THE DISTRICT MUNICIPALITY OF MUSKOKA



Community Report

2022 – 2026 Term of Council

UPDATED
APRIL 28, 2026

Greetings



Over the past four years, Muskoka has faced real challenges—housing pressures, climate change, and growing demands on essential services. At the same time, we have seen what is possible when we work together with focus and purpose.

This report highlights the progress made by Council, staff, partners and the community to address these challenges. From increasing the supply of affordable housing to investing in infrastructure that supports growth to taking action to protect our environment, we have made meaningful steps forward across our strategic priorities.

We know there is still more to do. The needs in our communities continue to evolve, and the work ahead will require strong partnerships, thoughtful planning and a continued focus on delivering value for residents. Muskoka's strength comes from the people and communities that make this region unique. By working together, we are building a future that is more sustainable, more connected and better prepared for what lies ahead.

Jeff Lehman

The District Municipality of Muskoka Chair



This Community Progress Report provides an overview of the work undertaken across the District of Muskoka over the 2022–2026 term of Council, and the progress made in delivering on Council's strategic priorities.

Setting clear priorities is only the first step. Delivering results requires ongoing planning, strong coordination across departments, and a commitment to measuring progress and adjusting along the way. This report reflects that work—highlighting both the services delivered every day and the longer-term investments that support Muskoka's future. Across the organization, staff have worked to strengthen service delivery, improve how we plan and invest, and respond to the changing needs of our communities. This includes advancing major infrastructure projects, expanding housing and community supports, and improving how residents access information and services.

I would like to thank all District staff for their dedication and professionalism. Their work is essential to delivering the programs and services that residents rely on every day.

We remain focused on continuous improvement and on delivering efficient, customer-focused services that provide value to the communities we serve.

Julie Stevens

Chief Administrative Officer

Our Environment:

Taking steps to respect, protect and restore our most valuable assets—our places and spaces.

What does that look like?



Over the past four years,

the District of Muskoka took important steps to protect the natural environment that defines the region. Council supported work to care for lakes, shorelines, forests and watersheds through updated plans, partnerships and community programs - while also encouraging residents and local groups to play a role in protecting Muskoka's land and water.

At the same time, the District made steady progress in addressing climate change and preparing for the future. Actions to reduce emissions, improve energy use and invest in greener infrastructure are helping build a more sustainable organization and community.

The District also improved how waste is managed, making it easier for residents to reduce, reuse and divert materials from landfill. These efforts, supported by long-term planning, are helping protect the environment while making better use of resources.

Together, this work has strengthened how the District plans, builds and delivers services in a changing environment—supporting a more resilient Muskoka today and for the future.

Protecting Muskoka's Lakes and Natural Environment

- **Protecting the health of Muskoka's lakes and natural environment** by updating the longstanding Muskoka Water Strategy, which directs the District's field-based water quality monitoring initiative that monitors approximately 193 sites on 164 lakes on a rotational basis in partnership with the Ministry of Environment, Conservation and Parks and the Dorset Environmental Science Centre
- **Engaging residents and community partners in protecting lake system health** through funding that supports the Natural Edge, Love Your Lake, and new Watershed Resilience Action Program (WRAP) for community-led projects
- **Building community awareness and encouraging action on environmental stewardship** through more than 100 outreach events, including shoreline rehabilitation, workshops, and public education
- **Strengthening environmental policies and planning for climate impacts** by advancing lake system health policies and developing green development standards for future growth
- **Adopting innovative approaches to addressing environmental issues** by working collaboratively with municipalities across the Muskoka River Watershed, First Nations, and the Province to advance Integrated Watershed Management

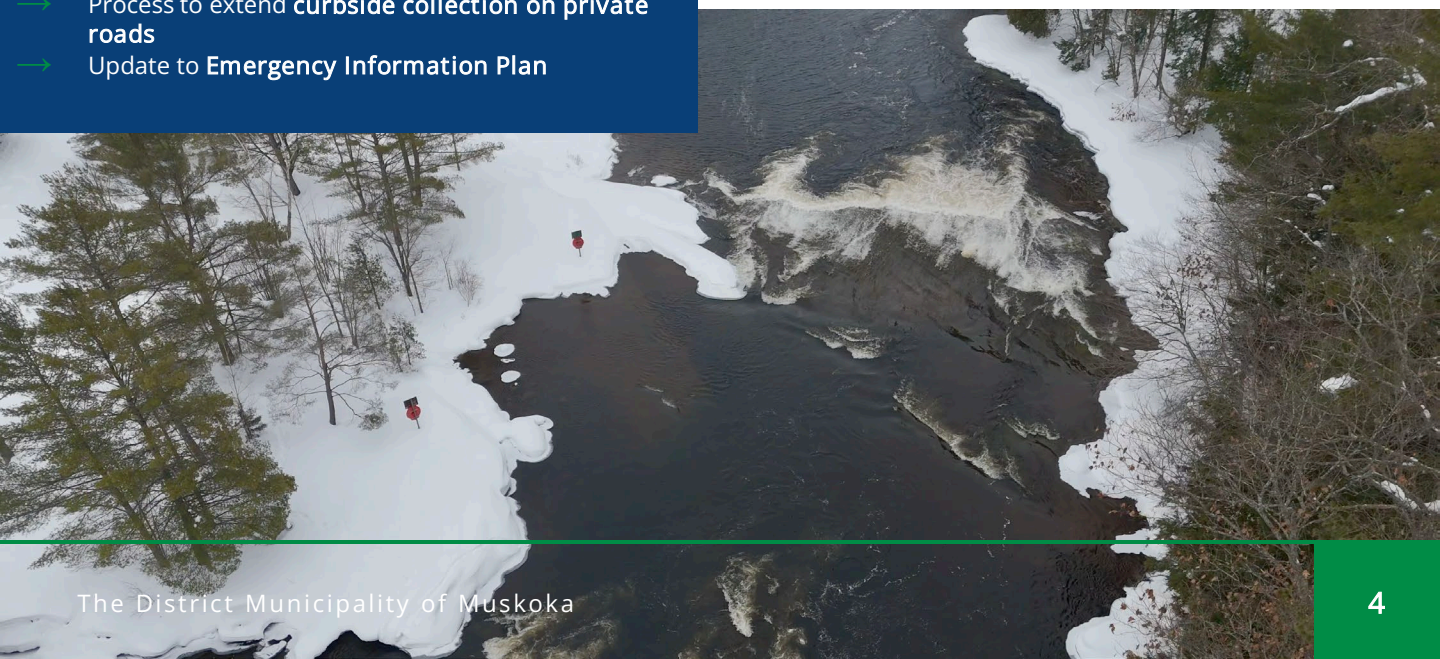
On-Track

Work in progress on track for delivery by the end of this term:

→ **Illegal Dumping and Anti-Litter Campaign** in partnership with Towns and Townships
→ Process to extend **curbside collection on private roads**
→ Update to **Emergency Information Plan**

Taking More Action on Climate Change

- **Advancing Muskoka's Climate Strategy and reducing emissions over time** by progressing 112 climate actions, with 43 completed and 47 underway
- **Reducing corporate emissions and increasing efficiency by delivering key components of the District's corporate energy and climate program,** including advancing the Energy Conservation and Demand Management Plan and integrating energy considerations into asset management planning
- **Building long-term funding to support climate action and infrastructure improvements** by establishing a $1M Climate Change Reserve Fund with planned phased annual contributions
- **Establishing a stronger foundation for corporate target-setting and future climate action planning** by completing a comprehensive update to the District's corporate greenhouse gas (GHG) inventory that improves data accuracy, methodology alignment, and baseline tracking
- **Increasing electric vehicle (EV) charging capacity** by procuring EV charging infrastructure at the District's administrative facility and aligning expansion plans with future fleet electrification needs
- **Identifying opportunities to reduce corporate emissions** while optimizing lifecycle costs by advancing building decarbonization initiatives, including energy audits, retrofit planning, and high-impact project identification
- **Maximizing the value of municipal investment in energy projects** by leveraging funding and incentives to offset costs and speed up implementation



Reducing Waste and Protecting Landfill Capacity

- **Reducing the amount of waste going into landfill and extending landfill life** by removing 37% from the waste stream and diverting it to other programs
- **Diverting more organics from our landfill** by expanding the green bin program to more households and increasing organic diversion by more than 80%
- **Building a long-term plan to manage waste and protect the environment** by completing a Solid Waste Master Plan with input from more than 3,000 residents
- **Improving waste infrastructure and supporting long-term environmental sustainability** by expanding landfill capacity and upgrading waste facilities
- **Supporting Community GHG emission reduction by implementing the Clear Bag Program**, lowering the Waste Management System's carbon footprint by 2% while preserving nearly two years of landfill capacity

Building Resilient Communities

- **Improving climate resiliency of District facilities and infrastructure** by incorporating 25 climate-adaptive design elements into buildings and upgrades across Muskoka
- **Integrating climate considerations into long-term infrastructure planning and decision-making** by embedding environmental resiliency and impact ratings into the District's Asset Management Plan
- **Improving emergency preparedness and helping residents stay informed during emergencies** by adding more than 1,800 new subscriptions to the Voyent Alert system



37%

Less Garbage To Our Landfill

80% *Increase in Green Bin Organics*

The Shift

Before	After
• Lower diversion • Limited organics uptake	• Expanded services • Strong resident participation • System-wide improvements

+80% Organics | *-37% Garbage*

What We've Done

Solid Waste Master Plan:

3,000+

Residents Engaged

Complete Summer 2026

Water quality sampling (2025):

87 Sites → **70 Lakes**

As part of a new 5-year *partnership with MECP and Dorset Environmental Science Centre*

Expanded Services
- More depot access
- Lakeside collection
- Curbside to private roads

Invested
- Building upgrades
- Energy retrofits
- EV charging

Our Community:

Making sure our communities have what they need to remain prosperous, safe, connected and healthy for our residents to enjoy and to welcome others.

What does that look like?



Over the past four years,

the District of Muskoka took important steps to help communities stay strong, safe and welcoming. Council advanced housing by supporting new affordable and attainable homes, introducing tools to help projects move forward, and expanding access to stable housing. The District also strengthened supports for people facing homelessness through practical services and community partnerships.

At the same time, the District worked with local partners to support a strong and connected economy. Efforts focused on helping businesses respond to change, connecting people with jobs, and improving how residents move around the region through expanded transportation options and long-term transit planning.

The District also made significant investments in health, well-being and emergency services. Paramedic Services expanded coverage and improved response times, while Community Paramedicine helped more residents receive care at home. Ongoing partnerships and planning also supported a stronger, more connected local care system.

Families and seniors benefited from expanded child care spaces, including more flexible options, and continued progress in long-term care and community-based supports. Together, this work is helping build healthier, more connected communities and a stronger future for Muskoka

Housing and Homelessness

- **Building more affordable housing across Muskoka,** with approximately 340 new units expected by the end of 2026, including 88 units delivered in 2023–2025**,** the opening of 100 Pine St. for an additional 44 units in 2026, and supporting over 400 households annually through various rent subsidy programs
- **Improving access to affordable housing for individuals and families by** increasing delivery from 19 units per year (2014–2022) to 51 units per year since 2023
- **Supporting innovative housing solutions in the community** by investing in the Muskoka Community Land Trust
- **Making it easier to bring new housing projects forward** by launching a Head Lease Program and supporting first-time homebuyers through a Development Charge Forgivable Loan Program
- **Providing support to residents experiencing homelessness and** housing instability by assisting 582 households in 2024-25 with shelter, service navigation, and supports
- **Making it easier for residents, builders, and developers** to access planning information and move projects forward by launching Muskoka PlanHub and improving planning processes

Health, Community, and Financial Well-Being

- **Improving access to care and helping residents stay healthy at home** through the Community Paramedicine and Health Link programs
- **Supporting the long-term sustainability of local health care services** by committing to the largest local share of the MAHC hospital redevelopment
- **Investing in local health infrastructure and community-based care** through funding for hospices and the Gravenhurst Health Hub
- **Planning for the future of health care in West Muskoka** by creating a new hospital funding reserve
- **Strengthening regional health care partnerships** by providing funding to Georgian Bay General Hospital
- **Supporting financial well-being for seniors and low-income residents** by completing 7,087 income tax returns through the Volunteer Income Tax Clinic. The District also supported an average of 704 households per month through Ontario Works and Health Link support services

340

New Affordable Homes by 2026

2.7X Faster than before 2023

The Shift

Before (2014-2022)	After (2022)
19	51
Units/Year	Units/Year

***168%** Increase in Annual Delivery*

What We've Done

Invested

In Muskoka Community Land Trust

Partnered

20+ Partners at Muskoka Housing Task Force's Service Swap in Port Carling

Launched

A Head Lease Program With 10 Project Submissions

Supported

192 Households Experiencing Homelessness

What It Means

- More Homes
- More Support
- More Momentum

Building Aï ordable Housing For A Sustainable Community

Children, Families and the Early Learning Sector

- **Making it easier for families to access licensed child care** by adding 401 new spaces across Muskoka by the end of 2026, representing an 82% increase access to licensed child care
- **Strengthening early learning quality and workforce capacity** by leading system-wide planning and partnerships, including the Muskoka Best Start Network and the development of a local workforce strategy
- **Improving access to child care in rural and remote communities** by expanding licensed care in MacTier, Honey Harbour, Glen Orchard and other areas
- **Adding extended-hour and flexible spaces** through 64 new spaces at Fairvern

Seniors

- **Increasing access to long-term care for seniors in Muskoka** by building a new Fairvern home with more than 100 additional beds
- **Helping seniors stay active, connected, and supported in their communities** by delivering 616 programs and events
- **Expanding older adult programming** by launching a weekly, telephone-based service that seeks to engage isolated seniors in rural areas

Paramedic Services

- **Improving emergency response times and reliability** by adding a new overnight shift in Gravenhurst, strengthening 24/7 coverage and providing more consistent response during overnight periods for residents and visitors
- **Expanding access to Paramedic Services in growing communities** by opening a new station in Port Carling, improving local coverage and reducing response distances for surrounding areas since February 2025
- **Strengthening emergency response capacity across the region** by adding a new ambulance in East Muskoka, increasing frontline capacity and supporting timely care during peak demand periods. The ambulance will be operational 12 hours per day beginning in July 2026
- **Improving response times and service levels in Georgian Bay Township** by redeploying an ambulance to the Port Severn area seven days a week, resulting in a 70% increase in local response coverage in 2025 compared to 2024
- **Helping more residents receive care at home** through the Community Paramedicine program, supporting better patient outcomes and reducing pressure on hospitals and long-term care. Since 2022, over 20,000 in-person and virtual visits have been completed

On-Track

Work in progress on track for delivery by the end of this term:

- → 10-year Housing and Homelessness Plan
- → Community Safety and Well-being Plan Update
- → Canadian Index of Wellbeing Report



A Strong Local Economy

- **Supporting local businesses and strengthening Muskoka's year-round economy** by partnering with area municipalities and Chambers to deliver Muskoka Business Week and support the ReIGNITE Conference
- **Helping the region respond to economic pressures and external challenges** by improving access to funding opportunities and business supports by launching the Funders Forum learning series and developing tools like the Tariff Information Hub, as well as hosting a tri-regional roundtable to connect businesses and organizations with timely resources, programs, and expert guidance
- **Supporting workforce development and connecting residents to local job opportunities** by partnering with area municipalities to develop a regional workforce strategy and implementation plan, and launching Muskoka's Job Board website with an interactive job map
- **Supporting investment and economic activity at the Muskoka Airport** by attracting four new tenants in 2024–2025
- **Advancing strategic funding initiatives and coordinating cross-departmental grant efforts** by assisting in securing over $8M in federal and provincial funding towards infrastructure and economic development projects within the District
- **Strengthening regional collaboration and alignment** by building relationships with area municipalities, industry partners, and funders to better coordinate economic development efforts, reduce duplication and siloed efforts and position Muskoka for long-term, sustainable growth

Connecting Communities

- **Improving connections between communities and access to services** by launching on-demand transit through District DRT in Gravenhurst
- **Addressing growing demands** demonstrated by increased ridership of Corridor 11 by 77% (2023-2025) and DRT by 313% since launch in 2024

Muskoka Tourism Marketing Agency

+36%

Website Sessions

Increase in Impressions

20M (2022) ⟶ **110M** (2025)

Airport Growth

- Transitioned to **Municipal Services Corporation**
- 4 new tenants (2024–2025)
- **Air Canada Landline** to Pearson Airport
- Investing in larger aircraft + new services

Tariff Response

- **Tri-region roundtable** hosted
- Partnered with **Parry Sound + Almaguin**
- Built business support resources

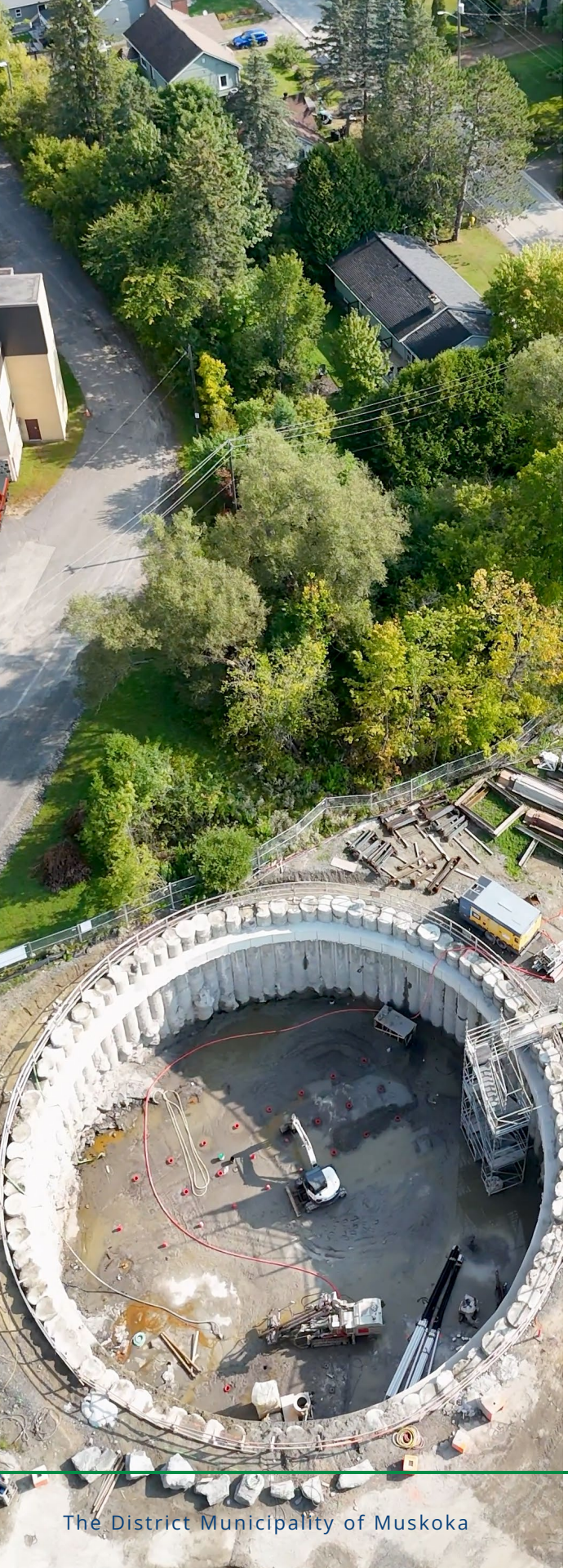
Small Business Support

- Partnering with Area Municipalities and Chambers of Commerce to host local business events, including **Muskoka Business Week and ReIGNITE Conference**

Our Services:

Making sure we deliver good value, efficient, customer-centred services and have the sustainable infrastructure to meet Muskoka's needs—today and tomorrow.

What does that look like?



Over the past four years,

the District of Muskoka made major investments to keep essential services strong and prepare for the future. Council improved roads, bridges, water and wastewater systems to support safe, reliable service across the region, while using better planning and new tools to guide infrastructure decisions and target investments.

At the same time, the District demonstrated strong financial leadership. Careful management of public funds, supported by long-term planning, improved forecasting and a multi-year budget, helped provide stability and a clear path for future decision-making.

The District also improved how services are delivered and how they are experienced. Departments worked more closely together, reducing duplication and strengthening regional service delivery. Expanded communication and public engagement helped residents stay informed and play a role in shaping decisions.

Accessibility and inclusion remained a key focus. The District improved how residents access information, transportation and services, with added support for seniors, rural communities and those facing barriers. Together, this work is helping deliver more efficient, accessible and customer-focused services for Muskoka today and into the future.

Investing in Infrastructure and Planning for the Future

- **Investing approximately $257M in infrastructure between 2022 and 2025** to maintain and improve core services across Muskoka
- **Improving road conditions and safety across Muskoka** by investing $117M in roads and transportation infrastructure from 2022 -2025
- **Improving travel on lower-volume roads across Muskoka** by creating a dedicated low-volume road improvement program
- **Expanding wastewater capacity to support growth and protect the environment** by advancing the Golden Pheasant wastewater expansion and Mountview decommissioning
- **Providing safe, reliable drinking water and wastewater services** by operating 18 treatment systems with perfect annual Drinking Water Inspection ratings
- **Using new technology to support better road maintenance and investment decisions** by introducing AI-based road condition assessments
- **Improving how infrastructure projects are planned and delivered** by establishing a Capital Delivery Centre of Excellence
- **Enhancing road safety and consistency across communities** by modernizing policies for speed limits, pedestrian crossings, traffic calming, drainage, and community safety zones
- **Enhancing public spaces and waterfront infrastructure for residents and visitors** by rebuilding the Port Carling docks and pavilion
- **Improving community housing infrastructure** through the Big Move on Housing Investment Framework and adding almost 10% to the Community Housing stock during 2022-2027
- **Enhancing social infrastructure and investing in the development of social capital** through programs such as Early Learning and Child Care workforce development, Building Pathways, EarlyON, and strong linkages to employment programs, all to strengthen community well-being, economic participation, and inclusion
- **Modernizing Water and Wastewater Capacity Allocation** by issuing Conditional Allocation to allow development to progress in parallel with necessary infrastructure, expediting the development pipeline
- **Successfully acquiring grant funding to support growth and asset rehabilitation,** including Housing Enabling Water Systems Fund (more than $50M) and Health and Safety Water Stream of the Municipal (more than $8M)
- **Continued to support planned growth by reviewing and commenting** on hundreds of development proposals annually



Delivering Regional Services That Work Together

- **Improving coordination of services across Muskoka and reducing duplication** by working with area municipalities and partners through initiatives such as the Muskoka Housing Task Force Service Swap and shared infrastructure planning
- **Delivering services at a regional level to improve efficiency, consistency and value for residents** through centralized delivery of water, wastewater, solid waste, community housing and social services, and through regional-level planning and policies that help connect communities across Muskoka
- **Review organizational structure in Engineering and Public Works to align with community and Council priorities,** such as the creation of the Capital Delivery Centre of Excellence and a dedicated Development Engineering team
- **Making it easier for residents to understand and access District services by increasing visibility** through initiatives like "It's What We Do" and "Between Two Pines", and improving how information is shared across District communication channels
- **Supporting local community goals and economic activity through placemaking** by advancing a Muskoka Main Streets project in Baysville (MR117 in Lake of Bays), as well as two downtown revitalization projects (Bay and Beyond in Gravenhurst and Diggin' Downtown in Huntsville)

Responsible Financial Management

- **Managing public funds responsibly while delivering the services residents rely on** by maintaining one of the lowest tax increases among Ontario regional municipalities
- **Maintaining strong financial credibility and reducing borrowing costs** by achieving an Aa1 credit rating
- **Planning for the long-term sustainability of District services and infrastructure** by delivering the first long-term financial plan and developing two asset management plans in house, supported by improved forecasting and decision-making tools
- **Improving financial stability and predictability for residents** by implementing the District's first multi-year budget
- **Strengthening long-term management of the Muskoka Airport** by transitioning it to a Municipal Services Corporation



Better Services and Customer Experience

- **Expanding communications and engagement to better inform residents** by increasing social media engagement by 30%, growing online audiences by 14%, and achieving 8% eNewsletter growth
- **Improving how residents receive information and plan around disruptions** by strengthening communication planning, aligning channels, and applying behavioural insights
- **Raising awareness of District programs and services** through initiatives like the "Thirst Responder," "Public Works Palooza," "Know Where It Goes," "Spotlight On Housing", "Be Prepared" emergency preparedness, "It's What We Do", and "Between Two Pines"
- **Helping residents provide input and shape decisions** by delivering engagement campaigns for the annual budget, Airport Municipal Services Corporation, and key plans including Solid Waste, Transportation, and the Muskoka Official Plan
- **Improving how the District understands and responds to community needs** by developing tools such as a hate incident reporting portal to support evidence-based decision-making
- **Expanding access to waste services across Muskoka** by enhancing depot access, lakeside collection, and curbside collection on private roads

Accessible and Inclusive Services

- **Removing barriers to accessing services and information** by expanding accessible formats, virtual options, translation supports, and assistive technologies
- **Improving accessibility across District services, facilities, and programs** by completing or addressing 82% of actions in the Multi-Year Accessibility Plan, including installation and upgrades to pedestrian crossings and safety improvements to Solid Waste Drop-off facilities
- **Improving access to transportation and services for residents in rural and underserved areas** by expanding demand-responsive transit (DRT) and accessible vehicle options
- **Helping residents stay connected, independent, and engaged** by expanding programs like WISE Without Walls and providing technology supports for seniors and vulnerable populations

On-Track

Work in progress on track for delivery by the end of this term:

- → Service Excellence Strategy
- → Website and Intranet Redevelopment
- → Updated Wayfinding Signage at Waste Drop-off Facilities
- → IT Services Review
- → Continuous Improvement Strategy



Our Team:

Working together - exceptional staff, invested leadership and engaged partners - to realize our vision for Muskoka.

What does that look like?



Over the past four years,

the District of Muskoka strengthened partnerships that help communities thrive. Council worked with local municipalities, organizations and community groups to improve coordination, support shared goals and respond to local needs, while also investing in community-led projects across the region.

The District also took meaningful steps toward reconciliation and stronger relationships with Indigenous partners. Work focused on respectful dialogue, shared learning and new approaches to collaboration, while supporting projects that recognize culture, history and Indigenous rights.

At the same time, the District worked with partners to create a more inclusive and welcoming Muskoka. Community projects, public education and local initiatives helped reduce barriers, encourage belonging and bring people together in meaningful ways.

The District also invested in its people and strengthened leadership across the organization. Support for staff development, workplace culture and workforce stability helped maintain strong service delivery.

Together, this work reflects a Council term built on partnership, respect and a commitment to serving the community well.

Working Together with Community Partners

- **Strengthening collaboration across community partners to improve service coordination and outcomes** by supporting initiatives such as the Muskoka Homelessness Sharing Table, Housing Task Force 2.0, Muskoka's Coordinated Access System, and Service Swap
- **Supporting community-led initiatives across Muskoka** by providing funding to 45 organizations through Pay It Forward and Community Enhancement programs

Inclusion and Community Well-Being

- **Strengthening partnerships to advance inclusion and community well-being across Muskoka** by expanding the IDEA Advisory Group and engaging organizations across sectors
- **Supporting inclusion and belonging through community-led initiatives** by funding 13 local projects through the IDEA Grant Program, with $30,000 distributed
- **Raising awareness and encouraging participation in building an inclusive Muskoka** through public art initiatives, including three #HateFreeMuskoka murals, and delivering training and workshops for employers, staff, and community partners
- **Strengthening coordination across partners to respond to emerging issues** by developing a hate incident reporting portal with the OPP and local agencies

Reconciliation and Indigenous Partnerships

- **Advancing reconciliation and strengthening relationships with Indigenous partners** by working collaboratively through the Muskoka Area Indigenous Leadership Table (MAILT)
- **Strengthening shared decision-making with Indigenous communities** by developing collaborative approaches to initiatives such as road renaming and cultural recognition
- **Building knowledge and consistency in Indigenous engagement across the organization and partners** by developing a guide to Indigenous engagement and consultation
- **Supporting Indigenous rights, cultural awareness, and community connection** by advancing work related to Williams Treaties harvesting rights, planning, educational signage, and supporting See Muskoka Through Our Eyes Powwows
- **Engaging residents in respectful dialogue and learning** through initiatives like the Names With Purpose project

$ **3.6 Million in funding** allocated through grant programs (2021-2025)



Staff Engagement and Leadership

- **Improving workforce stability and maintaining service levels** by creating a Recruitment and Retention Strategy, reducing vacancy rates in long-term care from 17% to 4% and across other service areas from 8% to 6%
- **Investing in staff development and leadership capacity across the organization** by supporting staff to attend 1,720 corporate leadership and professional development opportunities, and implementing corporate training calendars
- **Creating a more inclusive and respectful workplace culture** by developing tools such as an Inclusive Language Guide, Diversity Calendar, Culture Strategy and new staff training programs
- **Recognizing staff commitment** through the implementation of internal public works recognition initiatives such as the "You Rock" and "You Count" programs, and celebrating staff licensing and achievements at Council and Committee meetings
- **Improving employee engagement, mentoring and satisfaction by supporting staff-led groups** such as the "Green Pants Collective," "Social Committee," "NextGen Professionals" and "Green Committee"
- **Expanded staff participation on municipal sector associations across service areas**

On-Track

Work in progress on track for delivery by the end of this term:

→ Implementation of Human Resources Information System for use by all District employees

→ Long-Term Care Volunteer Recruitment Strategy initiated on on-track



It’s What We Do.

Over the past four years, a key objective of the Council has been to help residents better understand the programs and services the District of Muskoka provides – and to encourage them to engage in more Council initiatives and provide informed input into decision-making.

Department Snapshots:
Spotlighting exceptional performance across District program and service delivery areas - a snapshot of the District’s work in communities across Muskoka.

Engineering and Public Works

Keeping people moving, delivering safe drinking water, and helping residents manage waste—every day across Muskoka. **It's What We Do!**

We deliver:

A reliable road network across Muskoka

- More than 70% of Roads with a Pavement Condition Index greater than 55 (fair or better) in 2025, an increase of nearly 25%, compared to 2024'
- More than 100 Applications reviewed for Special Events, Licences of Occupation, and Road Occupancy

Safe drinking water and wastewater services

- More than 4.9B litres of drinking water produced
- More than 5.34B litres of wastewater treated
- 100% drinking water inspection rating
- Nearly 10K regulatory tests (99.98% meeting standards)

A system that allows residents to reduce, reuse and manage waste responsibly

- More than 22,000 tonnes of waste landfilled in 2025
- More than 5,700 tonnes of organics composted in 2025
- Nearly half a million drop-off transactions in 2025

Roads

- 1,467 lane km of District Roads
- 52 Structures and 47 Major Culverts
- 20 Intersections
- 20 dedicated pedestrian crossings
- Tens of thousands of Road Signs

Water

- 50+ Provincially Licensed Water and Wastewater Operators
- 416 km water main, 349 km sewers
- 2,099 hydrants
- 19 water facilities across nine water systems
- 84 wastewater facilities across eight systems

Waste

- One landfill + two composting facilities
- 10 licensed transfer stations
- Three waste depots, with two more under development (planned opening June)
- 22 K households served by drop-off waste collection
- Lakeside collection program to support island/water access residents

Why it matters?

We help residents travel safely year-round | We support housing growth and development
We protect Muskoka's lakes and environment | We deliver reliable services people depend on every day

Value of Infrastructure Assets
By the numbers:

38 Million Solid Waste
3.7 Billion Water and Wastewater
1.9 Billion Roads

4.9+ Billion Litres of drinking water produced annually

1,467 Lane KMs of District road maintained

38,000+ Households served through waste collection

Recognition

Silver Medal for the Berkley Springs International - Water Tasting Event
OPWA Project of the Year - Port Carling Locks and Pavilion
OPWA Management Innovation Award - Clear Bag Program
M2RO Industry Innovation Award - Lakeside Waste Collection
OPWA Project of the Year – Diggin' Downtown (Main Street Huntsville)
OEPA Project of Distinction Award – Acton Island Bridge
MWA Promotion and Education Awards – Various Projects

Community and Planning Services

Supporting housing, child care, and community well-being—while helping residents access the services they need and planning for Muskoka's future. **It's What We Do!**

By the numbers:

Early Learning and Child Care

$ $8.8 Million in child care savings for families by 2026

- 3,213 hours of programming delivered annually at 15 EarlyON Child and Family Centers across 12 locations in Muskoka
- 800+ participants in sector training conferences (2023-2026)
- 30+ workforce recruitment / development initiatives (2023-2026)

Environment and Watershed

- 2,149 native plants were distributed through Natural Edge program (2023-2025), and 59 landowners and organizations on 21 lakes and rivers participated (2023-2025)
- 1,823 shoreline properties assessed on seven lakes through Love Your Lakes program (2023-2025)

Mapping and GIS

- 577,900 public platform views
- 577 internal GeoHub users and 283,800 internal views
- New wildfire and trail mapping tools

We deliver:

Stable housing options and supports to prevent homelessness
- 685 community housing units across Muskoka
- Range of 612–902 households supported annually to prevent homelessness

Financial support and pathways to employment
- 1,125 residents receiving assistance
- 584 clients supported into employment

Support to families with access to child care, early learning, and ECE workforce programs
- Service Manager for 17 child care centres, 16 after school programs and 25 licensed home child care providers
- 170+ children supported with special needs resource funding to ensure inclusion supports while attending licensed child care programs, authorized recreation and/or camps each year

Programs to protect lakes and support environmental awareness
- 87 sites monitored across 70 lakes in 2025 - partnership with MECP and Dorset Environmental Science Centre
- 50+ outreach events (since March 2025) - schools, service clubs, libraries and Farmers' markets

Streamlined planning services to support housing development and protect regional interests
- 1270+ applications reviewed annually
- Policy projects including: Muskoka Growth Strategy; Muskoka Official Plan Review; Lake System Health Program and Causation Studies; Capacity Allocation Strategy; Resort Policy Review; Archaeological Master Plan; Second Home Study

Housing and Homelessness

$ 30 Million+ municipal investment in housing over this term of Council

Why it matters?

We help more residents find and keep stable, affordable housing | We support families with accessible and affordable child care | We protect Muskoka's lakes and natural environment | We connect residents to services, supports and opportunities

 # $9.96M (2023-26) Invested in housing capital incentives

 # 72,000+ nights of emergency and transitional shelter

 # 400+ households/year supported with rent subsidies

Finance and Corporate Services

Managing public funds, technology and facilities—making sure services are delivered efficiently, responsibly and sustainably across Muskoka.. **It's What We Do!**

By the numbers:

Budget and Financial Planning and Policy

- New multi-year budget planning and reporting
- Two annual budget books containing 750+ pages of information and presentation materials

$ **$251.3 Million (2026)** annual operating budget (Rate and Tax Support

Financial Services

- 89% of payments processed electronically
- 73, 804 accounts payable transactions annually

IT Services

- New service ticket opened every 7 minutes
- 21K email messages sent and received each year
- 692 devices and 70+ sites supported
- 166 switches and 300+ wireless access points

Facilities Services and Fleet

- 98 Fleet Assets valued at $17.9 M
- 5.5K+ phone calls and 8K+ emails for service
- 6,200 work orders completed annually

$ **$320+ Million** estimated replacement value of facilities

112 Active Capital Projects managed with a value **of $166 Million** are underway

We deliver:

Payment processing and financial reporting to support the responsible use of public funds.

- 84,669 invoices issued, including
  - 78K+ water and wastewater bills,
  - 3K+ general receivable invoices,
  - 2.5K+ LTC resident billing

Information technology and systems that support staff and service delivery across all departments.

- 15,000+ service tickets and 21,000 emails annually
- 70+ locations supported across Muskoka
- Secure network infrastructure supporting daily operations

Maintenance of housing units, facilities, offices and equipment that support service delivery.

- 11 municipal facilities and 627 housing units maintained across 26 properties annually
- 1.7M km travelled annually for maintenance

Financial planning, policy, purchasing and risk management across the organization.

- 65 tenders and RFPs managed annually
- 50+ risk management claims processed
- Ongoing risk management and claims processing

Why it matters?

We ensure public funds are managed responsibly and transparently | We keep systems and facilities running so services are reliable | We support efficient, modern and accessible service delivery | We provide the foundation for all District programs and services

73K + payments Processed annually

84K+ invoices issued each year

15,000+ IT tickets handled annually

Health Services

Supporting health, safety and care across Muskoka—through emergency response, long-term care and community-based services. **It's What We Do!**

We deliver:

Long-Term Care at The Pines and Fairvern

- 216 residents call our Long-term Care homes their home and welcomed 85 new residents in 2025
- 915 individuals on waitlist (+19% since 2023)
- 316 staff supporting residents
- Staff Vacancies reduced by 81% since 2023
- 20,750 staffing agency hours (↓ 76%)

Emergency response and patient transport

- 64,600+ service hours delivered
- 10,800+ urgent and emergent responses annually
- Expanded paramedic coverage through new stations, vehicles and expanded shifts

Care at home through community paramedicine and support for residents to stay independent longer

- 357 community paramedicine clients supported
- 80 more individuals seeking care are on waitlist

Paramedic Services

- 1,730 medically essential transfers
- 6.7% increase in volume since 2021, translating into an average of 53 requests for service per day

Long-Term Care

- 19,700 laundry loads completed annually
- 236,000+ meals served annually

Community Paramedicine

- 357 clients supported across Muskoka
- 80 individuals are currently waitlisted
- Care provided in homes and community settings

Why it matters?

We provide timely emergency care when residents need it most | We support seniors with safe, high-quality care close to home | We help residents stay independent and avoid hospital visits | We strengthen Muskoka's overall health and emergency response system

By the numbers:

8,800+ patients are transported annually by paramedic services

216 residents living in our long-term care homes

13K+ hours of Community Paramedicine care

Growing Demands

915 people waiting for long-term care (+19%)
80 residents waiting for community paramedicine
Increasing call volumes across paramedic services
+100 staff required for expansion/redevelopment of Fairvern

Administration

Providing leadership, governance and support across the organization—supporting Council and staff and keeping residents informed and engaged. **It's What We Do!**

We deliver:

Support for Council decision-making, maintaining transparent, accountable governance.
- Legal support for major projects and agreements
- Council and committee coordination across all departments
- Records management and document access

Support a strong, stable and engaged workforce.
- 900+ employees across the organization
- Workforce planning and labour relations
- Recruitment, training and employee support

Corporate strategy and communication to keep residents informed and engaged.
- Strategic initiatives and cross-department coordination
- Ongoing improvements to internal systems and processes



Human Resources
- 81% unionized workforce, with six bargaining units
- 50% of employees with less than five years of service
- 5% of employees with 25+ years of service
- 336 recruitments in 2025



POA Court Services
- 4,561 POA matters processed annually
- 6,314 Part I and 1,062 Part III charges laid
- $1.1M in fines imposed, $850K collected



Clerks and Records
- 2.75M records reviewed and cleaned
- 424,000 records prepared for disposition
- Records volume doubling every 18–24 months

Why it matters?

We support accountable, transparent local government | We ensure Council can make informed decisions | We help attract and retain a strong workforce | We keep residents informed and engaged | We strengthen the delivery and efficiency of services across Muskoka

By the numbers:

937 employees at peak season

54 vacancies at 2025 year-end

330,000
website users annually

12 million +
Content views across social media channels

380,000
Social media engagements

Workforce

Health Services Employees (54%)
Engineering and Public Works Employees (17%)
Community and Planning Services (14%)
Finance and Corporate Services (15%)
(incl. Administration, Legislative Services, Human Resources and Airport)





Back row, left to right: Peter Koetsier Georgian Bay); Dan Armour (Huntsville); Peter Johnston (Gravenhurst); Guy Burry (Muskoka Lakes); Brian Bochek (Georgian Bay); Peter Kelley (Muskoka Lakes); Jeff Lehman, District Chair; Peter Cooper (Georgian Bay); Brenda Rhodes, (Bracebridge); Tatiana Sutherland (Bracebridge); Scott Morrison (Huntsville); Robert Lacroix (Lake of Bays); Terry Glover, Deputy District Chair (Lake of Bays) **Front row**, left to right: Allen Edwards (Muskoka Lakes); Don Smith, (Bracebridge); Nancy Alcock (Huntsville); Erin Strength (Gravenhurst); Heidi Lorenz (Gravenhurst); Sandy Cairns (Gravenhurst); Ruth Nishikawa (Muskoka Lakes); Michael Peppard (Lake of Bays); Rick Maloney (Bracebridge); Bob Stone, (Huntsville)