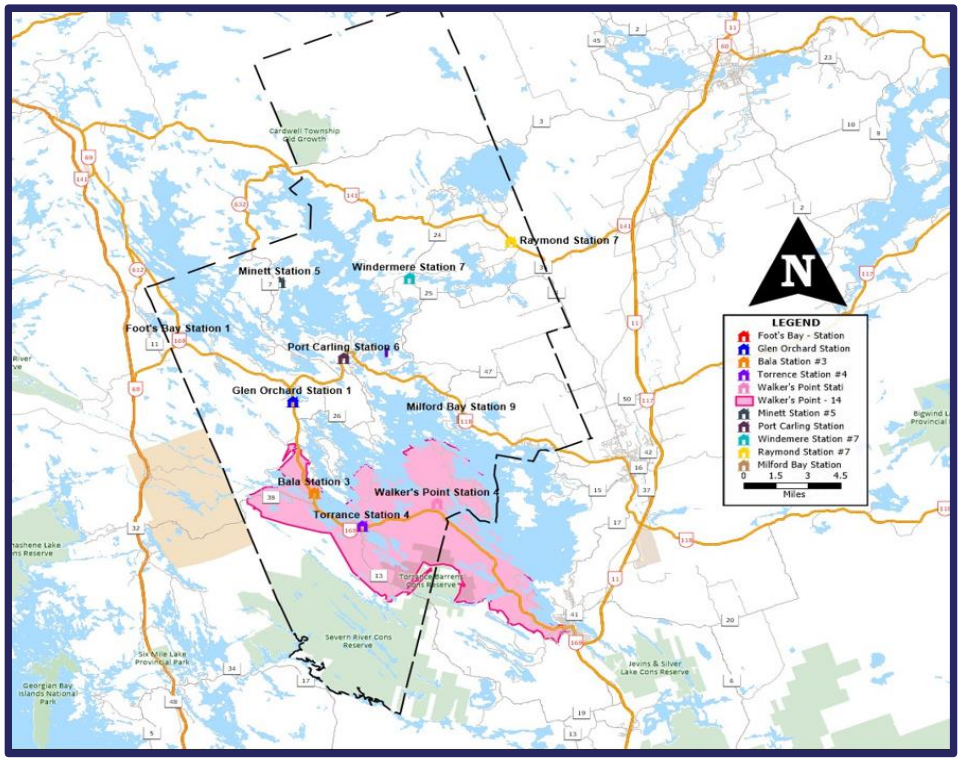
Year of Construction	2009 (14 years)	
Building Size	5,326 ft^2	
Apparatus Assigned	Pumper / Rescue / ATV	
Firefighters Rostered	15	
Incident Volume **NOTE: Call volumes are reflective of Torrance and Walkers Point combined incidents.**	2018: 97 2019: 87 2020: 81 2021: 80 2022: 100	
Additional	Attached to a 5,505 ft^2 community centre	

FIGURE A.5: WALKERS POINT – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	9 minutes: 21 seconds	18 minutes: 51 seconds
2019	11 minutes: 42 seconds	19 minutes: 42 seconds
2020	10 minutes: 33 seconds	19 minutes: 30 seconds
2021	10 minutes: 55 seconds	20 minutes: 49 seconds
2022	10 minutes: 53 seconds	19 minutes: 53 seconds

Facility Overview Station 5 – Minett



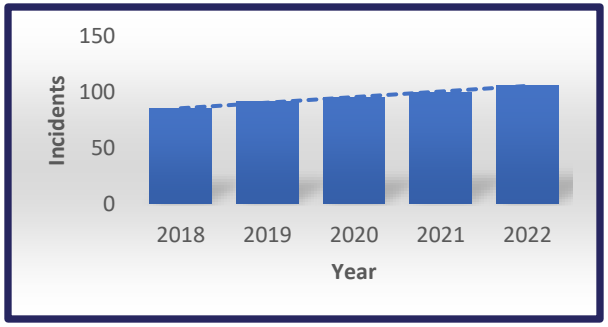
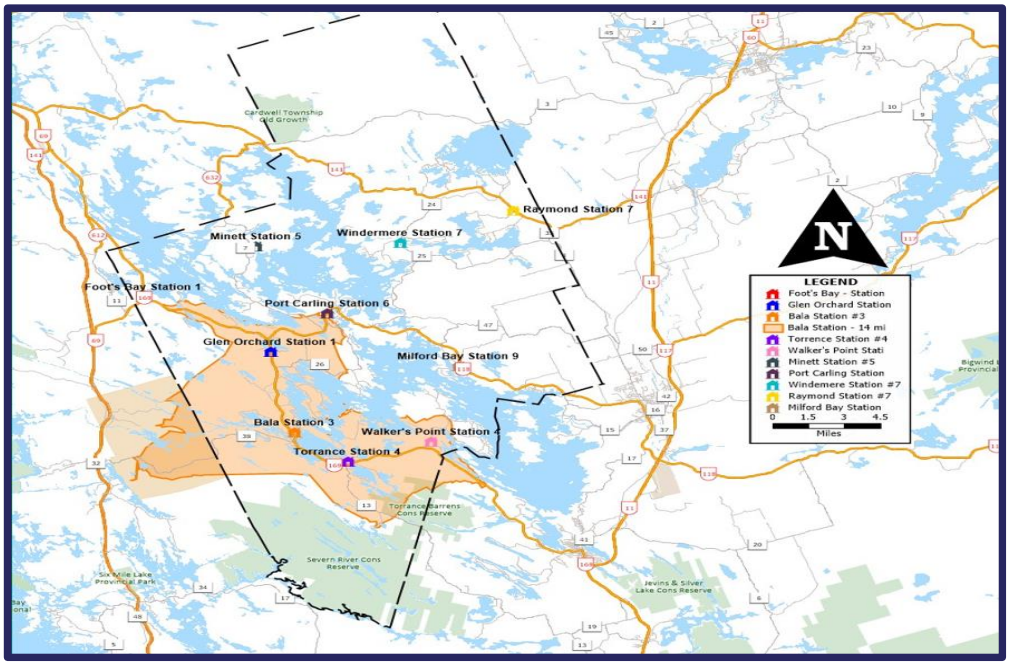
Year of Construction	1940 (83 years)	
Building Size	3,748 ft^2	
Apparatus Assigned	Pumper / Tanker / Rescue / ATV	
Firefighters Rostered	15	
Incident Volume	2018: 85 2019: 92 2020: 95 2021: 100 2022: 106	
Additional	Attached to a community centre	

FIGURE A.6: MINETT – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	10 minutes: 37 seconds	17 minutes: 33 seconds
2019	11 minutes: 29 seconds	21 minutes: 22 seconds
2020	10 minutes: 53 seconds	19 minutes: 33 seconds
2021	11 minutes: 57 seconds	20 minutes: 32 seconds
2022	11 minutes: 51 seconds	20 minutes: 50 seconds

Facility Overview: Station 6 – Port Carling



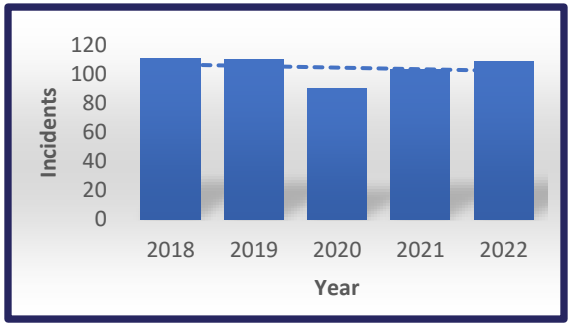
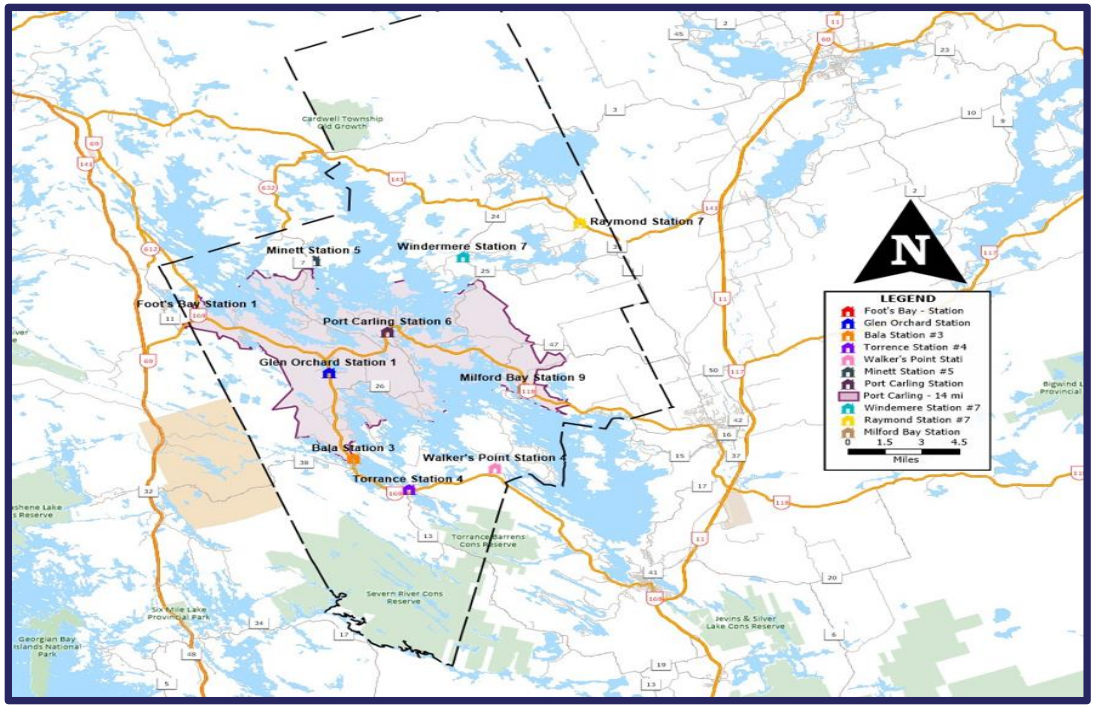
Year of Construction	2009 (14 years)	
Building Size	6,367 ft^2	
Apparatus Assigned	Pumper / Tanker / Rescue / Marine (Inflatable)	
Firefighters Rostered	19	
Incident Volume	2018: 111 2019: 110 2020: 90 2021: 103 2022: 109	
Additional		

FIGURE # A.7: PORT CARLING – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	15 minutes: 35 seconds	16 minutes: 27 seconds
2019	9 minutes: 11 seconds	15 minutes: 2 seconds
2020	9 minutes: 17 seconds	15 minutes: 46 seconds
2021	9 minutes: 36 seconds	14 minutes: 16 seconds
2022	8 minutes: 48 seconds	13 minutes: 45 seconds

Facility Overview: Station 7 – Raymond



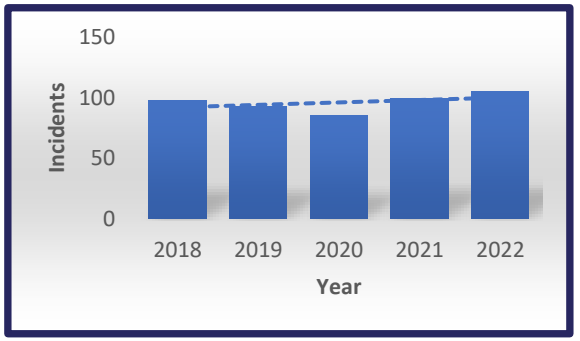
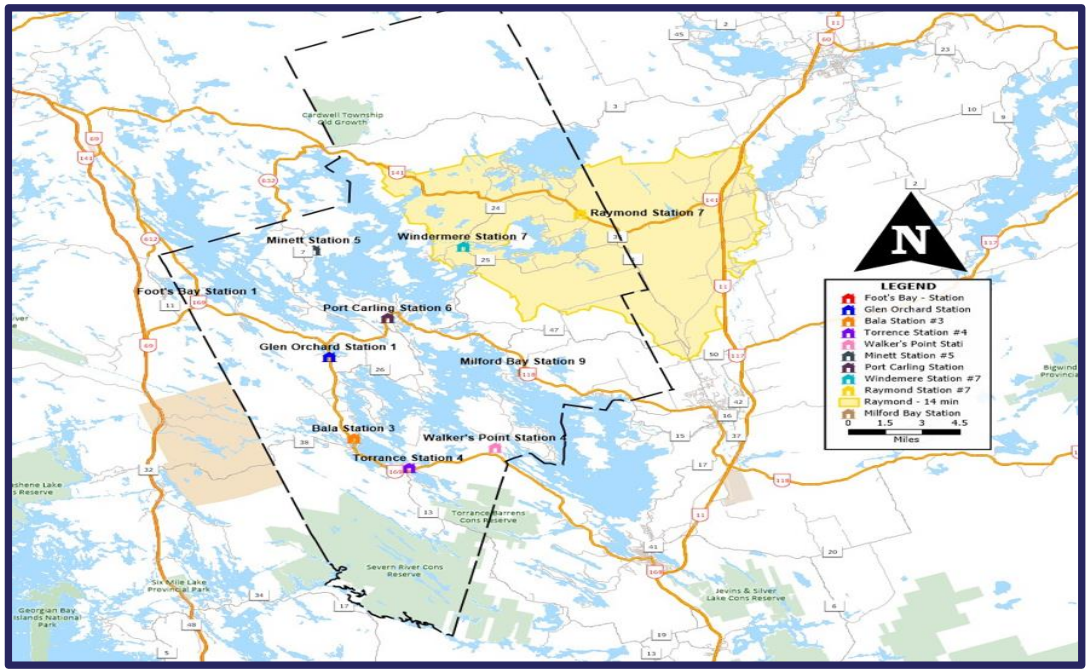
Year of Construction	1980 (43 years)	
Building Size	2,050 ft^2	
Apparatus Assigned	Pumper / Tanker / Rescue	
Firefighters Rostered	17	
Incident Volume **NOTE: Call volumes are reflective of Windermere and Raymond incidents combined.**	2018: 98 2019: 93 2020: 85 2021: 99 2022: 105	
Additional		

FIGURE A.8: RAYMOND – 14-MINTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	8 minutes: 53 seconds	16 minutes: 48 seconds
2019	12 minutes: 48 seconds	20 minutes: 45 seconds
2020	9 minutes: 19 seconds	18 minutes: 3 seconds
2021	8 minutes: 51 seconds	17 minutes: 45 seconds
2022	11 minutes: 31 seconds	20 minutes: 45 seconds

Facility Overview: Station 7 – Windermere



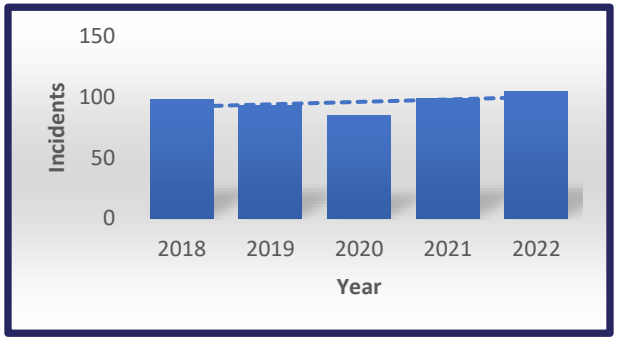
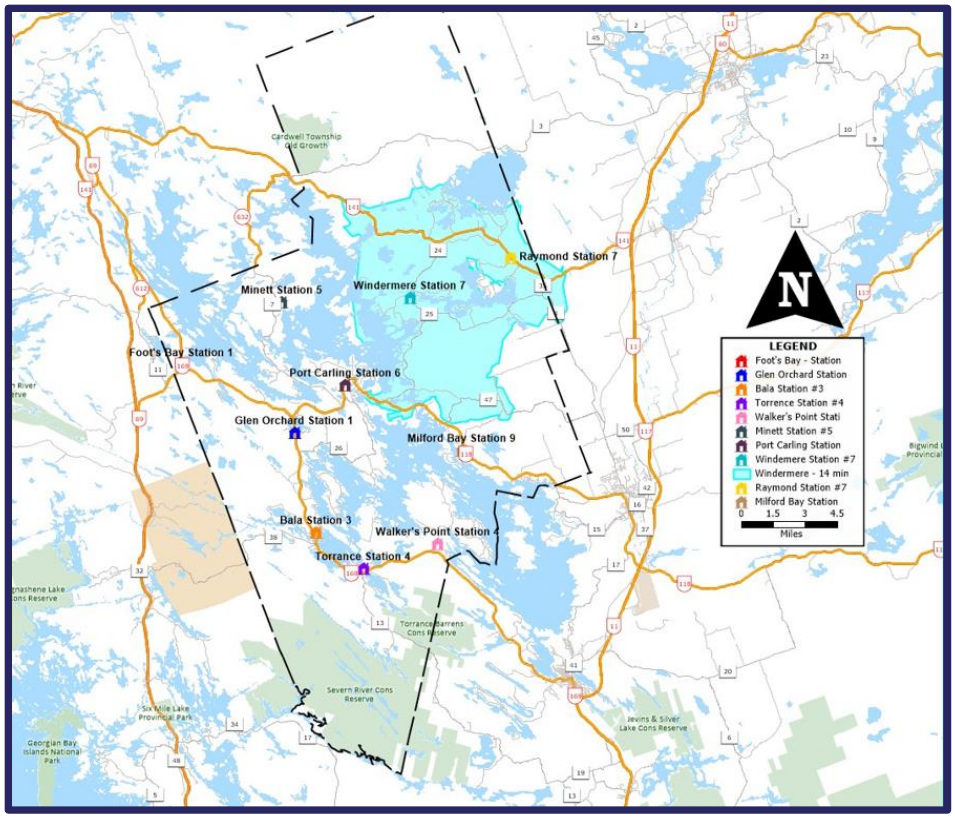
Year of Construction:	1995 (28 years)	
Building Size:	2,930 ft^2	
Apparatus Assigned:	Pumper / Tanker / ATV	
Firefighters Rostered:	17	
Incident Volume: **NOTE: Call volumes are reflective of Windermere and Raymond incidents combined.**	2018: 98 2019: 93 2020: 85 2021: 99 2022: 105	
Additional		

FIGURE A.9: WINDERMERE – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	8 minutes: 53 seconds	16 minutes: 48 seconds
2019	12 minutes: 48 seconds	20 minutes: 45 seconds
2020	9 minutes: 19 seconds	18 minutes: 3 seconds
2021	8 minutes: 51 seconds	17 minutes: 45 seconds
2022	11 minutes: 31 seconds	20 minutes: 45 seconds

Facility Overview: Station 9 – Milford Bay



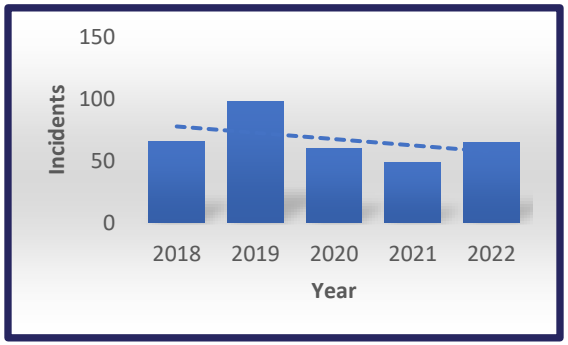
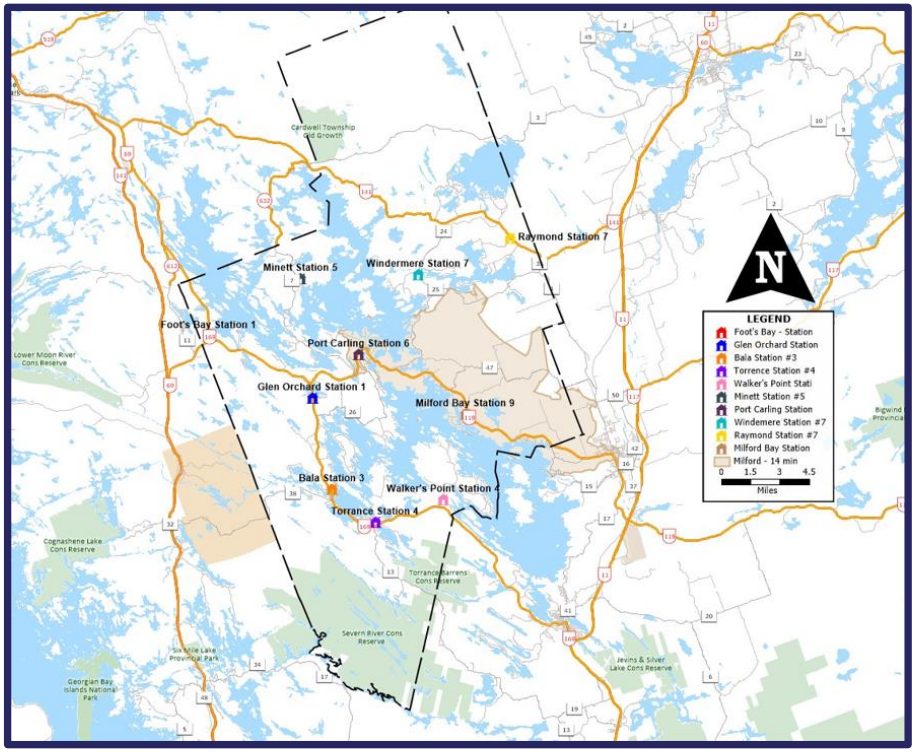
Year of Construction	1955 (78 years)	
Building Size	2,374 ft^2	
Apparatus Assigned	Pumper / Tanker / Rescue / ATV (ARGO)	
Firefighters Rostered	20	
Incident Volume	2018: 85 2019: 92 2020: 95 2021: 100 2022: 106	
Additional		

FIGURE A.10: MILFORD BAY – 14-MINUTE DRIVE TIME



YEAR	TURN OUT TIME (AVERAGE)	RESPONSE TIME (AVERAGE)
2018	11 minutes: 57 seconds	20 minutes: 20 seconds
2019	13 minutes: 49 seconds	22 minutes: 40 seconds
2020	12 minutes: 20 seconds	22 minutes: 59 seconds
2021	11 minutes: 13 seconds	20 minutes: 25 seconds
2022	15 minutes: 6 seconds	24 minutes: 15 seconds

ENDNOTES

[i] Township of Muskoka Lakes Fire Master Plan 2022, Section 6.2

[ii] FEMA 2018 Safety and Health Considerations for the Design of Fire and Emergency Medical Services Stations (pgs. 13 and 41)

[iii] Station Design: Station Construction: Budgeting for Soft Costs. Retrieved 15 March 2024. https://www.firehouse.com/stations/article/21150704/station-design-station-construction-budgeting-for-soft-costs

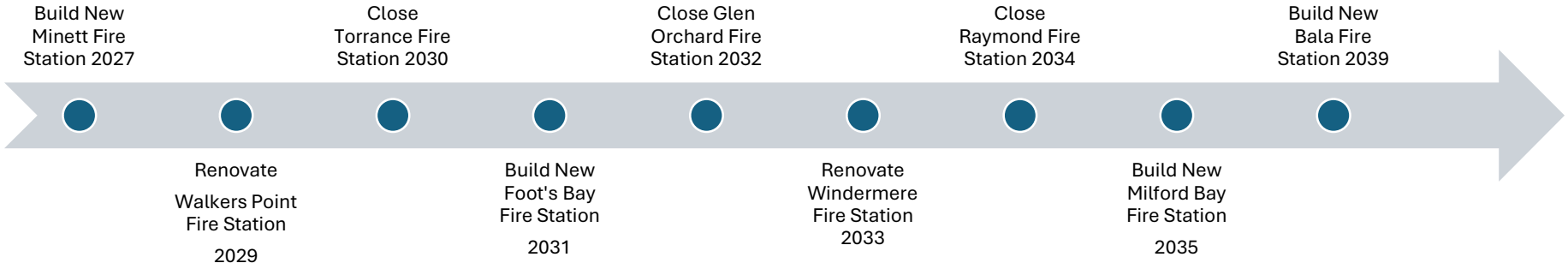
[iv] "838 – 4th Avenue SW," ITC Construction Group, Accessed August 24, 2023, https://www.itc-group.com/project/solaire-louise-station

[v] Taking Action Against Cancer in the Fire Service (2013), Retrieved 18 March 2024. https://firewipes.com/wp-content/uploads/2017/10/fcsn-white-paper.pdf

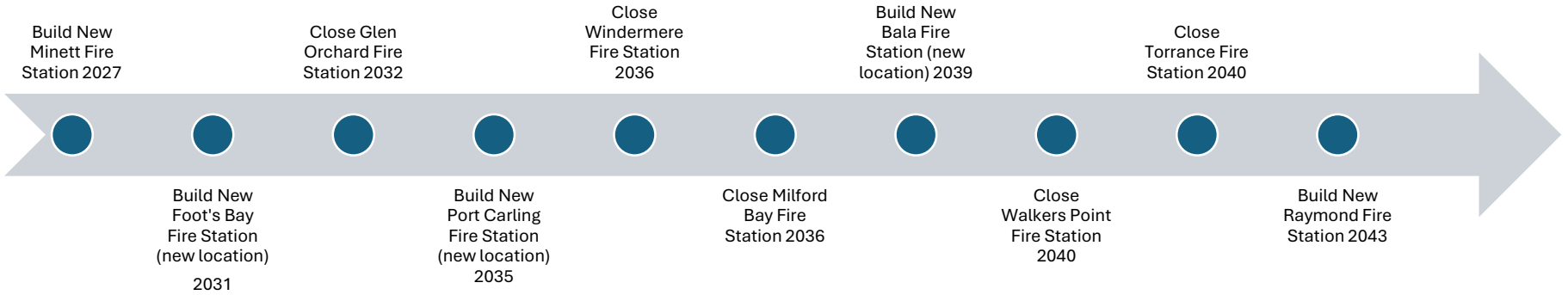
[vi] Station Design: Integrating NFPA Standards into Your Fire Station. Retrieved 19 March 2024. https://www.firehouse.com/stations/architects/news/21011092/station-design-integrating-nfpa-standards-into-your-fire-station

Appendix II

7 Fire Station Implementation Plan



5 Fire Station Implementation Plan



Staff Report OPS-2025-039
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General Finance Committee**

AUTHOR: **Corey Moore, Manager of Parks, Recreation and Facilities**

SUBJECT: **Beaumaris and Windermere Wharf Project Layouts**

RECOMMENDATION #1

BE IT RESOLVED THAT Committee approve the Beaumaris and Windermere Dock Layouts, outlined in Appendix “V” of Report OPS-2025-39;

AND THAT the public be notified of the layouts and any comments received be forwarded to Council prior to consideration of approval.

REPORT HIGHLIGHTS

This report provides an overview of the wharf dock designs for the Beaumaris and Windermere Wharf Dock projects.

BACKGROUND

Beaumaris and Windermere Wharf Docks

Both the Beaumaris wooden dock and Windermere floating docks at their respective wharves have reached the end of their useful life, and the 2025 Capital Budget included funding for replacement of said docks.

In March 2025, Council approved a five-phase approach for the replacement of these docks. Attached as Appendix “I” is this proposed project timeline/approach, as well as aerial photos showing the respective docks in question. The project is scheduled to be completed by June 2026. The project is currently at the end of Phase Two and ready to proceed into Phase Three.

Community Input

A public survey seeking input on the design and use of each wharf, distributed via Township website, social media and email, was open for comment from June 18, 2025 to July 4, 2025.

The Windermere Wharf Survey saw 169 responses and the common themes in the responses are outlined below. The survey for the Windermere Wharf included 3

different layout options, attached as Appendix “II”, to gather public feedback on. Attached as Appendix “III” are the complete survey results.

- 122 survey responses came from transient boat docking users.
- The top priorities were more boat slips, improved layout, aesthetics and public space.
- The changes the community would most like to see are no parking by permit and no seasonal permits.
- Overall, layout option 1 was the preferred design.

Additionally, staff held discussions with the Windermere Marina and Windermere House. There was a strong desire to add additional boat slips to allow more boat parking and transient use. The layout of the docks and waterfront area is important as it is an iconic area and very popular in the summer season.

The Beaumaris Wharf Survey saw 134 responses and the common themes in the responses are outlined below. Attached as Appendix “IV” are the complete survey results.

- 59 survey responses came from seasonal permit holders, while 45 survey responses came from transient boat docking users.
- 96 survey responses recommended no changes to the current dock and permit system.
- 88% of survey responses would replace the current wooden dock like for like.
- Lack of parking on land was a common concern.

Additionally, staff received feedback directly for the Beaumaris Marina. Feedback received echoed that of the survey results. A strong desire to keep the current system in place and repair the dock like for like. Lack of space in the area limits any possible changes to the dock layout.

ANALYSIS

Design Revisions

Upon consideration of the community feedback and discussions with local stakeholders, design revisions have been prepared for Committee’s consideration, as outlined in Appendix “V”.

A summary of the proposed design revisions include:

<u>Windermere Wharf Layout</u>

- Similar design to current layout with minor improvements.
- Floating dock system to be tied into shore during winter to prevent spring damage.
- Increase in total number of docks slips from 45 to 60.
- Addition of longer slips at ends of docks to accommodate larger boats.
- Properly spaced/identified slips for smaller vessels to dock.

- Properly marked beach/swimming area.
- Addition of canoe/kayak designated area away from boat traffic.
- Addition of floating docks to extend Maple Leaf Bay Dock.
- No changes to concrete wharf sections.

Beaumaris Wharf Layout

- Same design and size as current layout.
- Replace cribs with new steel dock.
- Identified slips for smaller vessels to dock in shallow areas.
- No changes to concrete wharf sections.

ALTERNATIVES

Council may elect not to proceed with the dock replacements or could decide to include additional changes. Specific direction as to the intent of any changes would be required.

FINANCIAL IMPLICATIONS

The approved budget (2025) for the Beaumaris Wharf Dock Replacement was $300,000 and $425,000 for the Windermere Floating Docks Replacement.

With the proposed layout designs, staff expect to complete the docks within the budget amount. Upon tendering the projects, should the costs be over the budgeted amount, staff will provide options for proceeding such as completing the work in phases, etc.

STRATEGIC PLAN

Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Proposed Project Timeline and Aerial Photos
Appendix II – Windermere Wharf Dock Layout Options
Appendix III – Windermere Survey Results
Appendix IV – Beaumaris Survey Results
Appendix V – Final Dock Designs

PREPARED BY:

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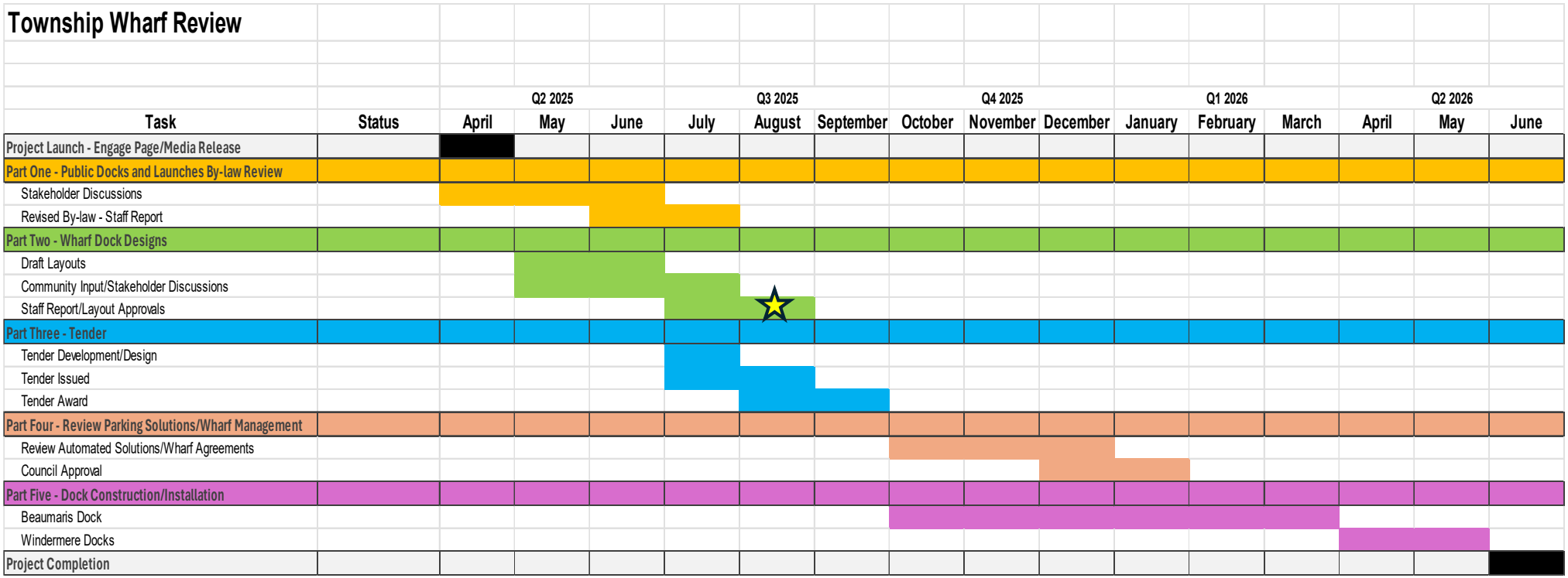
APPROVED BY:

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Nick Colucci, P. Eng.
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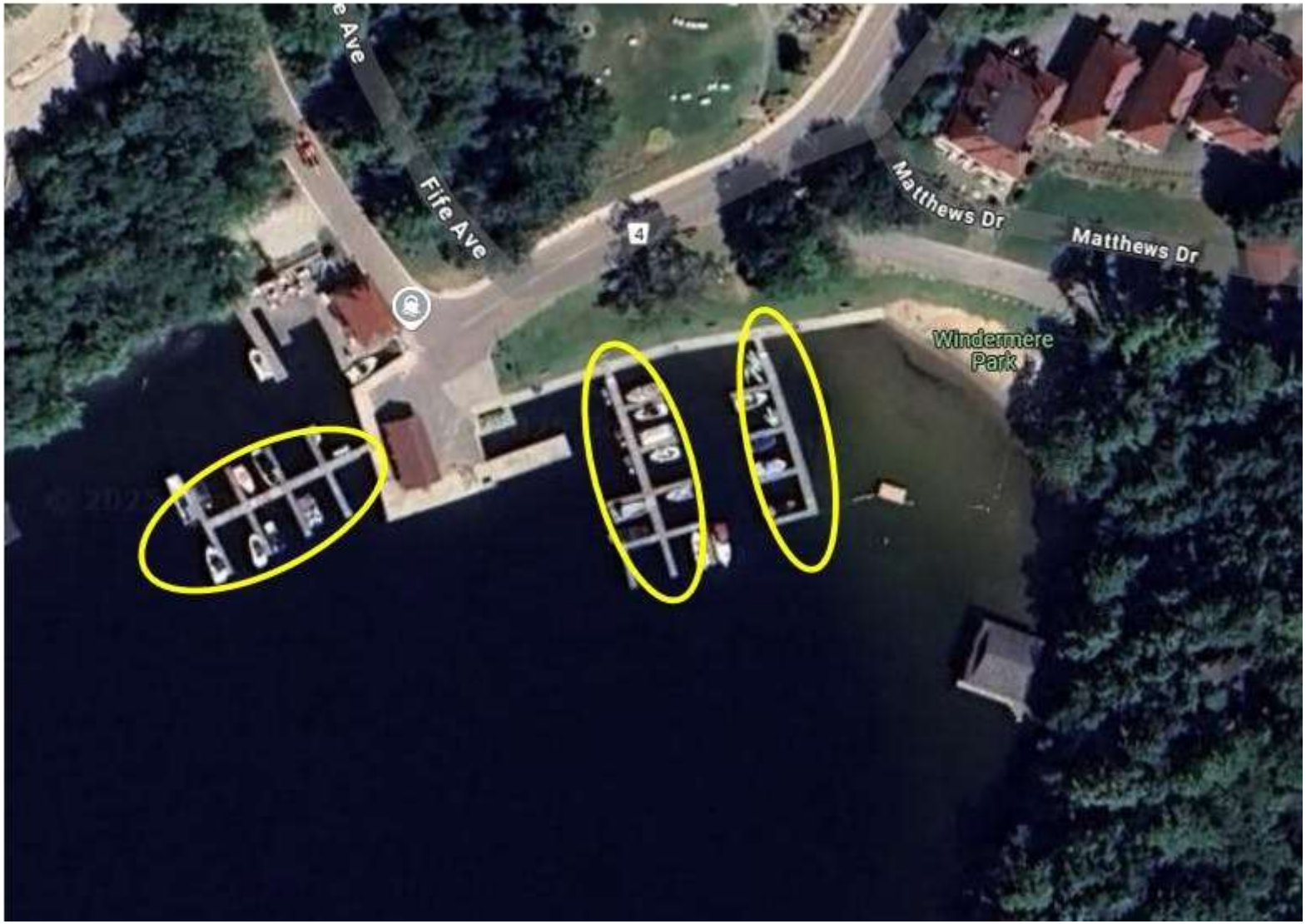
CAO ACKNOWLEDGMENT:

Original Signed By_____
David Pink
Chief Administrative Officer
705-765-3156 ext. 230
dpink@muskokalakes.ca

Appendix I – Proposed Project Timeline



Windermere Docks



Beaumaris Dock



Appendix II

Community Residential

Community Commercial

Windermere Road

Windmere Park

Matthews Drive

Community Commercial

Windermere Marina

Asphalt

Ex. Beach

Shelter

Community Residential

LEGEND:

HIGH WATER LEVEL (MUSKOKA GEOHUB DATA)

APPROXIMATE 2025 SUMMER WATER LEVEL (MUSKOKA GEOHUB DATA)

LIMIT OF DESIGNATED SWIMMING AREA

N

1:250 0 5 10m

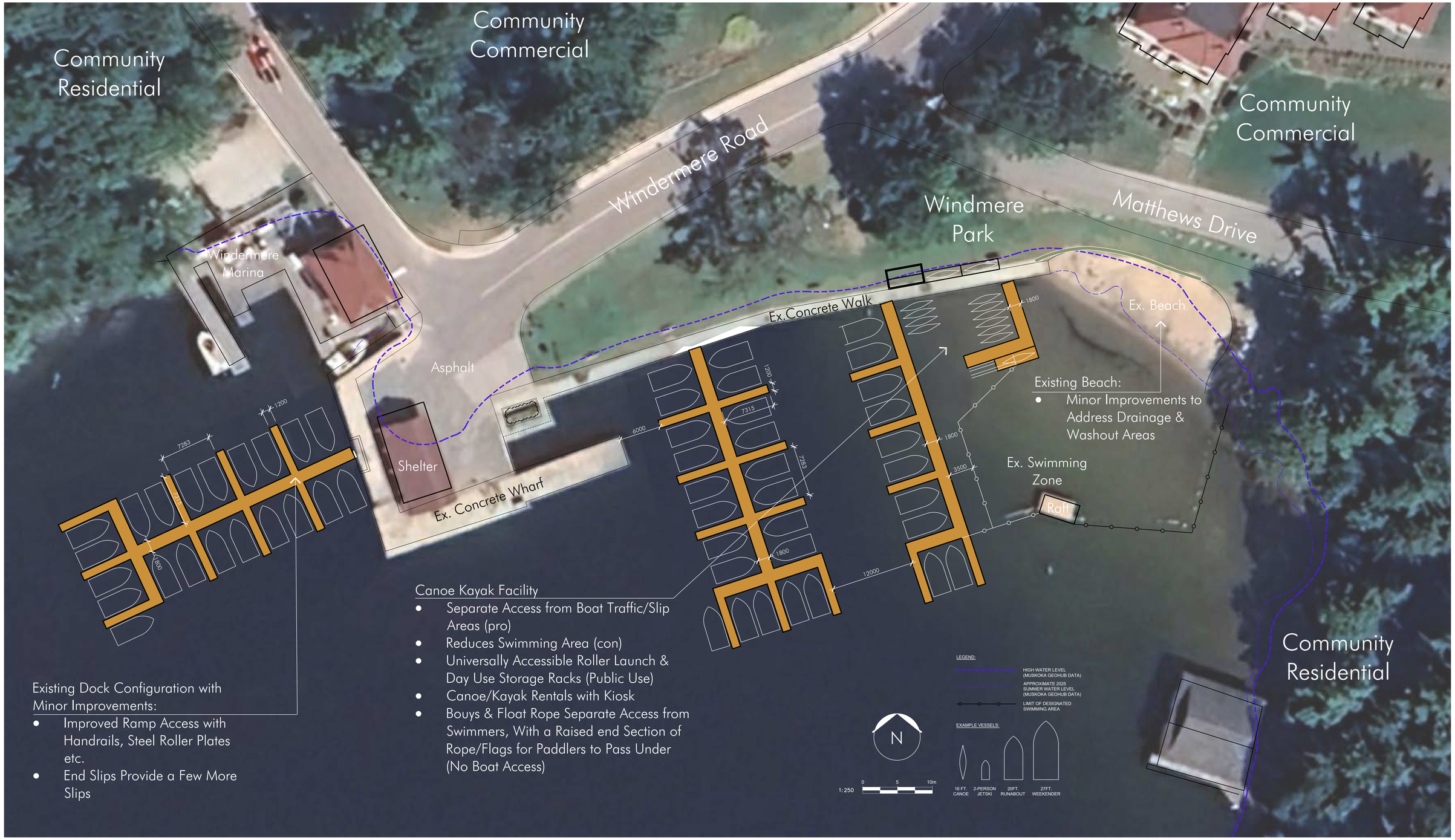
kfla
Kendall Flower Landscape Architecture

WINDERMERE WHARF RENEWAL

EXISTING CONDITIONS & INTENT

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes



kfla
Kendall Flower Landscape Architecture

WINDERMERE WHARF RENEWAL

OPTION 1

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes™



kfla
Kendall Flower Landscape Architecture

WINDERMERE WHARF RENEWAL

OPTION 2

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes™

Community Residential

Community Commercial

Windermere Road

Community Commercial

Windmere Park

Matthews Drive

Windermere Marina

Asphalt

Ex.Concrete Walk

Ex. Beach

Existing Beach:

- Minor Improvements to Address Drainage & Washout Areas

Shelter

Ex. Concrete Wharf

Ex. Swimming Zone

Raft

Existing Docks Expanded to Maximize the Number of Vessels Accommodated:

- Jet Skis, Tin Boats & Other Small Vessels Encouraged to Use Smaller Slips
- Option Supports the Most Slips/Vessels

Canoe Kayak Facility

- Separate Access from Boat Traffic/Slip Areas (pro)
- Reduces Swimming Area (con)
- (*Not Wheelchair Accessible) Roller Launch & Day Use Storage Racks (Public Use)
- Canoe/Kayak Rentals with Kiosk

Community Residential

N

1:250 0 5 10m

LEGEND:

- HIGH WATER LEVEL (MUSKOKA GEOHUB DATA)
- APPROXIMATE 2025 SUMMER WATER LEVEL (MUSKOKA GEOHUB DATA)
- LIMIT OF DESIGNATED SWIMMING AREA

EXAMPLE VESSELS:

16 FT. CANOE | 2-PERSON JETSKI | 20FT. RUNABOUT | 27FT. WEEKENDER

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WINDERMERE WHARF RENEWAL

OPTION 3

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes™



Example Universally Accessible Roller Launch
(Open for public use by all)

* Note: Requires an accessible path of travel to the dock where the launch is located to be considered as wheelchair/universally accessible.



Example Typical (Floating) Dock



Example Canoe, Kayak, SUP Rental Kiosk (Option Run by Personnel)



Example Canoe, Kayak & SUP Rental - Self Serve Kiosk Option

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WINDERMERE WHARF RENEWAL

EXAMPLE IMAGES

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes

Appendix III

Windermere Wharf Survey

SURVEY RESPONSE REPORT

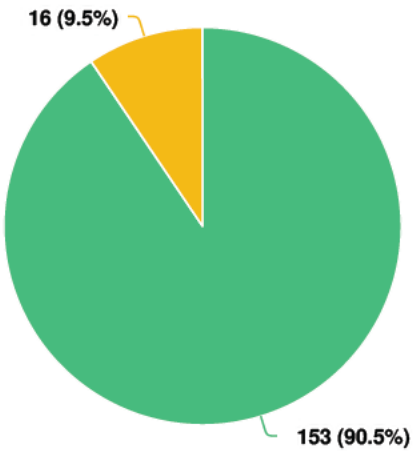
07 May 2020 - 28 July 2025

PROJECT NAME:
Windermere & Beaumaris Wharf Review

GRANICUS

SURVEY QUESTIONS

Q1 Do you currently use the docks at the wharf?

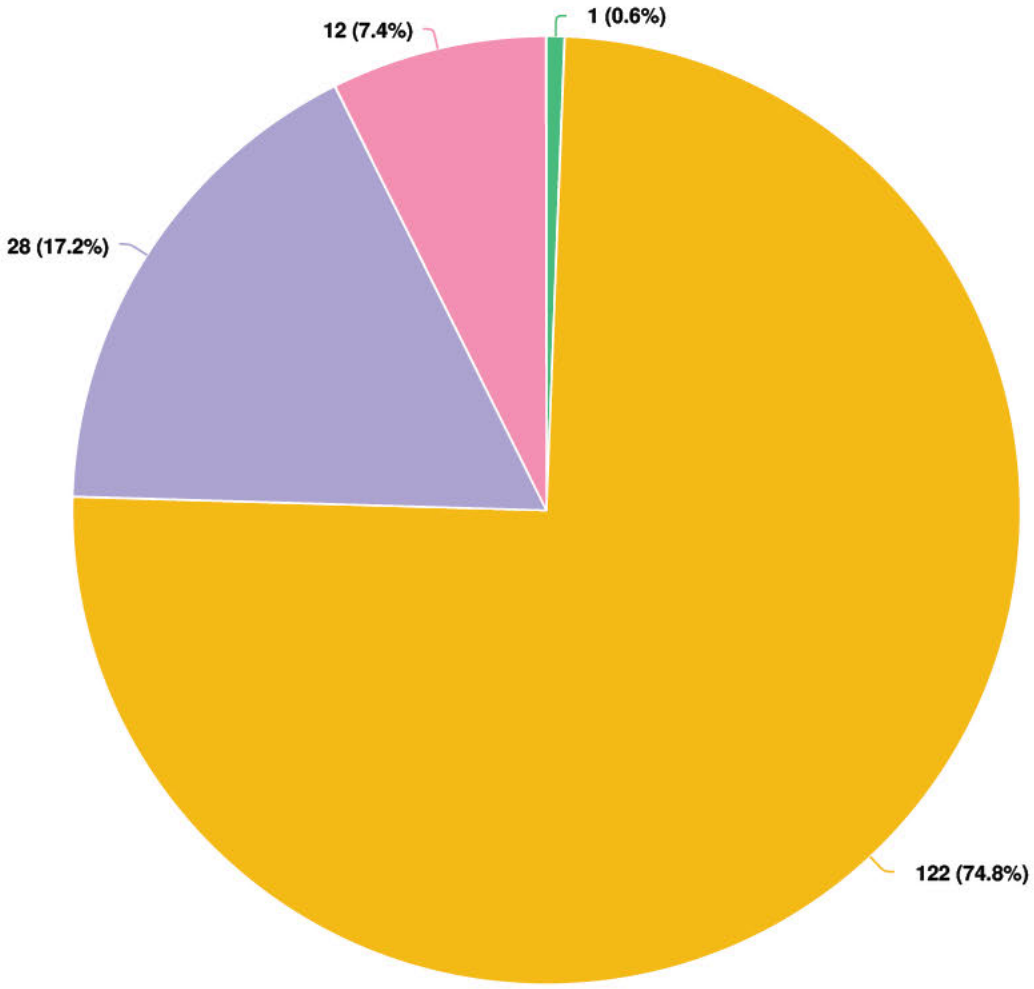


Question options

Yes No

Optional question (169 response(s), 0 skipped)
Question type: Radio Button Question

Q2 If yes, what type of use?

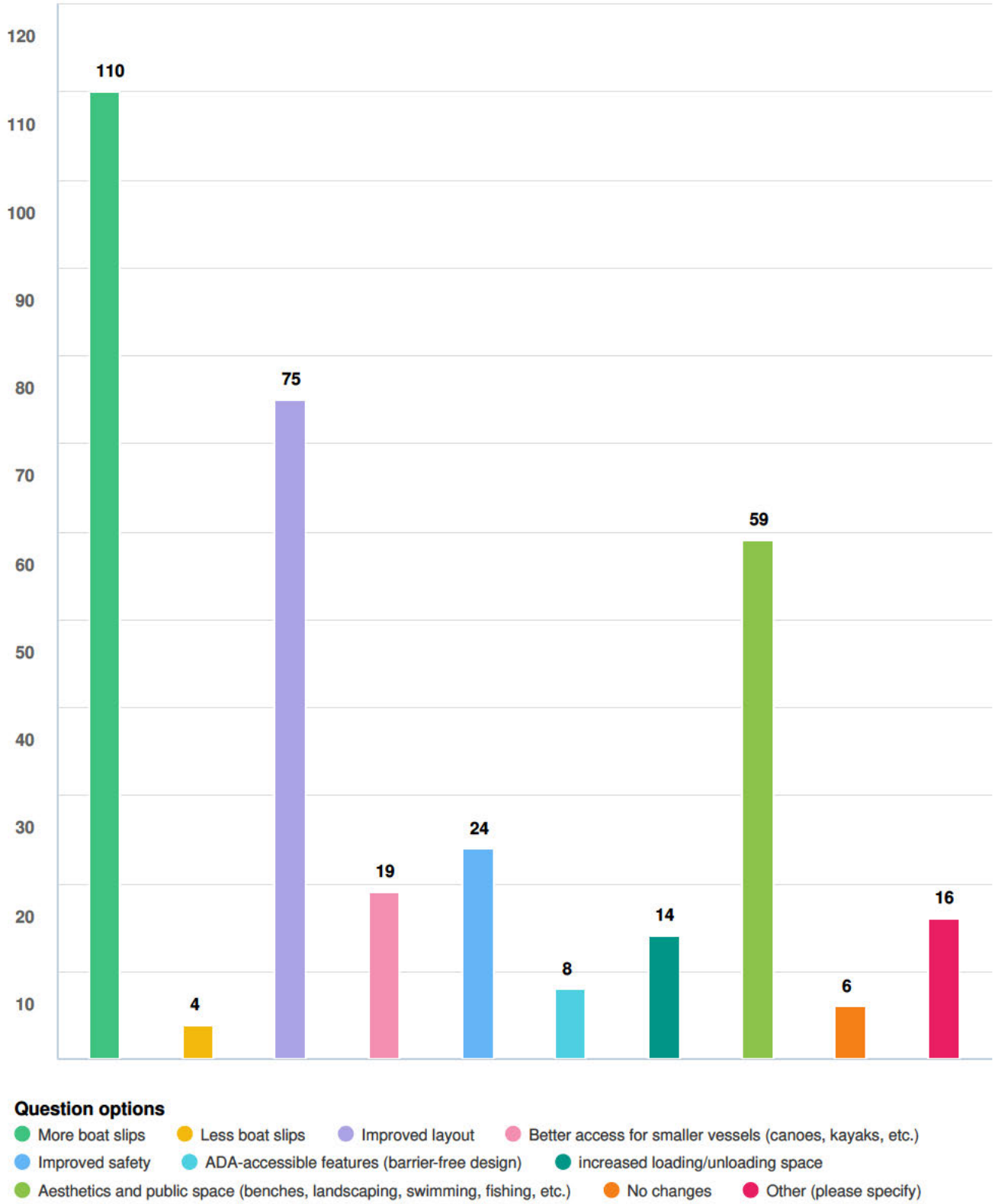


Question options

- Seasonal Permit Holder
- Transient Boat Docking
- Walking/Public Space
- Not Appplicable

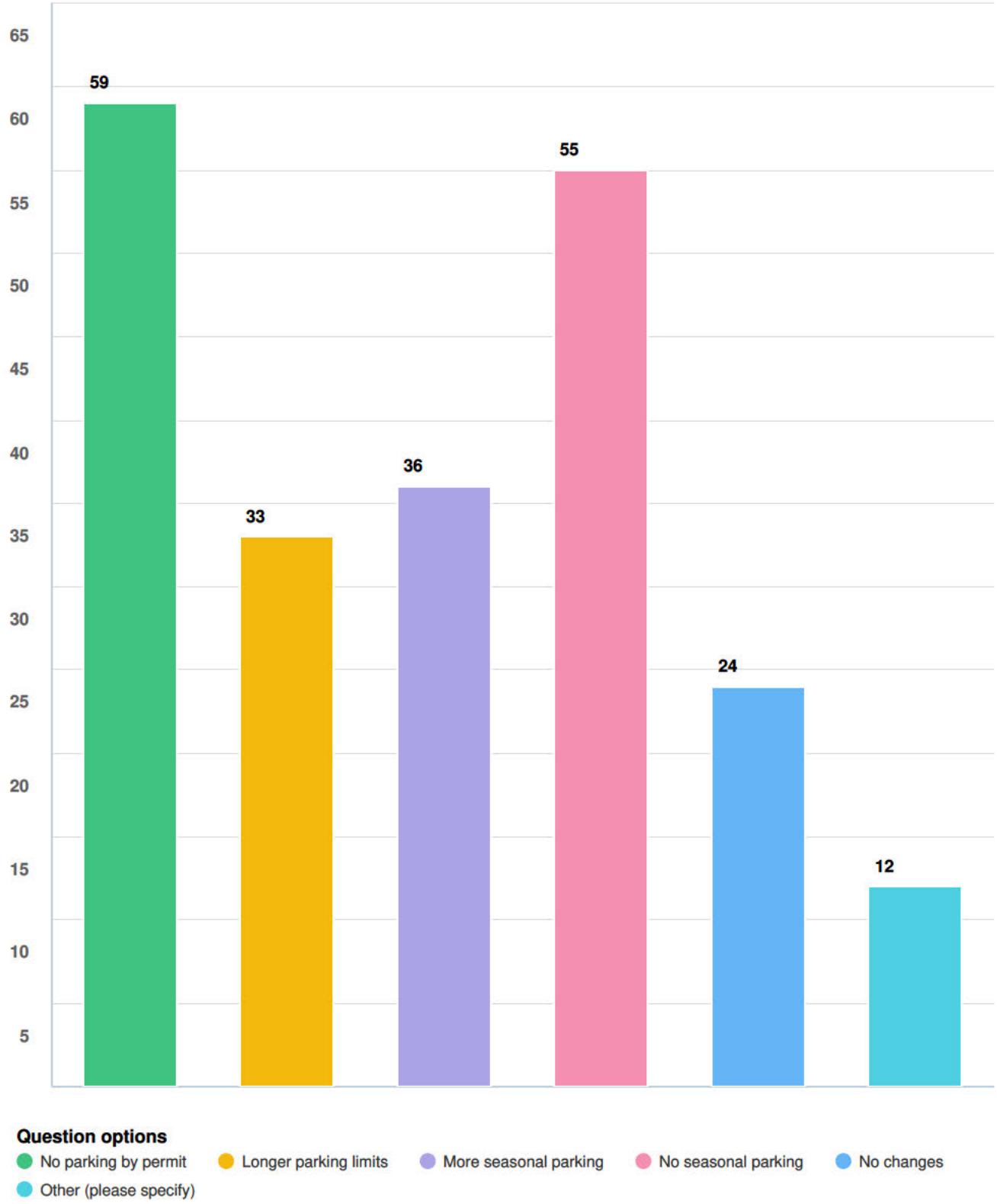
Optional question (163 response(s), 6 skipped)
Question type: Radio Button Question

Q3 What are the top priorities you feel should guide the redesign of the docking layout? (Select up to 3)



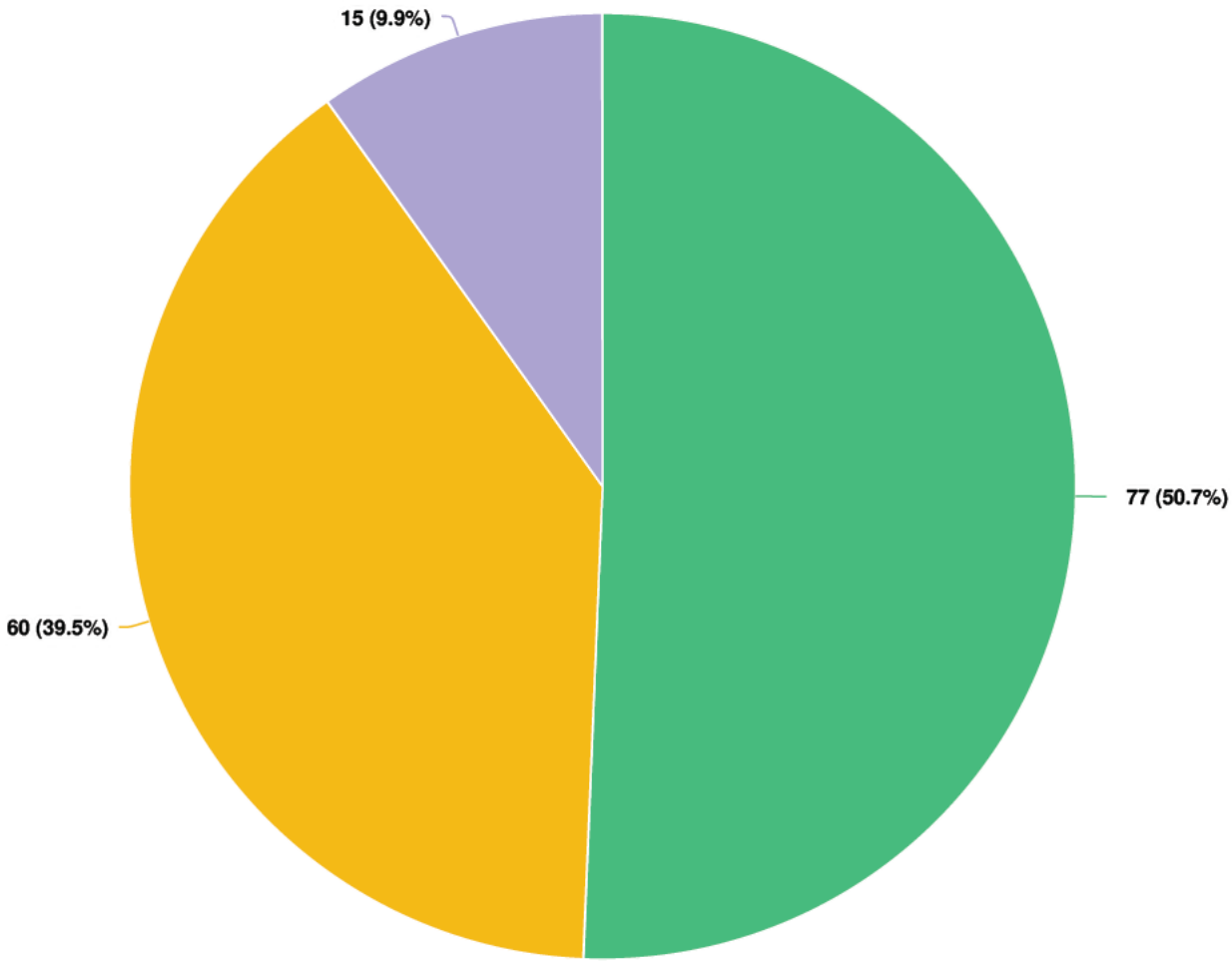
Optional question (167 response(s), 2 skipped)
Question type: Checkbox Question

Q4 Would you change anything with the current dock use?



Optional question (152 response(s), 17 skipped)
Question type: Checkbox Question

Q5 Do you like the design of option 1?

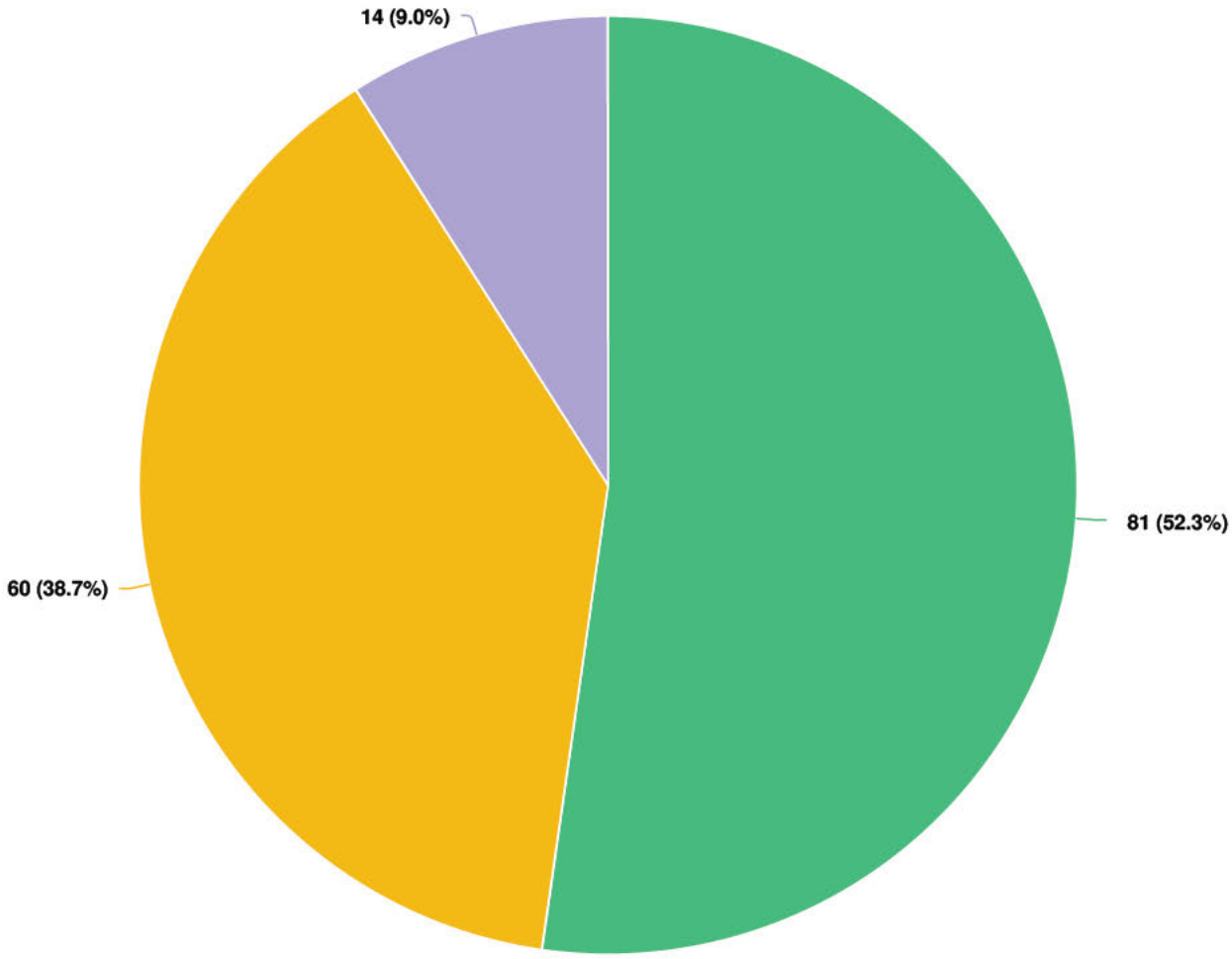


Question options

Yes No Other (please specify)

Optional question (152 response(s), 17 skipped)
Question type: Radio Button Question

Q6 Do you like the design of option 2?

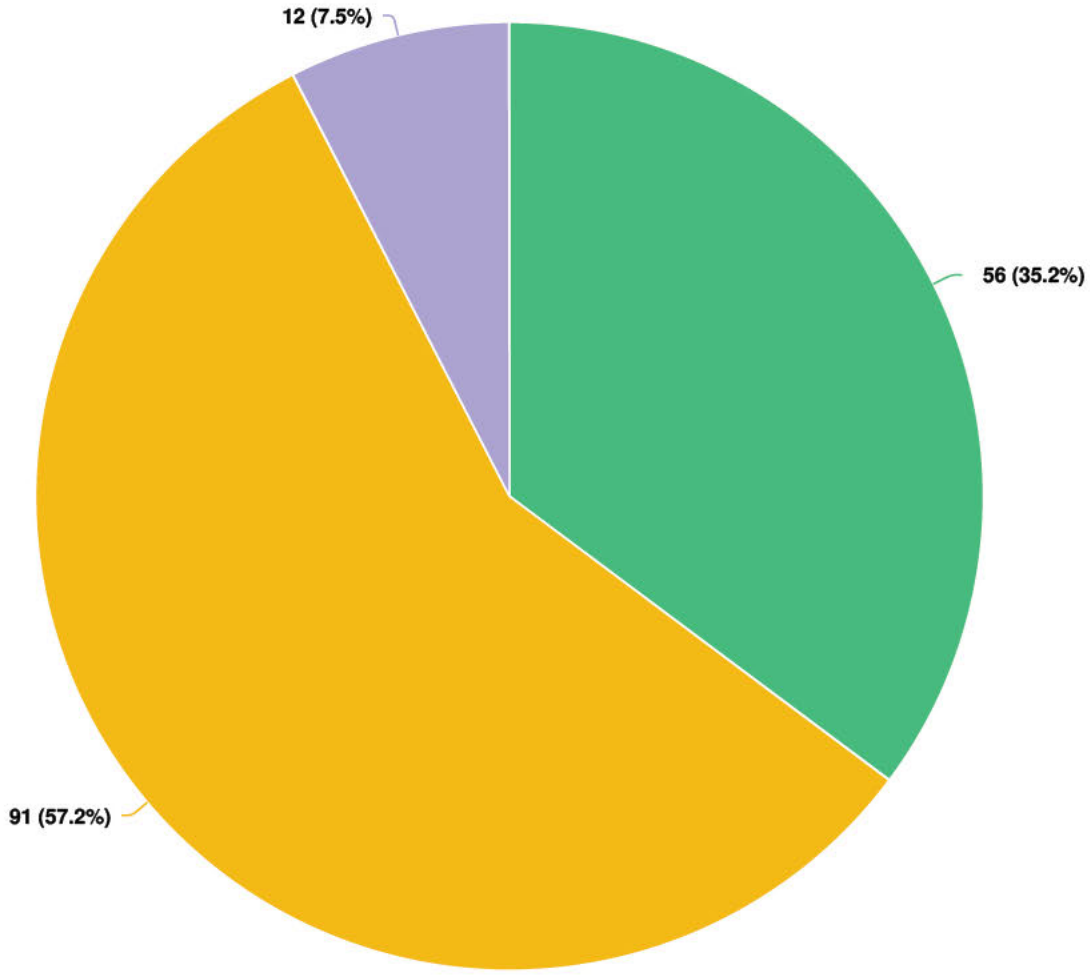


Question options

Yes No Other (please specify)

Optional question (155 response(s), 14 skipped)
Question type: Radio Button Question

Q7 Do you like the design of option 3?

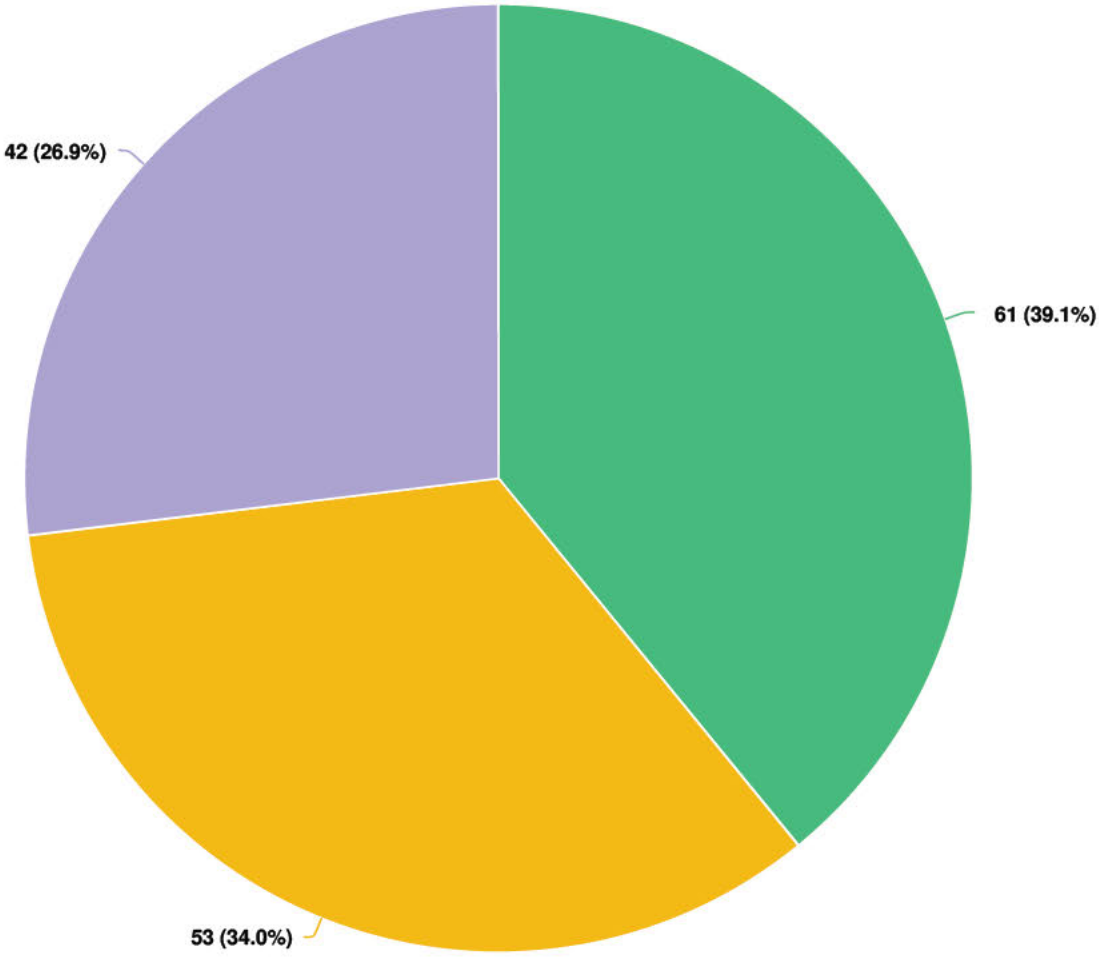


Question options

Yes No Other (please specify)

Optional question (159 response(s), 10 skipped)
Question type: Radio Button Question

Q8 Would you prefer Option 1, 2 or 3?



Question options

Option 1 Option 2 Option 3

Optional question (156 response(s), 13 skipped)
Question type: Radio Button Question

Q9 Are there any current issues or challenges you've experienced at the dock that should be addressed?

Anonymous 6/24/2025 12:11 PM	Longer slips all the boats are getting bigger and the slips are too short. I was there on the weekend and my boat was hitting on the bow. We need more boat slip across the township!
Anonymous 6/24/2025 02:42 PM	Need to protect the beach area and less boat traffic.
Anonymous 6/24/2025 02:47 PM	Few places nearby to park. Accessibility challenges for aging parents at the water. A park and fly to drop off items to enjoy at the beach, etc.
Anonymous 6/25/2025 01:40 PM	There are sufficient docking spaces now for the general public, if you don't sell dock permits for the Summer. In addition to the Permits, there are usually 6 contractor boats there after-hours and all weekends during the Summer
Anonymous 6/25/2025 01:56 PM	- seasonal overnight parking should not be allowed, since it takes up scarce mooring spaces, especially in the high season when access is needed to [redacted] by visitors - 4 hour parking limit is too low. If you are going to the golf course, a round takes at least 4 hours, plus socila time, so limit should be extended to 6 hours, or better still daylight hours
Anonymous 6/25/2025 06:57 PM	Windermere is totally exposed the wind and waves. Adding more docks without some sort of breakwater seems to be a recipe for problems
Anonymous 6/25/2025 07:24 PM	Maybe limit time barges can offload debris etc. the excavator tracks mess up the concrete
Anonymous 6/25/2025 07:48 PM	Difficult to walk on. Squeaking/noise is a problem.
Anonymous 6/25/2025 07:59 PM	Goose droppings everywhere! Better staircase up to resort

Anonymous 6/25/2025 08:32 PM	The large dock in front of marina makes constant rubbing, grinding noises when in motion from waves. Some drivers let cars idle for long periods. The asphalt is in need of repairs. Last year a sinkhole opened and was badly patched a few times, needs maintenance.
Anonymous 6/25/2025 10:10 PM	As an islander the need for more dock space is critical.
Anonymous 6/26/2025 12:55 AM	There is very little free space for parking a launch while simply visiting Windermere for lunch or dinner. I think too much space has been given to seasonal parking.
Anonymous 6/26/2025 01:52 AM	Rent fewer seasonal slips to relieve congestion.
Anonymous 6/26/2025 09:17 AM	Wharf master should limit the seasonal permits that are given to contractors. There are a lot of contractor boats that are not used on a daily basis that take up spaces that limit people to park and golf, visit [redacted] or the marina, especially on the weekends
Anonymous 6/26/2025 10:34 AM	Issues with the ramps that go from land to the docks. They often move and shift when the docks move from the wind and can become detached and unsafe
Anonymous 6/26/2025 10:40 AM	Number of parking spaces. Condo owners leaving their boats all day long and over night
Anonymous 6/26/2025 10:46 AM	the permitted long term boat parking is difficult for others who want a few hours of parking - I agree a redesign would be beneficial
Anonymous 6/26/2025 10:49 AM	Can’t get a mooring spot to visit [redacted]
Anonymous 6/26/2025 10:59 AM	Wider walkways
Anonymous 6/26/2025 11:00 AM	Need more slips
Anonymous	Getting in and out for gasoline presents its challenges at times

6/26/2025 11:00 AM	
Anonymous 6/26/2025 11:02 AM	Occasionally there are some long term boat parkers or contractors vessels at Wharf
Anonymous 6/26/2025 11:17 AM	there are too many kayaks,canoes and jet skiis that take up an inordinate available docking spots. There are too many seasonal parking of work boats and people that dont have homes on the lakes. The seasonal passes are being abused.
Anonymous 6/26/2025 11:29 AM	The biggest challenge is sufficient docking for people coming to Windermere for dining, activities/events and for and golf or tennis. I do not believe there should be "seasonal" parking permits allowed, nor should overnight parking be allowed. There are people that live off the lake that secure a seasonal pass and their boat takes up a spot all summer!! They can use alternative boat parking options (but they are much more expensive) so they take advantage of the seasonal permit at Windermere. It should not be a docking site for this purpose. The same goes for the contractors who leave there VERY large contracting boats there overnight and on the weekends, when the dock spaces are needed most!! Again, this is taking advantage of the docks and much of the problem of insufficient dock space could be remedied but eliminating these seasonal and/or weekly permits!! The cost for seasonal dock rental for Islanders at other marinas is substantially higher than the cost of a seasonal permit for docking at Windermere. It is not the responsibility of the township to subsidize individuals or contractors looking for a cheap place to park their boat for the season. If you are going to allow any overnight parking or seasonal permits, you MUST charge a competitive rate.....at least make some money on it!!! It could be put back into park and shoreline maintenance in the village of Windermere. If you want to consider a "pre-season" permit for contractors (until end of June and then after Labour Day), that might be a possibility, but in high season it is just not realistic!!
Anonymous 6/26/2025 11:36 AM	The stairs on this hill should be better maintained. They are covered with sand and debris and can be very slippery .
Anonymous 6/26/2025 11:36 AM	There are no where near enough boat slips during the day — this discourages us from coming to Windermere
Anonymous 6/26/2025 11:48 AM	No

Anonymous
6/26/2025 11:52 AM

Extremely hard to find boat parking whenever we have attempted to go to the [redacted] for lunch or dinner. Many times we have had to leave and forgo our plans for dinner. Very frustrating when you have reservations made. Also it is impossible to rely on finding a slip when heading to [redacted] for either a golf or tennis game which is time dependent. Windermere Village and its businesses depend on available dock access for people from all 3 lakes.

Anonymous
6/26/2025 11:57 AM

Current issues are lack of available spaces on an ongoing basis for visitation to [redacted] Many boats seem to dock permanently during the season which in tern leaves very limited access to for patrons of the businesses above.

Anonymous
6/26/2025 12:03 PM

Most boats coming to the dock are bigger not a lot of tin boats and sea doo boats.

Anonymous
6/26/2025 12:13 PM

Contractor's boats should not be allowed to have dock space at a public wharf.

Anonymous
6/26/2025 12:51 PM

Why don’t you have racks for canoes and kayaks?

Anonymous
6/26/2025 12:52 PM

I prefer Option 1. It avoids blocking access for [redacted] and other tourism boating pick-ups while also preserving scenic views of the waterfront.

Anonymous
6/26/2025 01:06 PM

Jet Skis currently take up an entire slip but should not need that much space. Options 2 & 3 have separate and appropriately sized docks for jet skiis and they will always be in the same area so not getting in the way of larger vessels.

Anonymous
6/26/2025 01:40 PM

The birds relieve themselves all over it. Has to be a way to deal with this.

Anonymous
6/26/2025 01:53 PM

Extremely wavy on busy days

Anonymous 6/26/2025 02:44 PM	Sometimes no spaces available and rough water makes docking difficult.
Anonymous 6/26/2025 03:04 PM	No available slips July 1 to Labour Day
Anonymous 6/26/2025 03:34 PM	If going golfing at [redacted] the 4 h limit is too short Too many boats with permits using space
Anonymous 6/26/2025 03:46 PM	No room to park,same boats seem to be there all the tome
Anonymous 6/26/2025 04:07 PM	Hard to get parking. Some boats are parked in the same spot for weeks/months. There should be no overnight parking
Anonymous 6/26/2025 04:36 PM	One bollard is missing on the concrete wharf.
Anonymous 6/26/2025 05:05 PM	Commercial boats docked permanently. The volume of commercial operators using this wharf and they leave it in a real mess.
Anonymous 6/26/2025 06:12 PM	That beach is great for kids to learn to swim and is important to the community not just the hotel.
Anonymous 6/26/2025 07:21 PM	No
Anonymous 6/26/2025 08:11 PM	Hard to park on inner slips
Anonymous 6/26/2025 08:21 PM	Not enough space. Some slops hard to get into
Anonymous 6/26/2025 08:57 PM	No seasonal permits
Anonymous 6/26/2025 08:59 PM	These are public docks. They should NOT be renter out seasonally - ever. Windermere and Maple leaf Bay should be excluded from these provisions. IF Windermere needs docking for condo owners they should build their own docks. Short term temporary maybe but

	seasonal where half of the dock spots are occupied by condo owners at a fraction of the price of a marina spot NO!. Rent should be $500/week not $800 a season. Wharf managers should not be compensated from the fees they collect from permits. It is a blatant conflict of interest.
Anonymous 6/26/2025 09:13 PM	Not enough hours…should be 6 hrs min. to provide for golf, tennis, etc
Anonymous 6/26/2025 10:26 PM	car parking area for islanders
Anonymous 6/26/2025 10:29 PM	I strongly prefer option 1, since I don't feel more slips are needed, providing all existing slips are used for day parking only and no permits are issued for overnight or seasonal parking. I also like Option 1 because it moves the canoes and kayaks out of the boat slips beside the mainland and moves them to a separate area closer to the beach. In addition, I feel there is also no need for separate SeaDoo or JetSki parking, (as shown in Options 2 and 3) providing they can be parked "two-up" in the same full-size boat slip. Smaller parking spots for SeaDoos only should not be built because they are too small for a boat.
Anonymous 6/26/2025 10:33 PM	I like how option 3 has a side swim dock next to the beach to help protect swimmers. I feel like there is too man small watercraft parking spots. Maybe some of those could be use for under 18 foot boats along side seadoos
Anonymous 6/26/2025 10:52 PM	Car parking is a big issue but it’s pretty hard to fix I understand. Better to have the docks than not have them. Most of the time people are boating there and don’t need parking.
Anonymous 6/26/2025 11:38 PM	Stone steps lesding up to Windermere Road need replacing and to be much wider.
Anonymous 6/27/2025 09:19 AM	Too few spaces ... partly because of long-term parking of boats.
Anonymous 6/27/2025 10:09 AM	The docks get shoved with the wind and the ramps often move and can become detached and not safe.

Anonymous 6/27/2025 10:26 AM	The connection to the land. The current ramp keeps lifting off the shore.
Anonymous 6/27/2025 10:36 AM	Goose excrement on dock surfaces. Cars parking in dock area - there should be designated car parking spaces that exclude the dock
Anonymous 6/27/2025 11:22 AM	With seasonal permit holders, transient / day parking is limited
Anonymous 6/27/2025 11:24 AM	Slips taken by permits makes day visits an issue
Anonymous 6/27/2025 11:45 AM	Option 2 appears to make good use of the water area by the planter…too bad to see the planter itself go, reminds me of the days when Windermere had regattas & [redacted] would plant the planter.
Anonymous 6/27/2025 12:32 PM	Suggest to add swimming ladder like at the rosseau docks
Anonymous 6/27/2025 12:52 PM	In the past, running a private business from the dock. Public space for public use.
Anonymous 6/27/2025 01:39 PM	Keep boats and docks away from swimmers and the beach The third option is too confusing. Besides kayaks and canoes can be brought up directly onto the shore. They don't really need to be on a dock.
Anonymous 6/27/2025 08:26 PM	Often there are boats parked at Windermere that appear to be long term and not moved in many days or weeks. I am not sure if this is allowed but it reduces the space available for others who may need a parking spot for a few hours or a day or two. Long term parking should be restricted to marinas like Parkers near Windermere that are intended as seasonal parking for boats and cars.
Anonymous 6/27/2025 08:37 PM	When the docks were first improved a few years ago it was so easy to find parking when we wanted to golf, play tennis or have a meal at the [redacted] It was so fantastic. More recently we have decided to skip trying to dine at Windermere (we have an island cottage) because we are unsure whether we will be able to find a boat parking spot. There seem to be many boats that never move. It

	doesn't seem appropriate to have seasonal slips in this location. There are marinas in close proximity that cater to seasonal parking (which is where we keep our boat) , mind you at more than double what the township is charging the seasonal slip holders. If there was no monetary savings maybe the seasonal slips would be less appealing.
Anonymous 6/28/2025 08:11 AM	None
Anonymous 6/28/2025 09:21 AM	No thank you
Anonymous 6/28/2025 09:32 AM	Overnight Parking only for 3 days
Anonymous 6/28/2025 10:22 AM	Permit dockers that boats sit all week long and take up spots.
Anonymous 6/28/2025 12:22 PM	If you have a seasons pass and are not going to use the boat for a couple of days it should be parked as far out of the way as possible. There has been a boat on the Murphy public dock for 2 weeks that hasn't moved and it's at the end of the dock, it should be pulled up to the front NOT parking in the best spot. As a cottage owner and tax payer I should be able to park for more then 4 hours (can't play golf and have lunch in 4 hours) with out having to buy a parking pass. I know 2 people who do not own cottages (pay no taxes in Muskoka) buy a season's pass and leave their boat at windermere all summer for when they come up for a day or a weekend at windermere. It is cheaper for them to buy a seasons pass, then rent a space at a marina. If you DO NOT OWN A COTTAGE or PAY TAXES IN MUSKOKA you should NOT be able to buy a seasons pass.
Anonymous 6/28/2025 02:34 PM	Finding a slip to dock
Anonymous 6/28/2025 06:21 PM	not enough random spaces for visitors
Anonymous 6/28/2025 11:26 PM	I like the concept of separate parking area for jet skis,sized to fit them.

Anonymous 6/29/2025 09:57 AM	The impact of the prevailing west wind makes docking difficult for inexperienced boaters, and the difficult access to the gas dock at the Windermere Marina.
Anonymous 6/29/2025 03:21 PM	boat speed in high winds
Anonymous 6/30/2025 09:47 AM	Boats should slow down and take off farther out from docks to minimize swells and wake.
Anonymous 6/30/2025 10:56 AM	Too many permit [redacted]
Anonymous 6/30/2025 11:17 AM	Permit holders with over night or long term boat parking are using too many slips restricting short term use for the hotel, golf club, etc.
Anonymous 6/30/2025 11:18 AM	More spaces to park for seasonal use.
Anonymous 6/30/2025 04:36 PM	The issue is there shouldn't be Summer Permits for dock space and only used for Summer day use by the general public. The permits are predominately used by as a landing for Contractors and as the landing for people living off the lake!! The giving of boat parking permits also puts greater strain on the car parking spaces in Windermere, effecting the general public and members at the [redacted] The problem with Contractor permits, their boats are parked there throughout the weekend !!
Anonymous 7/01/2025 08:48 AM	Goose pooh makes strolling through or spending time down on the grass verge undesirable. [redacted] used to dock there and any future possibility of it doing so again has been eliminated.
Anonymous 7/01/2025 10:34 AM	Day parking should be longer than 4 hr. (6hr)
Anonymous 7/01/2025 06:27 PM	Commercial use with large equipment is very disruptive to atmosphere with noise level, and refuse left behind
Anonymous 7/01/2025 08:26 PM	More spaces for casual docking

Anonymous 7/01/2025 08:51 PM	Too many seasonal boat permits especially for work boats that take up all the parking
Anonymous 7/02/2025 06:27 AM	We are the immediate neighbours to the current docks and marina. We daily watch boaters come in and out of the bay to access the community docks. Most boaters are seasonal with marginal boating experience. Our recommendation is for the municipality to consider a layout similar to the current with the least complication of maneuverability or to keep the boat slips as they currently are. Long perpendicular dock extensions will increase the difficulty for most visitors to dock.
Anonymous 7/02/2025 11:58 AM	We are residents on Lake Muskoka and would like to make more frequent trips to Windermere, but are deterred by not knowing if there will be docking space available (after a fairly lengthy trip through the Indian River and the locks.) I don't think the Township should be selling seasonal docking permits for overnight docking, which ties up numerous slips.
Anonymous 7/02/2025 09:48 PM	More docking
Anonymous 7/03/2025 12:56 PM	All of these designs are ridiculous and are obviously totally directed at boaters (who drive on back to their cottages to swim in their clean water) and do not take into account the BEACH , swimmers and the water quality . The last time (2008) there was recognition that extending the docks would impact water quality at the beach .
Anonymous 7/03/2025 01:41 PM	Lack of dock space when going to [redacted] or golf at the [redacted]. People whom I assume are seasonal pass holders putting up “no parking” on slips. Boat slips should be first come first, first serve. There should be no reserved boat slips.
Anonymous 7/03/2025 04:49 PM	There are too many commercial boats that have permits and sit in the Marina on weekends using valuable dock space for cottagers coming to the town for activities or dining. This is a tourist area. I think during shoulder seasons it would be fine, or from June 1st to September 15th, when boat traffic is down.
Anonymous 7/03/2025 05:24 PM	I don’t think there should be overnight docking or docking by permit. I’m sitting here right now at 5;21 pm and there are 3 landscaping

	boats docked here
Anonymous 7/04/2025 12:17 PM	Too many seasonal parking permits. Hard to find a spot when coming to a restaurant or golfing. Seasonal should only be offered to contractors, not casual boaters. Need 5 hours limit for golf - 4 hours is not long enough. Would be great to have a spot for loads In and offloading for island people.
Anonymous 7/04/2025 12:17 PM	#1 Too many seasonal boats parking - very hard to find a parking spot when coming to restaurant or golf club from our island. All seasonal should be severely limited to contractor boats - cottagers should not be offered seasonal permits. Problem #2 - four hour parking limit does not accommodate a round of golf and drinks - 5 hours needed. Add spots near the ward for 15 minute parking limit to accommodate loading and unloading needs (all islanders and some mainland).
Anonymous 7/04/2025 04:09 PM	Easily crowded because of the small space. Limited vehicle parking for those wishing to use the beach (tight area on Matthew drive). Can the green space beside the park washroom be better utilized - perhaps a picnic table or benches there, or even a play area? Please check out the drainage into the beach area - I often wonder if septic drainage from either Windermere House or the Fractional Cottages are affecting the water quality at the beach.
Anonymous 7/04/2025 07:40 PM	If you golf at Windermere we need longer than 4 hours of parking Also for staff who work a 8 hour shift, they should not be ticketed. Hard enough to get staff and driving for some people adds a lot of time on to them trip. We don't need rentals and a lot of skips for kayaks. [redacted] can handle this
Anonymous 7/05/2025 07:37 AM	No commercial boats using slips. No seasonal passes No overnight use but longer than 4 hour visits

Optional question (99 response(s), 70 skipped)
Question type: Essay Question

Q10 Any final comments.

Anonymous 6/24/2025 12:11 PM	Why not put slips in at Hannah park? We need more public spaces for people to come and boat in Muskoka Lakes.

Anonymous
6/24/2025 02:47 PM

As an avid kayaker, I love that this is a consideration in your plans. Would love to see the beach extended for swimming and enjoying the view for local residents and visitors. Wonderful that there is a budget for improving the lakefront docks!

Anonymous
6/24/2025 03:14 PM

Option 1 is the only layout that accommodates eg the [redacted] or work boats

Anonymous
6/25/2025 01:40 PM

Use should be better managed. People are taking advantage of the docks for the general public, including people who live off the lake and use the permits to keep their boats there all Summer. You also get the occasional use, where people are living on their house boat. Adding more slips does not solve the problem...its has to be better managed. Adding docks and permits will only increase thIs problem! I also don't think the docks need to be replaced...money would be better spent on the adjacent park and beach or the Port Sandfield docks. Finally, any Permits issued, should be at the 'Going Market Price'...which would be $2,000 to $3,000 for the Season.

Anonymous
6/25/2025 01:56 PM

- need to address Maple Bay Dock in this review as well

Anonymous
6/25/2025 06:25 PM

There are businesses that rely on use of the pier with a large barge. Having a barrier in there hurts business and has more chance of damaging someone's property (boat, sea-doo, etc.)

Anonymous
6/25/2025 07:24 PM

No to “private” slips. This is a public dock, paid for by the people. No reserved slips I don’t have an issue with seasonal permits, but must compete with the rest of us.

Anonymous
6/25/2025 07:48 PM

Better landscaping and upkeep would be desirable. Please do not make access for the [redacted], etc. difficult. It is important for those ships to be able to continue their tours. They are a big part of Muskoka.

Anonymous
6/25/2025 08:32 PM

The beach is a big asset for the community and for the hotel so it should not be downsized in favour of vessels. It’s small enough as it is.

Anonymous 6/25/2025 09:21 PM	There should never be a consideration for a private corporation to have significant financial gain from public docks that are for the public. Additionally NO rental kiosk should ever be considered or allowed on public property when to benefactor is a private corporation with gusts who are disrespectful to the town and. the residents of the town
Anonymous 6/25/2025 09:46 PM	Drainage for the swimming beach is quite important given the high containment levels last summer, as posted.
Anonymous 6/26/2025 12:55 AM	I hope the new wharves will be made of wood! Appearance, in a place like Windermere, or Muskoka generally, is very important. And already, since the too-large, over-designed modern boats appeared, Muskoka's appearance has gone downhill from the olden days. Please don't do anything to make it worse!
Anonymous 6/26/2025 06:33 AM	Presumably big steamers ([redacted] can still access Windermere with these configurations?
Anonymous 6/26/2025 09:17 AM	The pavilion could use some attention. It needs painting and it would be nice if there were flower pots in the summer. Many people sit at the picnic tables and watch the boats so it would be nice to add some seasonal flowers and color to the space
Anonymous 6/26/2025 10:34 AM	Option 2 and 3 change the look of the warf and it will be too busy and crowded. Also with the wind and waves, some spots will be hard to access
Anonymous 6/26/2025 10:40 AM	Thank you for looking at this
Anonymous 6/26/2025 10:49 AM	Remove permit parking. Enforce daily parking only to make it fair to all not just the privileged few
Anonymous 6/26/2025 11:00 AM	I think it’s great the township is address the issue.
Anonymous 6/26/2025 11:00 AM	Option 1 - was selected , I lean towards this, as a result of safety reasons pertaining to the non motorized water crafts, they should be kept away from the boats. Having them by the beach area as

represented in this option would be prudent... in my opinion

Anonymous
6/26/2025 11:02 AM

I like Option 2 because it maximizes the public swimming area , while increasing parking spots for small and large Boats. On Lake Rosseau there are a few small boats and I may take my JetSki to get to [redacted] but generally it seems bigger Boats come to these doc's. Not sure that Contractors should be able to permanently park at this wharf it really should be 90% day only parking except for emergency and exceptional circumstances The public swimming area is good for cottage country and provides a safe place for swimmers in an active bay

Anonymous
6/26/2025 11:17 AM

See above.

Anonymous
6/26/2025 11:29 AM

It would be a shame for the steamships to lose access to the main wharf. This is a huge part of Windermere's history and heritage....and there is not much left of any of that nowadays. Windermere is the last of the grand hotels on the heritage steamship route!! Let's not forget or ignore that in this planning.

Anonymous
6/26/2025 11:36 AM

If seasonal permits are deemed permissible they should be significantly higher. $800 is more like a monthly rate. We currently pay around $2,000 a season for a spot at [redacted] "No Parking" signs on the public dock should not be permitted. An increase in the time allowed to park should be increased to at least 6 hours so we can play a round of golf and have a bite to eat.

Anonymous
6/26/2025 11:36 AM

As above

Anonymous
6/26/2025 11:48 AM

No

Anonymous
6/26/2025 11:52 AM

No permits should be issued for the docks at Windermere. If a canoe/kayak rental facility is deemed necessary keep it outside of any boat docking area. Much more dangerous for both boats and canoes/kayaks to have to maneuver together in a small area.

Anonymous
6/26/2025 11:57 AM

No permits shuld be issued for any current or future docks at Windermere.

Anonymous
6/26/2025 12:03 PM

Perhaps continuing with a paying system, but with a reduced rate for people have no choice, but to come by boat, i.e. Islanders

Anonymous
6/26/2025 12:13 PM

The Township has to figure out a way to police the policies. It doesn't help that people don't follow the existing rules and that there appear to be no consequences.

Anonymous
6/26/2025 12:41 PM

The increase in boat accommodations has me puzzled. Why aren't you concerned about public access to the lake being safe for everyone. All I see here is you accommodating the more affluent with boats. You're taking away the public swimming area AND polluting the water. Please consider folks love to walk and SWIM too, and all of these proposals will have a negative impact. Looks a lot like you're accommodating [redacted] and not the public, this is a public docking and swimming area, right. Can you explain how the [redacted] will manage to dock with these proposals. I would love feedback from you, as a resident of Windermere I find this very upsetting.

Anonymous
6/26/2025 12:52 PM

There should be permits or time restrictions for construction workers when uploading or unloading materials at the wharf. Additionally, the township should improve the dock facilities at the Mapleleaf public docks by adding slips and designated swimming areas. This would help reduce the usage of the Windermere docks and provide golfers with alternative options when accessing [redacted] by boat..

Anonymous
6/26/2025 01:06 PM

Please fix this dock with Option 2 as soon as possible! Thanks

Anonymous
6/26/2025 02:35 PM

The roller/ramp bridging the floating docks to the shore tend to get torqued out of alignment, making them a bit more awkward to traverse, especially for anyone who's unsteady on their feet.

Anonymous
6/26/2025 02:44 PM

Water quality in the beach/swimming area should have greater emphasis. It is a very popular area for young families and hotel and time share guests. I feel it is very important to maintain good public access. Car parking is also a concern during peak usage periods.

Anonymous
6/26/2025 03:04 PM

Any Layout that precludes the [redacted] from using the concrete dock is bad Steamship access is very important

Anonymous
6/26/2025 03:34 PM

If [redacted] is the Dock Master.....they can sell permits to anyone they want

Anonymous
6/26/2025 04:36 PM

Blocking access to the main wharf from in front or to the West side will create very dangerous docking situations for larger vessels, if possible at all.

Anonymous
6/26/2025 05:05 PM

Commercial activity detracts from the experience of Windermere in general. Could use more medium size pleasure craft slips (up to 25-28 feet). Be aware of the shallow water close to the concrete walkway. Do not take away beach area or have rental. would just clutter up the waterfront. Stop allowing parking in front of the beach.

Anonymous
6/26/2025 06:12 PM

Reinstate the swim program

Anonymous
6/26/2025 07:21 PM

Good for [redacted]

Anonymous
6/26/2025 08:59 PM

Windermere and Maple Leaf Bay should be excluded from the permitting of overnight. We are on Tobin Island. We pay mainland taxes and get NO services. Garbage and recycling 1 day a week and 2 hours only. We need to use the wharfs and having them completely filled with permitted boats (or mostly) is not right. Its one of the few benefits we get. Also temporary permits do not get to reserve spots and put up no parking signs. NO NO NO!!

Anonymous
6/26/2025 10:21 PM

It’s Cluttered Enough with docks. From a 40yr Lk Rosseau Vetern

Anonymous
6/26/2025 10:26 PM

we islanders need more car parking

Anonymous
6/26/2025 10:29 PM

The docks at Windermere have been overcrowded for far too long. The congestion will be fixed as soon as they are used for day parking only and very few, if any, permits are issued for overnight or seasonal parking. Also, smaller parking spots for SeaDoos only (as shown in options 2 and 3) should not be built because they are too small for a boat to use and very few SeaDoos actually park at Windermere. Finally, my name is [redacted] and would be glad to discuss my

suggestions anytime at [redacted]

Anonymous
6/26/2025 10:33 PM

Does the pair need to be used by the steamships?

Anonymous
6/26/2025 10:52 PM

Thank you for doing this. It's much needed. Please don't forget about the port sanfield mess. My 6 year old almost fell through last weekend would have been trapped under the dock.

Anonymous
6/26/2025 11:38 PM

Golfers playing at [redacted] should be allowed to park for a minimum of 5 hours.

Anonymous
6/27/2025 09:19 AM

Option 1 looks good but needs a few spaces for longer boats.

Anonymous
6/27/2025 10:09 AM

the swimming area at the public beach should not be decreased. this is important for our community

Anonymous
6/27/2025 10:26 AM

Love that you are redesigning the docks. Option #3 significantly increases the amount of dock space. As an islander, it is always a guess if you will get a parking spot. It is frustrating when you can't find one and you have a reservation at [redacted] or are trying to make your tee time.

Anonymous
6/27/2025 10:36 AM

My priorities are for a safe beach for swimming, and safe walkways for foot traffic. Please do not increase the amount of motor boat slips.

Anonymous
6/27/2025 11:22 AM

I like option one as it gives a better and more protected space to canoes and kayaks.

Anonymous
6/27/2025 11:45 AM

My family is privileged to have owned a cottage for 100 years on Portage Bay. I come from BC every summer for a few weeks which does not really qualify me to have opinions about current boat facilities & whether or not they offer enough parking, or what the duration, permitting etc should be. Sure would be nice to see the name on [redacted] plaque spelled correctly. He only had one 'l' in [redacted]

Anonymous

The public beach area should be maintained as is, a space for the

6/27/2025 12:52 PM

local community and those with modest incomes. There needs to be safety space between swimmers and boaters

Anonymous
6/27/2025 01:39 PM

Option #2 is the best and safest

Anonymous
6/27/2025 08:37 PM

Please consider changing the seasonal slip policy - it would be great to go back to first come first served. Great for the businesses like the hotel and golf course and great for boaters.

Anonymous
6/28/2025 09:21 AM

None. Thanks for asking

Anonymous
6/28/2025 12:22 PM

I know 2 people who do not own cottages (pay no taxes in Muskoka) buy a season's pass and leave their boat at windermere all summer for when they come up for a day or a weekend at windermere. It is cheaper for them to buy a seasons pass, then rent a space at a marina. If you DO NOT OWN A COTTAGE or PAY TAXES IN MUSKOKA you should NOT be able to buy a seasons pass. This is NOT WHAT A SEASONS PASS SHOULD BE FOR, it should be for tax payers who are on islands or [redacted] who want to spend the day at the golf club playing golf and tennis. it could also be for people who rent a cottage, but only extended for the time they rent a cottage (need to show rental agreement to get permit) The hotel guest should buy week or weekend passes for when they are ACTUALLY STAYING at the hotel.

Anonymous
6/28/2025 05:43 PM

I live in Windermere. How in 2 and 3 would large tour boat dock or large construction barges load? Also why so many skido slips? I think canoe and Kayaks can go in existing concrete slip. Leave the beach as is. I agree we need more boat slips. The large construction boats should park somewhere else not at windermere docks. Never used to be able to park at these docks. Largest ones take two boat places.

Anonymous
6/29/2025 09:57 AM

The magic of Muskoka is that you travel by boat. To have a meal at [redacted] play golf or tennis at [redacted] or just go to the store. The less cottagers are able to reliably do this Windermere will slowly atrophy as a destination.

Anonymous
6/30/2025 04:36 PM

The docks should be used by the general public use, for a maximum of 6 hours that would allow golfers to park there while playing golf.

Anonymous 7/01/2025 08:48 AM	Is there sound reason that so many spaces for personal watercraft or small tin boats will be required as in plan 2and 3? Although option 2 is preferred to protect the swim area so it remains a natural, clear space for public use (the Maple Leaf Bay beach is so small) getting safely in and out of the c/k space looks troublesome. Where is car/truck parking to be? There are spots up the hill along side the marina but where can beach users park? Thank you for the opportunity to weigh in as long, long time property owners and vacation (summer & winter) residents it is appreciated. A very clear and well presented survey!
Anonymous 7/01/2025 06:27 PM	Do not reduce the well attended swim area, curb heavy commercial use, I like the proposed animation of pavilion area with small craft and possible concession, 8 hours free mooring, reasonable 24 Hr. rate to promote responsible boating and NO season permits
Anonymous 7/01/2025 08:42 PM	Very glad this is being considered
Anonymous 7/01/2025 08:51 PM	I don’t believe that seasonal boat permits should be allowed at the docks
Anonymous 7/02/2025 06:27 AM	The Windermere docks is currently frequented by the large Steamboat which periodically docks for the loading of guests. Our concern with the proposals is the loss of this traditional heritage as the proposals do not seem to invite this large vessel to dock. We support the upgrading of the dock system. We agree the dock system should be accessibility friendly. We do not feel additional long term parking permits are supportive of the business community and allowing patrons to visit the local establishments in the community. Our wish is to see the new plan to consider safety so unfortunate occurrence can be kept to a minimal.
Anonymous 7/02/2025 09:48 PM	I believe # 2&3 have limited docking access for [redacted] or construction vehicles/barges at the pier.
Anonymous 7/03/2025 12:56 PM	I am shocked and disgusted that these docks are being replaced after so little time (replaced in 2008 !!!). I see a cracked board on the side of one of the docks - so replace the cracked board. This is totally geared to the “non resident” voters -ie cottagers with boats - who do not depend on using a public beach. Obviously the [redacted] will be throwing in some money for the replacement - I wonder how much that will be and what rights it will

give them. The township is wasting waaay too much money

Anonymous
7/03/2025 01:41 PM

Seasonal passes sold for $800.00.? That is way under the going rate for other rental slips which average $2,000. Or more. Increasing the number of slips should help those using the restaurants at the [redacted] Seasonal pass holders should pay the going rate and not get assigned slips. If they want an assigned slip, make them pay a whole lot more. Also, I'd like to know who collects the dock fees and what is their compensation. Thanks

Anonymous
7/03/2025 04:49 PM

The reason I choose Option 1 is that it allows for an increase of 52 boats but does not block the view of the lake. Option 2 has a lot of space for small vessels but I fear this is overkill. Option 3 also blocks the view of the lake.

Anonymous
7/03/2025 05:24 PM

Please do not take away from the swimming area to add more docking

Anonymous
7/03/2025 09:02 PM

Use maple leaf bay for more slips

Anonymous
7/04/2025 12:17 PM

Prefer option 2, but limit seadoo spots. There are 2 boats on your drawings that can't park there - it is a concrete wall, so 2 fewer spots.

Anonymous
7/04/2025 12:17 PM

We prefer option #2 but there does not need to be 18 spots for tiny boats and sea-doos. 10 would be plenty. Add a few more larger boat spots to replace some of the sea-doos.

Anonymous
7/04/2025 03:38 PM

See above

Anonymous
7/04/2025 04:09 PM

Please note I couldn't answer #2, as it would not let me select all 3, as I have been a seasonal permit holder, used the docks for transient parking, and often walk in the park/boardwalk. PLEASE investigate extending the boat dock at the Maple Leaf Bay site. The floating dock that was attached to the fixed dock was never replaced after the 2019 ice damage, so swimmers/divers that were using it for 50 years, are now injuring themselves on the rocks in the shallower water. It would be a win-win, if the township corrected this by extended this dock into deeper waters, either fixed, or with a floating extension, which would also create more space for boat slips as well. Best if these slips/cleats

	were just placed on the north side of the dock, so swimmers can still use the beach area and dive off the end of the dock. Golfers in particular would probably like to use this dock, given it's proximity to the golf course.
Anonymous 7/04/2025 07:40 PM	Great to keep swimming beach. Get rid of commercial permits for low prices. This should be used by Windermere village visitors.
Anonymous 7/05/2025 07:37 AM	No commercial boats using slips No seasonal passes No overnight use but longer than 4 hour visits

Optional question (78 response(s), 91 skipped)
Question type: Essay Question

Appendix IV

Beaumaris Wharf Survey

SURVEY RESPONSE REPORT

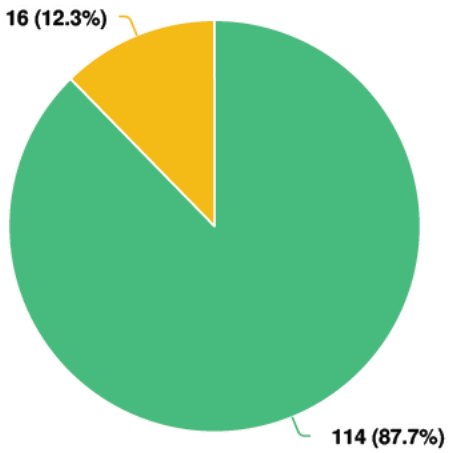
07 May 2020 - 28 July 2025

PROJECT NAME:
Windermere & Beaumaris Wharf Review

GRANICUS

SURVEY QUESTIONS

Q1 Do you currently use the docks at the wharf?

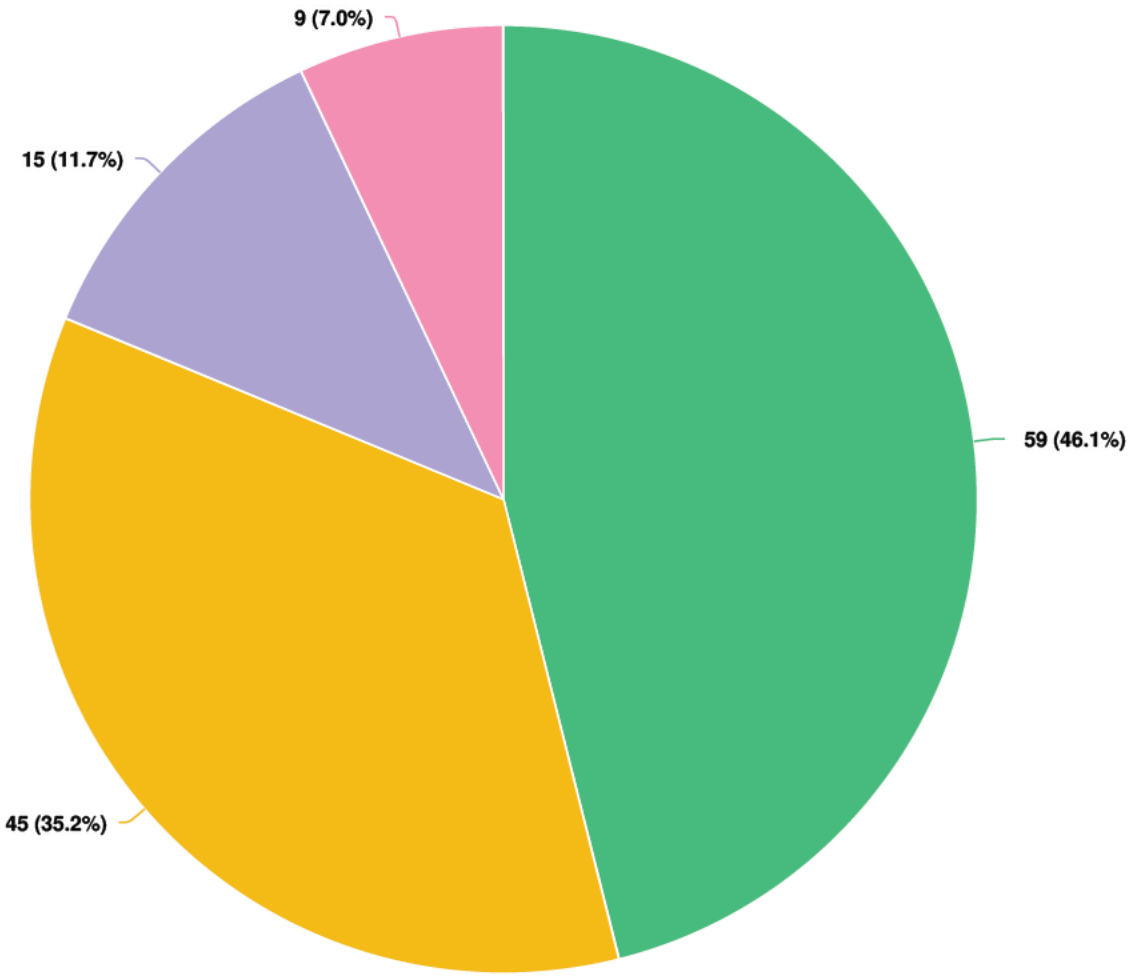


Question options

Yes No

Optional question (130 response(s), 4 skipped)
Question type: Radio Button Question

Q2 If yes, what type of use?

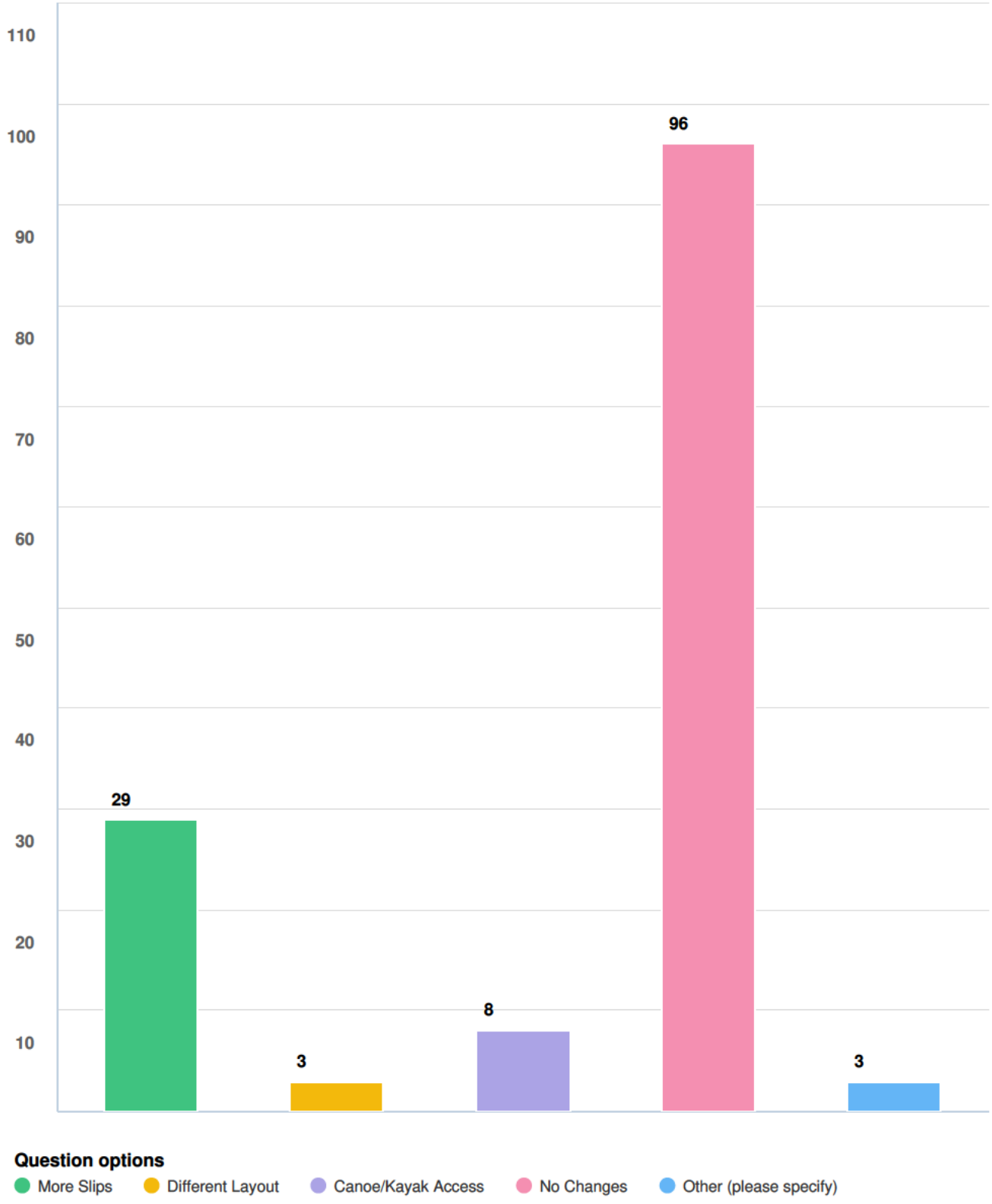


Question options

Seasonal Permit Holder | Transient Boat Docking | Walking/Public Space | Not Applicable

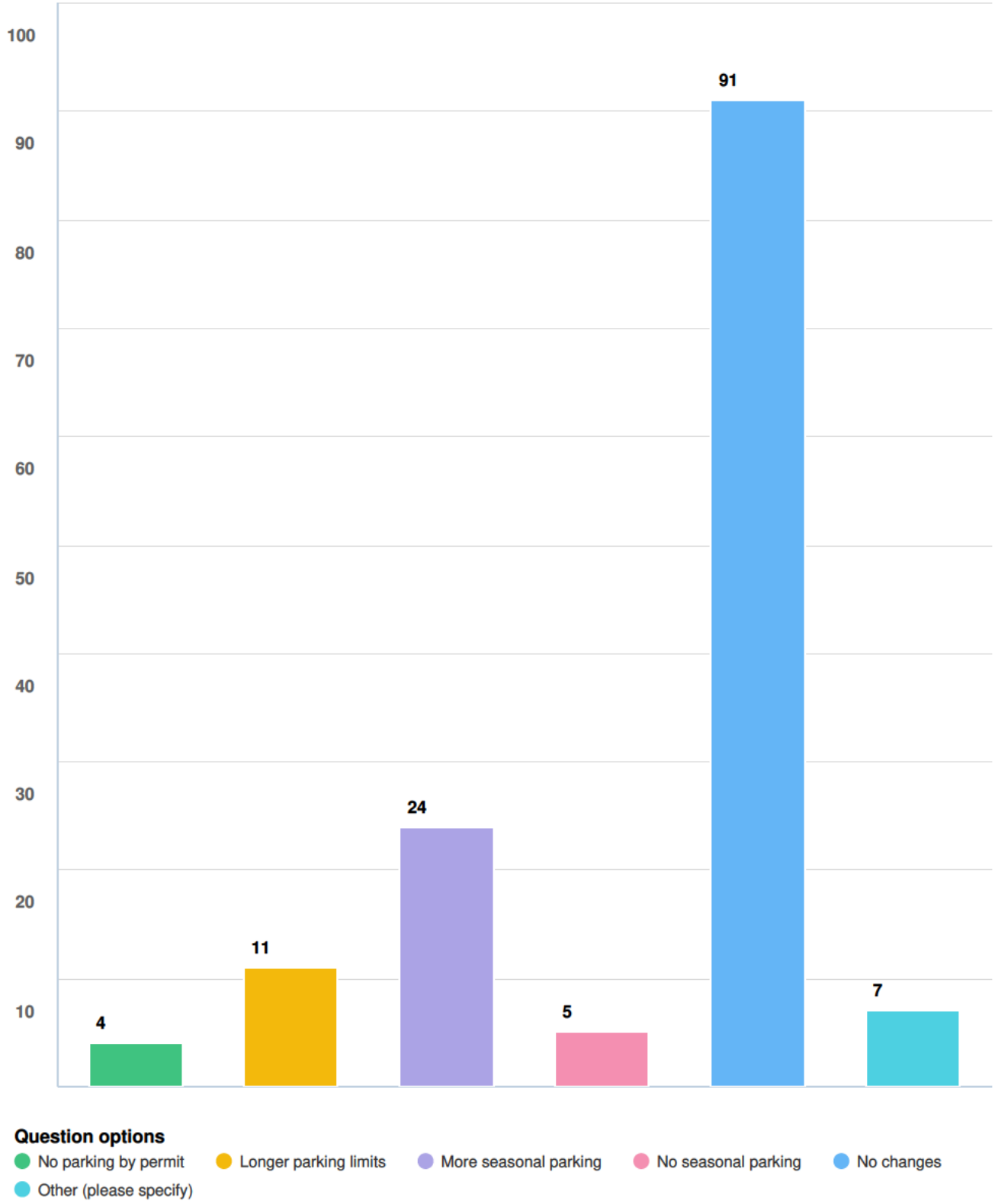
Optional question (128 response(s), 6 skipped)
Question type: Radio Button Question

Q3 Would you change anything with the current dock layout?



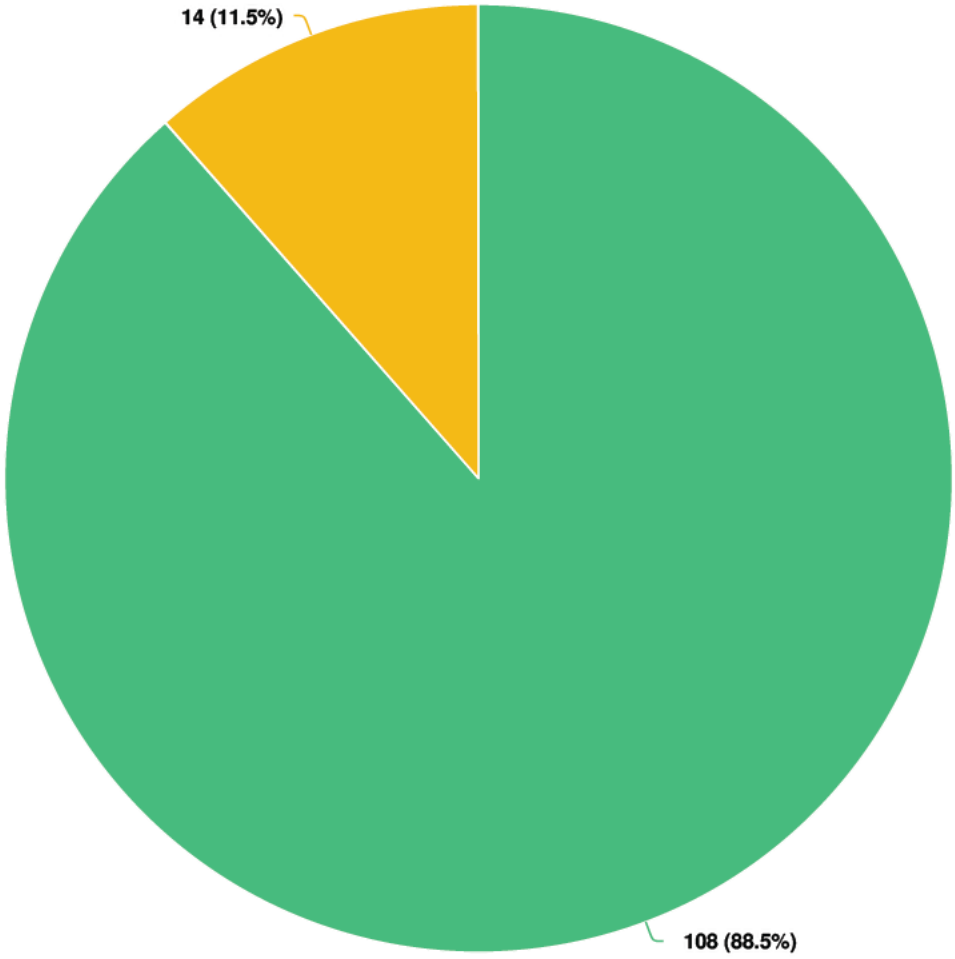
Optional question (132 response(s), 2 skipped)
Question type: Checkbox Question

Q4 Would you change anything with the current dock use?



Optional question (133 response(s), 1 skipped)
Question type: Checkbox Question

Q5 Do you support replacement of the wooden dock like for like?



Question options

Yes No

Optional question (122 response(s), 12 skipped)
Question type: Radio Button Question

Q6 Are there any current issues or challenges you've experienced at the dock that should be addressed?

Anonymous 6/24/2025 03:02 PM	This is critical for island property owners. Pls NO CHANGE to existing.
Anonymous 6/24/2025 03:09 PM	At times there is not enough space.
Anonymous 6/24/2025 03:10 PM	Lack of parking on the road is an issue when we have guests.
Anonymous 6/24/2025 03:11 PM	Yes I have pulmonary Fibrosis and Emphysema As well as sciatica , if we're not for the wooden docks I would not be able to get to my cottage . It also provides proximity parking which is Major
Anonymous 6/24/2025 03:22 PM	The docks are working well as is. I would also appreciate the Township loosening the parking restrictions along the Beaumaris road, at least the section next to the golf club parking lot. It is a hardship for overnight visitors to our island homes and large families.
Anonymous 6/24/2025 03:36 PM	No.
Anonymous 6/24/2025 03:38 PM	No changes [redacted] manages it extremely well
Anonymous 6/24/2025 03:47 PM	No the dock works as it should.
Anonymous 6/24/2025 03:48 PM	Both docks are vital for us as we need access to our island property. Any alteration or removal of docking would hinder access for those of us who can't afford to own a mainland landing. Priority should always be given to seasonal per lt holders as we rely on this for access. Any alteration to the wood dock would prevent many of us from accessing our properties that have been in our families for generations.
Anonymous 6/24/2025 04:12 PM	Been here for over 40 years and have no issues

Anonymous
6/24/2025 04:24 PM

No

Anonymous
6/24/2025 04:38 PM

Islanders like us need boat parking available when we go shopping etc. we have used BEAUMARIS dock for many years and there are no alternatives .

Anonymous
6/24/2025 04:55 PM

NO

Anonymous
6/24/2025 05:04 PM

I'm thrilled to hear this dock is being restored as a municipal asset. Thanks to all those who supported this important effort for we water access folks. One caveat — As a 4th generation islander, my family has set off from Beaumaris first on steamships and then paying for a seasonal slip at this wooden municipal dock with personal craft. And intern, the Township has collected taxes from all such islanders, for as long as the township has collected taxes. And, we've built, maintained, improved cottages (increases our taxes to the township every year) based on this relationship. With all that — I'm concerned about the question in this survey that asked how general residents feel about removing seasonal permits — so critical to many of we islanders — without context about why people would want this. Without context on why these seasonal permits are so critical and longstanding. Without explaining how season permits work and why. It is my observation over my lifetime, there has never been any undo pressure on finding 4-hour public spots on the cement wharf at Beaumaris, while serving critical seasonal permit holders at the wooden dock as well. And keep in mind, the Milford Bay public docking, access and parking is just around the corner as well. In short, it's my very familiar experience that the current system is working great and always has. Removing these permits, would be obliterating for the islanders — in simple practical access to properties, to property values, to families caring for historic legacy properties that form the heart of the Muskoka Lakes experience. Please keep this in mind when you assess the date of this survey, which doesn't explain these factors for the casual submitter.

Anonymous
6/24/2025 05:54 PM

No

Anonymous
6/24/2025 06:09 PM

No issues or challenges. The wooden dock is well managed by [redacted] Seasonal parking is absolutely necessary for cottagers who own on an island as we do. We do not believe that the current dock needs replacing unless there are structural issues that need to be

	addressed.
Anonymous 6/24/2025 06:23 PM	No
Anonymous 6/24/2025 07:10 PM	No
Anonymous 6/24/2025 07:44 PM	The system works great! It provides both access for islanders to dock seasonally to get to their cottages as well as access for folks who just need to park short term to pick people or drop them off.
Anonymous 6/24/2025 09:10 PM	2 hour car parking limit on the road creates challenges.
Anonymous 6/24/2025 09:43 PM	There is no public overnight parking for cars to go alongside the overnight parking at the dock the nearest public overnight parking is 2km away. Please bring back the public parking on the street.
Anonymous 6/24/2025 10:03 PM	Replacements , bu not at peak saeaon
Anonymous 6/25/2025 03:27 AM	We am wand things to stay as is
Anonymous 6/25/2025 06:54 AM	Very difficult to tie up a boat at the concrete dock.
Anonymous 6/25/2025 08:02 AM	No
Anonymous 6/25/2025 08:29 AM	The [redacted] use the parking in Beaumaris for their activities ... golf, lessons etc. leaving fewer spots for island residents. Sometimes it is next to impossible to find a space. We are seasonal residents ... and the current 4 hours usually is good for us but we need to park at the big dock.. Any work being done on the wooden dock should not be done during the summer months.
Anonymous 6/25/2025 08:56 AM	No.

Anonymous 6/25/2025 10:26 AM	To all appearances things are working 'fine' with both the wooden and cement docking facilities - as island residents we have been using them for many, many years and are frankly mystified why any changes would even be considered
Anonymous 6/25/2025 11:27 AM	[redacted] often uses the cement dock for their events leaving no room for islanders. They should expand their docking to address their growing membership.
Anonymous 6/25/2025 11:37 AM	One of the cleats on the north side of the cement wharf has been damaged meaning there is less docking space available. Hopefully it is possible to replace the missing cleat.
Anonymous 6/25/2025 02:21 PM	none
Anonymous 6/25/2025 09:04 PM	The seasonal permits work well and I support “ No Change” to the current system
Anonymous 6/25/2025 09:40 PM	We have used the Beaumaris wharf as our access point to the island for over half a century. We support The current seasonal permit at the Wharf .
Anonymous 6/26/2025 09:37 AM	No the current service is satisfactory.
Anonymous 6/26/2025 05:54 PM	I think [redacted] operated the docks well.
Anonymous 6/27/2025 02:01 PM	Don’t change anything.
Anonymous 6/27/2025 04:09 PM	As an islander we need boat docking as we come and go and someplace to pick up and drop people off
Anonymous 6/27/2025 05:27 PM	I was unaware the wooden dock could be used by a non permit holder.
Anonymous	The dock should be steel pile construction, not crib. Pressure treated

6/27/2025 09:10 PM	cedar decking. Highly recommend [redacted] brothers to do the work. Height should be raised to avoid damage during spring high water.
Anonymous 6/28/2025 01:46 AM	I didn't know this dock was maintained by the township, instead thought marina owned it. Great to hear it is being maintained
Anonymous 6/28/2025 08:42 AM	I was under the impression it was a private Dock. I don't think very many seasonal cottagers are aware that is owned by the municipality
Anonymous 6/28/2025 08:55 AM	We need more docking space.
Anonymous 6/28/2025 05:08 PM	Beaumauris wharf is in a very small area, it makes it very hard to get there with a car As there is no parking at all, a lot of people like to just try to fish off the dock. Having an area where public could park without fines etc would be a very nice addition
Anonymous 6/28/2025 05:57 PM	Yes that we were questioned why we were there as mentioned above so we felt terrible and that we had used someone's personal dock. Needs to be made public.
Anonymous 6/28/2025 06:23 PM	There should be enforced designated loading areas and times for commercial loading.
Anonymous 6/28/2025 10:47 PM	I am an Island owner and there are very few options for parking. More should be done for parking for the Islanders.
Anonymous 6/29/2025 07:04 AM	The [redacted] is a difficult and disagreeable person. [redacted] and is extremely difficult about parking. It is almost impossible to park a car and walk on the big wharf to sit and eat a sandwich. Please create lots of parking. If any of the docks are for public use please mark them - consider posting signs, " ... if you experience difficulty [redacted] please call this number ... "
Anonymous 6/29/2025 07:26 AM	Don't understand how and why [redacted] uses it as their own dock, not fair
Anonymous	See #4

6/29/2025 11:08 AM

Anonymous
6/30/2025 07:12 AM

Warf manager [redacted] between two public docks and utilizing them to the extent that there is little to no public parking available during high summer season.

Anonymous
6/30/2025 08:38 AM

Not sure how much of the dock space is used by the [redacted] for their own personal use which should not be the case.

Anonymous
6/30/2025 09:28 AM

The [redacted] occupies a large number of the docks. Is this expansion for their benefit or for boaters?

Anonymous
6/30/2025 11:48 AM

As an islander I rely on my seasonal docking permit to get to and from my property

Anonymous
6/30/2025 11:50 AM

none the wharf managers are great!

Anonymous
7/03/2025 11:52 AM

N/A

Anonymous
7/03/2025 02:58 PM

During summer season, can be difficult to find a place to dock your boat.

Anonymous
7/03/2025 08:41 PM

Can you tell [redacted] he doesn't own the dock and we are all welcome to use this space.

Optional question (57 response(s), 77 skipped)
Question type: Essay Question

Q7 Any final comments.

Anonymous
6/24/2025 02:39 PM

This dock is essential for islanders and is much needed. It is one of the very few places that islanders can park to access our properties. It is very important and would have a significant impact on us if it were not available.

Anonymous

Seasonal use for islanders is an essential service. Keeping these

6/24/2025 03:36 PM	docks available and in good shape is something I highly support.
Anonymous 6/24/2025 03:36 PM	We are seasonal dock permit holders who need parking for our island property. Without this parking st Beaumaris we can't access our property. .
Anonymous 6/24/2025 03:38 PM	You cannot take away seasonal docking for island owners, property values would plummet and how would we get to and from cottages?
Anonymous 6/24/2025 03:46 PM	I park on the seasonal dock. Without this dock i have no access to the cottage. What would i do?
Anonymous 6/24/2025 03:47 PM	I would hope that the Township will continue to have a dock at Beaumaris so that islanders have a place to dock their boats during the season. Thank you.
Anonymous 6/24/2025 03:48 PM	Please do not change for the sake of change like was done with the road parking. Many people scrambled to find a lot to park their cars that jacked up rates. These people gouged seasonal cottage owners to park in an unlicensed non-commercial lot when parking was removed. Not only is this unfair but it will also affect resale values if access to islands is made more difficult. As islanders we pay taxes for services we don't access so please fo not take this away!
Anonymous 6/24/2025 04:23 PM	We need more boat parking - and car parking, for that matter - for islanders.
Anonymous 6/24/2025 04:38 PM	As islanders we get few municipal benefits for our tax dollars and having docks like BEAUMARIS is critical to our ability to enjoy our island property.
Anonymous 6/24/2025 04:55 PM	NO
Anonymous 6/24/2025 05:04 PM	I support any innovation to make systems work better and more efficiently, but this must be done with consideration to the townships longstanding obligations to their water access ratepayers. Thanks as always for your work on our behalf.

Anonymous 6/24/2025 05:45 PM	All is well please don't change
Anonymous 6/24/2025 06:09 PM	As a seasonal resident whose family cottages on an island, seasonal boat parking is absolutely necessary and we pay an appropriate yearly fee for this privilege. Please…NO CHANGES !!!
Anonymous 6/24/2025 06:23 PM	Thank you.
Anonymous 6/24/2025 06:25 PM	I was not aware that these were public docks. We thought that they were owned by [redacted] There needs to be better public access.
Anonymous 6/24/2025 07:10 PM	For all the taxes islanders pay we get little in return. More boat AND car parking would be appreciated
Anonymous 6/24/2025 07:44 PM	Eliminating or changing seasonal docking would effectively deny islanders access to their cottages and would be a huge issues for these tax payers
Anonymous 6/24/2025 09:43 PM	Public overnight parking for cars.
Anonymous 6/25/2025 08:02 AM	This is our only means to get to and from our cottage and this particular dock spot has been in this cottage history for generations. If we were to lose seasonal parking property values would plummet
Anonymous 6/25/2025 08:29 AM	Our family has been island owners for over 100 years. our taxes have always been paid and lately almost yearly some other service has been removed. ... we support the marina in Beaumaris and make use of the docks when necessary. our pick ups and drop offs are always in Beaumaris. If anything more boat parking is necessary ... not less.
Anonymous 6/25/2025 08:56 AM	Please do not change the dock's current use. It is the only dock available that is suitable for mobility impaired people. Please consider accessibility when making a decision.
Anonymous 6/25/2025 09:51 AM	replace the dock as is to give tax paying islanders access to their properties

Anonymous 6/25/2025 10:26 AM	See above with the addition of "thankyou for the opportunity to input"
Anonymous 6/25/2025 11:27 AM	Island cottagers require, as a necessity, mainland docking and car parking. Municipality has taken away car parking and convenient access to garbage disposal (church dock time ridiculous) effectively increasing taxes (private services) dramatically over past decade. More boat parking for islanders is essential given expansion of cottages on lake and weekender cottage users. Docking, parking and garbage collection should be covered by taxes which haven't decreased with decrease in services.
Anonymous 6/25/2025 12:39 PM	Elder accessibility for lifelong Muskoka homeowners is important. The dock is plays an important role for island residents.
Anonymous 6/26/2025 09:37 AM	Our family have used the Beaumaris docks for more than 125 years (6 generations) to access our cottage on [redacted] Island. Much has changed and the need for this service is even greater as new cottages have been built on islands but very little new marina capacity has been added. Cottages don't want more docking next to them so there won't likely be any significant increase in service on the lake. This is an essential service that must be preserved.
Anonymous 6/26/2025 02:27 PM	We like the dock to operate and be configured as it currently exists. If it ain’t broke, don’t fix it!
Anonymous 6/26/2025 05:54 PM	Our family has used the docks at Beaumaris for generations for access to an island property. It is one of the few Twp of Muskoka services the island property taxpayers make use of.
Anonymous 6/27/2025 02:01 PM	Don’t sell to the [redacted]
Anonymous 6/27/2025 04:09 PM	They seem to be taking more and more things away from islanders and for the hefty taxes we contribute to the area this just seems wrong !!
Anonymous 6/27/2025 05:25 PM	I have spent my entire summer life at Beaumaris (65) on [redacted] Island and never knew that was a public dock. I always thought it was owned and maintained by the [redacted]. It might be helpful to have

	signage at southern end of dock noting this is a public dock. Thank you!
Anonymous 6/27/2025 05:27 PM	As an islander I find boat parking a major problem when there's no space.
Anonymous 6/28/2025 05:57 PM	Yes, please review all access to the lake in our area and you will find a lot has been taken over by the neighbouring land owners this needs to be addressed with new signage and letting the public know:) I look forward to seeing these changes.
Anonymous 6/28/2025 10:47 PM	Do not take away our one and only dock where we have a spot to park!
Anonymous 6/29/2025 07:04 AM	Deal with the [redacted] people. If they don't own the docks please post them as public. Create a ton of parking so people can walk on the docks. Post a number so people can call in and report the conduct of the [redacted] people - the gig is up, let's stop the abuse.
Anonymous 6/29/2025 01:40 PM	If the dock needs to be repaired in the off season, that is fine. My family has a cottage on an island nearby, which has been in the family for generations. No dock access would impair our ability to use our property for which we have paid taxes for generations!
Anonymous 6/30/2025 07:12 AM	Please do not sell this under utilized dock. The local population needs more access to the lakes.
Anonymous 7/03/2025 11:52 AM	N/A
Anonymous 7/03/2025 08:41 PM	I think you should have to use a local builder as you are paying g with tax dollars it should be kept in the community. Also, if there are issues with the build and they are local they will come back and fix it as there name is on it. The dock at Bay cliff is a prime example, if you hire from out of town that don't use the dock they don't care that it's crooked or poorly built.
Anonymous 7/04/2025 03:23 PM	Since there is always a wait list for seasonal permits, I believe an effort should be made to increase the seasonal parking at the wooden docks. Perhaps it could be extended as far out as the concrete dock

where there is not room for more docking.

Optional question (40 response(s), 94 skipped)
Question type: Essay Question

Appendix V

Rural Commercial

Township Wharf

Beaumaris Marina

Open Space

Waterfront Residential



Replacement of Existing Crib Wharf with Steel Pier and Steel Framed, Wood Surfaced Wharf

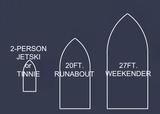
Length and Width to Match Existing.

LEGEND:

HIGH WATER LEVEL (MUSKOKA GEOHUB DATA)

APPROXIMATE 2025 SUMMER WATER LEVEL (MUSKOKA GEOHUB DATA)

EXAMPLE VESSELS:



N

1: 250

0 5 10m

kfla
Kendall Flower Landscape Architecture

BEAUMARIS WHARF RENEWAL

1216 BEAUMARIS RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes

CONCEPT SITE PLAN IS BASED ON GIS INFORMATION & AERIAL PHOTOGRAPHY. NOT SUITABLE FOR CONSTRUCTION. OLS SURVEY BASE TO BE PROVIDED FOR CONSTRUCTION DRAWINGS / PRIOR TO CONSTRUCTION.



- Ramp Down to 2x 20ft. Floating Dock Sections Added to Match Previous Condition
- Replacement Fixed Pier Dock to Match Existing Layout

LEGEND:

- HIGH WATER LEVEL (MUSKOKA GEOHUB DATA)
- APPROXIMATE 2025 SUMMER WATER LEVEL (MUSKOKA GEOHUB DATA)
- LIMIT OF DESIGNATED SWIMMING AREA

EXAMPLE VESSELS:

2-PERSON JETSKI OR TINNIE | 20FT. RUNABOUT | 27FT. WEEKENDER

N

0 5 10m

1: 250

MAPLE LEAF DOCK RENEWAL

1007 MAPLE LEAF BAY RD., TOWNSHIP OF MUSKOKA LAKES

kfla
Kendall Flower Landscape Architecture

TOWNSHIP OF MUSKOKA Lakes



kfla
Kendall Flower Landscape Architecture

WINDERMERE WHARF RENEWAL

2510 WINDERMERE RD., TOWNSHIP OF MUSKOKA LAKES

TOWNSHIP OF MUSKOKA Lakes

Staff Report OPS-2025-040
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General Finance Committee**

AUTHOR: **Corey Moore, Manager of Parks, Recreation and Facilities**

SUBJECT: **Use of Public Docks and Ramps By-law Amendments**

RECOMMENDATION

BE IT RESOLVED THAT Committee direct staff to proceed with amendments to By-Law 2003-029 (Use of Public Docks and Ramps By-law), as outlined in Option 3, of report OPS-2025-040.

REPORT HIGHLIGHTS

This report provides an overview of community feedback as it relates to updates to By-Law 2003-029 Use of Public Docks and Ramps.

BACKGROUND

Beaumaris and Windermere Wharf Docks

Both the Beaumaris wooden dock and Windermere floating docks at their respective wharves have reached the end of their useful life, and the 2025 Capital Budget included funding for replacement of said docks.

In March 2025, Council approved a five-phase approach for the replacement of these docks. Attached as Appendix “I” is this detailed proposed project timeline/approach, as well as aerial photos showing the respective docks in question. The project is scheduled to be completed by June 2026. The project is currently at the end of Phase Two and ready to proceed into Phase Three.

It should be noted that Phase 4 (By-law Review) was completed concurrently with Phase 2 as staff deemed it appropriate to conduct the public feedback portion at the same time. Phase 5 will include updating the Wharf Master Agreements as they expire at the end of 2025.

Community Input

A public survey seeking input on the design and use of each wharf, distributed via Township website, social media and email, was open for comment from June 18, 2025 to July 4, 2025.

The Windermere Wharf Survey saw 169 responses and the common themes as it relates to By-law amendments from the responses are outlined below. Attached as Appendix “II” to report **OS-2025-39**, are the complete survey results.

- 122 survey responses came from transient boat docking users while 28 responses came from the general public.
- The changes the community would most like to see are no parking by permit (59 responses) and no seasonal permits (55 responses).
- 55 responses suggest having no seasonal parking while 36 responses suggested having more seasonal parking.
- Concerns raised regarding seasonal permits surrounded commercial/contractor use which occupies dock slips all weekend long during summer.
- General lack of parking spaces in summer.

The Beaumaris Wharf Survey saw 134 responses and the common themes as it relates to By-law amendments from the responses are outlined below. Attached as Appendix “III” to report **OS-2025-39**, are the complete survey results.

- 59 survey responses came from seasonal permit holders, while 45 survey responses came from transient boat docking users.
- 96 survey responses would recommend no change to the current dock and permit system.
- Lack of parking on land was a common concern

Windermere Wharf Master Feedback/Overview

The Wharf Master in Windermere is currently the Windermere House. They manage the docks at the Windermere Wharf and Maple Leaf Bay. The Windermere Wharf accommodates approximately 45 boat slips (varies based on boat sizes) while Maple Leaf Bay has 4.

On average, they sell around 16 seasonal permits a year. Neither the Township By-law or Wharf Agreement state a designated number or cap for seasonal permits. The Wharf Master allows the designated number of seasonal permits based on previous years approvals, prior experience and understanding of the dock space available throughout the season. The current dock use is a blend of commercial, seasonal permit holders and transient use. Of the 16 seasonal permits, approximately half are for commercial users while the other half are for residential users (islanders). On average, there are approximately another 20 requests for seasonal permits (mix of commercial and residential) that are advised they will be added to a waiting list.

As per the By-law, transient dock users are not permitted to dock for longer than 4 hours or overnight without a permit. Seasonal permit holders are not provided a designated dock slip but are permitted to park overnight (no limit on days) should a space be available. The docks operate very much on a first come first serve basis. Each season, previous years seasonal permit holders are given first opportunity to purchase a permit again for the upcoming season.

The majority of feedback from the community is a desire to accommodate more transient users through additional boat parking. This could be completed by adding more docks and/or eliminating seasonal permits as these users leave their boats for long periods of time. The community of Windermere has many local businesses, including marinas, hotel, restaurant, golf course, etc., that rely and benefit from the uniqueness of being able to arrive by boat, dock and walk to their establishments.

Beaumaris Wharf Master Feedback/Overview

The Wharf Master in Beaumaris is currently the Beaumaris Marina. They manage the wooden dock and concrete wharf in Beaumaris, while the marina property sits in-between them both. The Beaumaris wooden dock accommodates approximately 10-11 boat slips (varies based on boat sizes) while the concrete pier has 18-20 spaces.

On average, they sell around 24 seasonal permits a year. Neither the Township By-law or Wharf Agreement state a designated number or cap for seasonal permits. The Wharf Master allows the designated number of seasonal permits based on previous years approvals, prior experience and understanding of the dock space available throughout the season. Staff understand that the wooden dock is currently used exclusively for seasonal permit holders, while the concrete wharf is a blend of commercial, seasonal permit holders and transient use.

As per the By-law, transient dock users are not permitted to dock for longer than 4 hours or overnight without a permit. Seasonal permit holders are not provided a designated dock slip but are permitted to park overnight (no limit on days) should a space be available. The docks operate very much on a first come first serve basis. Each season, previous years seasonal permit holders are given first opportunity to purchase a permit again for the upcoming season. Staff understand that it is rare for permits to become available.

The majority of feedback from the community expresses a desire to keep the dock/wharf the same in Beaumaris. Unlike Windermere, there is not the same commercial draw or public amenities on land to attract a similar volume of transient boaters. Most agree that the current system works well and that the dock just needs to be repaired. One recommendation from the feedback for changes to the By-law was to update the fees.

Other Township Docks

The Township currently has 40 docks across the municipality. The main uses and sizes of the docks vary. Some are smaller and included at boat launches to assist with water access, while others are larger and provide boat parking opportunities to access nearby amenities such as the downtowns of Bala and Port Carling.

Through the Public Docks and Ramps By-law, only 3 wharves allow parking by permit – Windermere (includes Maple Leaf Bay), Beaumaris and Foot's Bay. Annually, only Windermere and Beaumaris sell permits. Foot's Bay has had zero permit sales in the past couple of years, likely due to the marina located immediately adjacent

ANALYSIS

Use of Public Docks and Ramps By-law Updates

Public feedback on the By-law was sought through the engage Muskoka Lakes project page and through staff discussions with area stakeholder groups and the Wharf Managers. As seen through the responses detailed above each Wharf is unique and looks to serve a different purpose.

Upon analysing the current uses and feedback received from the public and local stakeholders, staff have outlined the following options as it relates to updates to the By-law.

As it relates to fees, staff recommend updating the rates as they have not been increased since the By-law was established. Discussions with the Wharf Masters and feedback from the public acknowledge fee increases need to occur. No matter the option selected below, staff will include fee increases in an amended by-law for consideration.

Option 1 – Status Quo (with fee increases)

No change to the By-law save for an increase to user fees. The community in Beaumaris prefers no change to the current permitting system or layout and in Windermere, concerns surround the need for additional dock space and users properly purchasing permits. Both of which can be addressed through layout improvements (addressed through report OPS-2025-039 on the current agenda) and alternative payment methods, such as meters, that can be identified in an updated wharf agreement.

Option 2 – Additional Parameters Surrounding Seasonal Permits

Currently the By-law contains no limit or cap to the number of seasonal permits available and allows the Wharf Masters to determine an appropriate amount based largely on past experience. This has resulted in an inconsistent approach across the municipality, where past practice reveals Foot's Bay typically sells no seasonal permits, Windermere an approximate split between seasonal and transient use and Beaumaris is predominantly used by seasonal permit holders. Staff also note that a lack of a limit has the potential to result in operational issues should new trends emerge or practices by the Wharf Masters change. Lastly, staff have considerable concerns surrounding the process by which seasonal permits are granted. Reconstruction and ongoing maintenance of public wharves are a significant expense borne by all taxpayers, and staff questions the appropriateness of granting this substantial benefit/service solely to a small segment of the community through a non-public process that lacks transparency, and which staff understand is based largely on having previously received a permit.

- Determine if limit on seasonal permits is required and/or whether that is identified in By-law or wharf agreement.
- Determine appropriate method by which seasonal permits are available to the community.

Option 3 – Remove Sale of Seasonal Permits

Update the By-law to remove seasonal permit sales from the Township's operation of the docks/wharfs. Staff have outlined above considerable concern regarding the current process by which seasonal permits are granted. Further, it is often debated whether the Township should be providing seasonal or long-term docking slips for water access properties, being a service provided by private local marinas and landings, as opposed to strictly having docks available for public transient use only. Lastly, and as detailed above, the Township has 40 docks throughout the municipality, of which only 3 currently allow for seasonal slip permits, of which only 1 largely does so. It could thus be argued, should the Township wish to maintain seasonal slip permits at these 3 locations, that other docks/locations also be considered.

Although this option may be better received in Foot's Bay and Windermere where seasonal permits are not as much of a priority, this would likely cause substantial concern in Beaumaris as there are a handful of residents that have relied on the public docks and these permits to access their island properties for many years. Fortunately, Lake Muskoka is better served by marinas and landings than Lake Joseph and Rosseau. Nonetheless, should Committee wish to maintain this level of service given historical practice this option can be amended to allow for example, seasonal permits in Beaumaris only. Alternatively, a disposal of the asset to allow for private operation of the current use could also be considered.

- Remove ability to purchase seasonal permits (or at select locations). Transient parking permits only.

ALTERNATIVES

Council could choose to make other changes to the bylaw. Specific direction as to the intent of any changes would be required.

FINANCIAL IMPLICATIONS

Staff will return to Committee with updated rates in the By-law for review and consideration. The revenue earned from the sale of seasonal permits annually is approximately $20,000 (40% of gross total). Should Option 3 be selected, the Township would lose approximately $18,000 annually from seasonal permit sales, leaving approximately $2,000 from day parking (over 4 hrs) permits.

STRATEGIC PLAN

Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Project Timeline and Aerial Photos
Appendix II – Windermere Survey Results (*attached to report OS-2025-39)*
Appendix III – Beaumaris Survey Results *(attached to report OS-2025-39)*

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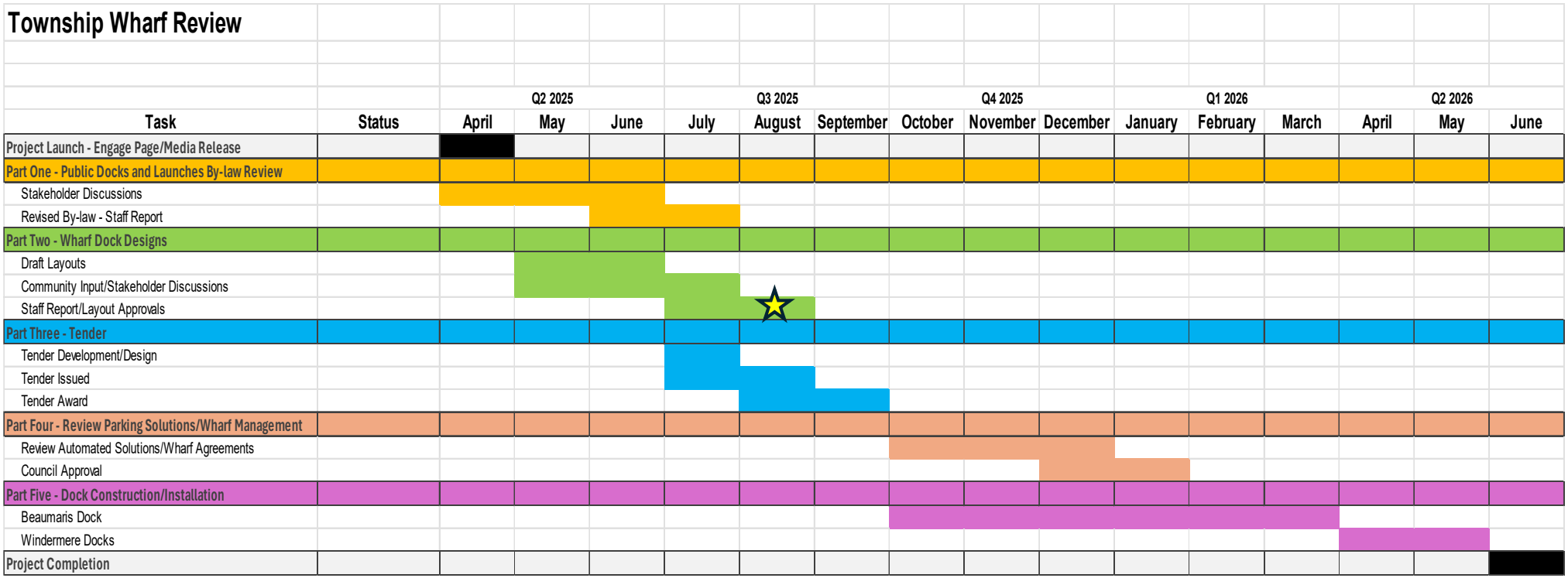
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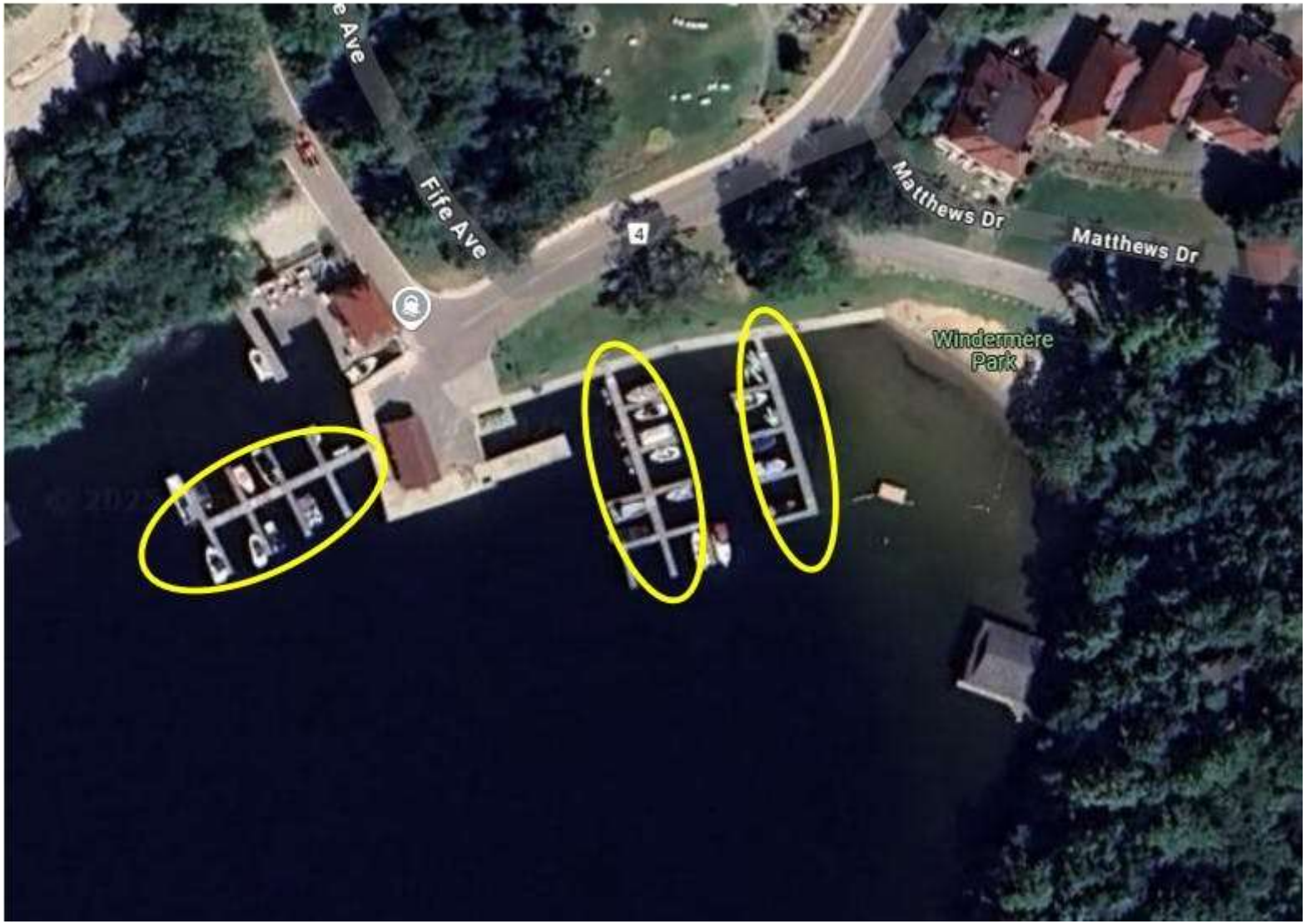
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Appendix I – Proposed Project Timeline



Windermere Docks



Beaumaris Dock



Staff Report OPS-2025-045
General/Finance Committee
August 13, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Corey Moore, Manager of Parks, Recreation and Facilities**

SUBJECT: **Old Walker's Point Fire Hall – Alternative Options**

RECOMMENDATION

None. The recommendation for the Old Walker's Point Fire Hall property remains unchanged as presented in report OPS-2025-030.

REPORT HIGHLIGHTS

This report provides an overview of two additional alternative options for the future of the Old Walker's Point Fire Hall and property located at 1355 Walker's Point Road.

BACKGROUND

Old Walker's Point Fire Hall

During their June 11, 2025 meeting, Committee received Staff Report OPS-2025-030 which provided an overview of options for the future of the Old Walker's Point Fire Hall building and properties.

Upon analysis, Staff originally outlined three potential options moving forward with the building/property.

1. Sell the Two Properties AS IS;
2. Demolish Building and Create Parking with Access to New Public Dock; and
3. Repair or Rebuild Existing Building.

Ultimately staff recommended that Option 1, Sell the Two Properties AS IS, be the best course of action moving forward. The main reasons for this recommendation included:

- Based on the building damage, major repairs at substantial cost are required for it to become occupiable again, and no municipal need for the building was identified.
- Given the topography of the water access point, a boat launch would not be suitable.
- The Transportation Master Plan identifies locations for potential future waterbody accesses to be assumed by the Township, and this location and road allowance was not an identified location.

- In 2022, a request was received from area property owners who were looking to utilize the land (Roll No's 8-4-070 and 8-4-70-01) for parking and the original road allowance leading to water across the road from the fire station for usage. Neighboring owners were contacted, who were not entirely supportive of the abutting ORA lands being used.
- The Township is facing increasing financial pressure to sustain its existing infrastructure, therefore a cautious approach toward the development of new infrastructure assets which would increase long-term operating and capital obligations should be taken.
- Where underutilized municipal land has been identified, divestment may represent a more fiscally responsible alternative than proceeding with new capital development.
- The original road allowance leading to water across the road from the fire station would remain in the current use as it stands today.

Committee recommended to Council to proceed with Option 2, which included demolishing the building and creating a public parking lot to access the road allowance leading to the water across the road. The option/resolution was amended to direct that a dock and parking not be constructed at this time, and that Staff return to a future meeting with further possible options.

Further Review

During the July 16, 2025 Council Meeting, upon consideration of the recommendation of Committee, Council elected to refer the report and matter back to General/Finance Committee for further review. Additionally, staff were directed to prepare additional options for the properties, such as housing opportunities and additional parking for nearby trails.

ANALYSIS

Water Access

As can be seen by the site photos of the original road allowance leading to the waterfront, attached as Appendix I, the opportunity for recreational use is limited. The property could likely only support a small dock. The Parks and Trails Standards Manual states that docks and launches be located into larger waterfront parks where the shoreline and waterbody conditions can support the boat access. As seen in Appendix II, the waterbody in this area is a narrow bay. Should the area see increased boat traffic for islander loading/parking, etc., concerns may be raised by nearby residents.

Across the municipality, there are many road allowances that lead to the water. Generally, these locations are not promoted or advertised the same as the Township does for its main public parks and docks. This is typically due to the lack of any amenities and space available at these locations. Instead, these lake access points are available for passive use by those familiar with them. They are not maintained.

Trail Parking and Housing

As directed, Staff have provided details surrounding the two additional potential options raised at the July 16 Council meeting.

1. Additional Parking for Walker's Point Lookout Trail

   The Walker's Point Lookout Trail is located 1.4km or an approximately 20min walk from the Old Walker's Point Fire Hall property. Walker's Point Lookout Trail, known locally as Berry Mountain, is well known locally for its wonderful view of Lake Muskoka and is a short 500m (1km return) trail. The trail does already have a small parking lot across the road for users which can be seen in Appendix II.

   Current demand and use of the trail suggests that the current parking lot is sufficient. Additionally, if extra parking was available at the Old Walker's Point Fire Hall property, it can be debated whether it would be used versus just parking on the side of the road. This is common at other locations in the Township, such as Huckleberry Lookout Trail, which has additional parking at the Milford Manor Golf Course just 200m away, but users still prefer to park on the side of the road to remain as close as possible to the trailhead.

2. Housing Opportunities

   The District of Muskoka is responsible for and provides a variety of different programs and funding support to assist housing development. Often, a lower-tier municipality may partner with the District should they have any land available that meets the criteria to support an affordable housing development. The most recent example can be seen by the Habitat for Humanity build in Bala.

   While attainable housing is a need in the Township, suitable properties are typically connected by town water and sewer services and are within close (often walking) proximity to nearby amenities such as groceries, etc. Given this and typical substantial up-front costs to develop un-serviced lands, it is not likely that the properties meet the characteristics for an attainable housing development.

   The zoning of the two properties can be found below:

   Roll No 8-4-070:
   - Zoned Rural Residential (RUR).
   - Appears to be a building lot per Lot of Record criteria in Section 3.4.1 e. of Zoning Bylaw 2014-14.
   - Permitted main uses: bed & breakfast, conservation, residential – dwelling unit, open space recreation, rooming houses.
   - Permitted accessory uses: residential – secondary dwelling unit, home based business.
   - A significant portion of the property appears to contain a wetland. This wetland is not zoned EP1, though it likely should be. Development that avoids

this feature and meets zoning requirements may be possible, however, further investigation would be required.
- Per Section L7.3 of the Township's 2023 Official Plan, this property could have up to two additional dwelling units, in addition to a main dwelling, provided the criteria in this section are met.
- Lands appear to be relatively flat based on slope mapping.
- No natural constraints shown besides wetland.

Roll No 8-4-070-01:
- Zoned Institutional (I).
- Not a building lot per Section 7.1.4 of ZBL 2014-14. Any establishment of a new building would require planning relief. Any redevelopment of existing buildings/structures would need to adhere to Section 3.2 of the ZBL to avoid planning relief.
- Main permitted uses: public use, nursing home, retirement home, home for the aged, arena, curling club, service club, church, place of worship, educational institutions, nursery school, hospital, nursing station.
- Residential uses are permitted on this lot if they are accessory in nature to the main permitted use.
- The very rear of the property has some wetland features.
- Lands appear to be relatively flat based on slope mapping.
- No natural constraints shown besides wetland.

Additional Options

The Township is not subject to the typical land division requirements outlined in the Planning Act. Should Committee be desirous of retaining some land for future potential parking/water access use as well as disposing of any surplus lands in excess of such requirements, a reconfiguration of the properties to meet both objectives can also be considered.

ALTERNATIVES

Alternatives have been listed in the body of the report.

FINANCIAL IMPLICATIONS

The sale of the properties would create a one-time contribution to reserve funds for future capital reinvestment. Conversely, any proposal to rebuild and/or add another water access point is not currently included in the 10-year capital plan and would require further unplanned draws from reserve funds.

The cost to demolish the building is estimated to be between $40,000-$50,000, while the costs to install a new dock with kayak ramp is estimated to be $30,000-$40,000.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Site Photos
Appendix II – Area Maps and Photos

PREPARED BY

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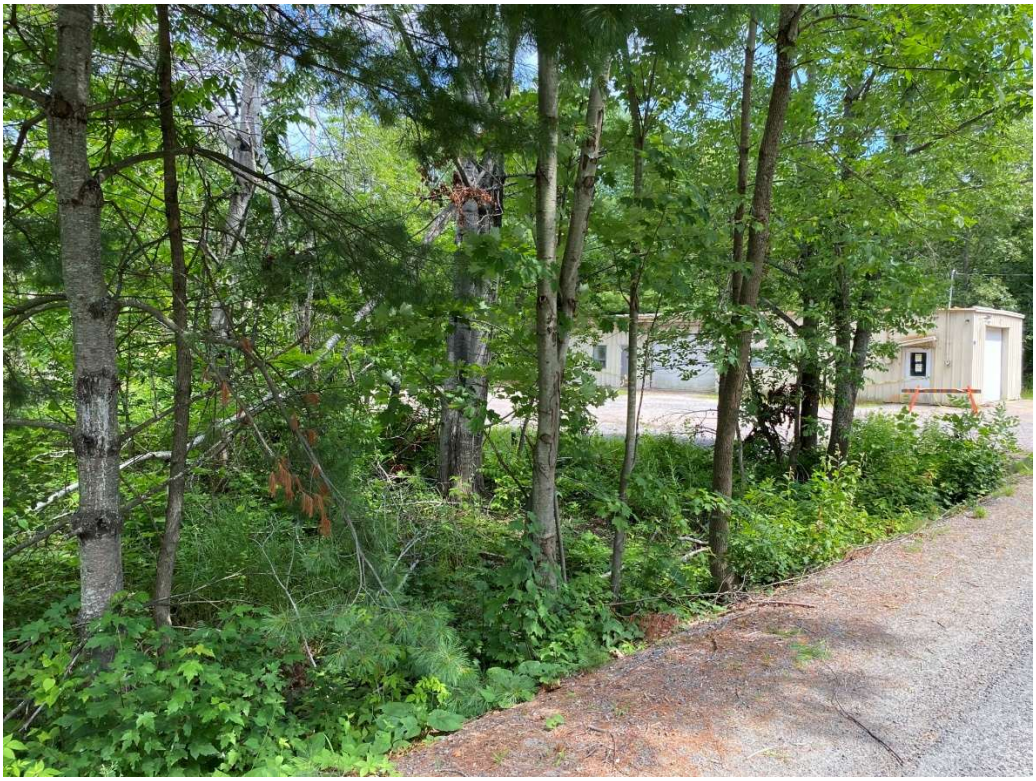
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Property and Original Road Allowance Photos - Appendix I



















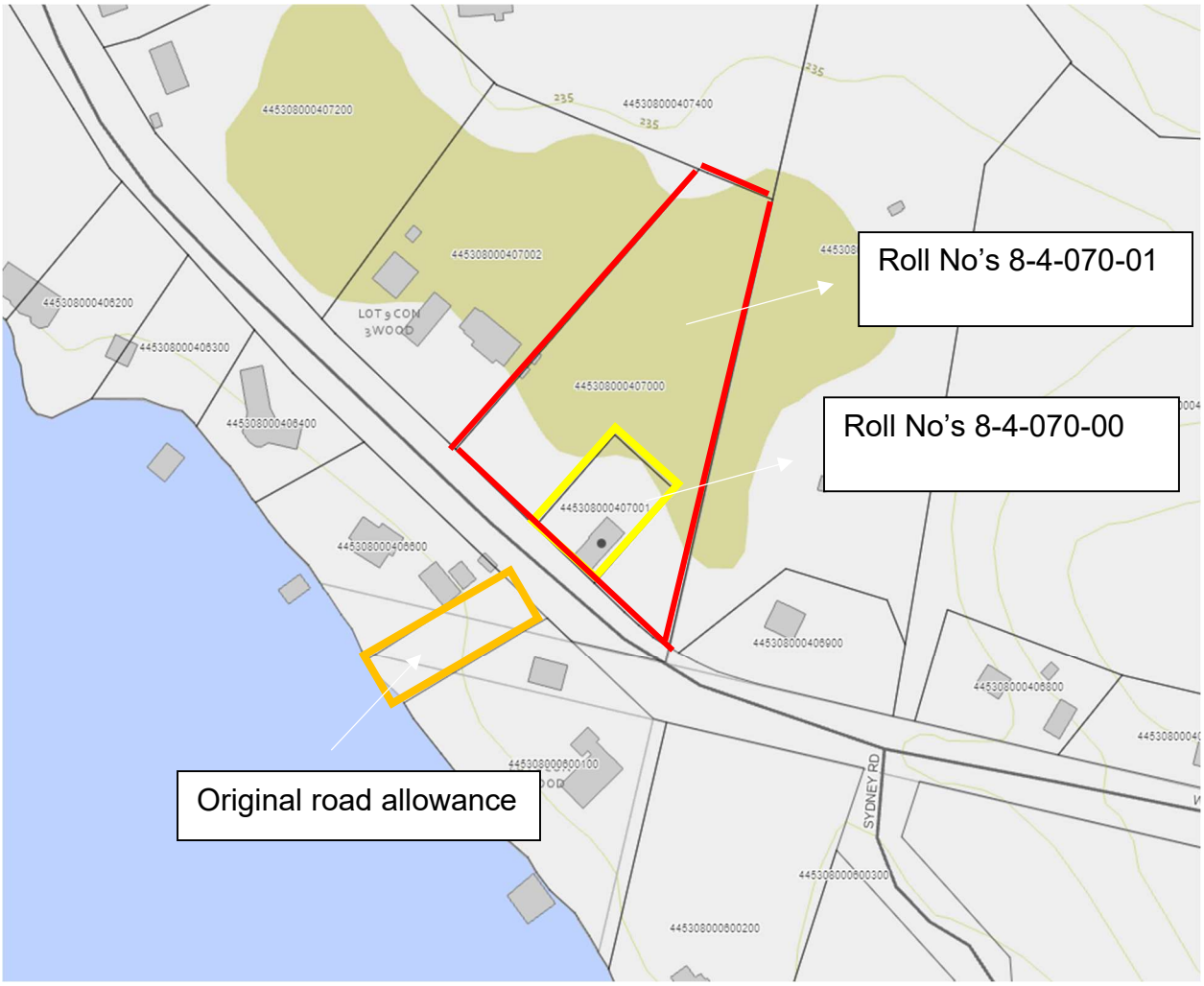




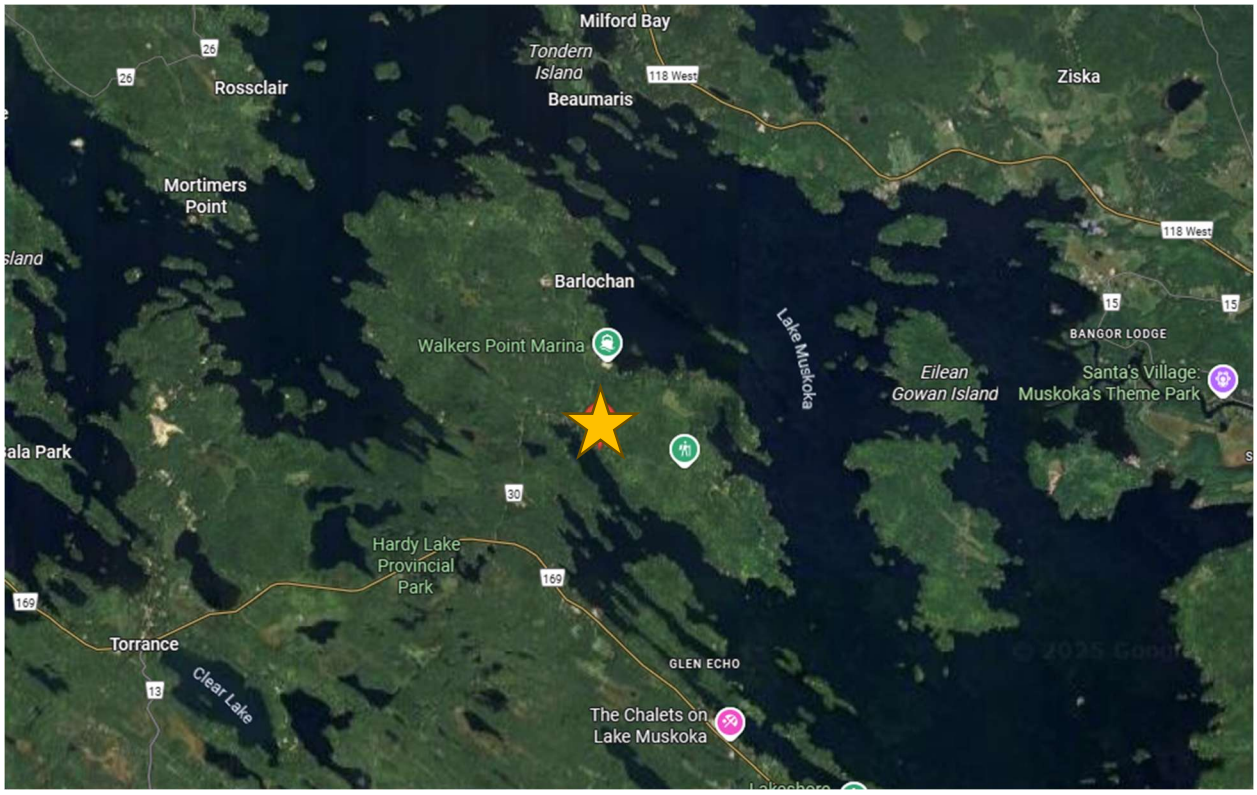


Appendix II

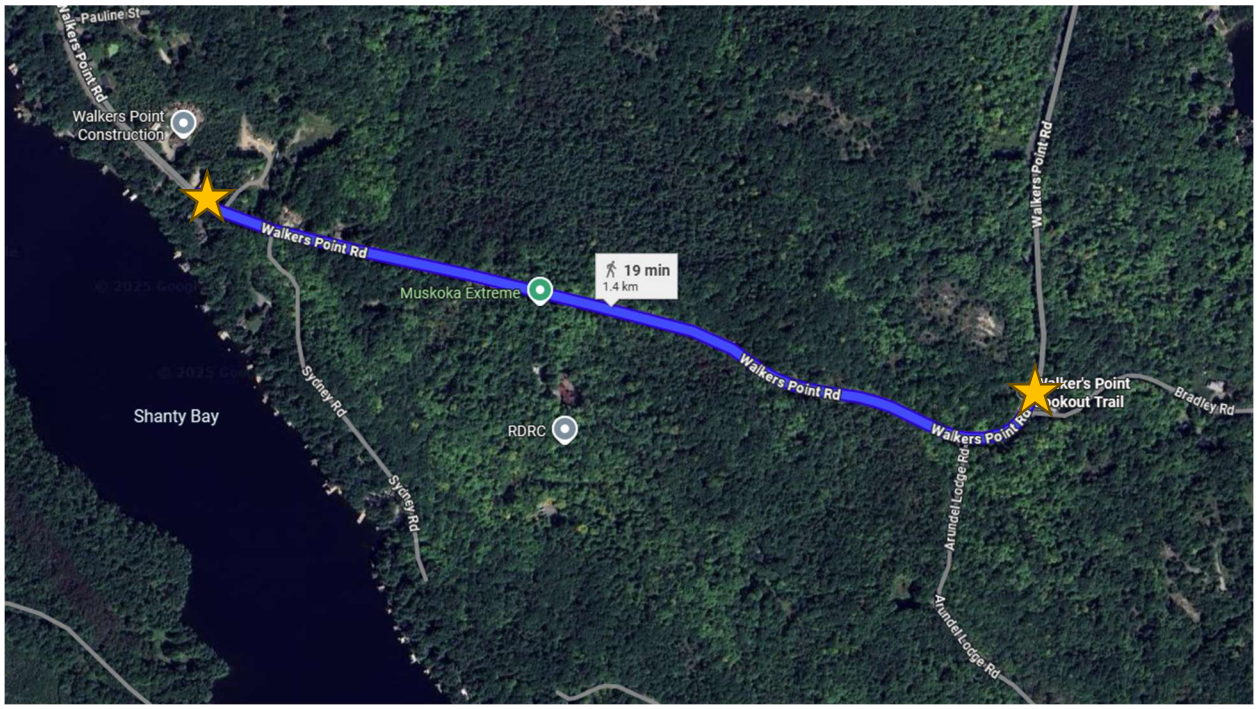
Site Map



1355 Walker's Point Road Location



Distance to Walker's Point Lookout Trail



Walker's Point Lookout Trail Parking





Staff Report OPS-2025-030
General/Finance Committee
June 11, 2025

TO: **Chair Mazan and Members of General/Finance Committee**

AUTHOR: **Corey Moore, Manager of Parks, Recreation and Facilities**

SUBJECT: **Old Walker's Point Fire Hall**

RECOMMENDATION

BE IT RESOLVED THAT Committee approve Option 1, outlined in staff report OPS-2025-30.

REPORT HIGHLIGHTS

This report provides an overview of various options for the future of Old Walker's Point Fire Hall and property located at 1355 Walker's Point Road.

BACKGROUND

Old Walker's Point Fire Hall

During their April 16, 2025 meeting, Committee received Staff Report OPS-2025-020 which provided an overview of the current status of the Old Walker's Point Fire Hall building. Committee was advised that upon visiting the building this spring, staff recognized that the roof had begun to collapse due to large snow loads and was unsafe. The Township's Chief Building Official issued Orders Prohibiting Occupancy and to Comply on March 28, 2025.

Given the unexpected failure of the building, staff advised Committee of a plan to conduct a building condition assessment, seek property valuations and review potential other uses for the property. Upon completion, staff would return to General/Finance Committee with a more detailed report and analysis of options moving forward.

Building Condition Assessment

The Old Walker's Point Fire Hall is located at 1355 Walker's Point Road. The building was built in 1982 and is 1500sq ft in size. Steenhof Building Services Group (SBSG) was retained on April 30th, 2025 by the Township to provide a structural review of the damage incurred due to snow load this past winter and a site review occurred on May 6th, 2025.

It is estimated the construction costs to repair the building would be $380,000 +HST. It is also estimated that the building can be demolished and replaced with an entirely new

building on the existing foundation for approximately $500,000 +HST. This would then present the opportunity to increase the pitch of the roof so water and snow can be shed easier. Site photos taken during the review are attached as Appendix I.

Property Valuations

Appraisal Group Muskoka was retained to conduct estimates on the value of the building and properties. A map of the properties can be found in Appendix II. An opinion of current market values was included in a separate confidential memo CCS-2025-12. Should Committee wish to discuss the information regarding a potential disposition of land, Committee should do so in camera prior to making a decision on the recommendation.

Exploration of Other Uses

As seen in Appendix II, across the road from 1355 Walker's Point Road is a road allowance leading to Lake Muskoka. This provides a possible opportunity for a new public lake access point such as a boat launch or public dock.

As identified in the Transportation Master Plan, where site-specific conditions allow for it, a lake access should include a dock, garbage receptables and benches/seating at a minimum to accommodate most lake activities. Boat launches and parking spaces are desired; however, it is recognized that implementation of these facilities may not be feasible depending on site conditions and are therefore subject to a site-specific assessment.

ANALYSIS

Upon analysis, Staff have outlined three potential options moving forward with the building/property.

1. Sell the Two Properties AS IS

   Based on the building damage, major repairs are required for it to become occupiable again. The building is currently only used as storage space for the Fire Department and no other Department has identified a need to retain the building. The Fire Master Plan recommends a new 7-station model, allowing for the potential to have any station slated for decommissioning to serve as a new storage location for the Fire Department and other municipal needs.

   The Township has recently developed a policy regarding the disposal of surplus assets to generate one-time funds that can be used to reinvest in priority infrastructure. Should Council determine to divest the properties AS IS, based on the valuations received the greatest potential return would be realized through the separate sale of each as is parcel. Should Council agree to dispose of both parcels as is staff may return prior-to in order to seek direction on a reconfiguration of both lots to achieve a more normal parcel fabric and optimal value.

Through this process, concerns may be raised from potential buyers that the property has Orders to Comply and Prohibiting Occupancy. Consideration to the demolition and removal of the building can be considered at that time.

2. Demolish Building and Create Parking with Access to New Public Dock

The Township currently has one boat launch in Walker's Point located off Ann St. Additionally there are two boat launches in Torrance to access Lake Muskoka at Whiting's Rd and Sunset Park. Walker's Point has one public beach located off Nixon Rd that includes a floating dock. The remaining Lake Access points occur at private properties such as the local marina, where a boat launch is also available.

Upon a site-specific assessment of the related properties, the option does exist to demolish the current building and create a new parking area at 1355 Walker's Point Road with a new public dock on Lake Muskoka at the end of the road allowance across the street. Given the topography of the water access point, a boat launch would not be suitable, though the area would be suitable for a canoe and kayak launch.

The Transportation Master Plan identifies locations for potential future waterbody accesses to be assumed by the Township, along with recommended phasing. Specific locations are narrowed down to those located at road ends or along lakeside roads. This particular location and road allowance was not an identified location in the Master Plan, due likely in large part to the presence of an existing storage building. The Walker's Point area does have potential locations identified as new lake access points for Lake Muskoka on the north side, but they are all deemed low priority as Lake Muskoka currently contains the most public access points.

In 2022, a request was received from area property owners who were looking to utilize the land (Roll No's 8-4-070 and 8-4-70-01) for parking and who also requested that the original road allowance leading to water across the road from the fire station be cleaned up for usage. Other neighboring owners were contacted, who were not entirely supportive of the abutting ORA lands being used. The area property owners who requested utilization of the land withdrew their request.

It also should be noted that the Township currently maintains a substantial portfolio of capital infrastructure, which requires ongoing investment in maintenance, rehabilitation, and renewal. As outlined in the Asset Management Plan and draft Level of Service Study, the Township is already facing increasing financial pressure to sustain its existing infrastructure to an acceptable level of service. In light of these constraints, a cautious approach toward the development of new infrastructure assets which would increase long-term operating and capital obligations should be taken.

Where underutilized municipal land has been identified, divestment may represent a more fiscally responsible alternative than proceeding with new capital development. This approach would help reallocate staff and resources toward existing priorities

and potentially generate one-time revenue to support the renewal and maintenance of core infrastructure.

Notwithstanding, should Council wish to explore this option consultation with the local community should be undertaken prior to proceeding. Consideration could also be given to a reduced size parking area so as to accommodate a new lake access point together with a divestment of the remaining lands.

3. Repair or Rebuild Existing Building

Council may choose to repair the building or build a new building for the purpose of storage or another use. As per the building condition assessment, it is estimated the construction costs to repair the building would be $380,000 +HST. It can also be estimated that the building can be demolished and replaced with an entirely new building on the existing foundation for less than $500,000 +HST. This is not recommended as staff have not identified any other need for the building and storage can be accommodated elsewhere as noted above.

ALTERNATIVES

Alternatives have been listed in the body of the report.

FINANCIAL IMPLICATIONS

The sale of the properties would create a one-time contribution to reserve funds for future capital reinvestment. Conversely, any proposal to rebuild and/or add another water access point is not currently included in the 10-year capital plan and would require further unplanned draws from reserve funds.

The cost to demolish the building is estimated to be between $40,000-$50,000, while the costs to install a new dock with kayak ramp is estimated to be $30,000-$40,000.

STRATEGIC PLAN

Goal: Deliver Sustainable Public Services and Infrastructure

COMMUNICATIONS

This staff report was distributed to Committee and all those registered to receive notification through the meeting agenda electronic notification system and was published on the Township's website in accordance with the Township's Procedural By-law.

ATTACHMENTS

Appendix I – Site Photos
Appendix II - Map

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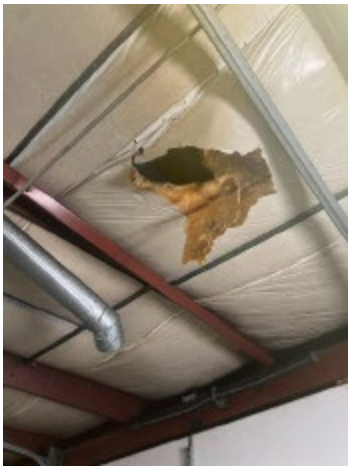
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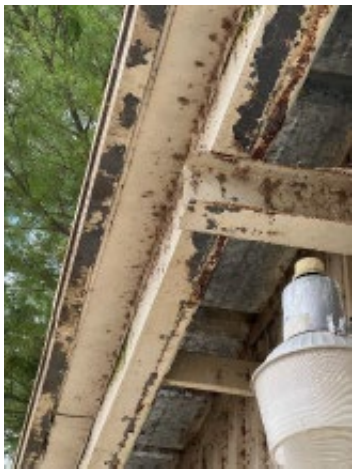
CAO ACKNOWLEDGMENT:

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Old Walker's Point Fire Hall – Appendix I







Appendix II – Map

