



# Kawartha Lakes 2020 Budget and Business Plan



## Table of Contents

Table of Contents .....	2
<b>1. City of Kawartha Lakes – Operating Budget .....</b>	<b>10</b>
Budget Summary by Revenue and Expense .....	10
<b>2. 2020 Tax Supported Proposed Operating Budget .....</b>	<b>13</b>
Budget Summary by Department .....	13
<b>3. Corporate Items .....</b>	<b>16</b>
Overview .....	16
Budget Summary .....	21
Budget Overview .....	21
Budget Detail .....	21
<b>4. Mayor and Council .....</b>	<b>23</b>
Department Overview .....	23
Department Organization Chart .....	24
Department Budget Summary .....	25
Budget Overview .....	25
Budget Detail .....	25
<b>5. Office of the Chief Administrative Officer .....</b>	<b>26</b>
Department Overview .....	26
Budget to Priorities .....	27
Personnel Breakdown .....	28
Department Organizational Chart .....	29
Department Budget Summary .....	30

Division – CAO, Administration.....	33
Division Organizational Chart .....	33
Division Budget Summary .....	34
Division - CAO, Clerk's .....	35
Division Organizational Chart .....	35
Division Budget Summary .....	36
Division – CAO, Clerk's – Municipal Law Enforcement .....	37
Division Organizational Chart .....	37
Division Budget Summary .....	38
Division – CAO, Legal .....	39
Division Organizational Chart .....	39
Division Budget Summary .....	40
<b>6. Community Services .....</b>	<b>41</b>
Department Overview .....	41
Budget to Priorities .....	42
Personnel Breakdown .....	43
Department Organizational Chart .....	44
Organizational Chart – Department .....	45
Department Budget Summary .....	46
Division – Community Services, Administration.....	50
Division Organizational Chart .....	50
Division Budget Summary .....	51
Division Community Services, Parks, Recreation & Culture .....	52
Division Organizational Chart (1/2).....	52
Organizational Chart (2/2) .....	53

Division Budget Summary .....	54
Division Community Services, Customer Service .....	56
Division Organizational Chart .....	56
Division Budget Summary .....	57
Division - Community Services, Buildings & Property .....	58
Division Organizational Chart .....	58
Division Budget Summary .....	59
<b>7. Kawartha Lakes Public Library .....</b>	<b>60</b>
Department Overview .....	60
Budget to Priorities .....	60
Personnel Breakdown .....	60
Department Organizational Chart .....	61
<b>8. Corporate Services .....</b>	<b>64</b>
Department Overview .....	64
Budget to Priorities .....	64
Personnel Breakdown .....	65
Department Organizational Chart .....	66
Department Budget Summary .....	67
Division - Corporate Services, Administration .....	69
Division Organizational Chart .....	69
Division Budget Summary .....	70
Division - Corporate Services, Human Resources .....	71
Division Organizational Chart .....	71
Division Budget Summary .....	72
Division - Corporate Services, Communications, Advertising & Marketing .....	73

Organizational Chart.....	73
Division Budget Summary .....	74
Division - Corporate Services, Treasury .....	75
Division Organizational Chart .....	75
Division Budget Summary .....	76
Division - Corporate Services, Revenue & Taxation.....	77
Division Organizational Chart .....	77
Division Budget Summary .....	78
Division - Corporate Services, Information Technology .....	79
Division Organizational Chart .....	79
Division Budget Summary .....	80
<b>9. Development Services .....</b>	<b>81</b>
Department Overview .....	81
Budget to Priorities .....	82
Personnel Breakdown .....	83
Department Organizational Chart.....	84
Department Budget Summary .....	86
Conservation Authority .....	89
Budget Summary.....	89
Division - Development Services, Administration & Planning .....	90
Division Organizational Chart .....	90
Division Budget Summary .....	91
Division Development Services, Economic Development .....	92
Division Organizational Chart .....	92
Division Budget Summary .....	93

Division - Development Services, Mapping & GIS.....	94
Division Organizational Chart .....	94
Division Budget Summary .....	95
Division - Development Services, Building Services.....	96
Division Organizational Chart .....	96
Division Budget Summary .....	97
<b>10. Engineering and Corporate Assets.....</b>	<b>98</b>
Department Overview .....	98
Budget to Priorities .....	100
Personnel Breakdown .....	101
Department Organizational Chart .....	102
Department Budget Summary .....	103
Division - Administration & Engineering.....	105
Division Organizational Chart .....	105
Division Budget Summary .....	106
Division - Engineering & Corporate Assets, Corporate Assets .....	107
Division Organizational Chart .....	107
Division Budget Summary .....	108
Municipal Airport.....	109
Budget Summary.....	109
<b>11. Emergency Services .....</b>	<b>110</b>
Department Overview .....	110
11.1 Fire Services.....	111
Department Overview .....	111
Department Organizational Chart .....	113

Department Budget Summary .....	114
<b>11.2 Paramedic Services.....</b>	<b>115</b>
Department Overview .....	115
Department Organizational Chart .....	117
Department Budget Summary .....	118
Kawartha Lakes Police Services .....	120
Ontario Provincial Police .....	121
<b>12. Human Services.....</b>	<b>122</b>
Department Overview .....	122
Budget to Priorities .....	123
Personnel Breakdown .....	123
Department Organizational Chart .....	124
Department Budget Summary .....	125
Division - Human Services, Ontario Works.....	128
Division Organizational ChartDivision Budget Summary .....	128
Division - Human Services, Housing Services.....	134
Division Organizational Chart .....	134
Division Budget Summary .....	135
<b>13. Public Works Overview .....</b>	<b>137</b>
Department Overview .....	137
Budget to Priorities .....	138
Personnel Breakdown .....	139
Department Organizational Chart .....	140
Department Budget Summary .....	142
Division - Public Works, Administration .....	145

Division Organizational Chart .....	145
Division Budget Summary .....	146
Division - Public Works, Roads & Bridges .....	147
Division Organizational Chart .....	147
Division Budget Summary .....	148
Division - Public Works, Fleet.....	149
Division Organizational Chart .....	149
Division Budget Summary .....	150
Division - Public Works, Fleet - Transit.....	151
Division Organizational Chart .....	151
Division Budget Summary .....	152
Division - Public Works, Environmental Services – Waste Management .....	153
Division Organizational Chart .....	153
Division Budget Summary .....	154
<b>14. 2020 Water &amp; Wastewater Budget.....</b>	<b>155</b>
Budget Overview .....	155
Expenditure vs. Financing .....	155
Water Systems by Type .....	155
Personnel Breakdown .....	157
Division - Public Works, Water & Wastewater .....	158
Division Organizational Chart .....	158
Water & Wastewater Operating Budget.....	159
Water & Wastewater Capital Budget .....	160
<b>15. 2020 Proposed Detail Tax-Supported Capital Budget.....</b>	<b>161</b>
Budget Summary .....	161



Budget Detail .....	162
<b>16. 2020 Detailed Water-Wastewater Capital Budget .....</b>	<b>188</b>
Budget Summary .....	188
Budget Detail .....	188
<b>17. 2020 Budget Special Projects List .....</b>	<b>190</b>
Budget Summary with Funding Source .....	190
<b>18. Reserves/Deferred Revenue .....</b>	<b>193</b>
Reserves/Deferred Revenue – Summary .....	193
Reserves/Deferred Revenue – Summary by Reserve .....	194
<b>19. Interfunctional Adjustments .....</b>	<b>197</b>
<b>20. Glossary of Categories in Financial Statements .....</b>	<b>199</b>

# 1. City of Kawartha Lakes – Operating Budget

## Budget Summary by Revenue and Expense

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
<b>Tax Revenues</b>				
Taxation	(109,477,171)	(113,057,450)	(118,789,539)	(5,732,089)
School Board Taxation	(25,730,828)	(26,905,000)	(26,905,000)	-
School Board Payments	25,730,828	26,905,000	26,905,000	-
<b>Grants</b>				
Federal Grants	(5,490,902)	(5,442,136)	(5,572,031)	(129,895)
Provincial Grants	(50,690,697)	(47,239,434)	(46,914,607)	324,827
Recovery-Other Municipalities	(1,650,213)	(1,650,675)	(1,742,711)	(92,036)
<b>Other Revenues</b>				
Interest Income	(1,490,011)	(862,779)	(1,114,000)	(251,221)
Penalties & Interest on Taxes	(1,210,713)	(1,107,000)	(1,107,000)	-
Restricted Amounts Earned	(3,310,491)	(4,221,205)	(2,152,764)	2,068,441
Donations & Other Revenue	(476,243)	(506,521)	(414,464)	92,057
<b>User Charges, Licenses &amp; Fines</b>				
Admission/Tickets/Fares	(163,167)	(174,750)	(188,250)	(13,500)
Registration Fees	(871,430)	(1,156,700)	(979,800)	176,900
Service Fees	(965,500)	(1,195,680)	(1,067,075)	128,605
Finance Services	(436,160)	(452,100)	(448,500)	3,600
Police Services Fees	(47,879)	(46,400)	(46,300)	100
Parks & Rec Rental Fees	(2,482,415)	(2,332,317)	(2,301,223)	31,094
Facilities Rental & Leases	(569,629)	(733,001)	(629,841)	103,160
Manor Residents Revenue	(4,238,552)	(12,155,524)	(12,240,597)	(85,073)
Waste Management User Fees	(2,882,796)	(2,783,488)	(2,963,854)	(180,366)
Water User Fees	(196,988)	(190,000)	(190,000)	-
Licenses	(213,812)	(183,440)	(159,440)	24,000
Permits	(1,459,423)	(1,845,600)	(1,828,500)	17,100
2020 Proposed Budget & Business Plan	10	City of Kawartha Lakes – Operating Budget Budget Summary by Revenue and Expense		

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Fines	(2,135,216)	(2,243,700)	(2,073,700)	170,000
Sales	(976,677)	(1,108,029)	(1,098,126)	9,903
Cemetery Sales	(99,605)	(96,425)	(101,125)	(4,700)
Advertising Sales	(22,954)	(20,850)	(20,950)	(100)
Other Recoveries	(1,064,453)	(815,047)	(704,449)	110,598
<b>Prior Years (Surplus) Deficit</b>	698,200	-	-	-
<b>Total Revenues</b>	<b>(191,924,897)</b>	<b>(201,620,251)</b>	<b>(204,848,846)</b>	<b>(3,228,595)</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	56,267,568	53,016,188	53,969,468	953,280
Employer Paid Benefits	14,891,365	14,963,357	14,686,326	(277,031)
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	1,005,868	1,097,402	1,152,502	55,100
Corporate Training	131,561	139,000	139,000	-
Council Expenses	53,971	58,000	58,000	-
Telephone & Office Services	697,277	747,074	787,822	40,748
Postage, Printing, Office Supplies	1,186,968	1,110,767	1,219,794	109,027
Operating Materials & Supplies	2,045,450	1,206,624	1,308,940	102,316
Advertising	544,800	542,160	556,960	14,800
Utilities & Fuels	3,834,496	4,004,501	3,921,115	(83,386)
Vehicle & Equipment Fuel	2,018,626	1,799,230	2,064,683	265,453
Material & Equipment Charges	4,996,525	4,131,938	4,662,031	530,093
Protection Materials	536,730	349,499	367,772	18,273
Capital Out of Operations	187,830	219,005	131,795	(87,210)
<b>Contracted Services</b>				
Professional Fees	4,082,622	17,116,594	16,010,622	(1,105,972)
Technology Contracted Services	1,853,368	2,210,923	2,236,504	25,581
General Contracted Services	9,704,698	11,314,861	11,384,776	69,915
Equipment Maintenance	578,865	527,705	480,985	(46,720)
PW Contracted Services	1,224,857	1,522,330	1,545,950	23,620

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Environmental Contract Services	4,261,249	4,142,673	4,607,173	464,500
Protection Contracted Services	216,545	212,247	216,005	3,758
Building Maintenance	1,032,781	762,997	795,633	32,636
Grounds Maintenance Contracted Services	677,458	701,663	787,017	85,354
Cemetery Grounds Contracted	4,005	7,725	7,725	-
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	632,890	1,162,822	1,206,058	43,236
Equipment Rental	83,955	107,750	79,910	(27,840)
Insurance	3,055,035	3,221,884	3,405,084	183,200
<b>Interest on Long Term Debt</b>				
Debenture Interest	1,366,476	1,668,148	1,728,010	59,862
<b>Debt, Lease &amp; Financial</b>				
Debenture Principal	6,174,486	6,743,408	6,867,944	124,536
Financial Charges	189,282	159,550	159,795	245
Tax Adjustments	647,071	1,055,000	958,120	(96,880)
<b>Transfer to External Clients</b>				
Transfer to Agencies	39,688,581	44,747,071	43,872,130	(874,941)
MPAC Fees	1,359,916	1,372,627	1,400,000	27,373
<b>Interfunctional Adjustments</b>				
Own Fund Transfers	9,925,717	3,143,726	3,043,882	(99,844)
Interdepartmental Charges	(2,235,509)	(4,547,213)	(2,879,636)	1,667,577
Municipal Taxes	172,815	186,371	185,861	(510)
Transfers to Reserves	16,196,435	20,694,644	21,723,090	1,028,446
<b>Total Expenses</b>	<b>189,292,632</b>	<b>201,620,251</b>	<b>204,848,846</b>	<b>3,228,595</b>
<b>Tax Support Required</b>	<b>(2,632,266)</b>	<b>-</b>	<b>-</b>	<b>-</b>



## 2. 2020 Tax Supported Proposed Operating Budget

### Budget Summary by Department

Detail	Budget 2020
<b>Corporate Items</b>	
Corporate Items	(106,986,100)
<b>Summary Corporate Items</b>	<b>(106,986,100)</b>
<b>Mayor and Council</b>	
Mayor and Council	648,450
<b>Summary Mayor and Council</b>	<b>648,450</b>
<b>Chief Administrative Office (CAO)</b>	
CAO Administration	661,368
Clerks	1,037,844
Municipal Law Enforcement	1,179,524
Legal	3,764,806
<b>Summary CAO</b>	<b>6,643,542</b>
<b>Community Services</b>	
Community Services Administration	378,774
Parks, Recreation and Culture	6,126,499
Cemeteries	205,507
Customer Services	807,100
Building and Property	2,831,208
<b>Summary Community Services</b>	<b>10,349,088</b>
<b>Library</b>	
Library Services	1,905,387
<b>Summary Library Services</b>	<b>1,905,387</b>

Detail		Budget 2020
<b>Corporate Services</b>		
Corporate Services Administration		395,833
Human Resources		2,726,683
Communications, Advertising and Marketing		465,518
Treasury		1,259,718
Revenue and Taxation		403,137
Information Technology		2,932,791
<b>Summary Corporate Services</b>		<b>8,183,680</b>
<b>Development Services</b>		
Conservation Authority		1,424,313
Planning & Administration		1,402,230
Economic Development		1,270,953
Mapping & GIS		275,115
Building Services		(4,000)
<b>Summary Development Services</b>		<b>4,368,611</b>
<b>Engineering and Corporate Assets</b>		
Engineering & Administration		1,477,164
Corporate Assets		248,102
Airport		30,621
<b>Summary Engineering and Corporate Assets</b>		<b>1,755,887</b>
<b>Emergency Services</b>		
Fire Rescue Services		8,389,215
Paramedic Services		5,011,784
Kawartha Lakes Police		8,400,763
Ontario Provincial Police		8,521,045
<b>Summary Emergency Services</b>		<b>30,322,807</b>

Detail	Budget 2020
<b>Human Services</b>	
Ontario Works Delivery	2,014,462
Ontario Works Programs	84,670
Child Care Programs	482,847
Contribution to Organizational Health Care	2,029,492
Nurse Practitioner	107,765
Victoria Manor	1,503,936
Community Social Investment Fund	145,308
Housing	3,666,184
Homelessness Programs	476,888
<b>Summary Human Services</b>	<b>10,511,552</b>
<b>Public Works</b>	
Public Works-Administration	314,178
Roads and Bridges	25,903,834
Fleet	828,346
Transit	735,370
Waste Management	4,515,368
<b>Summary Public Works</b>	<b>32,297,096</b>
<b>Total</b>	<b>-</b>

## 3. Corporate Items

### Overview

#### Tax Revenues

Tax revenue is comprised of General tax levy, Area Rate tax levy and Supplemental tax levies. The City generates 60% of revenue to fund operations from property taxes. The City has broken property taxes down into two parts: The General Levy is applied to all tax accounts and area rate levies are applied to those areas benefiting from the service. The City area rates fire suppression and rescue services, policing, parks, transit and street lights. Supplementary property taxes are budgeted separately as this is the amount projected to be assessed and billed for new building and development as well as improvements to property or changes in the use of the land that were not known when the Assessment Roll was returned to the City.

#### School Board Taxation

A portion of every taxpayer's tax bill includes an amount for School Board Taxation. The government sets the rate and the City collects the money from taxpayers and remits the amounts collected to the School Board.

#### Grants

Three major grants are received in the Corporate Items area.

Grant	2018 Actual	2019 Actual	2020 Budget	% Change
OMPF	\$7,205,000	\$7,433,500	\$7,210,700	(-2%)
Federal Gas Tax	\$4,667,566	\$9,239,972	\$4,663,871	(-49%)
Aggregate Resources	\$1,075,557	\$1,215,000	\$1,215,000	(-%)



**Ontario Municipal Partnership Fund (OMPF)**

The OMPF Grant is the Province’s main unconditional transfer payment to Municipalities. The fund has been redesigned and has five core components:

- Assessment Equalization Grant** – Provides funding to Municipalities with limited property assessment.
- Northern Communities Grant** – Provides funding to all northern Municipalities in recognition of their unique challenges.
- Rural Communities Grant** – Provides funding to rural Municipalities, in particular to rural farming communities, in recognition of their unique challenges.
- Northern and Rural Fiscal Circumstances Grant** - Provides additional, targeted funding to northern and rural Municipalities based on their fiscal circumstances.
- Transitional Assistance** – Ensures a guaranteed level of support to Municipalities based on their 2015 OMPF allocation.

The City has received confirmation from the Ministry that the 2020 allocation will be \$7,210,700. It is anticipated that this funding will be reduced beyond 2020.

**Federal Gas Tax Grant**

As part of the New Building Canada Plan, the renewed Federal Gas Tax Fund (GTF) provides predictable, long-term, stable funding for Canadian Municipalities to help them build and revitalize their local public infrastructure. The federal GTF is legislated as a permanent source of Federal Infrastructure Funding for Municipalities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility. These funds can be used to fund projects in the following areas: public transit; wastewater infrastructure; drinking water; solid waste management; community energy systems; local roads and bridges; capacity building; highways; local and regional airports; short-line rail; short-sea shipping; disaster mitigation; broadband and connectivity; brownfield redevelopment; culture; tourism; sport and recreation.

The City uses the \$4.664 million received to assist with funding the roads and bridges capital program. In 2019 the City received a one-time allocation of \$4.664 million, to be utilized for the roads and bridges capital program. Therefore, in 2019 the total Federal Gas Tax Grant was \$9,239,972.

**Aggregate Resource Fees**

The City of Kawartha Lakes receives an annual levy from The Ontario Aggregate Resources Corporation (TOARC) based upon tonnes extracted from the Municipality in the amount of \$19.8 cents per tonne to help offset the cost of road repairs as a result of the wear on the haul routes. Prior to 2018 the rate was only \$6 cents per tonne. The Aggregate fees received are transferred to the City Capital Reserve and used for road repairs and maintenance on the haul routes.

**Interest Income**

As part of strong fiscal management practices, cash is invested in short and long term investments such as Guaranteed Investment Certificates and Bank bonds. The City’s investment policy reflects a very conservative investment approach as per the guidelines of the Municipal Act.

	2018 Actual	2019 Actual	2020 Budget	% Change
Interest Income	\$1,191,202	\$1,032,239	\$914,000	-11%

**Corporate Items Expenditures**

There are three expenditure areas accounted for under Corporate Expenditures: Debenture Principal and Interest Payments, The Municipal Property Assessment Corporation (MPAC) Fees and General Expenditures category for miscellaneous one-time costs that are not applicable to a specific program area.

Debenture Principle and Interest Repayment – The City uses debentures to fund major capital projects. As the amount owed increases the annual repayment amount increases. Increases in this area directly impact the tax increase required to fund infrastructure projects identified in the Asset Management Plan.

The Municipal Property Assessment Corporation (MPAC) provides assessment services to all Municipalities in Ontario. The cost of the service is based on the Municipality’s proportion of the MPAC budget. This is an annual mandatory charge, outside of the control of the Municipality to influence.

General Expenditures - Miscellaneous one-time costs that are known when the budget is developed and are not applicable to a specific program area.

**Inter-functional Adjustments**

Inter-functional Adjustments are made up of 2 main areas:

**Capital Tax Levy**

As stated earlier in this book the capital program is funded by tax support. In 2019 the funding from the tax levy is shown by a transfer to the Capital Reserve. This was done to facilitate the recording of projects in and out of the Capital Reserve. This is repeating in 2020. This represents a 22% increase in the amount of tax levy funding to the capital program.

**Transfer to Reserve**

The reserve items are made up of transfers to the Federal Gas Tax Reserve and transfers to the Capital, Contingency and Haul Route Reserves. The reserve budget in 2020 continues the primary goal of the City’s long term plan of building up reserves. The City has allocated an additional \$1Million contribution to the Capital and Contingency Reserves.



## Budget Summary

### Budget Overview

### Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
<b>Tax Revenues</b>				
Taxation	(109,477,171)	(113,057,450)	(118,789,539)	(5,732,089)
School Board Taxation	(25,730,828)	(26,905,000)	(26,905,000)	-
School Board Payments	25,730,828	26,905,000	26,905,000	-
<b>Grants</b>				
Federal Grants	(4,667,566)	(4,663,871)	(4,663,871)	-
Provincial Grants	(8,281,057)	(8,215,000)	(8,425,700)	(210,700)
<b>Other Revenues</b>				
Interest Income	(1,489,900)	(862,779)	(1,114,000)	(251,221)
Penalties & Interest on Taxes	(1,210,713)	(1,107,000)	(1,107,000)	-
Transfer to (From) Reserves	(1,937,212)	(2,474,096)	(726,054)	1,748,042
Donations & Other Revenue	(122,096)	(60,000)	(60,000)	-
<b>User Charges, Licenses &amp; Fines</b>				
Other Recoveries	(123,082)	(40,000)	(50,000)	(10,000)
<b>Prior Years (Surplus) Deficit</b>	698,200	-	-	-
<b>Total Revenue</b>	<b>(126,610,597)</b>	<b>(130,480,196)</b>	<b>(134,936,164)</b>	<b>(4,932,273)</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	(1,855,290)	150,000	(150,000)	(300,000)
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	1,289	1,700	1,700	-
Telephone & Office Services	1,147	-	-	-
Postage, Printing, Office Supplies	96,305	-	100,000	100,000
Operating Materials & Supplies	(8,617)	-	-	-
Advertising	15,545	-	-	-

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Contracted Services</b>				
Professional Fees	98,568	15,000	-	(15,000)
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	2,589	-	-	-
<b>Interest on Long Term Debt</b>				
Debenture Interest	1,366,476	1,668,148	1,728,010	59,862
<b>Debt, Lease &amp; Financial</b>				
Debenture Principal	6,174,486	6,743,408	6,867,944	124,536
Financial Charges	6,201	-	-	-
Tax Adjustments	647,071	1,055,000	958,120	(96,880)
<b>Transfer to External Clients</b>				
Transfer to External Organizations	(30,000)	448,500	148,500	(300,000)
MPAC Fees	1,359,916	1,372,627	1,400,000	27,373
<b>Interfunctional Adjustments</b>				
Own Fund Transfers	6,759,310	-	-	-
Interdepartmental Charges	(44,938)	(832,702)	(1,058,405)	(225,703)
Transfers to (from) Reserves	10,177,991	14,630,610	17,954,195	3,323,585
<b>Total Expenses</b>	<b>24,768,049</b>	<b>25,252,291</b>	<b>27,950,064</b>	<b>1,117,463</b>
<b>Tax Support Required</b>	<b>(101,842,548)</b>	<b>(105,227,905)</b>	<b>(106,986,100)</b>	<b>(3,814,810)</b>

## 4. Mayor and Council

### Department Overview

Council is comprised of the Mayor and 8 Ward Councillors with the current term of Council spanning 2018-2022. The City's Council consists of a wide variety of talent responsible to approve, support, monitor and review the Municipality's Strategic Plan. Council is responsible to set expectations through policy and budget, and to represent the interests of the public.

#### Contact Information:

Mayor: Andy Letham

Email: [aletham@kawarthalakes.ca](mailto:aletham@kawarthalakes.ca)

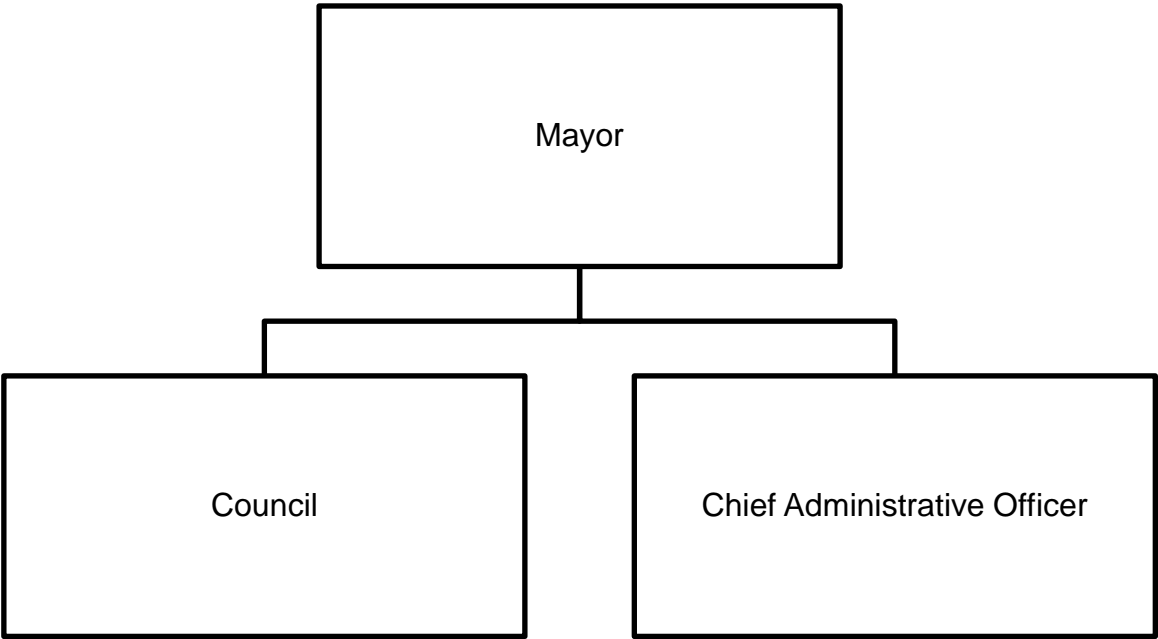
Telephone: 705 324 9411 extension 1320

#### Current Councillor Contact Information:

Ward	Councillor	Email	Telephone
1	Emmett Yeo	<a href="mailto:eyeo@kawarthalakes.ca">eyeo@kawarthalakes.ca</a>	705-324-9411 extension 3801
2	Kathleen Seymour-Fagan	<a href="mailto:kseymourfagan@kawarthalakes.ca">kseymourfagan@kawarthalakes.ca</a>	705-324-9411 extension 3802
3	Doug Elmslie	<a href="mailto:delmslie@kawarthalakes.ca">delmslie@kawarthalakes.ca</a>	705-324-9411 extension 3803
4	Andrew Veale	<a href="mailto:aveale@kawarthalakes.ca">aveale@kawarthalakes.ca</a>	705-324-9411 extension 3804
5	Pat Dunn	<a href="mailto:pdunn@kawarthalakes.ca">pdunn@kawarthalakes.ca</a>	705-324-9411 extension 3805
6	Ron Ashmore	<a href="mailto:rashmore@kawarthalakes.ca">rashmore@kawarthalakes.ca</a>	705-324-9411 extension 3806
7	Patrick O'Reilly	<a href="mailto:poreilly@kawarthalakes.ca">poreilly@kawarthalakes.ca</a>	705-324-9411 extension 3807
8	Tracy Richardson	<a href="mailto:trichardson@kawarthalakes.ca">trichardson@kawarthalakes.ca</a>	705-324-9411 extension 3808

Department Organization Chart

Mayor & Council



## Department Budget Summary

### Budget Overview

- Approve and execute a new Strategic Plan
- Continue to implement “accessible government” initiatives, including in-community meetings, Deputy Mayor roundtables and Committee of the Whole meetings
- Champion major private sector, utility and government investments in Kawartha Lakes

### Budget Detail

Department Budget	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	559,359	499,110	509,147	10,037
Employer Paid Benefits	124,627	143,568	71,303	(72,265)
<b>Council Expenses</b>				
Training and Development	18,016	18,000	15,000	(3,000)
Mileage	16,196	25,000	30,000	5,000
Meals	1,107	-	-	
Office Supplies and Expenses	2,887	3,000	1,000	(2,000)
Postage and Courier	17	-	-	
Telecommunications	16,984	12,000	12,000	-
Public Relations	9,140	10,000	10,000	-
<b>Total Expenses</b>	<b>748,333</b>	<b>710,678</b>	<b>648,450</b>	<b>(62,228)</b>
<b>Tax Support Required</b>	<b>748,333</b>	<b>710,678</b>	<b>648,450</b>	<b>(62,228)</b>

## 5. Office of the Chief Administrative Officer

### Department Overview

The Chief Administrative Officer (CAO) is responsible to City Council for the efficient management of the municipal administration, working in close collaboration with the Mayor and Council. The CAO provides advice to City Council, leadership to senior staff and the City's 8 other departments, and is responsible for the overall management of the City.

The Office of the CAO is comprised of the following divisions:

- **Office of the City Clerk:** responsible for all statutory duties sanctioned by the Province including the management of City records, Archives, responding to requests made under the Municipal Freedom of Information and Protection of Privacy Act, the Secretariat to Council and its Committees, Register Vital Statistics, Returning Officer for Municipal Elections, Signing Officer for the City, Accessibility Program, and administration of Provincially Legislated Programs and Services.
- **Municipal Law Enforcement and Licensing:** provides investigation and law enforcement services for all divisions of the Corporation. The Municipal Law Enforcement and Licensing services include administration and enforcement of many of the regulatory municipal by-laws and certain Provincial legislation. Service examples include municipal licensing, property standards, zoning, animal control, noise, parking control and alteration of grade.
- **Legal Services:** provides legal advice and support to Departments and Council on various Municipal legal matters. The Legal Services Division also consists of the Provincial Offences Office, Realty Services and Insurance & Risk Management.
- **Office of Strategy Management:** Implementation and reporting on the Strategic Plan including scorecards and alignment across the organization; independent internal consultant and project manager for the City of Kawartha Lakes; lead and support continuous improvement initiatives and process improvements.

**Budget to Priorities**

- Adoption and implementation of the 2020-2023 City Strategic Plan, developed and implemented with “in-house” resources
- Continued review and rationalization of City lands, buildings and spaces
- Completion of a City “Community Safety and Well-Being Plan”
- Execution of the Electronic Document Records Management Program



## Personnel Breakdown

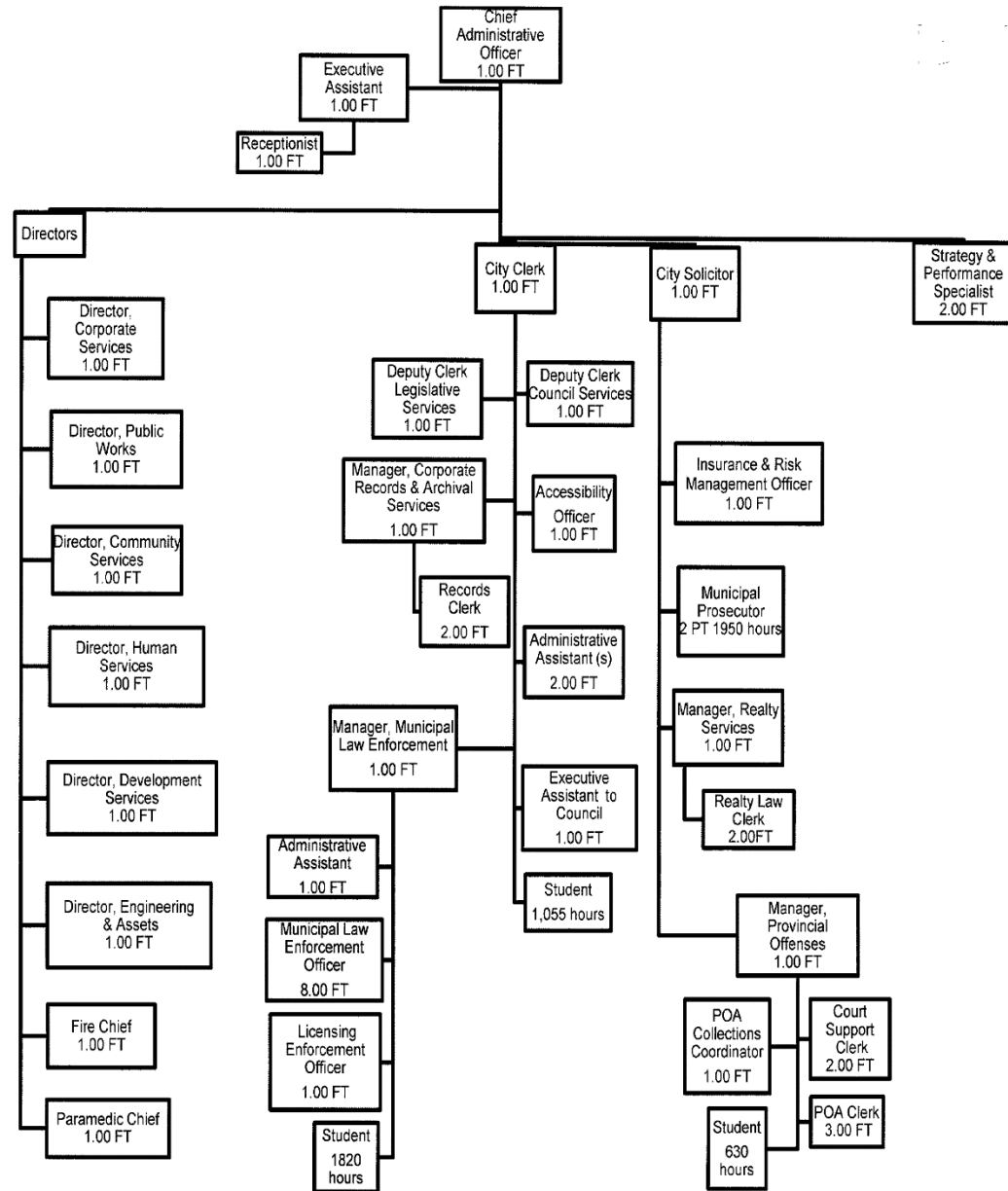
### Office of the CAO

Division	2019	2020	Change
Administration	3.00	3.00	-
Clerk	22.60	23.60	1.00
Legal	13.30	14.80	1.50
Strategy and Performance	2.00	2.00	-
<b>Total</b>	<b>40.90</b>	<b>43.40</b>	<b>2.50</b>

Type	2019	2020
Full-time	38.00	40.00
Part-time	1.00	1.50
Seasonal	-	-
Students	1.90	1.90
Project/contract	-	-
<b>Total</b>	<b>40.90</b>	<b>43.40</b>
Non Union Positions	16.00	16.50
Unionized Positions	24.90	26.90
<b>Total</b>	<b>40.90</b>	<b>43.40</b>

## Department Organizational Chart

### CAO



## Department Budget Summary

### Budget Overview

The proposed 2020 CAO Department total budget increase of \$543 667 over 2019 is comprised partially of:

- The establishment of one (1) new position – 1 Administrative Assistant to be shared between the City Solicitor and Insurance Risk Management Coordinator. Revenue recovery through this position is anticipated but not yet accounted for in budget.
- Anticipated increase to the City's 2020 insurance premiums (estimated at approximately \$235,000).
- Recognition of historic lower annual revenues collected in the POA and Realty Services Divisions (a reduction in total estimated 2020 net revenue of approximately \$312,497)

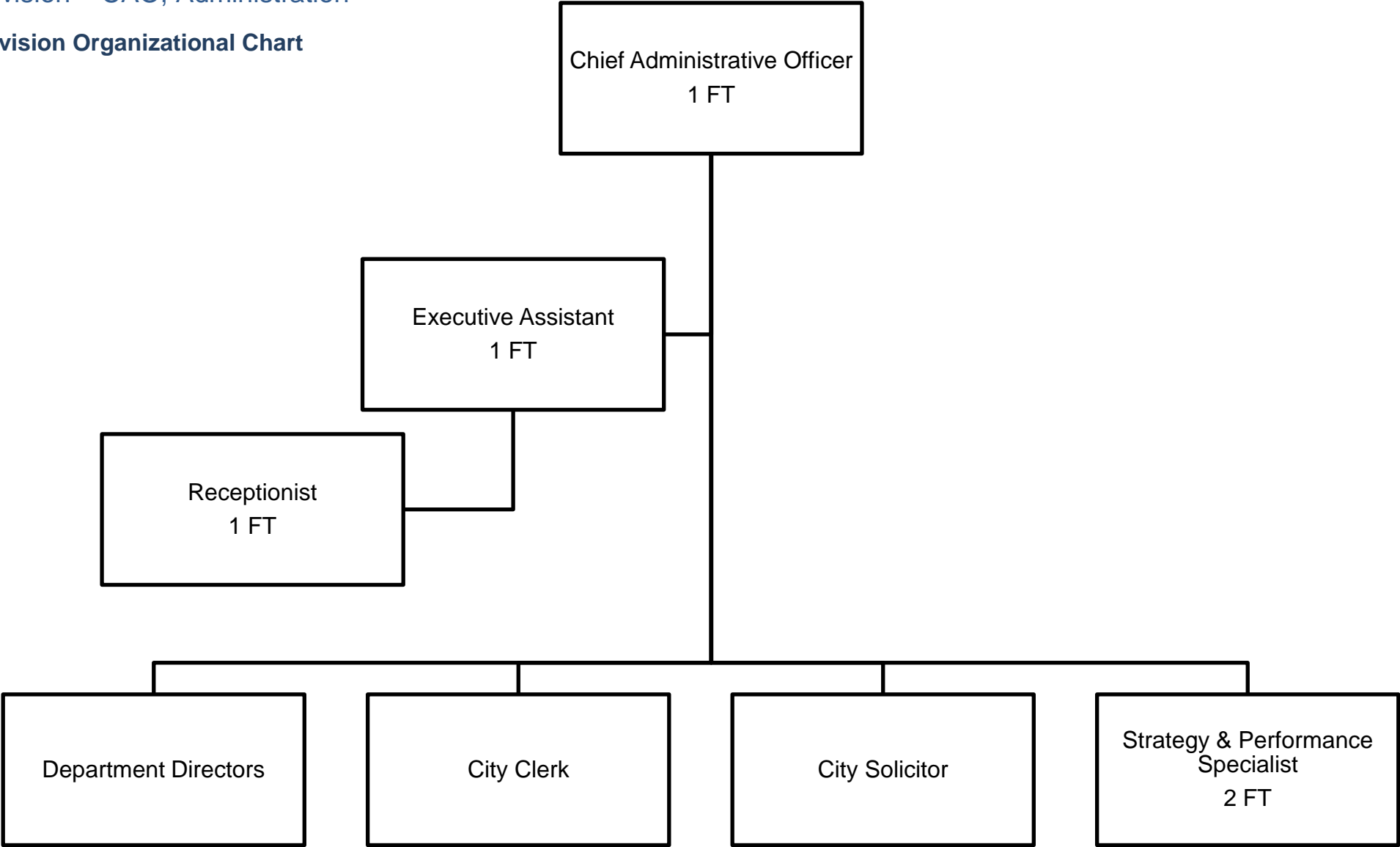
### Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Grants</b>				
Federal Grants	(11,681)	-	(65,103)	(65,103)
Provincial Grants	(142,469)	(75,000)	-	75,000
<b>Other Revenues</b>				
Transfer To (From) Reserves	(30,950)	-	-	-
<b>User Charges, Licenses &amp; Fines</b>				
Service Fees	(101,297)	(124,200)	(90,500)	33,700
Finance Services	(3,140)	(6,100)	(2,600)	3,500
Parks & Rec Rental Fees	767	(18,300)	(30,000)	(11,700)
Facilities Rental & Leases	(87,177)	(125,000)	(80,000)	45,000
Licenses	(161,082)	(145,000)	(146,000)	(1,000)
Permits	(164,594)	(112,100)	(110,000)	2,100
Fines	-	-	-	-
POA Fines	(1,926,045)	(2,100,000)	(1,930,000)	170,000
Sales	(484,715)	(600,000)	(600,000)	-
Other Recoveries	(222,757)	(105,000)	(44,000)	61,000
<b>Total Revenue</b>	<b>(3,335,140)</b>	<b>(3,410,700)</b>	<b>(3,098,203)</b>	<b>312,497</b>

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	2,484,492	2,894,806	3,078,262	183,456
Employer Paid Benefits	655,172	776,191	853,672	77,481
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	63,736	100,150	98,550	(1,600)
Corporate Training	-	2,000	2,000	-
Telephone & Office Services	40,240	33,300	30,100	(3,200)
Postage, Printing, Office Supplies	198,579	153,750	159,425	5,675
Operating Materials & Supplies	28,636	32,000	28,500	(3,500)
Advertising	90,768	72,250	88,250	16,000
Vehicle & Equipment Fuel	44	-	-	-
Material & Equipment Charges	-	-	-	-
Capital Out of Operations	2,563	12,000	7,000	(5,000)
Minor Capital	-	-	-	-
<b>Contracted Services</b>				
Professional Fees	900,111	722,000	669,375	(52,625)
Technology Contracted Services	14,959	8,200	-	(8,200)
General Contracted Services	20,112	11,480	8,480	(3,000)
Equipment Maintenance	39,081	75,000	46,000	(29,000)
PW Contracted Services	-	-	-	-
Protection Contracted Services	8,880	14,100	12,600	(1,500)
Building Maintenance	13,195	10,500	2,700	(7,800)
Grounds Maintenance Contracted Services	113,265	115,000	120,000	5,000
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	101,366	120,000	114,000	(6,000)
Equipment Rental	2,832	7,150	3,150	(4,000)
Insurance	2,995,916	3,150,000	3,350,000	200,000
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	27,700	29,000	29,000	-
<b>Transfer to External Clients</b>				

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Transfer to Province	366,798	430,000	380,000	(50,000)
Transfer to Other Municipality	120,076	145,000	145,000	-
Livestock Evaluation Claims	56,738	110,000	60,000	(50,000)
<b>Interfunctional Adjustments</b>				
Interdepartmental Charges	(348,280)	(300,052)	(322,319)	(22,267)
Municipal Taxes	49,817	58,000	58,000	-
Transfers to (From) Reserves	395,197	728,750	720,000	(8,750)
<b>Total Expense</b>	<b>8,441,993</b>	<b>9,510,575</b>	<b>9,741,745</b>	<b>231,170</b>
<b>Tax Support Required</b>	<b>5,106,853</b>	<b>6,099,875</b>	<b>6,643,542</b>	<b>543,667</b>

Division Organizational Chart



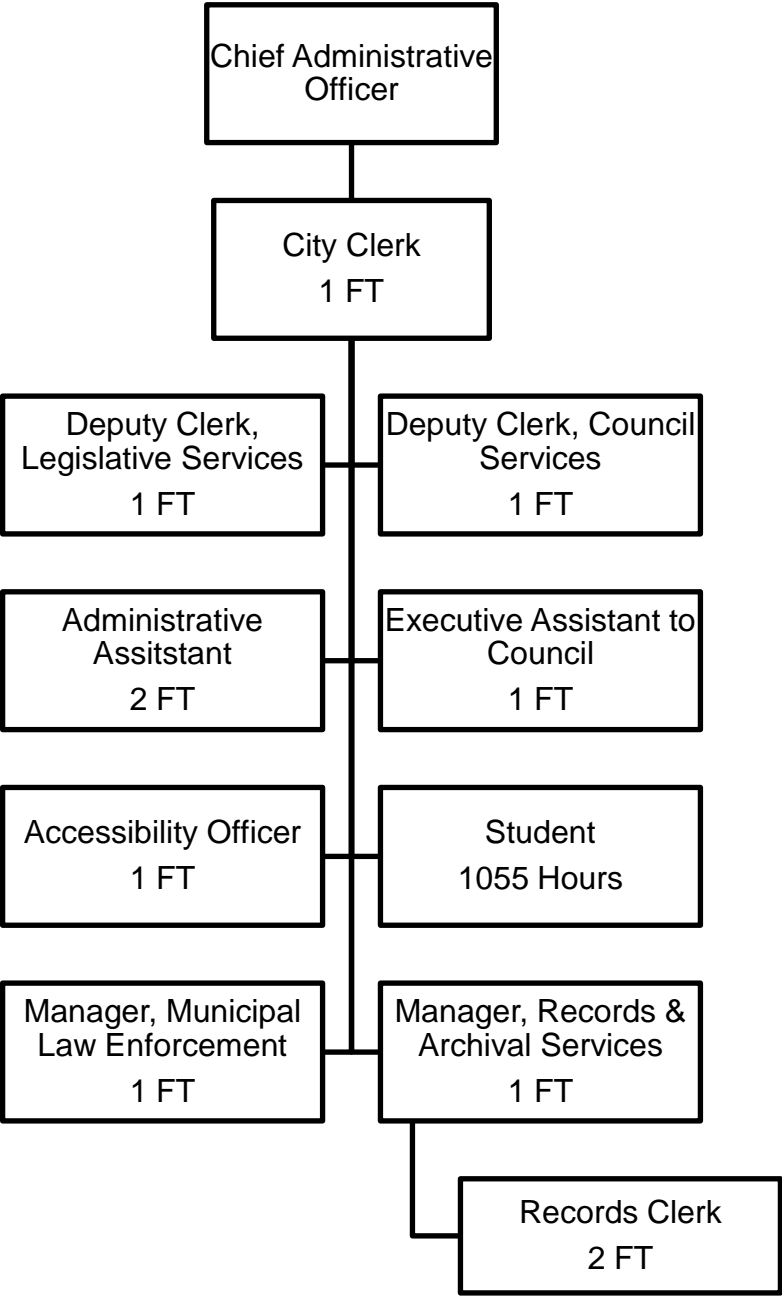
## Division Budget Summary

CAO, Administration

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(142,469)	(75,000)	-	75,000
<b>Total Revenue</b>	<b>(142,469)</b>	<b>(75,000)</b>	<b>-</b>	<b>75,000</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	524,302	613,316	623,368	10,052
Materials, Supplies & Services	60,758	97,900	95,400	(2,500)
Contracted Services	162,242	105,000	5,000	(100,000)
Rents & Insurance Expenses	891	1,400	1,400	-
Interfunctional Adjustments	(52,038)	(52,559)	(63,800)	(11,241)
<b>Total Expenses</b>	<b>696,155</b>	<b>765,057</b>	<b>661,368</b>	<b>(103,689)</b>
<b>Tax Support Required</b>	<b>553,686</b>	<b>690,057</b>	<b>661,368</b>	<b>(28,689)</b>



Division Organizational Chart

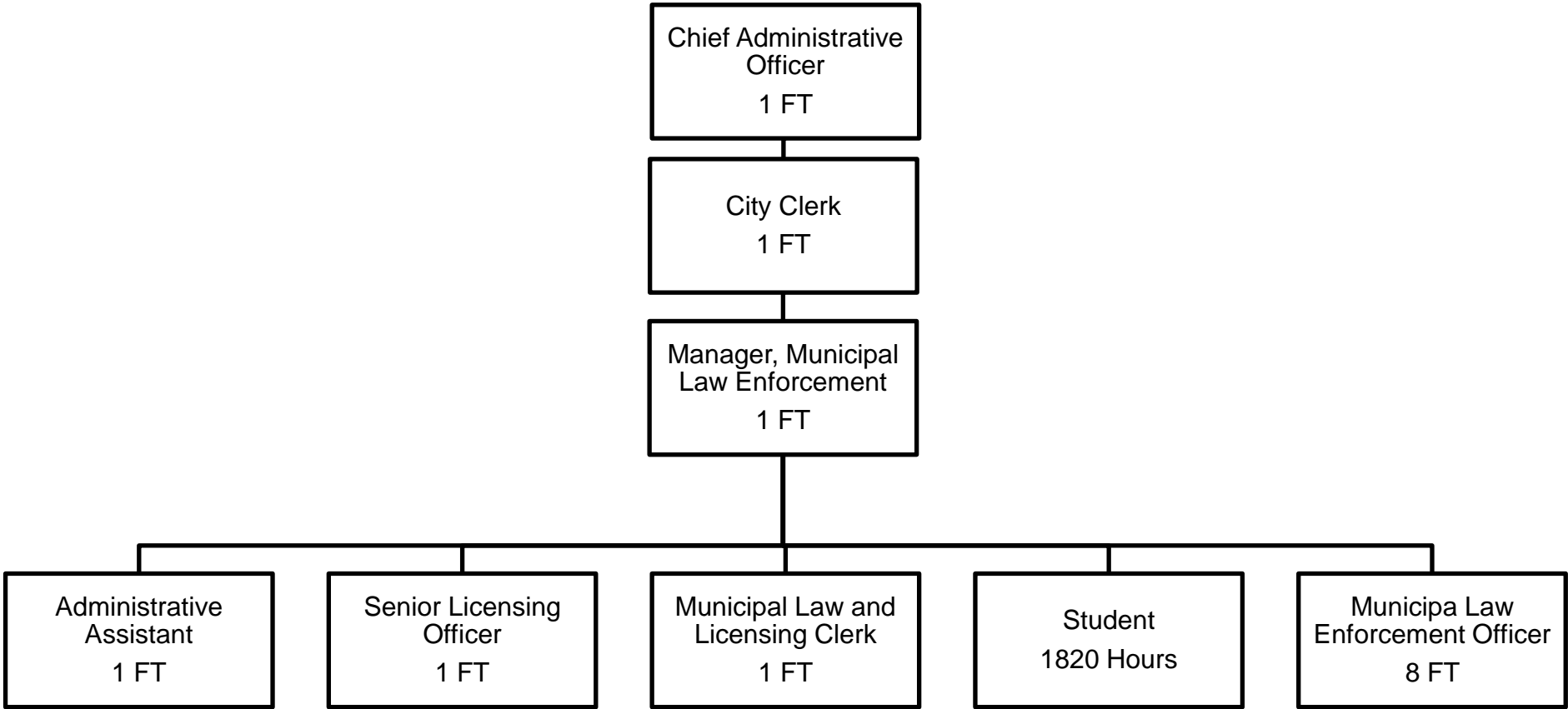


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(11,681)	-	-	-
User Charges, Licenses & Fines	(127,096)	(148,100)	(116,900)	31,200
<b>Total Revenue</b>	<b>(138,777)</b>	<b>(148,100)</b>	<b>(116,900)</b>	<b>31,200</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	723,223	924,628	946,476	21,848
Materials, Supplies & Services	44,653	72,300	63,300	(9,000)
Contracted Services	32,618	40,000	47,000	7,000
Rents & Insurance Expenses	-	2,000	-	(2,000)
Transfer to External Clients	56,738	110,000	60,000	(50,000)
Interfunctional Adjustments	(34,854)	(35,203)	(35,907)	(704)
<b>Total Expenses</b>	<b>822,377</b>	<b>1,113,725</b>	<b>1,080,869</b>	<b>(32,856)</b>
<b>Tax Support Required</b>	<b>683,601</b>	<b>965,625</b>	<b>963,969</b>	<b>(1,656)</b>

Division – CAO, Clerk’s – Municipal Law Enforcement

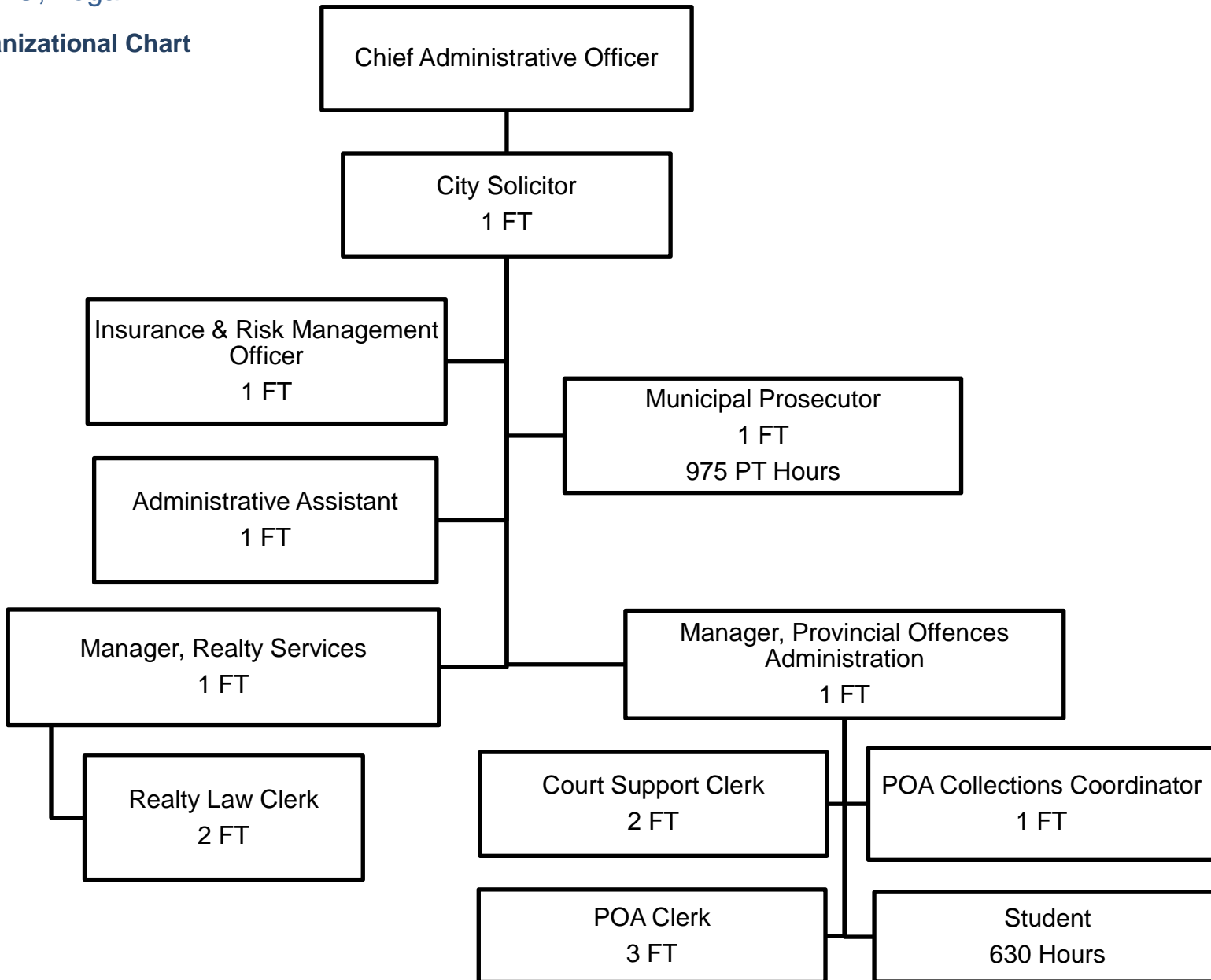
Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(11,353)	-	(65,103)	(65,103)
User Charges, Licenses & Fines	(277,893)	(226,800)	(230,700)	(3,900)
<b>Total Revenue</b>	<b>(289,246)</b>	<b>(226,800)</b>	<b>(295,803)</b>	<b>(69,003)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	800,820	947,327	1,051,557	104,230
Materials, Supplies & Services	116,338	120,150	121,950	1,800
Contracted Services	167,147	222,500	189,200	(33,300)
Rents & Insurance Expenses	-	2,000	-	(2,000)
Debt, Lease & Financial	1,623	1,500	1,500	-
Interfunctional Adjustments	96,809	108,488	111,120	2,632
<b>Total Expenses</b>	<b>1,182,736</b>	<b>1,401,965</b>	<b>1,475,327</b>	<b>73,362</b>
Reallocate Computer Software	-7,800	-7,800	-	7,800
<b>Tax Support Required</b>	<b>1,174,936</b>	<b>1,394,165</b>	<b>1,475,327</b>	<b>81,162</b>

Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(19,597)	-	-	-
User Charges, Licenses & Fines	(2,745,052)	(2,960,800)	(2,685,500)	275,300
<b>Total Revenue</b>	<b>(2,764,649)</b>	<b>(2,960,800)</b>	<b>(2,685,500)</b>	<b>275,300</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,058,070	1,185,726	1,310,533	124,807
Materials, Supplies & Services	108,611	115,100	133,175	18,075
Contracted Services	671,061	588,780	614,080	25,300
Rents & Insurance Expenses	3,099,224	3,271,750	3,465,750	194,000
Debt, Lease & Financial	26,077	27,500	27,500	-
Transfer to External Clients	486,875	575,000	525,000	(50,000)
Interfunctional Adjustments	239,667	395,972	374,268	(21,704)
<b>Total Expenses</b>	<b>5,689,584</b>	<b>6,159,828</b>	<b>6,450,306</b>	<b>290,478</b>
<b>Net Expenditures</b>	<b>2,924,935</b>	<b>3,199,028</b>	<b>3,764,806</b>	<b>565,778</b>
Reallocate Computer Software	(13,675)	(13,675)	-	13,675
<b>Tax Support Required</b>	<b>2,911,260</b>	<b>3,185,353</b>	<b>3,764,806</b>	<b>579,453</b>

## 6. Community Services

### Department Overview

The Community Services Department is responsible to lead, plan, operate and manage the Administration, Building & Property, Customer Services, Parks, Recreation & Culture Divisions, and provide support to the Library Board. Emphasis is placed on customer services, asset management, responsible financial and human resource management, effective communications and strategic initiatives. The Department is comprised of the following divisions:

- **Community Services Administration & Courier Services:** Responsible for the overall management and budgeting of all Divisions, City Courier services, community funding programs, financial management, long range needs and feasibility planning, Ensures Department Goals align with corporate strategy.
- **Building & Property:** Responsible for energy management, capital project delivery, and facility services management.
- **Customer Services:** Responsible for all Municipal Customer Service Centres, the Call Centre, and implementing and managing Municipal Customer Service Standards.
- **Parks, Recreation & Culture Services (Cemeteries):** Responsible for arenas, community centres, pools, fitness centres and associated programming, cemeteries, parks, special events, community funding programs and partnerships, trails, forests and woodlot management, trailer park, beaches, sports fields, playgrounds, skate parks, museums and boat launches/docks and all associated Capital projects.



**Budget to Priorities**

- Implement Arena Capital Plan
- Continued redevelopment of Bobcaygeon Beach Park
- Final phase of construction and completion of Logie Park Development
- Continued focus on implementation of Customer Service Standards
- Continue to build and work within 10 Year Asset Management Plan
- Staff – the 2020 proposed budget includes two new positions (funded through existing sources with no tax levy impact) to improve and enhance services to both internal and external clients (Cemetery and Trail Inspections and Building and Property Operations Supervisor)
- Manage the transition of numerous budget areas into the Community Services portfolio (facilities and programs)
- Focus on achieving Records Retention Policy
- Focus on providing required staff training

Personnel Breakdown

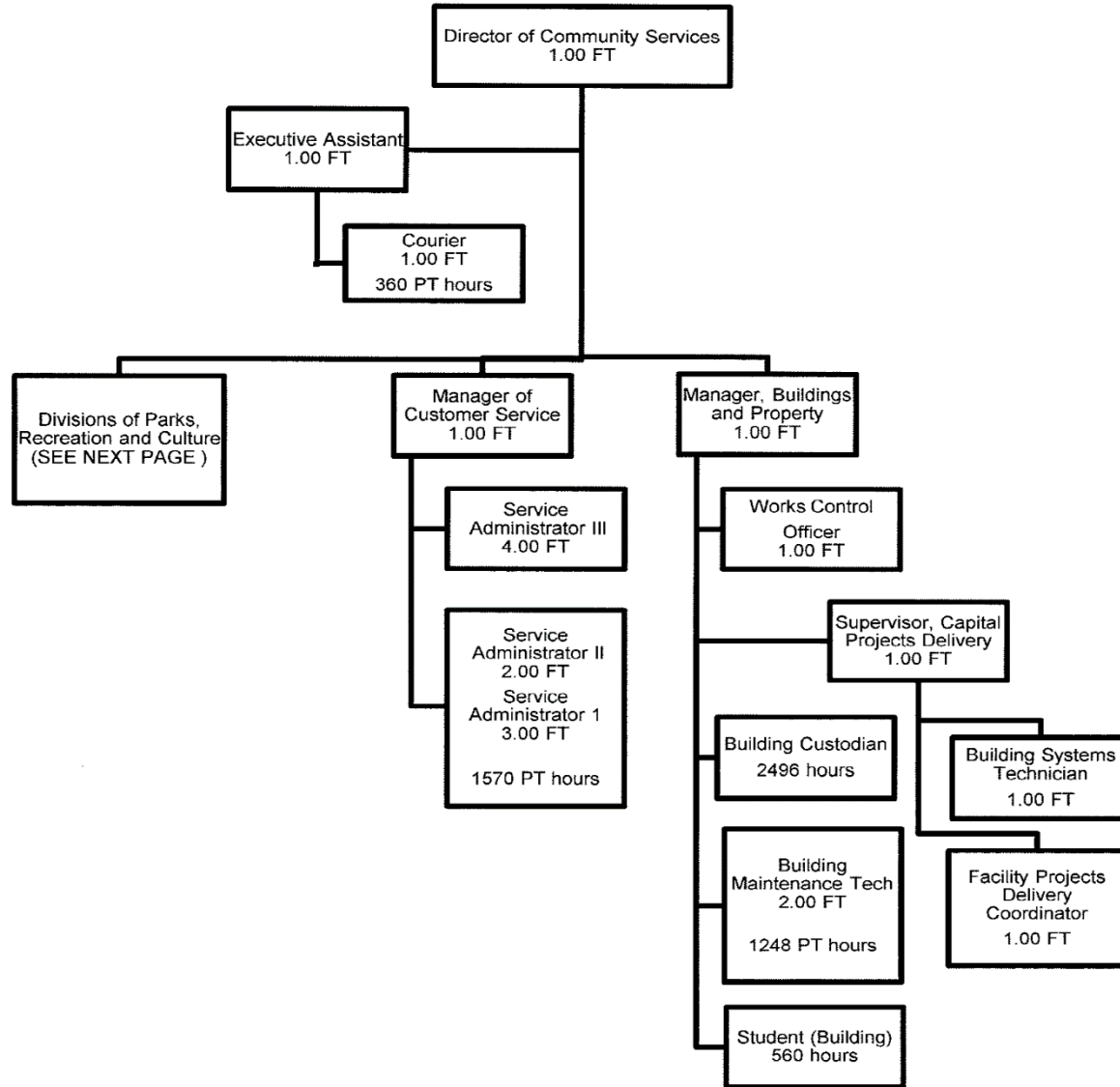
Community Services

Division	2019	2020	Change
Administration	5.82	3.21	(2.61)
Building and Property	9.10	10.10	1.00
Customer Service	10.90	10.90	-
Parks, Recreation and Culture	88.11	89.11	1.00
Total	113.93	113.32	(0.61)

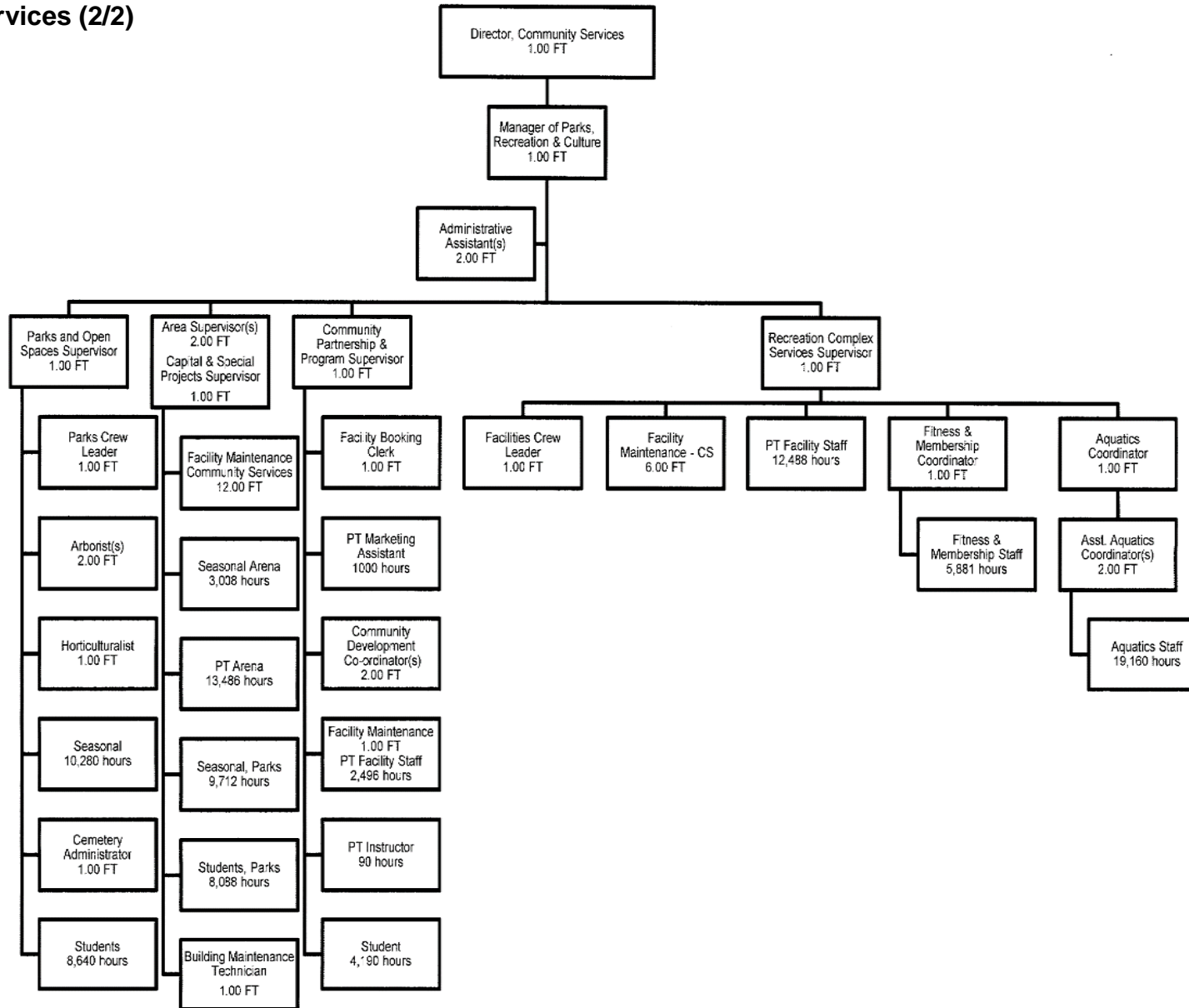
Type	2019	2020
Full-time	61.00	63.00
Part-time	31.83	29.22
Seasonal	11.00	11.00
Students	10.10	10.10
Total	113.93	113.32
Non Union Positions	12.00	10.39
Unionized Positions	101.93	102.93
Total	113.93	113.32

## Department Organizational Chart

### Community Services (1/2)



**Organizational Chart – Department  
Community Services (2/2)**



# Department Budget Summary

## Overview

- 2020 Budget is predominantly status quo
- Crossing Guard Program has been transferred to Engineering and Corporate Assets (\$112,000)
- Increases due to the acquisition and continued management of 322 Kent Street (\$378,000), 12 Peel Street (\$252,000), 68 Lindsay Street N. (\$40,000), and 37 Lindsay Street (\$78,000) to our Building and Property Portfolio
- Reductions have been made to various contracts (janitorial, snow clearing, maintenance contracts) to offset uncontrolled increases (wages, building management and maintenance) and achieve the mandated budget level and to manage within our means from a financial standpoint
- In total, the Community Services Department has over 250 full-time, part time, and seasonal staff.
  - Gross expenditures are approximately \$15.0 million, with revenues of \$5.0 million, the net operating expense of the department is approximately \$10.0 million
  - Manage approximately 70-100 capital projects annually, with an approximate budget of \$10.0 million +

## Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Federal Grants	(27,200)	(27,200)	(27,200)	-
Provincial Grants	(42,929)	(40,000)	(40,000)	-
<b>Other Revenues</b>				
Interest Income	(111)	-	-	-
Restricted Amounts Earned	(288,912)	(13,000)	(22,250)	(9,250)
Donations & Other Revenue	(189,495)	(197,900)	(188,900)	9,000
<b>User Charges, Licenses &amp; Fines</b>				
Registration Fees	(871,430)	(1,156,700)	(979,800)	176,900
Service Fees	(3,126)	(3,025)	(3,025)	-
Parks & Rec Rental Fees	(2,483,182)	(2,314,017)	(2,271,223)	42,794
Facilities Rental & Leases	(282,333)	(447,801)	(385,679)	62,122
Licenses	(49,789)	(35,440)	(10,440)	25,000
Permits	(9,967)	(9,500)	(9,500)	-
Fines	(5,848)	(3,000)	(3,000)	-
Sales	(34,647)	(35,579)	(35,400)	179
Cemetery Sales	(99,605)	(96,425)	(101,125)	(4,700)
Advertising Sales	(19,063)	(18,350)	(18,350)	-
Other Recoveries	(153,513)	(88,500)	(51,000)	37,500
<b>Total Revenue</b>	<b>(4,561,150)</b>	<b>(4,486,437)</b>	<b>(4,146,892)</b>	<b>339,545</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	5,994,181	6,050,625	6,020,867	(29,758)
Employer Paid Benefits	1,340,572	1,419,414	1,401,966	(17,448)
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	75,373	84,600	87,400	2,800
Corporate Training	-	-	-	-
Telephone & Office Services	153,348	185,250	234,049	48,799
Postage, Printing, Office Supplies	81,161	74,953	72,306	(2,647)

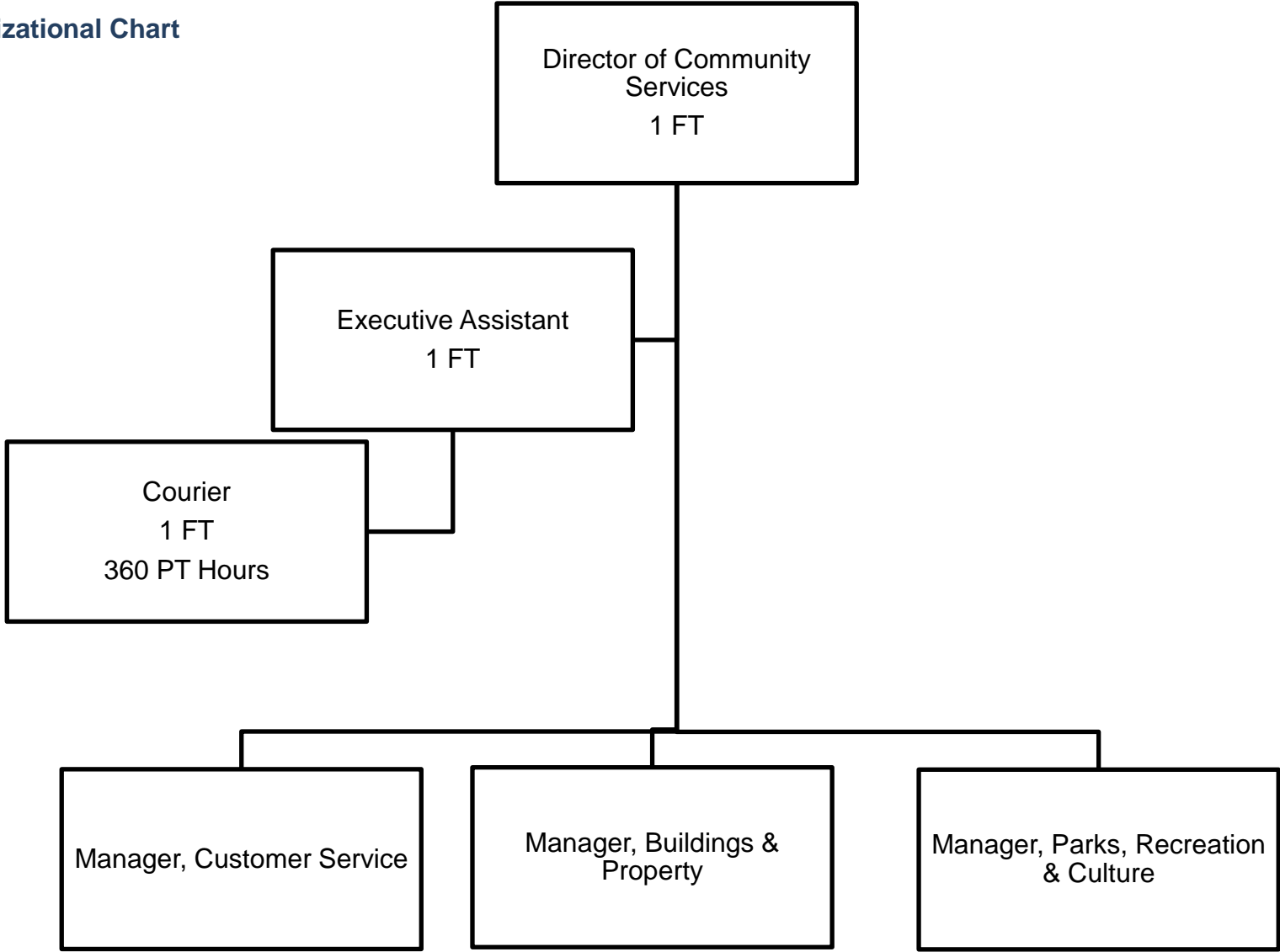
Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Operating Materials & Supplies	245,925	208,200	234,741	26,541
Advertising	16,681	26,400	26,900	500
Utilities & Fuels	2,152,652	2,548,501	2,525,315	(23,186)
Vehicle & Equipment Fuel	10,769	11,380	10,880	(500)
Material & Equipment Charges	109,622	115,200	114,092	(1,108)
Office Furniture and Equipment	11,992	-	4,000	4,000
<b>Contracted Services</b>				
Professional Fees	863,037	942,812	83,202	(859,610)
Technology Contracted Services	46,569	46,500	2,000	(44,500)
General Contracted Services	712,702	744,940	698,364	(46,576)
Equipment Maintenance	203,386	177,200	167,200	(10,000)
Environmental Contract Services	66,185	74,900	76,400	1,500
Protection Contracted Services	29,783	21,147	24,845	3,698
Building Maintenance	585,523	529,647	544,133	14,486
Grounds Maintenance Contracted Services	416,238	470,663	511,922	41,259
Cemetery Grounds Contracted	4,005	7,725	7,725	-
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	-	465,000	567,833	102,833
Equipment Rental	19,452	19,600	17,760	(1,840)
Insurance	13,372	11,800	-	(11,800)
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	105,334	59,650	59,650	-
<b>Transfer to External Clients</b>				
Transfer to Agencies	221,059	209,000	256,700	47,700
<b>Interfunctional Adjustments</b>				
Own Fund Transfers	(13,401)	(22,500)	(4,750)	17,750
Interdepartmental Charges	652,585	586,344	682,119	95,775
Municipal Taxes	41,670	45,371	47,361	1,990
Transfers to (from) Reserves	56,767	24,000	21,000	(3,000)
<b>Total Expenses</b>	<b>14,216,542</b>	<b>15,138,322</b>	<b>14,495,980</b>	<b>(642,342)</b>



Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Net Expenditures</b>	<b>9,655,392</b>	<b>10,651,885</b>	<b>10,349,088</b>	<b>(302,797)</b>
Reallocate Special Projects	(784,479)	(822,000)	-	822,000
Reallocate Computer Software	(44,710)	(44,710)	-	44,710
<b>Tax Support Required</b>	<b>8,826,203</b>	<b>9,785,175</b>	<b>10,349,088</b>	<b>563,913</b>

Division – Community Services, Administration

Division Organizational Chart

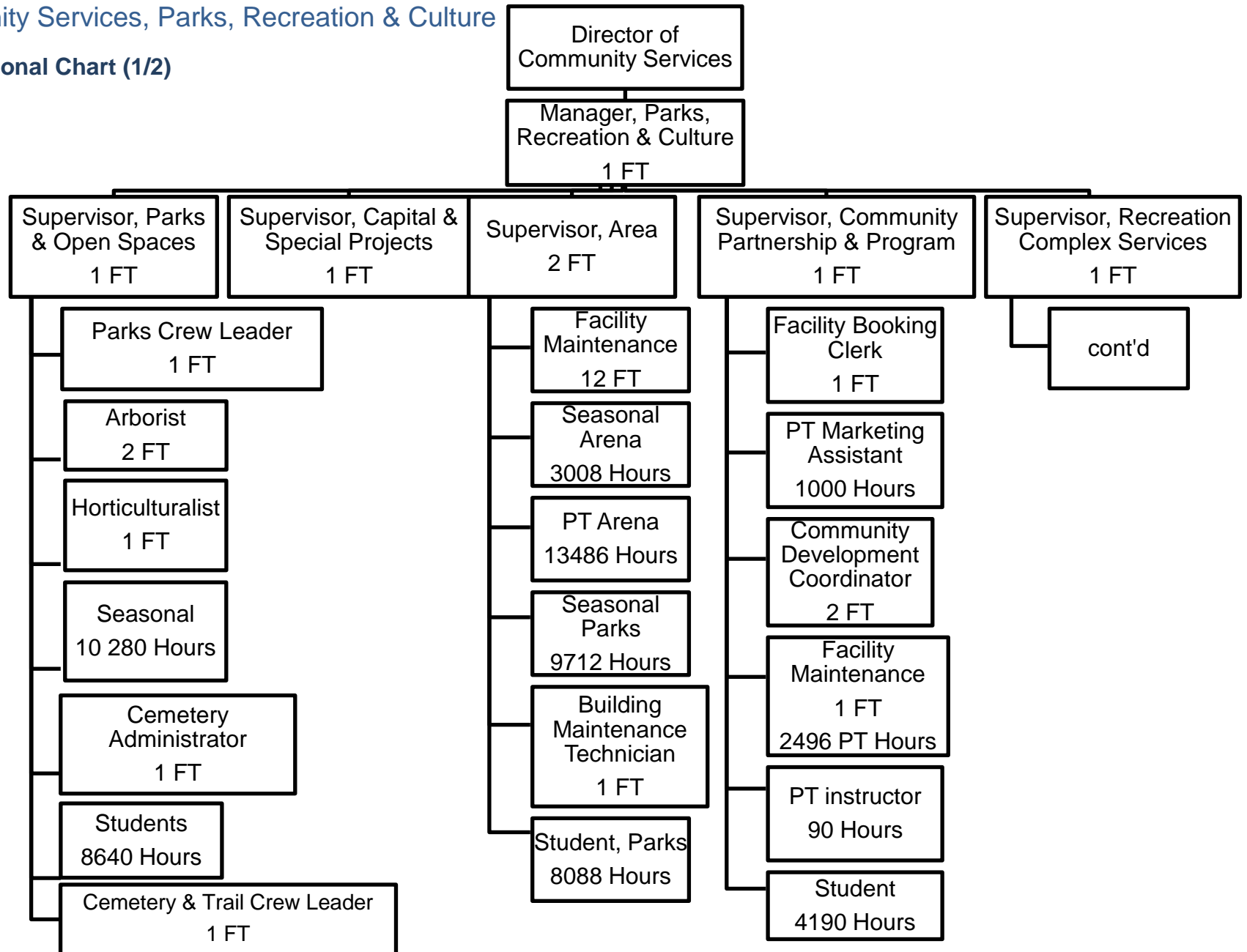


## Division Budget Summary

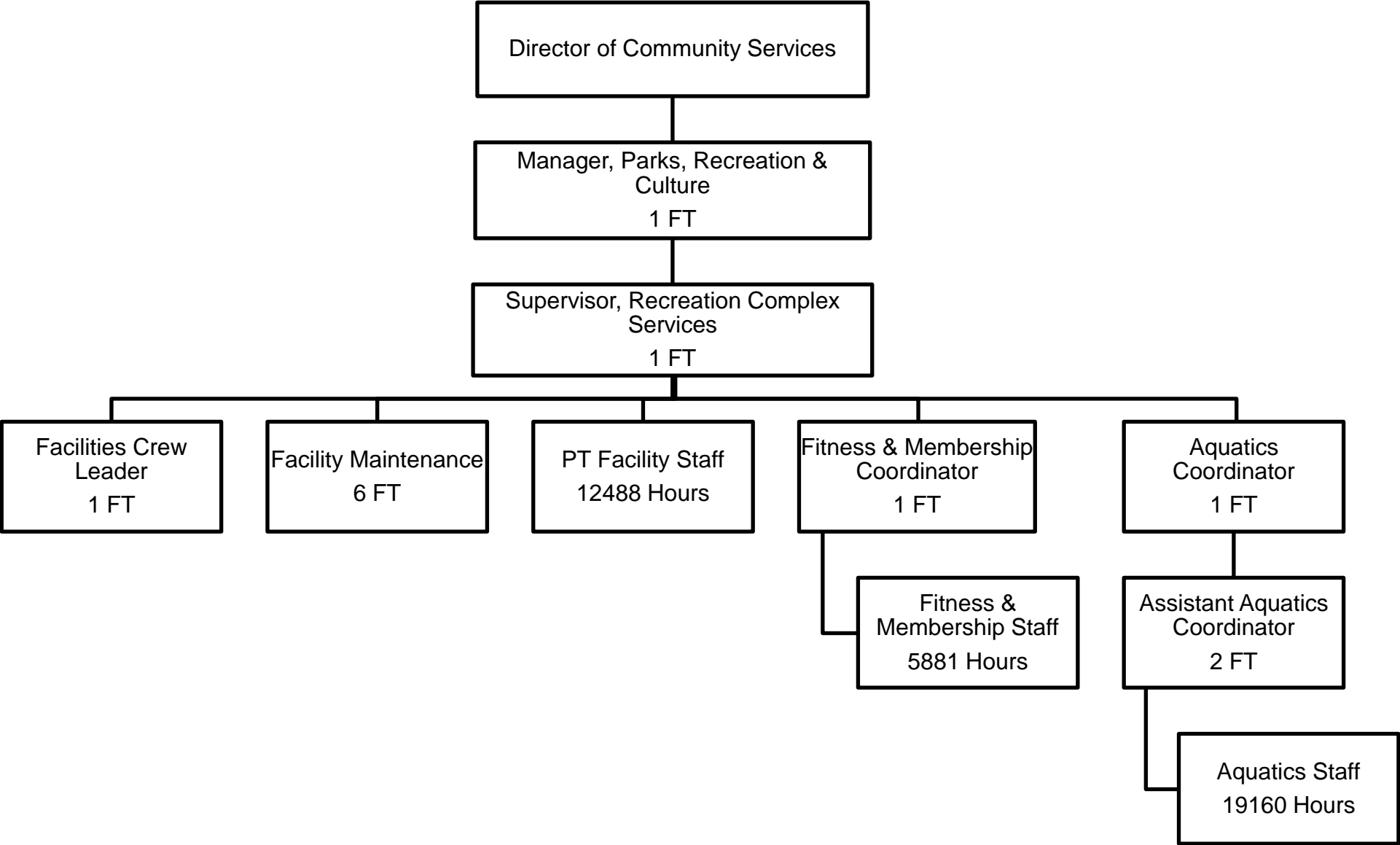
Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(25,066)	-	-	-
User Charges, Licenses & Fines	(2,694)	(37,500)	-	37,500
<b>Total Revenue</b>	<b>(27,760)</b>	<b>(37,500)</b>	<b>-</b>	<b>37,500</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	492,137	416,012	340,813	(75,199)
Materials, Supplies & Services	14,030	7,900	10,600	2,700
Contracted Services	1,113	852,650	300	(852,350)
Rents & Insurance Expenses	25,366	1,000	14,500	13,500
Interfunctional Adjustments	7,707	12,520	12,561	41
<b>Total Expenses</b>	<b>540,353</b>	<b>1,290,082</b>	<b>378,774</b>	<b>(911,308)</b>
<b>Tax Support Required</b>	<b>512,593</b>	<b>1,252,582</b>	<b>378,774</b>	<b>(873,808)</b>

# Division Community Services, Parks, Recreation & Culture

## Division Organizational Chart (1/2)



Organizational Chart (2/2)



## Division Budget Summary

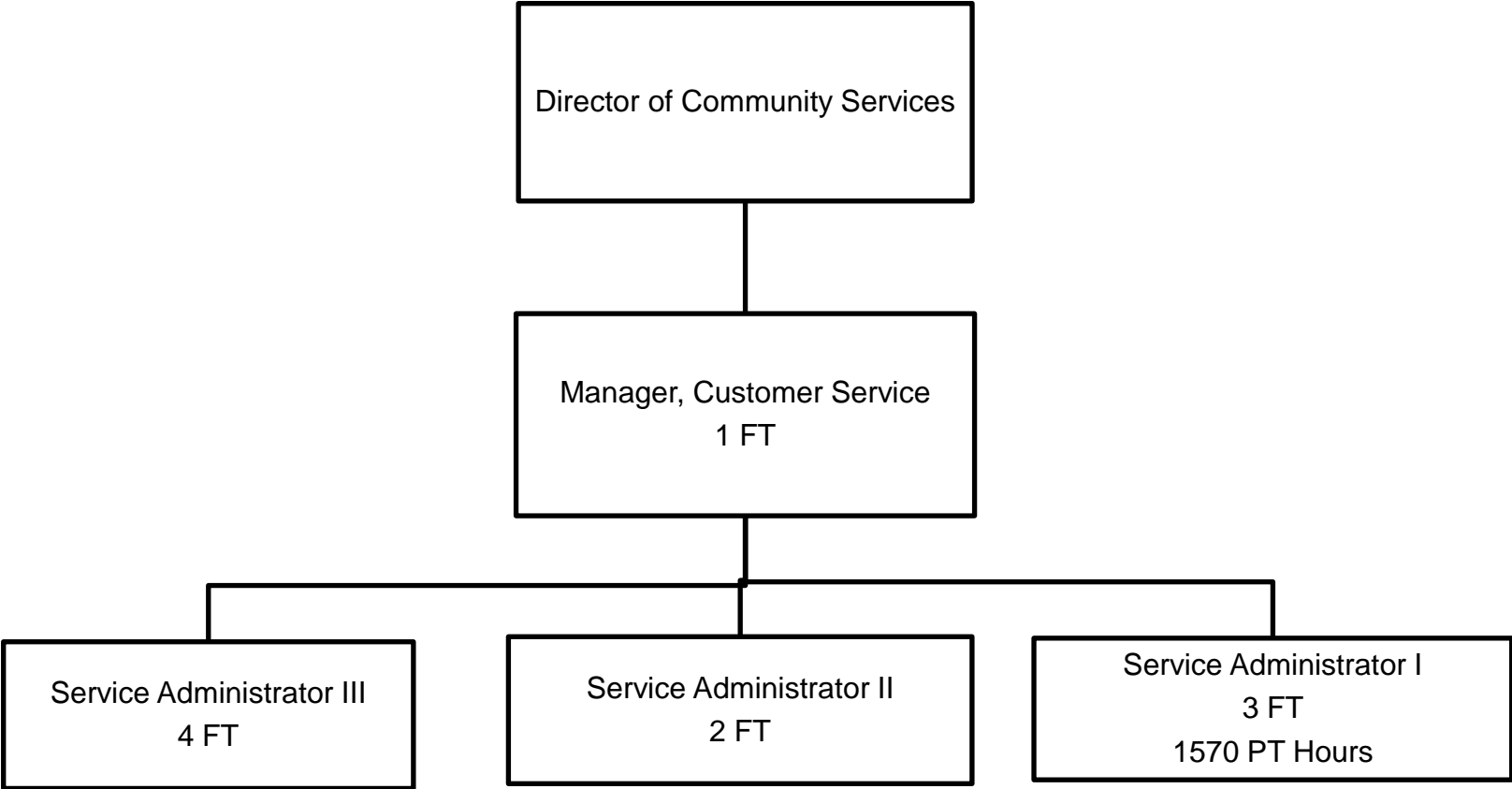
### Budget Summary – Parks, Recreation & Culture

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(70,129)	(67,200)	(67,200)	-
Other Revenues	(436,611)	(205,900)	(193,150)	12,750
User Charges, Licenses & Fines	(3,786,182)	(3,787,924)	(3,556,551)	231,373
<b>Total Revenue</b>	<b>(4,292,922)</b>	<b>(4,061,024)</b>	<b>(3,816,901)</b>	<b>244,123</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	5,395,748	5,377,448	5,296,422	(81,026)
Materials, Supplies & Services	2,270,225	2,479,946	2,478,114	(1,832)
Contracted Services	2,019,204	1,172,562	1,118,412	(54,150)
Rents & Insurance Expenses	23,210	4,500	7,000	2,500
Debt, Lease & Financial	96,631	50,150	50,150	-
Transfer to External Clients	196,709	209,000	243,200	34,200
Interfunctional Adjustments	719,151	722,430	750,102	27,672
<b>Total Expenses</b>	<b>10,720,878</b>	<b>10,016,036</b>	<b>9,943,400</b>	<b>(72,636)</b>
<b>Net Expenditures</b>	<b>6,427,956</b>	<b>5,955,012</b>	<b>6,126,499</b>	<b>171,487</b>
Reallocate Special Projects	(784,479)	(822,000)	-	822,000
<b>Tax Support Required</b>	<b>5,643,477</b>	<b>5,133,012</b>	<b>6,126,499</b>	<b>993,487</b>

## Budget Summary – Cemetery Administration

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(16,841)	(5,000)	(18,000)	(13,000)
User Charges, Licenses & Fines	(99,605)	(96,425)	(101,125)	(4,700)
<b>Total Revenue</b>	<b>(116,446)</b>	<b>(101,425)</b>	<b>(119,125)</b>	<b>(17,700)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	116,131	151,510	224,050	72,540
Materials, Supplies & Services	14,597	18,457	18,457	-
Contracted Services	95,031	94,925	96,125	1,200
Debt, Lease & Financial	20	-	-	-
Interfunctional Adjustments	(12,187)	(28,000)	(14,000)	14,000
<b>Total Expenses</b>	<b>213,592</b>	<b>236,892</b>	<b>324,632</b>	<b>87,740</b>
<b>Tax Support Required</b>	<b>97,146</b>	<b>135,467</b>	<b>205,507</b>	<b>70,040</b>

Division Organizational Chart



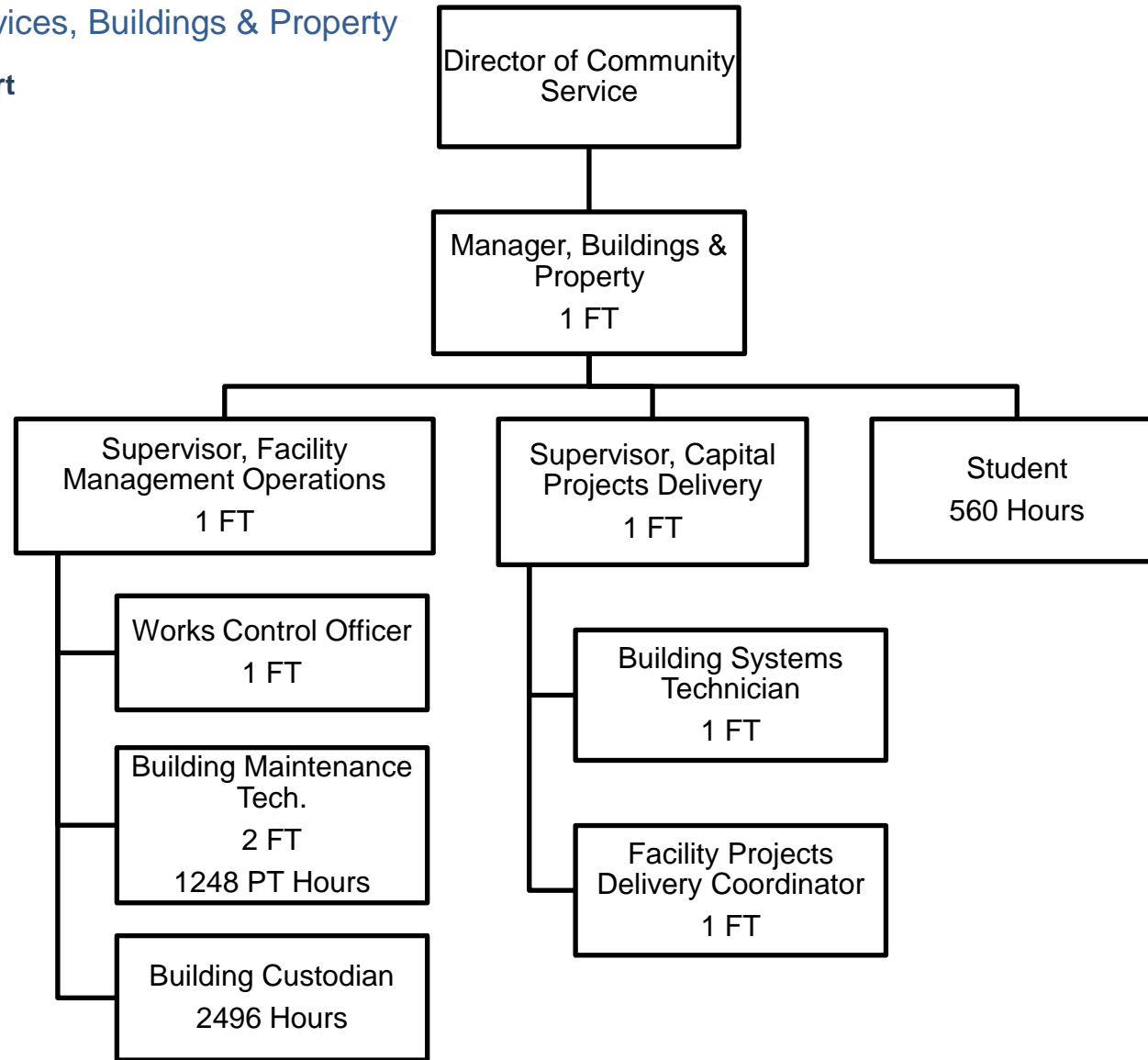


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
User Charges, Licenses & Fines	(50,620)	(36,000)	(11,000)	25,000
<b>Total Revenue</b>	<b>(50,620)</b>	<b>(36,000)</b>	<b>(11,000)</b>	<b>25,000</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	856,928	817,181	817,012	(169)
Materials, Supplies & Services	12,324	18,300	16,800	(1,500)
Contracted Services	1,324	3,000	3,000	-
Rents & Insurance Expenses	14,406	22,000	17,500	(4,500)
Interfunctional Adjustments	(61,864)	(62,483)	(36,212)	26,271
<b>Total Expenses</b>	<b>823,118</b>	<b>797,998</b>	<b>818,100</b>	<b>20,102</b>
<b>Tax Support Required</b>	<b>772,498</b>	<b>761,998</b>	<b>807,100</b>	<b>45,102</b>

Division - Community Services, Buildings & Property

Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
User Charges, Licenses & Fines	(73,406)	(250,488)	(199,866)	50,622
<b>Total Revenue</b>	<b>(73,406)</b>	<b>(250,488)</b>	<b>(199,866)</b>	<b>50,622</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	473,821	707,888	744,536	36,648
Materials, Supplies & Services	546,345	729,881	785,712	55,831
Contracted Services	810,748	892,397	897,954	5,557
Rents & Insurance Expenses	2,777	478,400	569,593	91,193
Debt, Lease & Financial	100	-	-	-
Interfunctional Adjustments	84,814	(11,252)	33,279	44,531
<b>Total Expenses</b>	<b>1,918,605</b>	<b>2,797,314</b>	<b>3,031,074</b>	<b>233,760</b>
<b>Net Expenditures</b>	<b>1,845,199</b>	<b>2,546,826</b>	<b>2,831,208</b>	<b>284,382</b>
Reallocate Computer Software	(44,710)	(44,710)	-	44,710
<b>Tax Support Required</b>	<b>1,800,489</b>	<b>2,502,116</b>	<b>2,831,208</b>	<b>329,092</b>

## 7. Kawartha Lakes Public Library

### Department Overview

The Kawartha Lakes Public Library supplies library services to all residents throughout the City. Library services are supplied through 14 branches and our website. Our branches are open to the public approximately 16,900 hours a year and offer a wide range of programs and services. In 2018 the library branches circulated over 458,000 items to over 235,000 visitors. Many of these visitors attended almost 2,400 programs and events.

### Budget to Priorities

- Implementation of new Strategic Plan
- Deployment of outcome assessment surveys to evaluate library programs and services
- Continuous ongoing assessment of all electronic resources to ensure best value

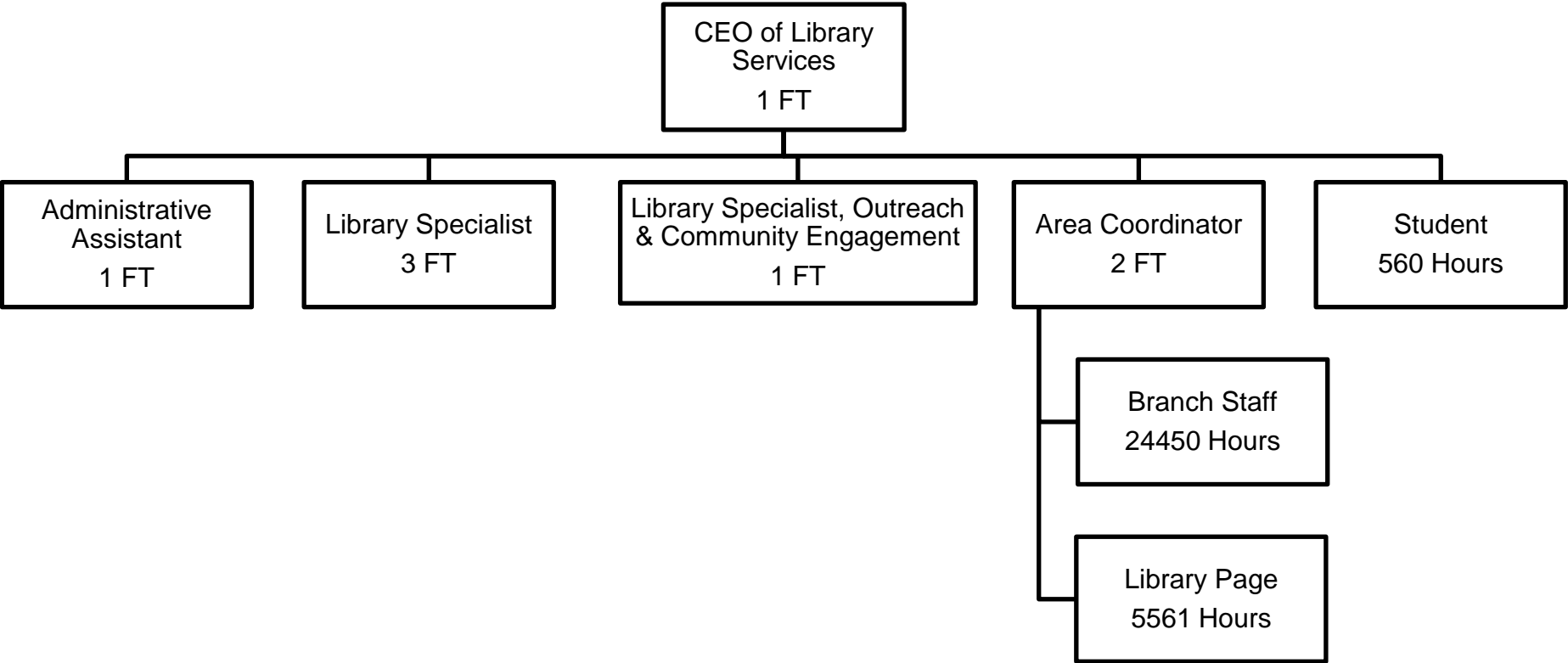
### Personnel Breakdown

<b>Library</b>			
<b>Division</b>	<b>2019</b>	<b>2020</b>	<b>Change</b>
Library	24.78	24.78	-
<b>Total</b>	<b>24.78</b>	<b>25.78</b>	<b>-</b>

<b>Type</b>	<b>2019</b>	<b>2020</b>
Full-time	8.00	9.00
Part-time	16.48	16.48
Seasonal	-	-
Students	0.30	0.30
<b>Total</b>	<b>24.78</b>	<b>25.78</b>
Non Union Positions	1.00	2.00
Unionized Positions	23.78	23.78
<b>Total</b>	<b>24.78</b>	<b>25.78</b>

Department Organizational Chart

Library



## Department Budget Summary

### Overview

The Kawartha Lakes Public Library 2020 budget mirrors the 2019 budget.

### Budget Detail

Summary Budget	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Provincial Grants	(214,877)	(183,833)	(183,833)	-
<b>Other Revenues</b>				
Restricted Amounts Earned	(63,000)	(63,000)	(63,000)	-
Donations & Other Revenue	(36,404)	(21,400)	(21,400)	-
<b>User Charges, Licenses &amp; Fines</b>				
Service Fees	40	(200)	(200)	-
Facilities Rental & Leases	(2,535)	-	-	-
Fines	(20,630)	(18,000)	(18,000)	-
<b>Total Revenue</b>	<b>(337,406)</b>	<b>(286,433)</b>	<b>(286,433)</b>	<b>-</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	1,091,739	1,202,612	1,223,024	20,412
Employer Paid Benefits	186,662	240,301	227,005	(13,296)
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	25,001	33,100	37,400	4,300
Telephone & Office Services	22,564	24,300	25,200	900
Postage, Printing, Office Supplies	36,154	40,500	47,000	6,500
Operating Materials & Supplies	367,545	364,600	364,900	300
Advertising	30,870	12,500	13,000	500
Utilities & Fuels	3,931	4,500	4,500	-
Office Furniture and Equipment	23,683	15,000	15,000	-

<b>Summary Budget</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Change from 2019 Budget</b>
<b>Contracted Services</b>				
Professional Fees	5,693	40,000	15,000	(25,000)
Technology Contracted Services	44,557	45,000	43,500	(1,500)
General Contracted Services	109,600	114,300	118,300	4,000
Equipment Maintenance	-	-	1,800	1,800
Building Maintenance	2,054	2,700	600	(2,100)
Grounds Maintenance Contracted Services	2,050	2,000	2,000	-
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	47,661	50,000	52,100	2,100
Equipment Rental	-	1,500	500	(1,000)
<b>Interfunctional Adjustments</b>				
Interdepartmental Charges	-	-	991	991
Transfers to Reserves	190,771	-	-	-
<b>Total Expenses</b>	<b>2,190,535</b>	<b>2,192,913</b>	<b>2,191,820</b>	<b>(1,093)</b>
<b>Tax Support Required</b>	<b>1,853,129</b>	<b>1,906,480</b>	<b>1,905,387</b>	<b>(1,093)</b>

## 8. Corporate Services

### Department Overview

The Corporate Services Department is responsible to lead, monitor and manage all corporate functions within the City placing emphasis on responsible financial and human resource management, effective corporate communications and strategic information technology practices and initiatives. The Department is comprised of the following divisions:

- **Treasury** - Responsible for investment and debt management, financial accounting, inventory, cost accounting, accounts payable, purchasing, audit and financial statement compilation, and presentation
- **Human Resources** - Responsible for recruitment, training, employee benefits, labour relations, compensation management, payroll, and health and safety
- **Information Technology** - Responsible to maintain electronic systems and infrastructure, applications maintenance and support and client support services
- **Revenue and Taxation** - Responsible for assessment base management, property taxation, utility billing, and accounts receivable
- **Communications, Advertising and Marketing** – Responsible for corporate communications and media relations, advertising and marketing

### Budget to Priorities

- Execution of the People Strategy
- Execution of the Communications, Marketing and Advertising Strategy
- Ongoing refinement and execution of Long Term Financial Plan
- Fiscal Resource Management through effective and strategic debt and cash management practices
- Continued implementation of electronic records management system



Personnel Breakdown

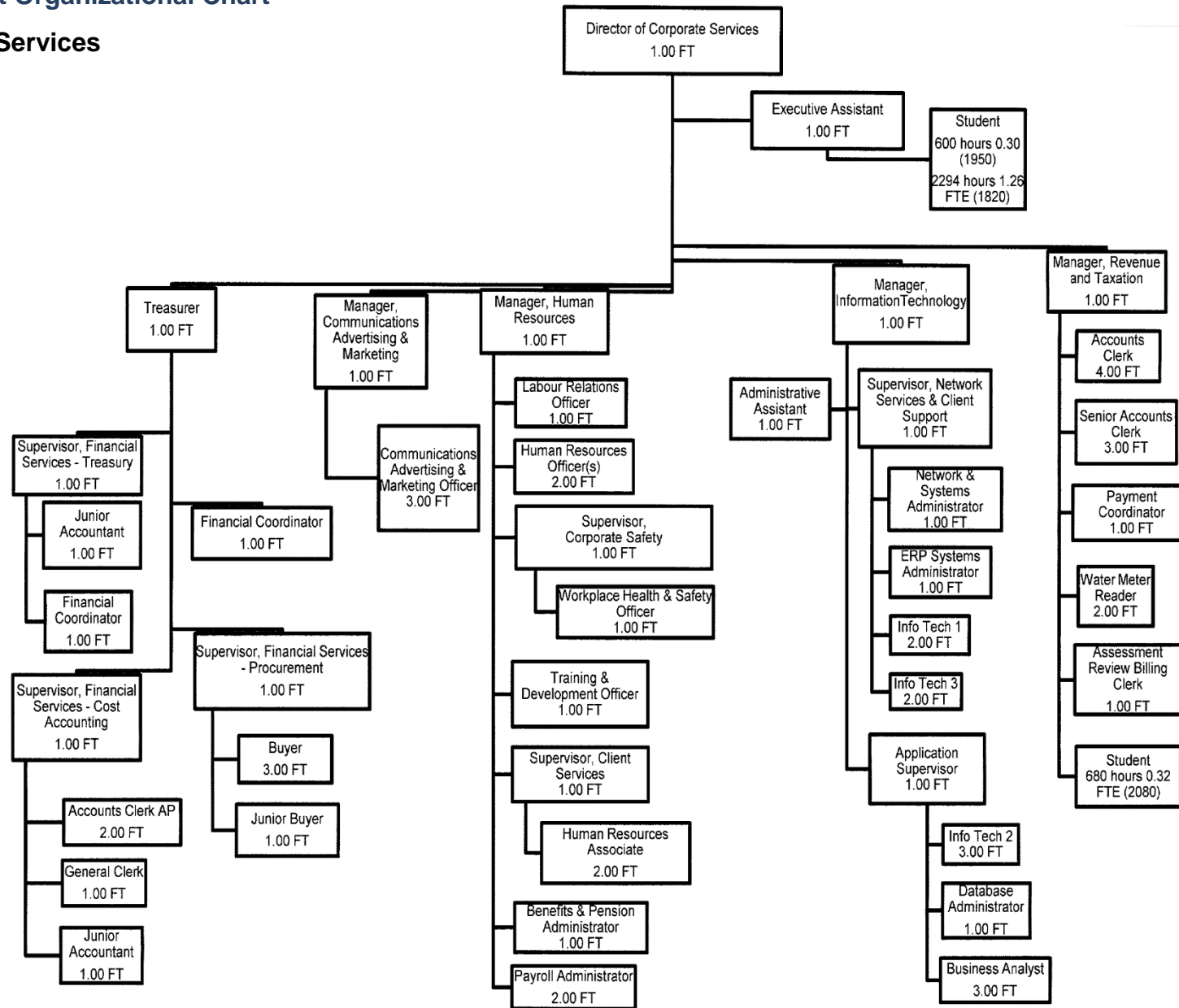
Corporate Services

Division	2019	2020	Change
Administration	2.56	2.56	-
Human Resources	13.00	14.00	1.00
Treasury	15.00	15.00	-
Revenue and Taxation	13.32	13.32	-
Information Technology	17.00	17.00	-
Communications, Advertising and Marketing	3.00	3.00	-
Total	63.88	64.88	1.00

Type	2019	2020
Full-time	62.00	63.00
Part-time	-	-
Seasonal	-	-
Students	1.88	1.88
Total	63.88	64.88
Non Union Positions	22.00	23.00
Unionized Positions	41.88	41.88
Total	63.88	64.88

## Department Organizational Chart

### Corporate Services



## Department Budget Summary

### Overview

The proposed budget for Corporate Services is increasing \$166,923 over the 2019 budget. The key drivers for the increase are as follows:

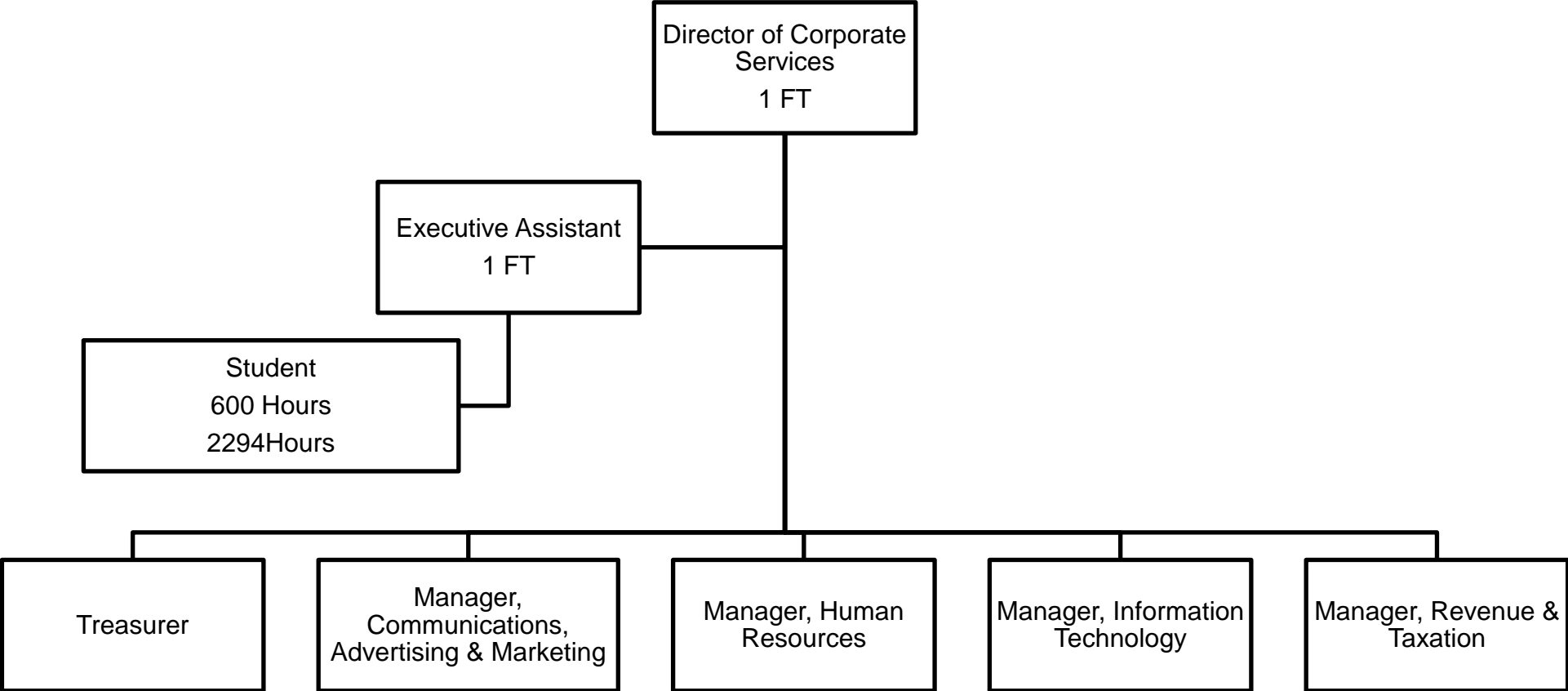
- A new Payroll Supervisor position was added in Human Resources (\$104,000). This is partially offset by a cost avoidance in overtime, and will mitigate risk to the organization.
- The increase in Communications, Marketing and Advertising budget is to support two initiatives benefiting the entire organization: Jump In (\$13,000); and a digital asset management system (\$10,000)
- The budget for Information Technology consolidated all the of the software maintenance costs that were previously allocated in the various department budgets. Software maintenance costs increased for 2020 but were partially offset by other decreases in the IT budget.

### Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
<b>Other Revenues</b>				
Donations & Other Revenue	(20)	-	-	-
<b>User Charges, Licenses &amp; Fines</b>				
Finance Services	(434,318)	(446,000)	(447,200)	(1,200)
Water User Fees	(196,988)	(190,000)	(190,000)	-
Fines	(43,003)	(21,000)	(21,000)	-
Other Recoveries	(1,394)	(600)	(600)	-
<b>Total Revenue</b>	<b>(675,723)</b>	<b>(657,600)</b>	<b>(658,800)</b>	<b>(1,200)</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	4,252,677	4,385,643	4,456,186	70,543
Employer Paid Benefits	2,282,124	2,692,567	2,736,691	44,124
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	153,010	174,900	176,500	1,600
Corporate Training	130,778	137,000	137,000	-
Telephone & Office Services	39,094	43,300	43,700	400

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Postage, Printing, Office Supplies	250,512	380,385	356,385	(24,000)
Operating Materials & Supplies	59,103	88,700	102,000	13,300
Advertising	86,249	110,000	123,000	13,000
Material & Equipment Charges	147,037	218,150	160,000	(58,150)
Office Furniture and Equipment	9,512	1,000	12,000	11,000
<b>Contracted Services</b>				-
Professional Fees	375,232	519,150	482,240	(36,910)
Technology Contracted Services	1,397,102	1,726,885	2,108,228	381,343
General Contracted Services	7,078	60,000	20,500	(39,500)
Equipment Maintenance	-	600	600	-
<b>Rents &amp; Insurance Expenses</b>				-
Land And Building Rental	-	1,500	1,500	-
Equipment Rental	-	12,500	10,000	(2,500)
<b>Debt, Lease &amp; Financial</b>				-
Financial Charges	(16,202)	33,700	35,500	1,800
<b>Interfunctional Adjustments</b>				-
Interdepartmental Charges	(1,722,026)	(1,957,768)	(2,129,550)	(171,782)
Transfers to Reserves	27,595	10,000	10,000	-
<b>Total Expenses</b>	<b>7,478,875</b>	<b>8,638,212</b>	<b>8,842,480</b>	<b>204,268</b>
<b>Total Expenditures</b>	<b>6,803,152</b>	<b>7,980,612</b>	<b>8,183,680</b>	<b>203,068</b>
Reallocate Computer Software	215,245	215,245	-	(215,245)
Reallocate to Special Projects	(242,391)	(179,100)	-	179,100
<b>Tax Support Required</b>	<b>6,776,006</b>	<b>8,016,757</b>	<b>8,183,680</b>	<b>166,923</b>

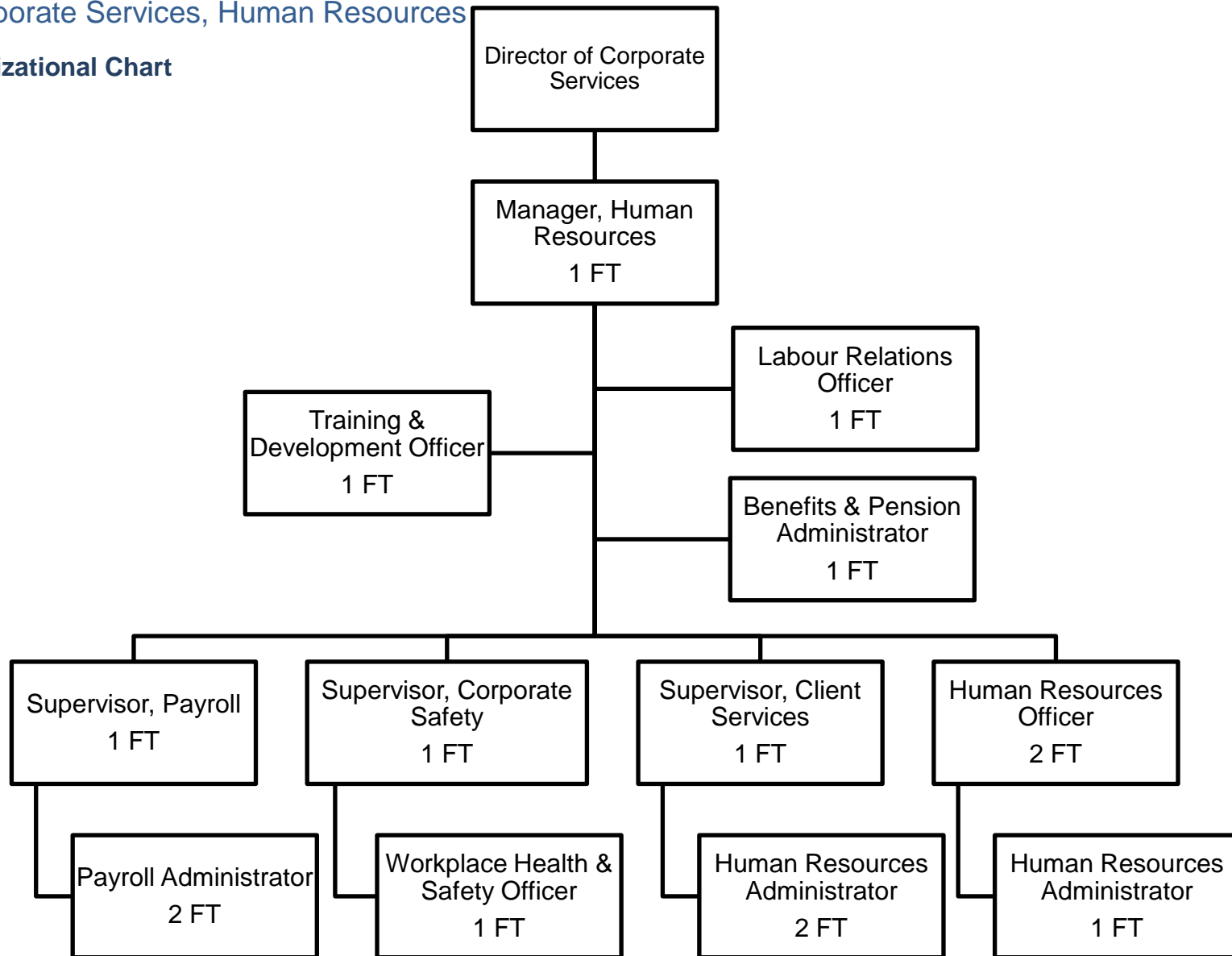
Division Organizational Chart



Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Expenses</b>				
Salaries, Wages and Benefits	314,107	333,636	350,333	16,697
Materials, Supplies & Services	26,424	55,500	45,500	(10,000)
<b>Total Expenses</b>	<b>340,531</b>	<b>389,136</b>	<b>395,833</b>	<b>6,697</b>
<b>Tax Support Required</b>	<b>340,531</b>	<b>389,136</b>	<b>395,833</b>	<b>6,697</b>

Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(3)	-	-	-
<b>Total Revenue</b>	<b>(3)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	2,471,107	2,708,130	2,834,525	126,395
Materials, Supplies & Services	292,611	297,200	308,200	11,000
Contracted Services	179,058	305,600	280,600	(25,000)
Rents & Insurance Expenses	-	11,500	11,500	-
Debt, Lease & Financial	1,196	-	-	-
Interfunctional Adjustments	(730,147)	(686,727)	(708,142)	(21,415)
<b>Total Expenses</b>	<b>2,213,825</b>	<b>2,635,703</b>	<b>2,726,683</b>	<b>90,980</b>
<b>Tax Support Required</b>	<b>2,213,822</b>	<b>2,635,703</b>	<b>2,726,683</b>	<b>90,980</b>



Division - Corporate Services, Communications, Advertising & Marketing

Organizational Chart



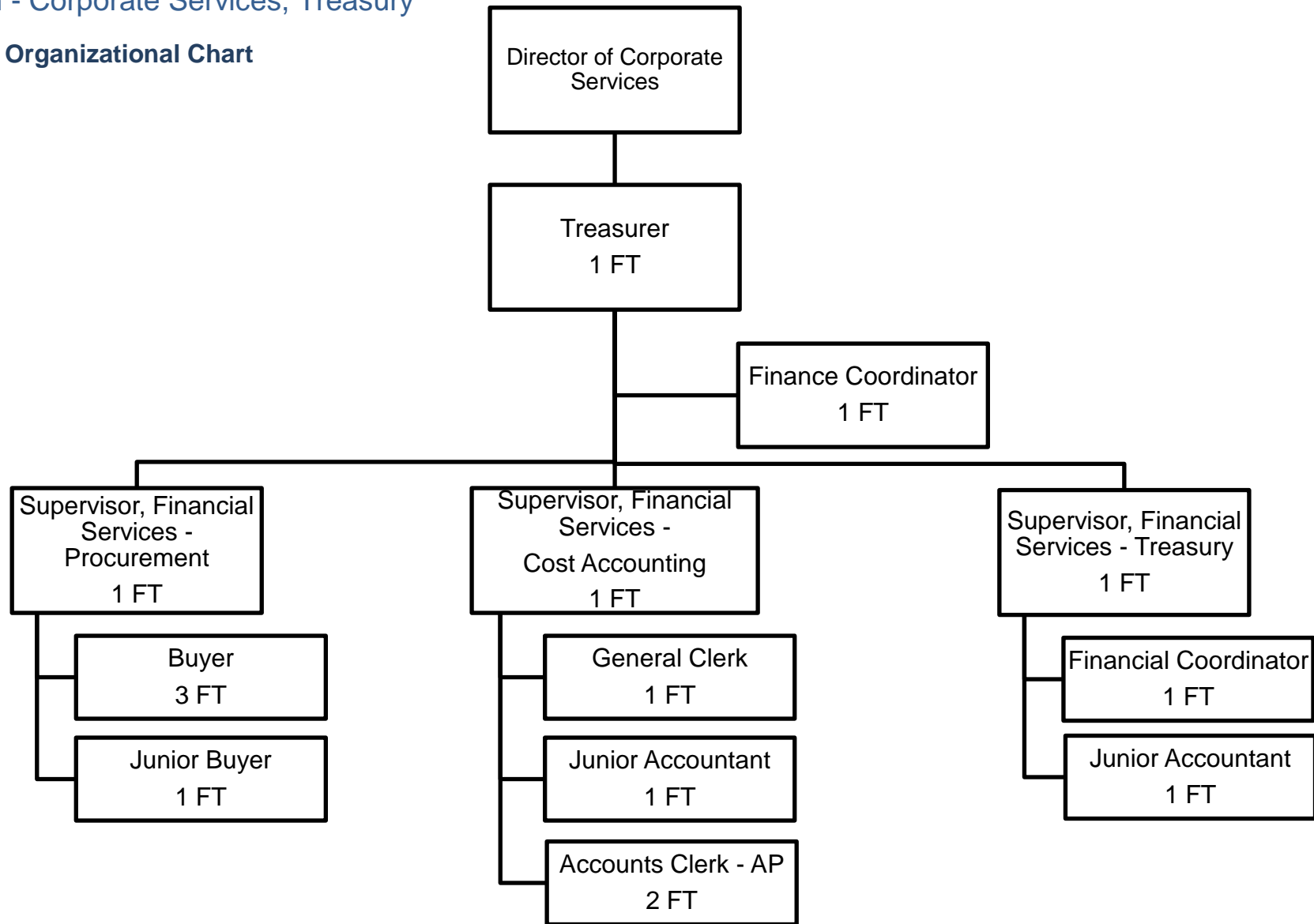
2020 Proposed Budget & Business Plan	73	Corporate Services Division - Corporate Services, Communications, Advertising & Marketing
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Division Budget Summary

Summary Budget	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Expenses				
Salaries, Wages and Benefits	241,950	267,956	283,518	15,562
Materials, Supplies & Services	109,918	142,500	165,500	23,000
Contracted Services	10,437	16,500	16,500	-
Total Expenses	362,305	426,956	465,518	38,562
Tax Support Required	362,305	426,956	465,518	38,562

Division - Corporate Services, Treasury

Division Organizational Chart

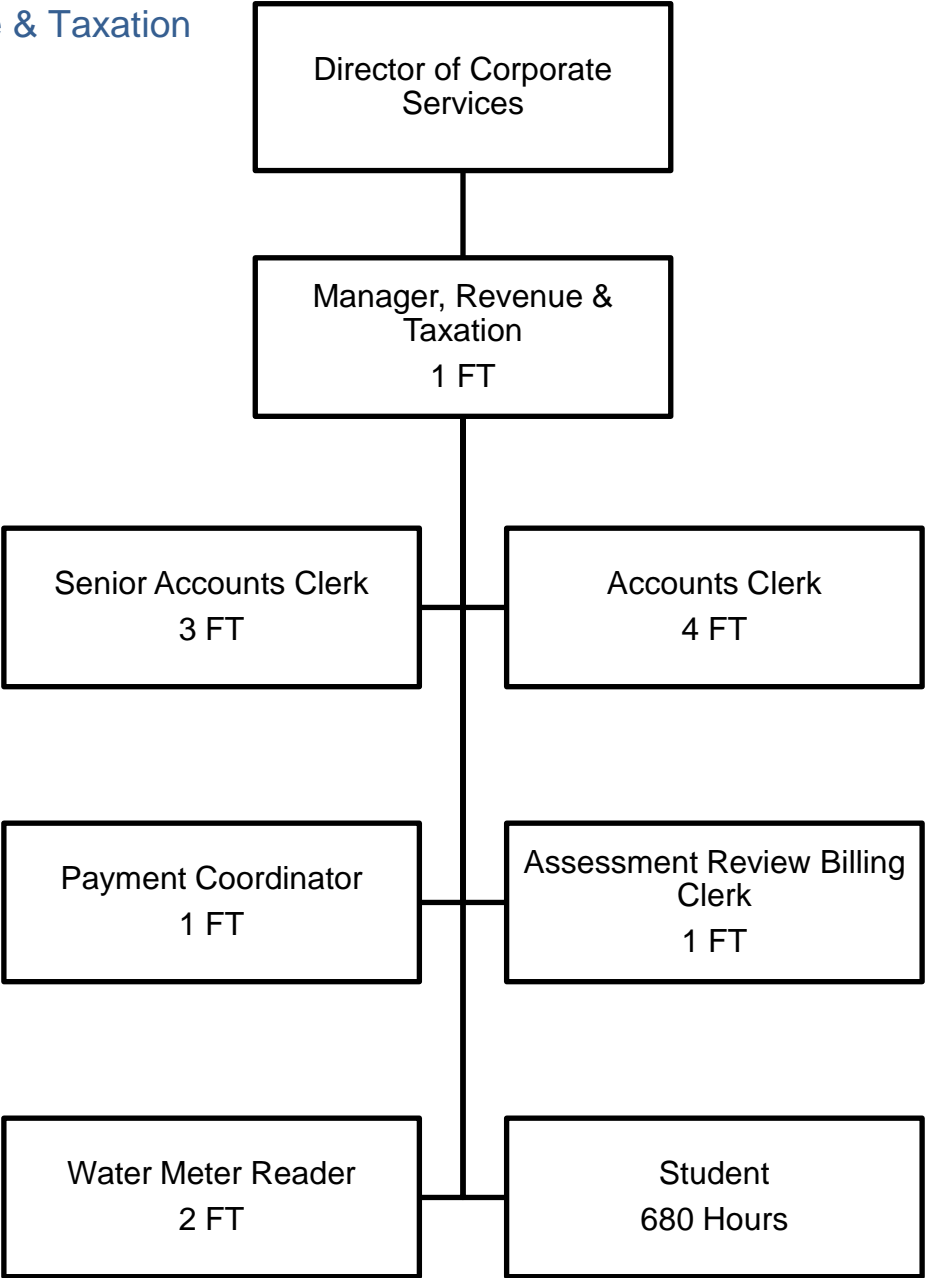


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>	-	-	-	-
Other Revenues	(2,020)	-	-	-
<b>Total Revenue</b>	<b>(2,020)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,211,900	1,273,736	1,299,171	25,435
Materials, Supplies & Services	23,628	21,800	22,500	700
Contracted Services	78,749	92,000	90,000	(2,000)
Debt, Lease & Financial	-	100	100	-
Interfunctional Adjustments	(144,759)	(149,348)	(152,053)	(2,705)
<b>Total Expenses</b>	<b>1,169,518</b>	<b>1,238,288</b>	<b>1,259,718</b>	<b>21,430</b>
<b>Tax Support Required</b>	<b>1,167,498</b>	<b>1,238,288</b>	<b>1,259,718</b>	<b>21,430</b>

Division - Corporate Services, Revenue & Taxation

Division Organizational Chart

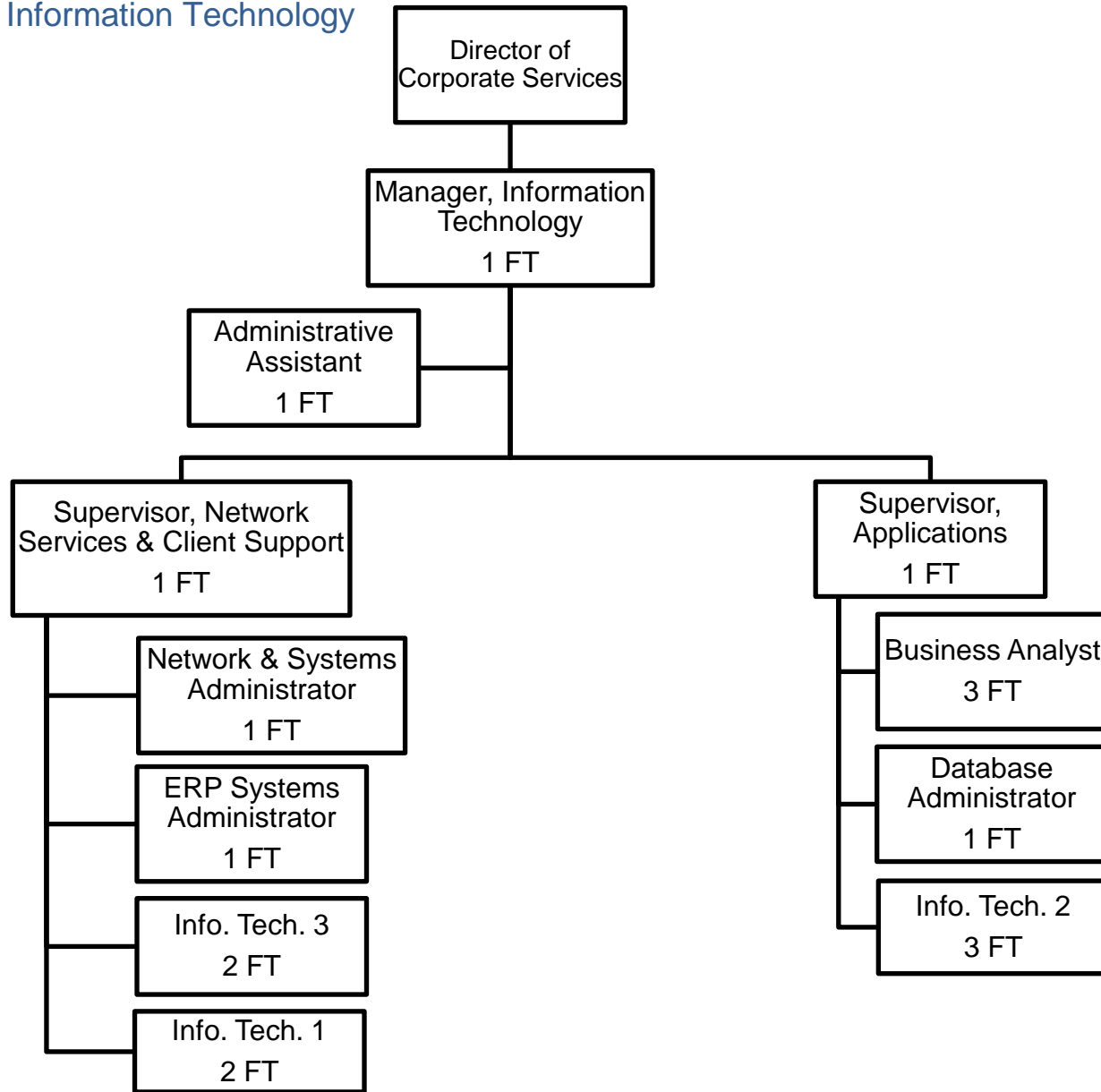


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>	-	-	-	-
User Charges, Licenses & Fines	(672,511)	(657,000)	(658,200)	(1,200)
<b>Total Revenue</b>	<b>(672,511)</b>	<b>(657,000)</b>	<b>(658,200)</b>	<b>(1,200)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	869,888	988,153	937,724	(50,429)
Materials, Supplies & Services	367,169	518,450	475,900	(42,550)
Contracted Services	60,218	90,000	50,500	(39,500)
Rents & Insurance Expenses	-	2,500	-	(2,500)
Debt, Lease & Financial	(17,397)	33,600	35,400	1,800
Interfunctional Adjustments	(399,545)	(575,395)	(438,187)	137,208
<b>Total Expenses</b>	<b>880,333</b>	<b>1,057,308</b>	<b>1,061,337</b>	<b>4,029</b>
<b>Tax Support Required</b>	<b>207,822</b>	<b>400,308</b>	<b>403,137</b>	<b>2,829</b>

Division - Corporate Services, Information Technology

Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>	-	-	-	-
User Charges, Licenses & Fines	(1,189)	(600)	(600)	-
<b>Total Revenue</b>	<b>(1,189)</b>	<b>(600)</b>	<b>(600)</b>	<b>-</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,425,848	1,506,599	1,487,606	(18,993)
Materials, Supplies & Services	55,546	117,985	92,985	(25,000)
Contracted Services	1,450,949	1,802,535	2,173,968	371,433
Interfunctional Adjustments	(419,980)	(536,298)	(821,168)	(284,870)
<b>Total Expenses</b>	<b>2,512,363</b>	<b>2,890,821</b>	<b>2,933,391</b>	<b>42,570</b>
<b>Net Expenditures</b>	<b>2,511,174</b>	<b>2,890,221</b>	<b>2,932,791</b>	<b>42,570</b>
Less: Computer Software	215,245	215,245	-	(215,245)
Less: Special Projects	(242,391)	(179,100)	-	179,100
<b>Tax Support Required</b>	<b>2,484,028</b>	<b>2,926,366</b>	<b>2,932,791</b>	<b>6,425</b>



# 9. Development Services

## Department Overview

The Development Services Department is responsible to provide leadership, guidance and direction to ensure efficient and effective administration, delivery and operations of programs and services. The Department is comprised of the following divisions:

- **Building Division:** Responsible to ensure regulatory compliance with the Building Code Act and Ontario Building Code for construction and demolition of buildings and private on-site sewage systems, the administration of municipal pool permits, sign permits and accessory dwelling unit registrations and to provide building activity statistical data.
- **Economic Development:** Responsible to enhance prosperity by facilitating the development of a proactive, accessible, economic environment, with well-paying employment opportunities, through a diversified and enduring economy, that builds upon the past, while embracing the potential of the future
- **Mapping & GIS Division:** Responsible for the management of the City’s geospatial data and related enterprise systems.
- **Planning & Development Division:** Responsible to develop and implement policy initiatives and by-laws related to the City’s future growth and community development, work with the development industry in the processing and approval of planning applications, resolve development issues and maintain compliance with Federal and Provincial Legislation, codes and regulations, and provide code, policy and statistical information on planning, building and business activity.

**Budget to Priorities**

- Local Planning Approval Tribunal (LPAT) proceedings for the General Amendment and Secondary Plans
- Update to the City’s Growth Management Strategy to phase in the updated population and employment forecasts to 2041
- Commence work on the Commercial Policy Review that will inform commercial policies as part of the Secondary Plan process
- Continue to implement the Rural Zoning By-law Consolidation Project
- Complete and implement specific strategies to support the economic wellbeing of agriculture and food, culture and tourism clusters
- Continue to stimulate private sector business development through the Million Dollar Makeover, Digital Main Street and the Kawartha Lakes Innovation Cluster Pilot Programs
- Phase 3 – GIS Integration of City’s Enterprise JD Edwards Corporate Resource Planning System
- Phase 2 – GIS Integration of City Works PLL (Permits, Licensing and Lands) with Fire and the Clerk’s Office.
- Release of new GIS websites with publicly accessible maps, map services and GIS data services.

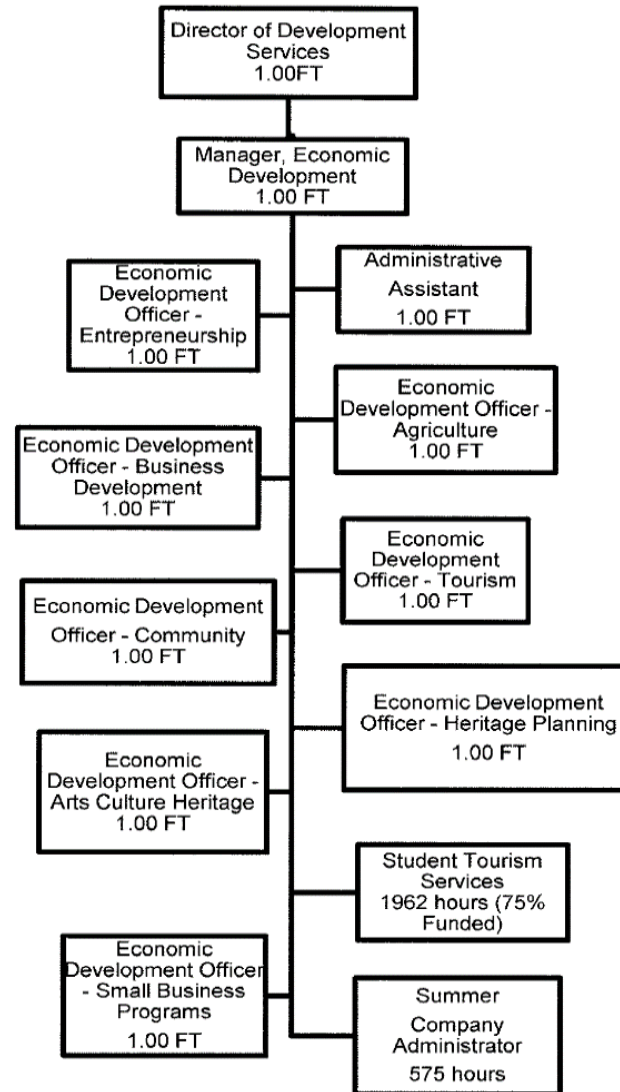
Personnel Breakdown

Development Services			
Division	2019	2020	Change
Administration	4.00	4.00	-
Planning	10.50	10.50	-
Mapping and GIS	3.00	3.00	-
Building	17.35	17.35	-
Municipal Law Enforcement	-	-	-
Economic Development	11.40	11.40	-
Total	46.25	46.25	-

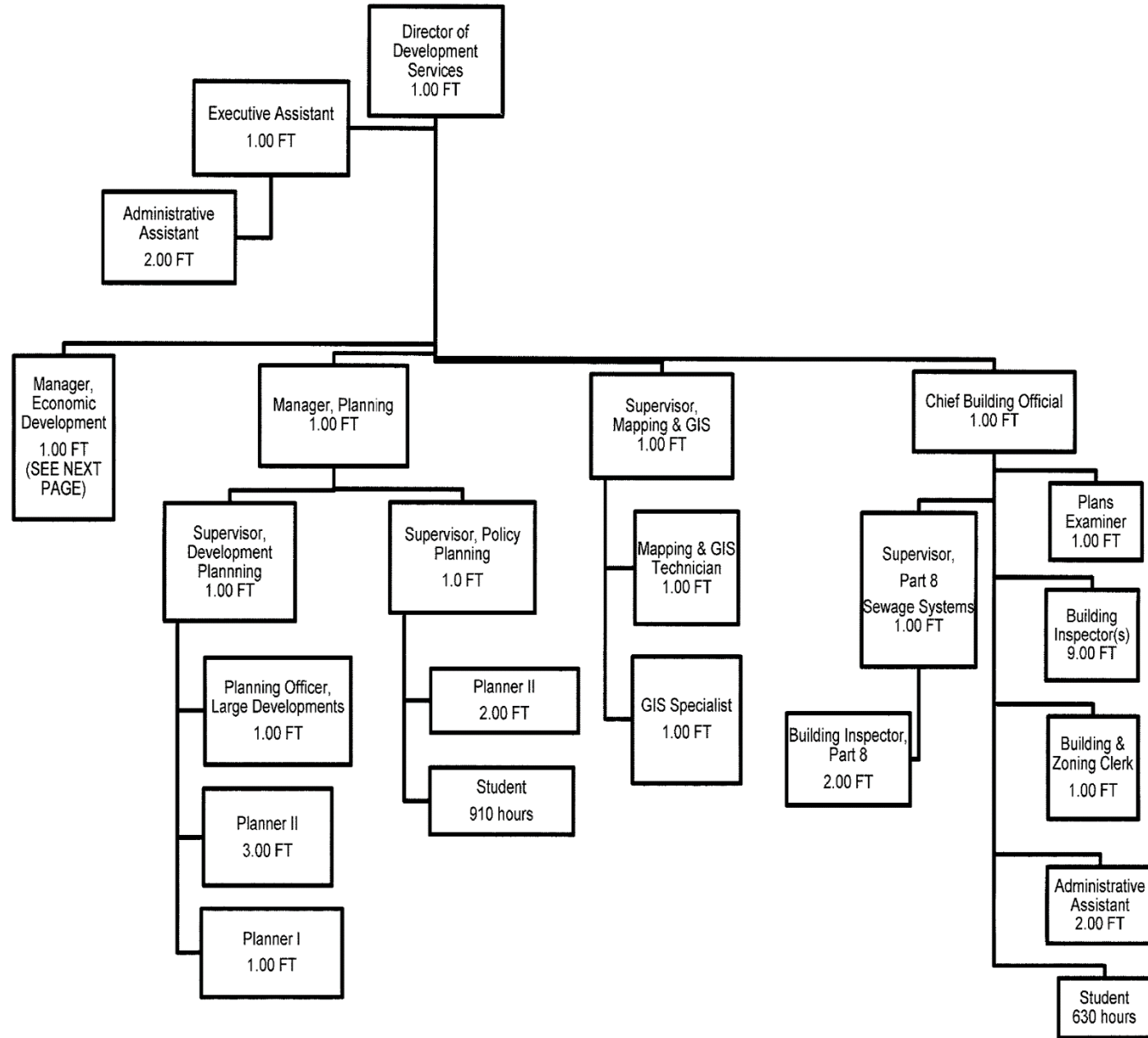
Type	2019	2020
Full-time	44.00	44.00
Part-time	-	-
Seasonal	-	-
Students	1.95	1.95
Project/contract	0.30	0.30
Total	46.25	46.25
Non Union Positions	18.30	18.30
Unionized Positions	27.95	27.95
Total	46.25	46.25

## Department Organizational Chart

### Development Services (1/2)



## Development Services (2/2)



Department Budget Summary

Overview

The proposed 2020 Development Services Department Budget highlights are the following:

- Legal fees in the Planning Division have increased substantially in the last two years to resolve the Official Plan and Secondary Plan Appeals
- Continue to work on the Rural Zoning By-law Consolidation Project
- Development of the Arts & Culture and Heritage programs
- Additional municipal funding in the Kawartha Lakes Small Business and Entrepreneurship program due to reduction in Provincial funding

## Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Federal Grants	(1,500)	(1,000)	(60,000)	(24,000)
Provincial Grants	(255,254)	(91,990)	(290,390)	(198,400)
<b>Other Revenues</b>				
Transfer to (from) Reserves	(184,064)	(417,067)	(214,567)	202,500
Donations & Other Revenue	(8,419)	(182,521)	(4,000)	178,521
<b>User Charges, Licenses &amp; Fines</b>				
Service Fees	(660,447)	(880,880)	(731,400)	149,480
Permits	(1,221,080)	(1,650,000)	(1,650,000)	-
Sales	(4,572)	(3,600)	(2,600)	1,000
Other Recoveries	(92,231)	(14,800)	(22,978)	100
<b>Total Revenue</b>	<b>(2,427,567)</b>	<b>(3,241,858)</b>	<b>(2,975,935)</b>	<b>309,201</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	2,987,969	3,373,238	3,565,869	70,277
Employer Paid Benefits	799,933	900,156	967,272	32,808
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	161,291	172,600	172,530	(70)
Telephone & Office Services	20,671	16,200	18,800	2,600
Postage, Printing, Office Supplies	77,383	115,000	95,300	(19,700)
Operating Materials & Supplies	2,287	15,750	13,500	(2,250)
Advertising	270,079	261,560	258,860	(2,700)
Office Furniture and Equipment	6,298	111,605	25,350	(86,255)
<b>Contracted Services</b>				
Professional Fees	501,719	641,000	346,200	(294,800)
Technology Contracted Services	104,165	96,540	-	(96,540)
Equipment Maintenance	-	2,000	-	(2,000)
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	652	1,000	-	(1,000)
2020 Proposed Budget & Business Plan	87			Development Services Department Overview

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Equipment Rental	-	3,000	-	(3,000)
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	2,259	1,000	2,000	1,000
<b>Transfer to External Clients</b>				
Transfer to External Organizations	-	100,000	153,000	53,000
Transfer to Kawartha Region Conservation Authority	1,518,552	1,486,401	1,483,996	(2,405)
Transfer to Otonabee Region Conservation Authority	8,055	8,323	8,323	-
Transfer to Ganaraska Conservation Authority	2,898	3,108	3,108	-
Transfer to Lake Simcoe Conservation Authority	41,603	41,603	38,453	(3,150)
<b>Interfunctional Adjustments</b>				
Interdepartmental Charges	265,045	351,558	355,203	3,645
Transfer to(from) Reserves	(104,758)	(23,052)	(163,218)	(140,166)
<b>Total Expenses</b>	<b>6,666,101</b>	<b>7,678,590</b>	<b>7,344,546</b>	<b>(490,706)</b>
<b>Net Expenditures</b>	<b>4,238,534</b>	<b>4,436,732</b>	<b>4,368,611</b>	<b>(181,505)</b>
Reallocate Computer Software	(107,740)	(107,740)	-	107,740
Reallocated to Special Projects	(41,064)	(142,500)	-	142,500
<b>Tax Support Required</b>	<b>4,089,730</b>	<b>4,186,492</b>	<b>4,368,611</b>	<b>68,735</b>



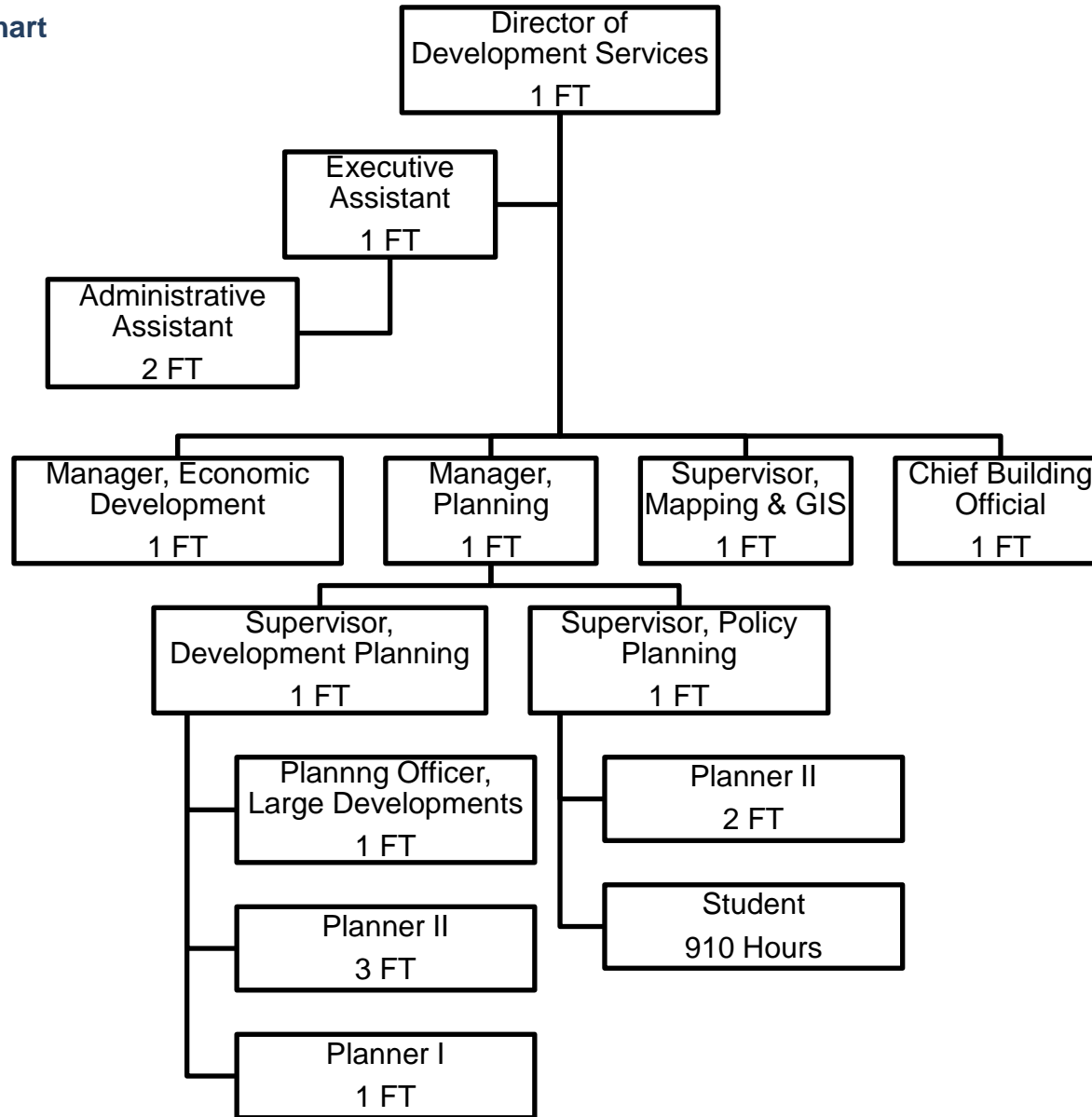
## Conservation Authority

### Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Other Revenue</b>				
Transfer to (from) Reserves	(140,895)	(109,567)	(109,567)	-
<b>Total Revenue</b>	<b>(140,895)</b>	<b>(109,567)</b>	<b>(109,567)</b>	<b>-</b>
<b>Expenses</b>				
Transfer to External Clients				
Transfer to Kawartha Region Conservation Authority	1,481,052	1,486,401	1,483,996	(2,405)
Transfer to Otonabee Region Conservation Authority	8,055	8,323	8,323	-
Transfer to Ganaraska Conservation Authority	2,898	3,108	3,108	-
Transfer to Lake Simcoe Conservation Authority	41,603	41,603	38,453	(3,150)
<b>Total Expenses</b>	<b>1,533,608</b>	<b>1,539,435</b>	<b>1,533,880</b>	<b>(5,555)</b>
<b>Tax Support Required</b>	<b>1,392,713</b>	<b>1,429,868</b>	<b>1,424,313</b>	<b>(5,555)</b>

## Division - Development Services, Administration & Planning

### Division Organizational Chart

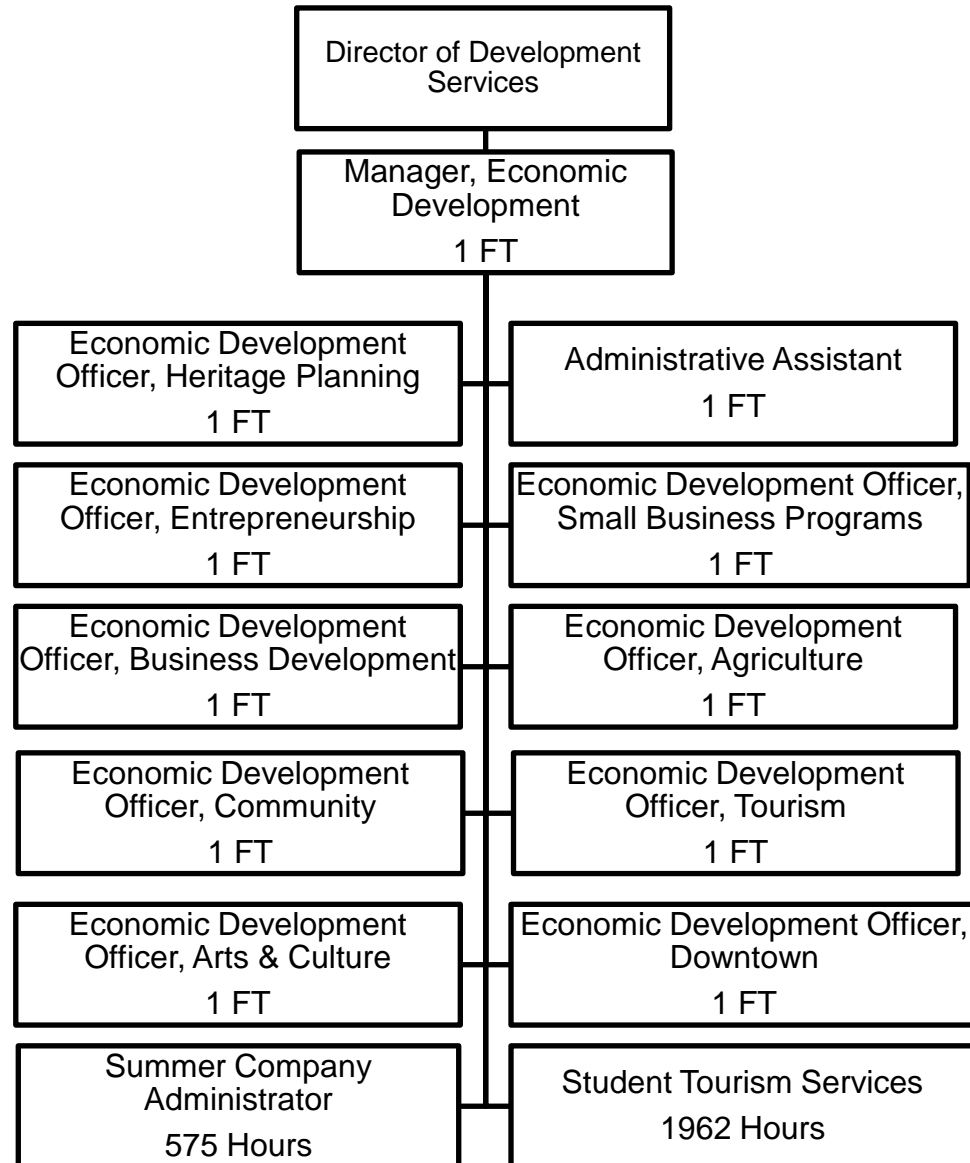


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(37,500)	-	-	-
Other Revenues	(400,795)	(694,800)	(412,800)	282,000
<b>Total Revenue</b>	<b>(438,295)</b>	<b>(694,800)</b>	<b>(412,800)</b>	<b>282,000</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,399,908	1,472,329	1,546,002	73,673
Materials, Supplies & Services	61,814	131,600	107,600	(24,000)
Contracted Services	358,856	467,000	165,000	(302,000)
Rents & Insurance Expenses	-	3,000	-	
Debt, Lease & Financial	1,866	1,000	2,000	1,000
Transfer to External Clients	37,500	-	-	
Interfunctional Adjustments	(6,969)	(7,170)	(5,572)	1,598
<b>Total Expenses</b>	<b>1,852,975</b>	<b>2,067,759</b>	<b>1,815,030</b>	<b>(320,312)</b>
<b>Net Expenditures</b>	<b>1,414,680</b>	<b>1,372,959</b>	<b>1,402,230</b>	<b>(38,312)</b>
Reallocated to Special Projects	(41,064)	(142,500)	-	142,500
<b>Tax Support Required</b>	<b>1,373,616</b>	<b>1,230,459</b>	<b>1,402,230</b>	<b>104,188</b>

## Division Development Services, Economic Development

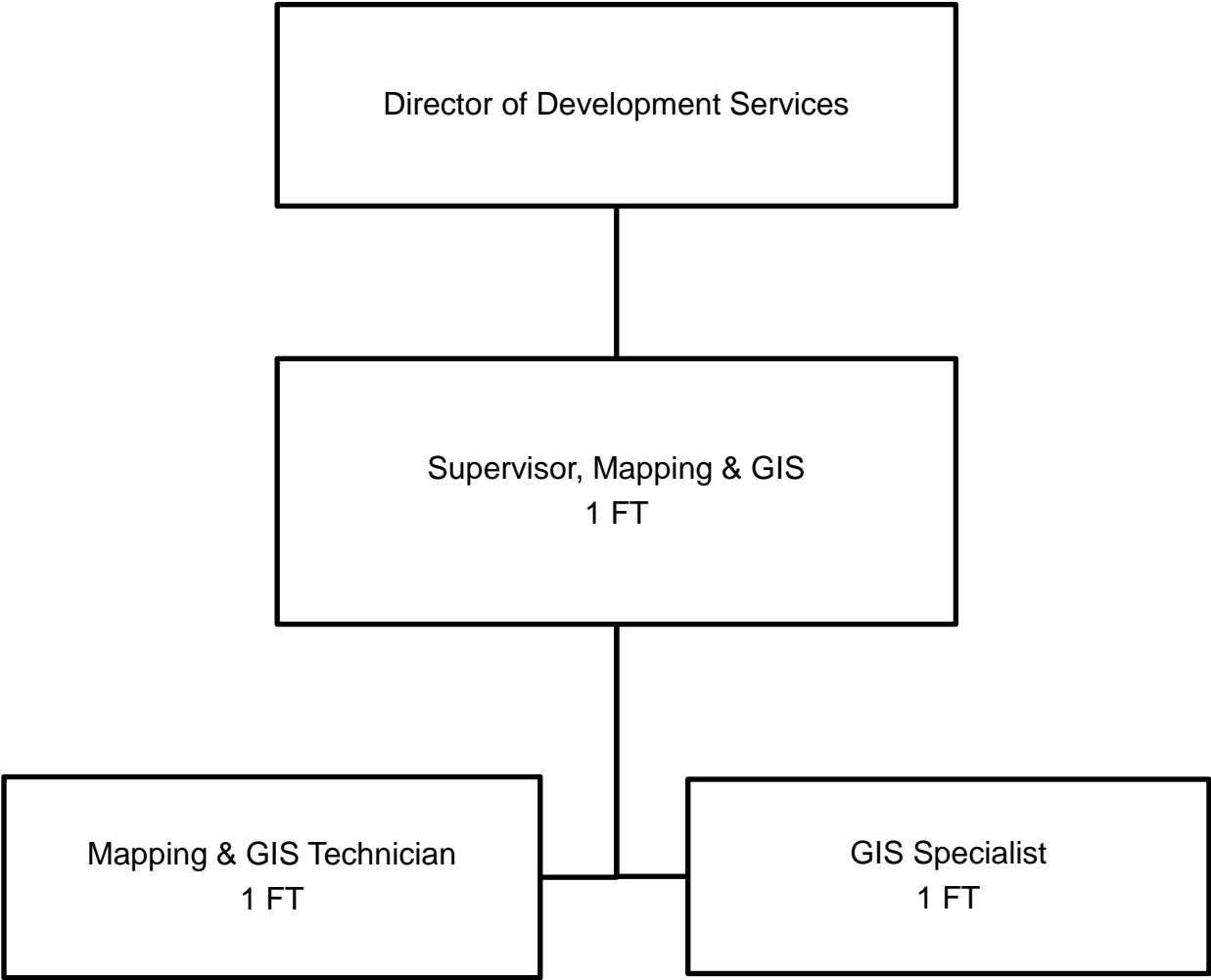
### Division Organizational Chart



## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(219,254)	(92,990)	(350,390)	(257,400)
Other Revenues	(51,588)	(332,521)	(109,000)	223,521
User Charges, Licenses & Fines	(10,684)	(15,600)	(22,778)	(7,178)
<b>Total Revenue</b>	<b>(281,526)</b>	<b>(441,111)</b>	<b>(482,168)</b>	<b>(41,057)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	860,130	1,017,887	996,061	(21,826)
Materials, Supplies & Services	430,884	420,230	422,860	2,630
Contracted Services	132,176	176,000	181,200	5,200
Rents & Insurance Expenses	1,045	1,000	-	(1,000)
Transfer to External Clients	-	100,000	153,000	53,000
<b>Total Expenses</b>	<b>1,424,235</b>	<b>1,715,117</b>	<b>1,753,121</b>	<b>38,004</b>
<b>Net Expenditures</b>	<b>1,142,709</b>	<b>1,274,006</b>	<b>1,270,953</b>	<b>(3,053)</b>
Reallocate Computer Software	(11,200)	(11,200)	-	11,200
<b>Tax Support Required</b>	<b>1,131,509</b>	<b>1,262,806</b>	<b>1,270,953</b>	<b>8,147</b>

Division Organizational Chart

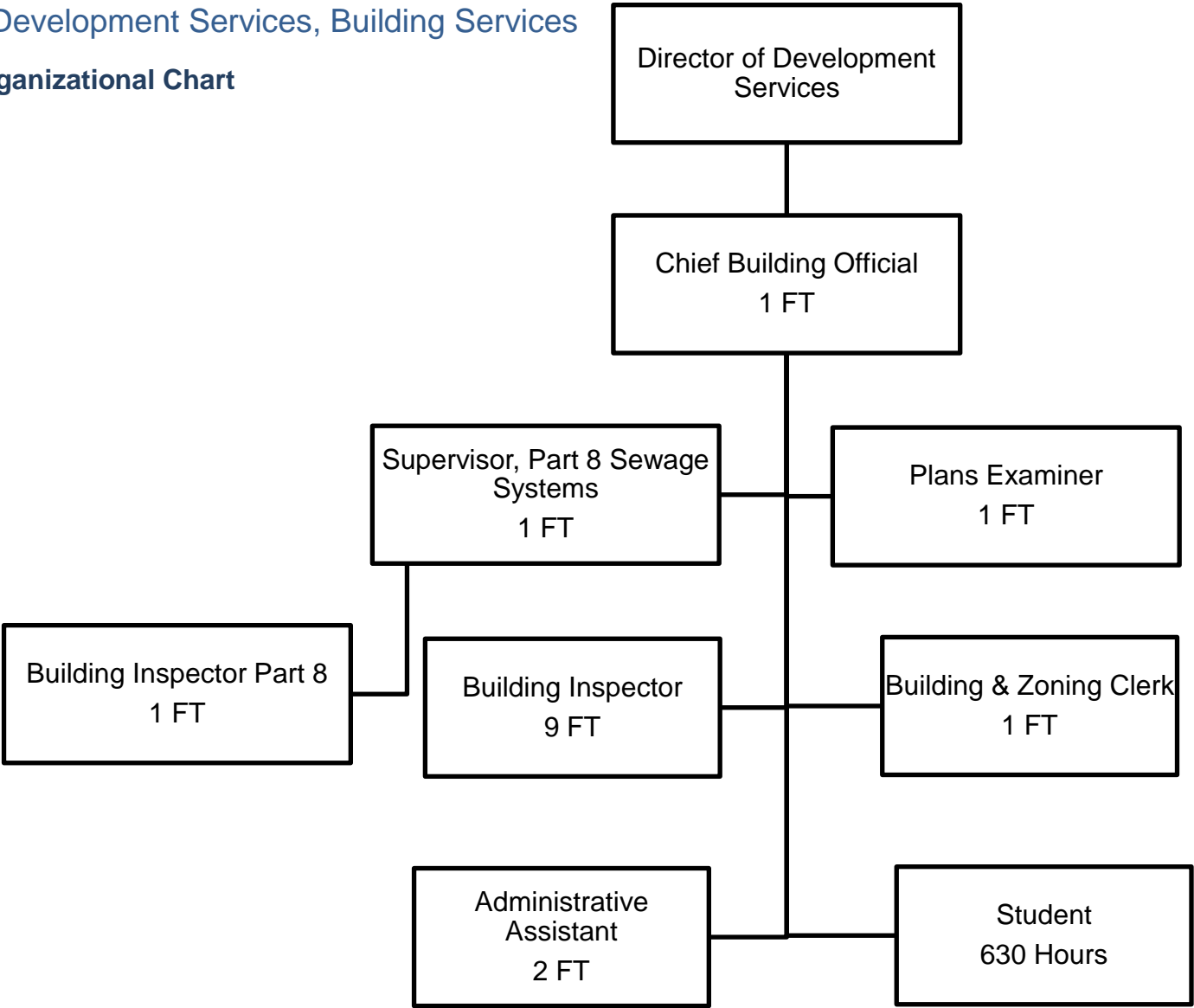


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Expenses</b>				
Salaries, Wages and Benefits	190,128	258,959	266,715	7,756
Materials, Supplies & Services	2,025	8,400	8,400	-
Contracted Services	104,165	96,540	-	(96,540)
<b>Total Expenses</b>	<b>296,318</b>	<b>363,899</b>	<b>275,115</b>	<b>(88,784)</b>
<b>Net Expenditures</b>	<b>296,318</b>	<b>363,899</b>	<b>275,115</b>	<b>(88,784)</b>
Reallocate Computer Software	(96,540)	(96,540)	-	96,540
<b>Tax Support Required</b>	<b>199,778</b>	<b>267,359</b>	<b>275,115</b>	<b>7,756</b>

Division - Development Services, Building Services

Division Organizational Chart





## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
User Charges, Licenses & Fines	(1,566,850)	(1,996,380)	(1,971,400)	24,980
<b>Total Revenue</b>	<b>(1,566,850)</b>	<b>(1,996,380)</b>	<b>(1,971,400)</b>	<b>24,980</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,337,737	1,524,219	1,724,363	200,144
Materials, Supplies & Services	43,286	132,485	45,480	(87,005)
Contracted Services	10,685	-	-	-
Interfunctional Adjustments	167,256	335,676	197,557	(138,119)
<b>Total Expenses</b>	<b>1,558,964</b>	<b>1,992,380</b>	<b>1,967,400</b>	<b>(24,980)</b>
<b>Tax Support Required</b>	<b>(7,886)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>-</b>

# 10. Engineering and Corporate Assets

## Department Overview

- **Corporate Assets Division:** Responsible for development and implementation of the City’s Asset Management Program, Asset Management Plan, Long-Term Financial Plan and Capital Budget; oversight and administration of Development Charge Background Studies and by-laws, Capital Charge Studies and by-laws and Water/Wastewater User Rate and Capacity Studies; capital planning, financial planning and economic modeling supportive of the Asset Management Program and City’s long-term financial sustainability.
- **Development Engineering Group:** Responsible for ensuring responsible development with infrastructure that conforms to City standards but does not negatively impact surrounding properties; provide engineering review and approval of development applications (includes preparation of subdivision agreements, site inspections and management of security), and responsible for preparing, coordinating and supervising the compilation and preparation of development engineering reports related to development proposals and applications (e.g. rezoning, minor variance, subdivisions, consent, site plan control, building permits) including water and wastewater capacities, lot grading, lot drainage and/or storm water management.
- **Infrastructure, Design and Construction Group:** Responsible for managing, coordinating, designing, constructing and administrating of engineering construction services for capital construction projects; oversee all design, construction and major maintenance on public highways, bridges, sewers, water mains and other related infrastructure; provide technical and strategic guidance on infrastructure construction projects and responsible for schedule, quality and cost control of engineering capital construction work programs.
- **Technical Services Group:** Responsible to manage the City’s municipal drain infrastructure, asset management with GIS adaptability, manage and implement capital improvement projects for the rural resurfacing program, traffic light and street light improvements, large culvert replacements and city parking lot improvement programs; preparation of long term capital planning for roads, traffic signals, streetlights, drainage and sidewalks; carry out the traffic count program including warrant studies for traffic control devices and signage.

- **Crossing Guard Program:** The mandate of the program is to ensure elementary school students cross streets safely as they walk to and from school. These men and women provide an excellent community service and are dedicated individuals who work in heat, cold, rain and snow. There are approximately 15 school Crossing Guards at designated locations throughout the City of Kawartha Lakes for the safety of children, not convenience. All Crossing Guards are regulated by the Ministry of Transportation. The Municipal Act mandates that all Crossing Guards must be municipal employees.
- **Kawartha Lakes Municipal Airport:** The City's airport is an important asset that offers significant economic and community benefits. It brings visitors to our community, creates jobs and supports local business by making their customers and suppliers more accessible. The airport is the only facility between Minden and Peterborough available for Ornge medical evacuations and is used frequently for life-saving missions. The airport is owned by the City and is operated by the Loomex Group.

**Budget to Priorities**

- Develop and implement the Asset Management Program and Asset Management Plan
- Prepare the Capital Budget and update the Long-Term Financial Plan, and present these to Council
- Ensure responsible development with infrastructure that conforms to City standards
- Provide engineering review and approval of development applications
- Prepare, coordinate and supervise the compilation and preparation of development engineering reports related to development proposals and applications (e.g. rezoning, minor variance, subdivisions, consent, site plan control, building permits), including water and wastewater capacities, lot grading, lot drainage and/or storm water management
- Oversee all design, construction and major maintenance on public highways, bridges, sewers, water mains and other related infrastructure
- Manages City’s Municipal drain infrastructure

2020 Proposed Budget & Business Plan	100	Engineering and Corporate Assets Department Overview
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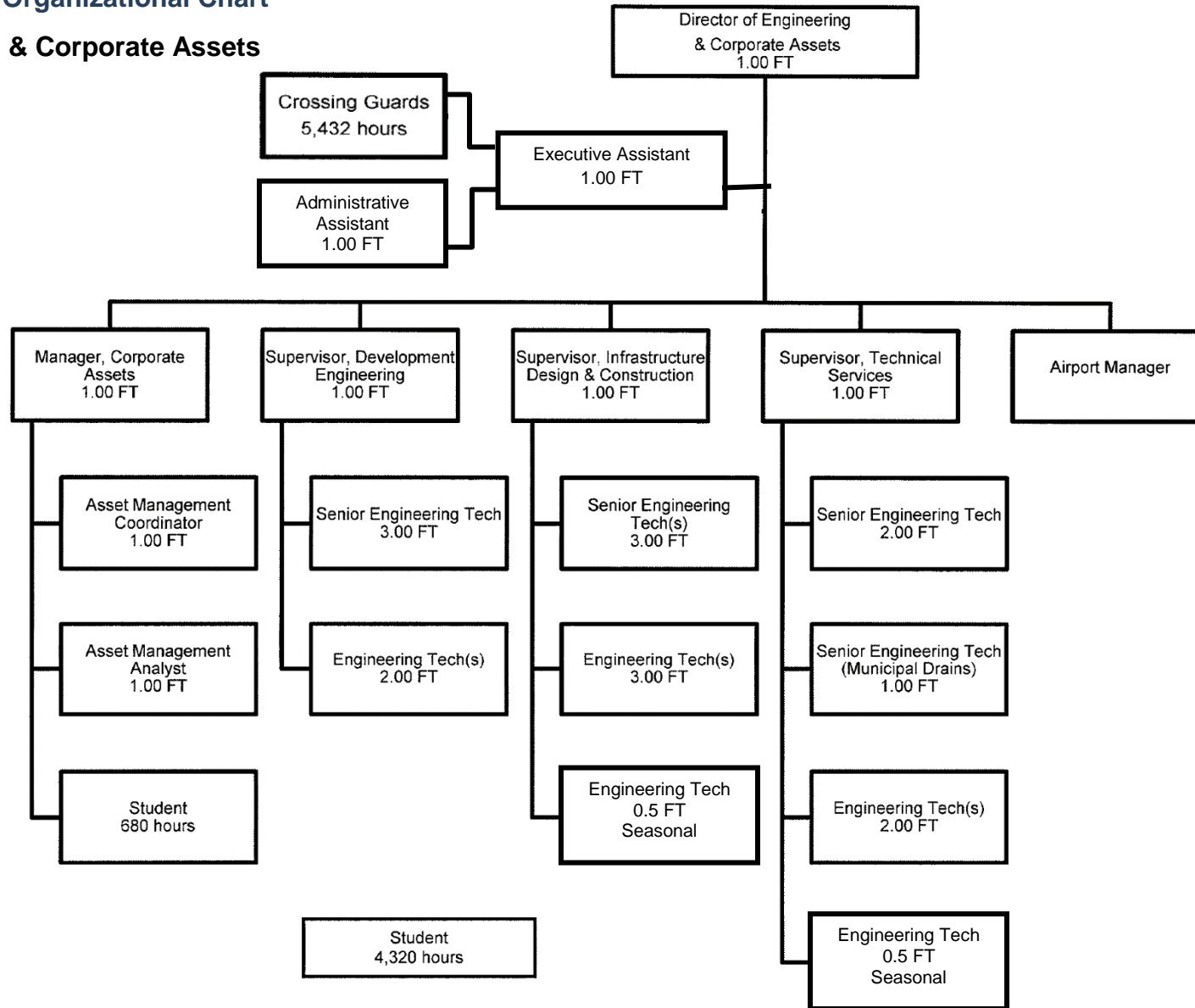
Personnel Breakdown

Engineering and Corporate Assets			
Division	2019	2020	Change
Administration	3.00	5.61	2.61
Corporate Assets	3.37	3.37	-
Engineering	22.10	22.10	-
Total	28.47	31.08	2.61

Type	2019	2020
Full-time	25.00	25.00
Part-time	-	2.61
Seasonal	-	1.00
Students	2.47	2.47
Temporary	1.00	-
Project/contract	-	-
Total	28.47	31.08
Non Union Positions	6.00	8.61
Unionized Positions	22.47	22.47
Total	28.47	31.08

## Department Organizational Chart

### Engineering & Corporate Assets



## Department Budget Summary

### Overview

The proposed 2020 budget Engineering and Corporate Assets expenditures will remain at 2019 levels:

- Removal of all transfers to reserves
- Inclusion of the Crossing Guard Program

### Budget Detail

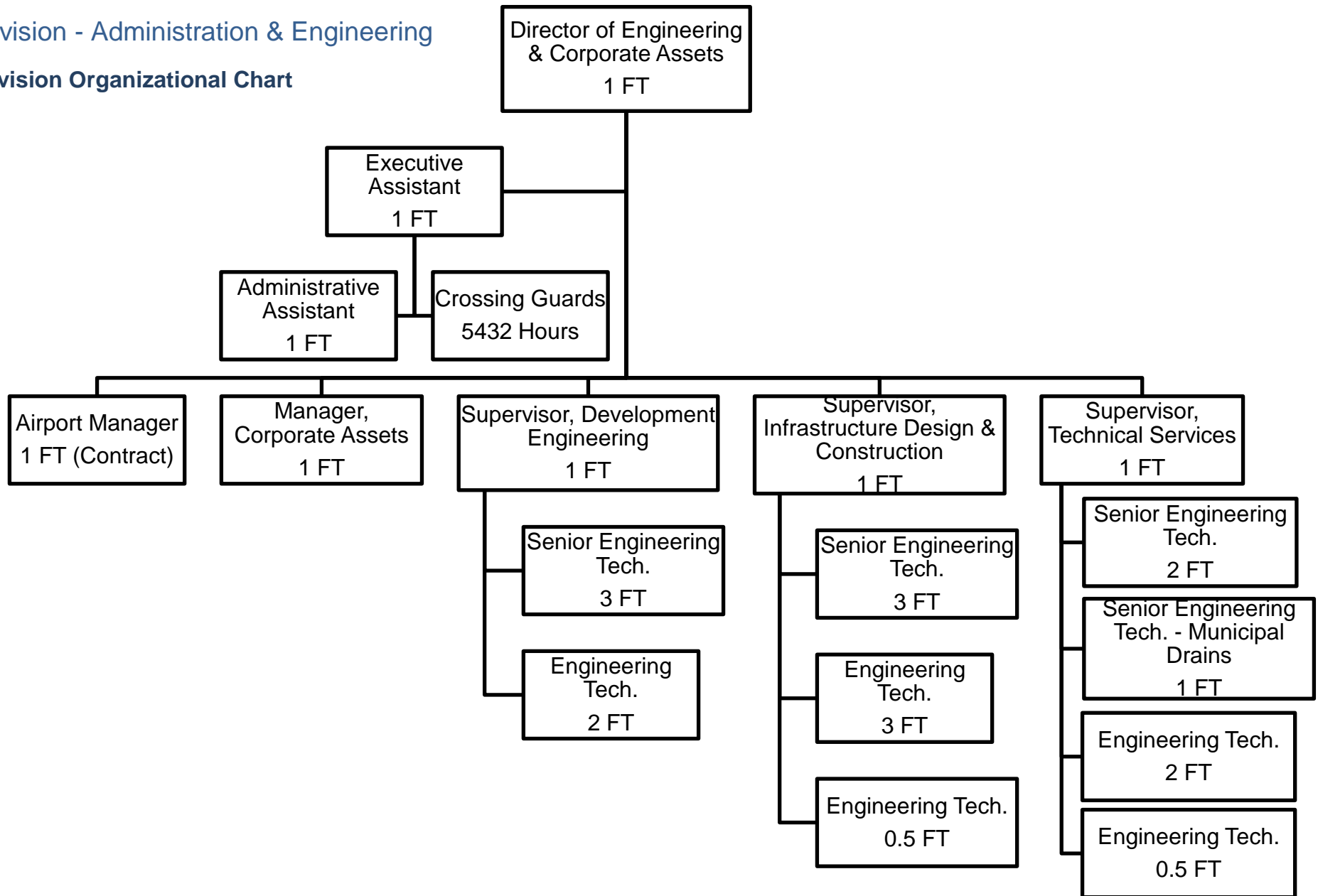
Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Provincial Grants	(39,636)	(50,449)	(45,093)	5,356
<b>Other Revenues</b>				-
Transfer to (from) Reserves	(23,845)	(70,000)	-	70,000
Donations & Other Revenue	(5,600)	(13,200)	(5,000)	8,200
<b>User Charges, Licenses &amp; Fines</b>				
Service Fees	(189,434)	(167,375)	(201,375)	(34,000)
Facilities Rental & Leases	(153,907)	(158,700)	(184,237)	(25,537)
Sales	(240,987)	(233,750)	(277,126)	(43,376)
Other Recoveries	(2,335)	(14,450)	(18,050)	(3,600)
<b>Total Revenue</b>	<b>(655,744)</b>	<b>(707,924)</b>	<b>(730,881)</b>	<b>(22,957)</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	1,378,680	2,367,745	2,357,930	(9,815)
Employer Paid Benefits	365,899	593,768	596,465	2,697
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	43,487	52,200	63,900	11,700
Corporate Training	783	-	-	-
Telephone & Office Services	14,170	11,200	15,200	4,000
2020 Proposed Budget & Business Plan	103	Engineering and Corporate Assets Department Overview		

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Postage, Printing, Office Supplies	24,123	11,700	31,200	19,500
Operating Materials & Supplies	1,864	500	2,500	2,000
Advertising	2,448	3,500	4,000	500
Utilities & Fuels	8,351	10,000	10,000	-
Vehicle & Equipment Fuel	186,419	183,600	244,553	60,953
Material & Equipment Charges	(30,039)	17,000	-	(17,000)
<b>Contracted Services</b>				
Professional Fees	204,287	256,146	240,348	(15,798)
General Contracted Services	-	50,000	-	(50,000)
Building Maintenance	8,974	10,000	15,000	5,000
Grounds Maintenance Contracted Services	2,410	2,500	3,500	1,000
<b>Rents &amp; Insurance Expenses</b>				
Insurance	6,945	7,000	7,000	-
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	11,814	16,500	16,645	145
<b>Interfunctional Adjustments</b>				
Interfunctional Adjustments	(9,973)	(1,201,894)	(1,148,973)	52,921
Municipal Taxes	32,292	30,000	27,500	(2,500)
Transfers to (from) Reserves	196,990	82,000	-	(82,000)
<b>Total Expenses</b>	<b>2,449,924</b>	<b>2,503,465</b>	<b>2,486,768</b>	<b>(16,697)</b>
<b>Net Expenditures</b>	<b>1,794,180</b>	<b>1,795,541</b>	<b>1,755,887</b>	<b>(39,654)</b>
Reallocate To Special Projects	(2,364)	(40,000)	-	40,000
<b>Tax Support Required</b>	<b>1,791,816</b>	<b>1,755,541</b>	<b>1,755,887</b>	<b>346</b>



## Division - Administration & Engineering

### Division Organizational Chart

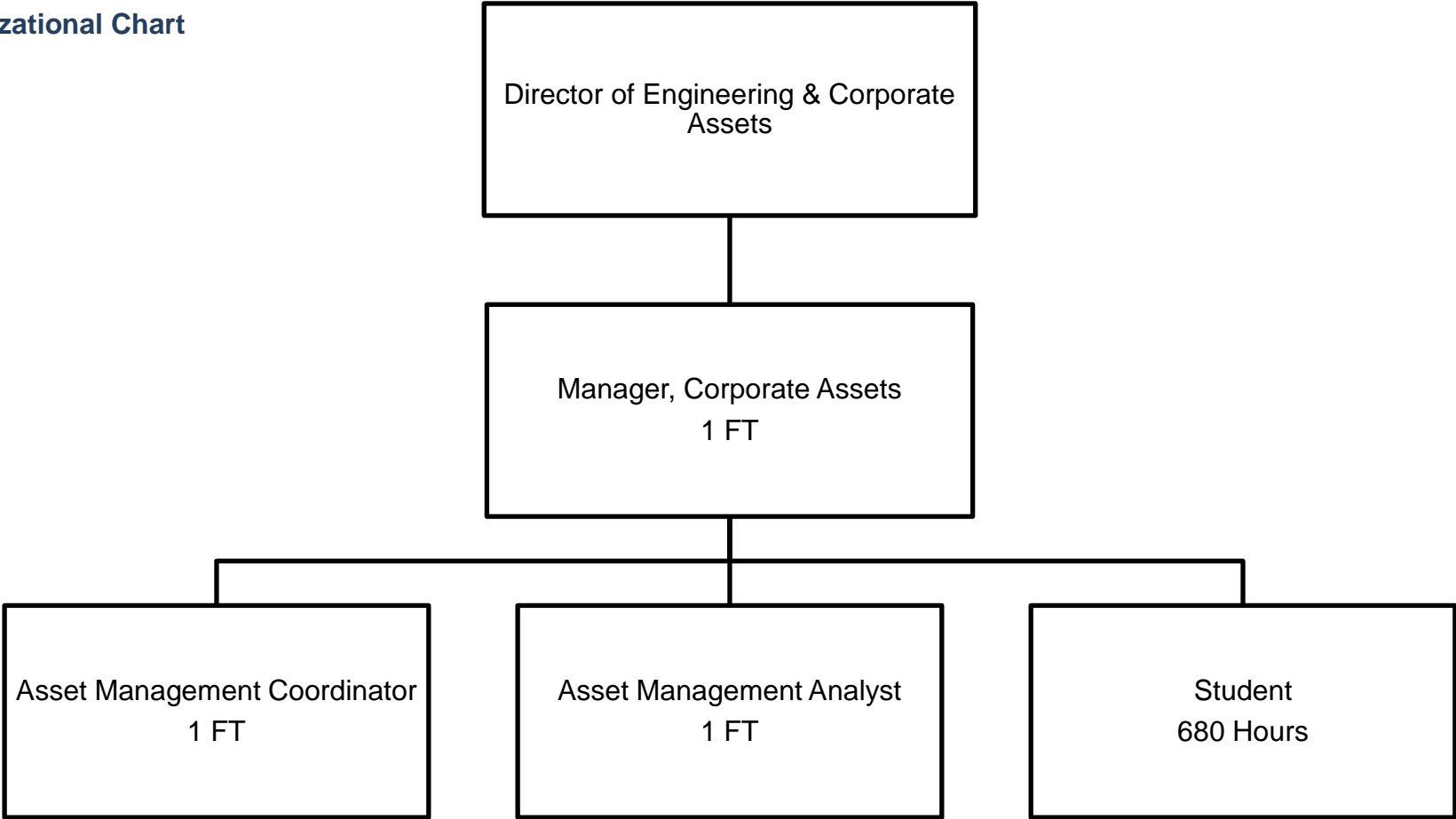


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
Grants	(39,636)	(50,449)	(45,093)	5,356
Other Revenues	(4,600)	(13,200)	(5,000)	8,200
User Charges, Licenses & Fines	(174,372)	(152,425)	(201,425)	(49,000)
<b>Total Revenue</b>	<b>(218,608)</b>	<b>(216,074)</b>	<b>(251,518)</b>	<b>(35,444)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,495,709	2,633,786	2,639,672	5,886
Materials, Supplies & Services	39,611	72,300	99,000	26,700
Contracted Services	29,550	50,000	50,000	-
Interfunctional Adjustments	201,619	(1,031,589)	(1,059,990)	(28,401)
<b>Total Expenses</b>	<b>1,766,489</b>	<b>1,724,497</b>	<b>1,728,682</b>	<b>4,185</b>
<b>Tax Support Required</b>	<b>1,547,881</b>	<b>1,508,423</b>	<b>1,477,164</b>	<b>(31,259)</b>

Division - Engineering & Corporate Assets, Corporate Assets

Division Organizational Chart



2020 Proposed Budget & Business Plan	107	Engineering and Corporate Assets Division - Engineering & Corporate Assets, Corporate Assets
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## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(23,845)	(70,000)	-	70,000
<b>Total Revenue</b>	<b>(23,845)</b>	<b>(70,000)</b>	<b>-</b>	<b>70,000</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	248,870	327,727	314,723	(13,004)
Materials, Supplies & Services	12,656	17,600	21,900	4,300
Contracted Services	27,466	111,200	45,400	(65,800)
Interfunctional Adjustments	(65,202)	(133,305)	(133,921)	(616)
<b>Total Expenses</b>	<b>223,790</b>	<b>323,222</b>	<b>248,102</b>	<b>(75,120)</b>
<b>Net Expenditures</b>	<b>199,945</b>	<b>253,222</b>	<b>248,102</b>	<b>(5,120)</b>
Reallocate to Special Projects	(2,364)	(40,000)	-	40,000
<b>Tax Support Required</b>	<b>197,581</b>	<b>213,222</b>	<b>248,102</b>	<b>34,880</b>

## Municipal Airport

### Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Other Revenues	(1,000)	-	-	-
User Charges, Licenses & Fines	(412,291)	(421,850)	(479,363)	(57,513)
<b>Total Revenue</b>	<b>(413,291)</b>	<b>(421,850)</b>	<b>(479,363)</b>	<b>(57,513)</b>
<b>Expenses</b>				
Materials, Supplies & Services	199,340	199,800	250,453	50,653
Contracted Services	158,654	157,446	163,448	6,002
Rents & Insurance Expenses	6,946	7,000	7,000	-
Debt, Lease & Financial	11,814	16,500	16,645	145
Interfunctional Adjustments	82,891	75,000	72,438	(2,562)
<b>Total Expenses</b>	<b>459,645</b>	<b>455,746</b>	<b>509,984</b>	<b>54,238</b>
<b>Tax Support Required</b>	<b>46,354</b>	<b>33,896</b>	<b>30,621</b>	<b>(3,275)</b>

# 11. Emergency Services

## Department Overview

Emergency Services is comprised of the following departments:

- Fire Rescue Services
- Paramedic Services
- Kawartha Lakes Police
- Ontario Provincial Police

The detailed overview and budget priorities for each department can be found on the subsequent pages.

# 11.1 Fire Services

## Department Overview

The Fire Service is responsible for providing a wide range of emergency and non-emergency services.

These services include (not limited to):

- Fire Prevention Activities
- Public Education Activities
- Smoke Alarm Program
- Inspections, Code and Standards Enforcement
- Fire Suppression
- Emergency Medical Response
- Response to Motor Vehicle Collisions
- Rescue

The Fire Service provides professional fire protection and life safety services to meet the needs of the community in an efficient and cost effective manner.

2020 Proposed Budget & Business Plan	111	Emergency Services 11.1 Fire Services
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## Budget to Priorities

- Meet the legislated requirements of the Fire Protection and Prevention Act through fire prevention programs, public education programs and code and standards enforcement.
- Maintain essentials requirement of the Emergency Management and Civil Protection Act.
- Continuing certification of firefighters to National Fire Protection Association (NFPA) standards.
- Implement recommendations from the Master Fire Plan.
- Effective and efficient management of fleet and buildings - 51 fire trucks and 20 stations.
- Provide professional fire protection and life safety services to meet the needs of the community in an efficient and cost effective manner.

## Personnel Breakdown

### Fire Rescue Services

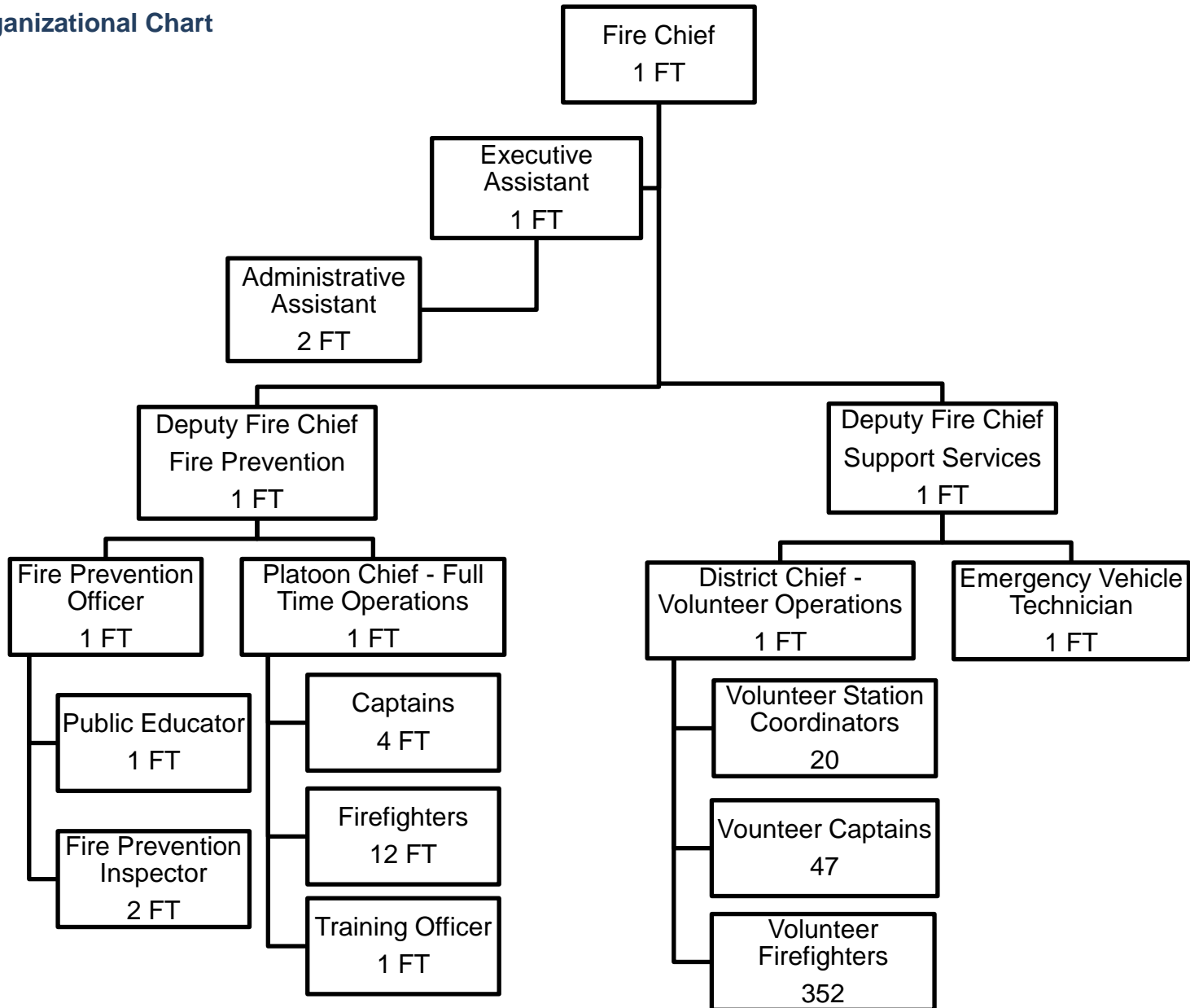
Division	2019	2020	Change
Administration	6.00	6.00	-
Prevention	4.00	4.00	-
Fire Area Rated Services	20.00	20.00	-
<b>Total</b>	<b>30.00</b>	<b>30.00</b>	<b>-</b>

Type	2019	2020
Full-time	30.00	30.00
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
<b>Total</b>	<b>30.00</b>	<b>30.00</b>
Non Union Positions	5.00	5.00
Unionized Positions	25.00	25.00
<b>Total</b>	<b>30.00</b>	<b>30.00</b>



## Department Organizational Chart

### Fire Services



## Department Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(27,600)	(15,000)	(15,000)	-
Other Revenues	(43,592)	(17,000)	(17,000)	-
User Charges, Licenses & Fines	(207,624)	(149,000)	(149,000)	-
<b>Total Revenue</b>	<b>(278,816)</b>	<b>(181,000)</b>	<b>(181,000)</b>	<b>-</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	5,339,363	5,627,623	5,600,189	(27,434)
Materials, Supplies & Services	771,171	696,602	696,602	-
Contracted Services	514,453	570,500	604,600	34,100
Rents & Insurance Expenses	45,773	48,084	48,084	-
Debt, Lease & Financial	6,910	1,500	1,500	-
Transfer to External Clients	74,325	75,000	75,000	-
Interfunctional Adjustments	1,552,092	1,539,439	1,544,240	4,801
<b>Total Expenses</b>	<b>8,304,087</b>	<b>8,558,748</b>	<b>8,570,215</b>	<b>11,467</b>
<b>Tax Support Required</b>	<b>8,025,271</b>	<b>8,377,748</b>	<b>8,389,215</b>	<b>11,467</b>

# 11.2 Paramedic Services

## Department Overview

The Paramedic Service responds to 911 medical emergencies within the community, provides allied service requests for assistance (Police and Fire), critical and emergency patient transfers for Ross Memorial Hospital as required, and offers public education and client services as well as patient referrals to the Community Care Access Centre.

## Budget to Priorities

- Core service of the department is to provide critical medical interventions and ambulance transportation to the sick, injured and most vulnerable in our municipality
- Execute the council approved Paramedic Service Master Plan
- Paramedicine is governed heavily by Ontario legislation – Department meets or exceeds legislated requirements
- Call volume has been increasing since 2014 and is forecasted to increase at an average rate of 5.7% per annum.

2020 Proposed Budget & Business Plan	115	Emergency Services 11.2 Paramedic Services
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Personnel Breakdown

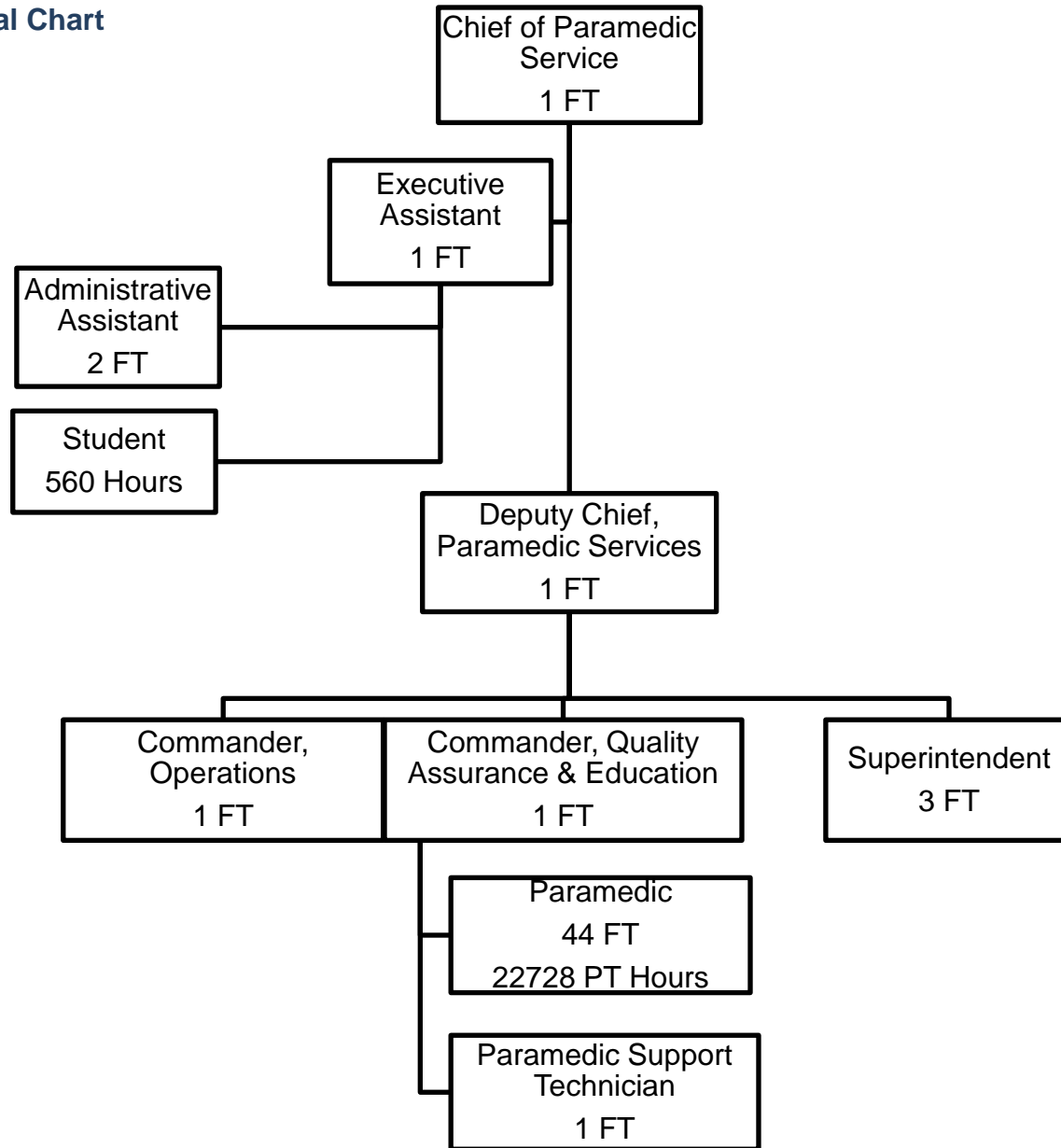
Paramedic Services

Division	2019	2020	Change
Administration	9.30	9.30	-
Operations	55.40	55.40	-
<b>Total</b>	<b>64.70</b>	<b>64.70</b>	<b>-</b>

Type	2019	2020
Full-time	54.00	54.00
Part-time	10.40	10.40
Seasonal	-	-
Students	0.30	0.30
Project/contract	-	-
<b>Total</b>	<b>64.70</b>	<b>64.70</b>
Non Union Positions	8.00	8.00
Unionized Positions	56.70	56.70
<b>Total</b>	<b>64.70</b>	<b>64.70</b>

## Department Organizational Chart

### Paramedic Services



Department Budget Summary

Overview

- Since 2014 there has been a 24% increase in call volume.
- The Paramedic Service plans on completing a comprehensive deployment review in 2020 to inform the master plan and ensure efficient deployment of resources while meeting legislated requirements.
- The Paramedic Service must remain flexible to respond to opportunities generated through anticipated changes in Provincial Ambulance Act legislation.
- Department continues to explore opportunities to identify efficiencies to reduce the financial demands on the service. For example, working with local hospitals to reduce off load delays in order to overtime costs and embracing technological advancements that will assist in improving operating efficiencies including but not limited to inventory management, response time performance and documentation management.

## Budget Detail

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(4,514,359)	(5,022,259)	(5,011,784)	10,475
Other Revenues	(3,129)	(25,000)	(612)	24,388
User Charges, Licenses & Fines	(10,306)	-	-	-
<b>Total Revenue</b>	<b>(4,527,794)</b>	<b>(5,047,259)</b>	<b>(5,012,396)</b>	<b>34,863</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	8,156,070	8,050,588	8,213,240	162,652
Materials, Supplies & Services	871,633	774,200	852,900	78,700
Contracted Services	561,707	532,500	572,500	40,000
Rents & Insurance Expenses	13,249	12,000	12,000	-
Debt, Lease & Financial	1,038	-	-	-
Transfer to External Clients	53,586	74,400	74,400	-
Interfunctional Adjustments	721,728	625,826	725,360	99,534
<b>Total Expenses</b>	<b>10,379,011</b>	<b>10,069,514</b>	<b>10,450,400</b>	<b>380,886</b>
<b>Net Expenditures</b>	<b>5,851,217</b>	<b>5,022,255</b>	<b>5,438,004</b>	<b>415,749</b>
Provincial Funding Reductions	-	-	(426,220)	(426,220)
<b>Tax Support Required</b>	<b>5,851,217</b>	<b>5,022,255</b>	<b>5,011,784</b>	<b>(10,471)</b>

### 11.3 Police Services

#### Kawartha Lakes Police Services

##### Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(1,087,464)	(1,070,443)	(1,128,376)	(57,933)
Other Revenues	(53,861)	(11,500)	(12,000)	(500)
User Charges, Licenses & Fines	(180,782)	(191,897)	(193,017)	(1,120)
<b>Total Revenue</b>	<b>(1,322,107)</b>	<b>(1,273,840)</b>	<b>(1,333,393)</b>	<b>(59,553)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	8,452,472	8,666,060	8,878,226	212,166
Materials, Supplies & Services	483,302	542,390	573,394	31,004
Contracted Services	444,902	509,347	467,995	(41,352)
Rents & Insurance Expenses	39,268	49,000	44,500	(4,500)
Interfunctional Adjustments	(90,207)	(105,263)	(227,658)	(122,395)
<b>Total Expenses</b>	<b>9,329,737</b>	<b>9,661,534</b>	<b>9,736,457</b>	<b>74,923</b>
<b>Net Expenditures</b>	<b>8,007,630</b>	<b>8,387,694</b>	<b>8,403,064</b>	<b>15,370</b>
Kawartha Lakes Police Service increase over 2019	-	-	(2,301)	(2,301)
<b>Tax Support Required</b>	<b>8,007,630</b>	<b>8,387,694</b>	<b>8,400,763</b>	<b>13,069</b>



Ontario Provincial Police

Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Expenses</b>				
Materials, Supplies & Services	2,310	-	-	-
Contracted Services	52,975	53,000	53,000	-
Transfer to Ontario Provincial Police	8,404,155	8,567,488	8,468,045	(99,443)
<b>Total Expenses</b>	<b>8,459,440</b>	<b>8,620,488</b>	<b>8,521,045</b>	<b>(99,443)</b>
<b>Tax Support Required</b>	<b>8,459,440</b>	<b>8,620,488</b>	<b>8,521,045</b>	<b>(99,443)</b>

# 12. Human Services

## Department Overview

As the Provincially designated Consolidated Municipal Service Manager and under agreement with the County of Halliburton, the Department is responsible for the administration and delivery of human services programs in the City of Kawartha Lakes and Haliburton County. Human Services is comprised of the following divisions:

- **Children’s Services** – Responsible for the administration of funding agreements with community Children’s Services providers and the administration of Child Care Fee Subsidies to eligible families
- **Housing Services** - Responsible for the administration and funding for housing and homelessness programs
- **Ontario Works** - Responsible for the direct delivery and administration of Employment Services and Income Supports.
- **Victoria Manor Long-Term Care Home** - Responsible for the operation of Victoria Manor, a 166-bed municipal Long-Term Care Home, including the provision of specialized health care and personal needs supports to residents. The City currently contracts with Sienna Senior Living for the management of the Home.

In addition, Human Services co-ordinates the City’s health services funding contributions to the Kawartha Lakes Health Care Initiative (KLHCI) for its Family Physician Recruitment and Retention Program, the Victorian Order of Nurses Nurse Practitioner program and the Haliburton Kawartha Pine Ridge District Health Unit.

## Budget to Priorities

- Service Manager co-ordination and oversight of capital expansion projects in two Child Care centres in Bobcaygeon and Minden.
- A new comprehensive Children's Services Service Plan will be completed in 2020 for submission to the Ministry of Education.
- Planning and co-ordination of affordable housing projects is continuing based on known funding sources and existing strategic plans.
- Monitoring and planning for the outcome of the Ministry of Children, Community and Social Services' (MCCSS) review of Ontario's social assistance system.
- Monitoring and planning for the implementation of the new Employment Service System Manager prototype in Muskoka-Kawarthas.

## Personnel Breakdown

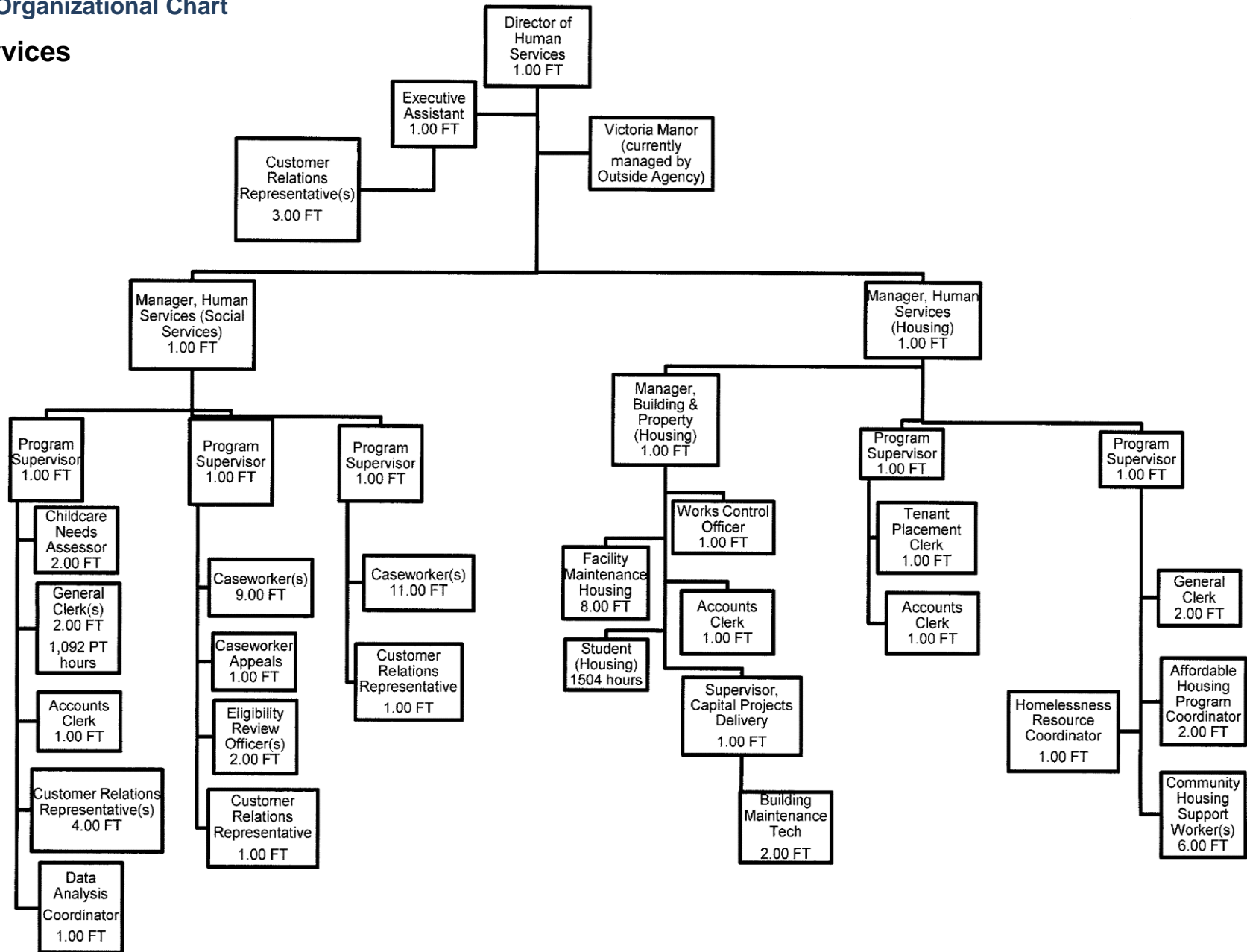
### Human Services

Division	2019	2020	Change
Administration	2.00	2.00	-
Social Services	42.60	42.60	-
Housing	28.82	29.82	1.00
<b>Total</b>	<b>73.42</b>	<b>74.42</b>	<b>1.00</b>

Type	2019	2020
Full-time	72.00	73.00
Part-time	0.70	0.70
Seasonal	-	-
Students	0.72	0.72
Project/contract	-	-
<b>Total</b>	<b>73.42</b>	<b>74.42</b>
Non Union Positions	11.00	11.00
Unionized Positions	62.42	63.42
<b>Total</b>	<b>73.42</b>	<b>74.42</b>

## Department Organizational Chart

### Human Services



## Department Budget Summary

### Overview

- Ontario Works Administration – anticipated reduction in Provincial grants in this area.
- Children's Services – Anticipated reduction and change in the provincial funding formula for Administration and Operating Dollars
- Housing Services Transfers – new Federal and Provincial grants in this area. Detailed planning underway.
- Victoria Manor – increasing standard operational costs with a reduction in funding from the Ministry of Health and Long Term Care (MOHLTC).

### Budget Detail

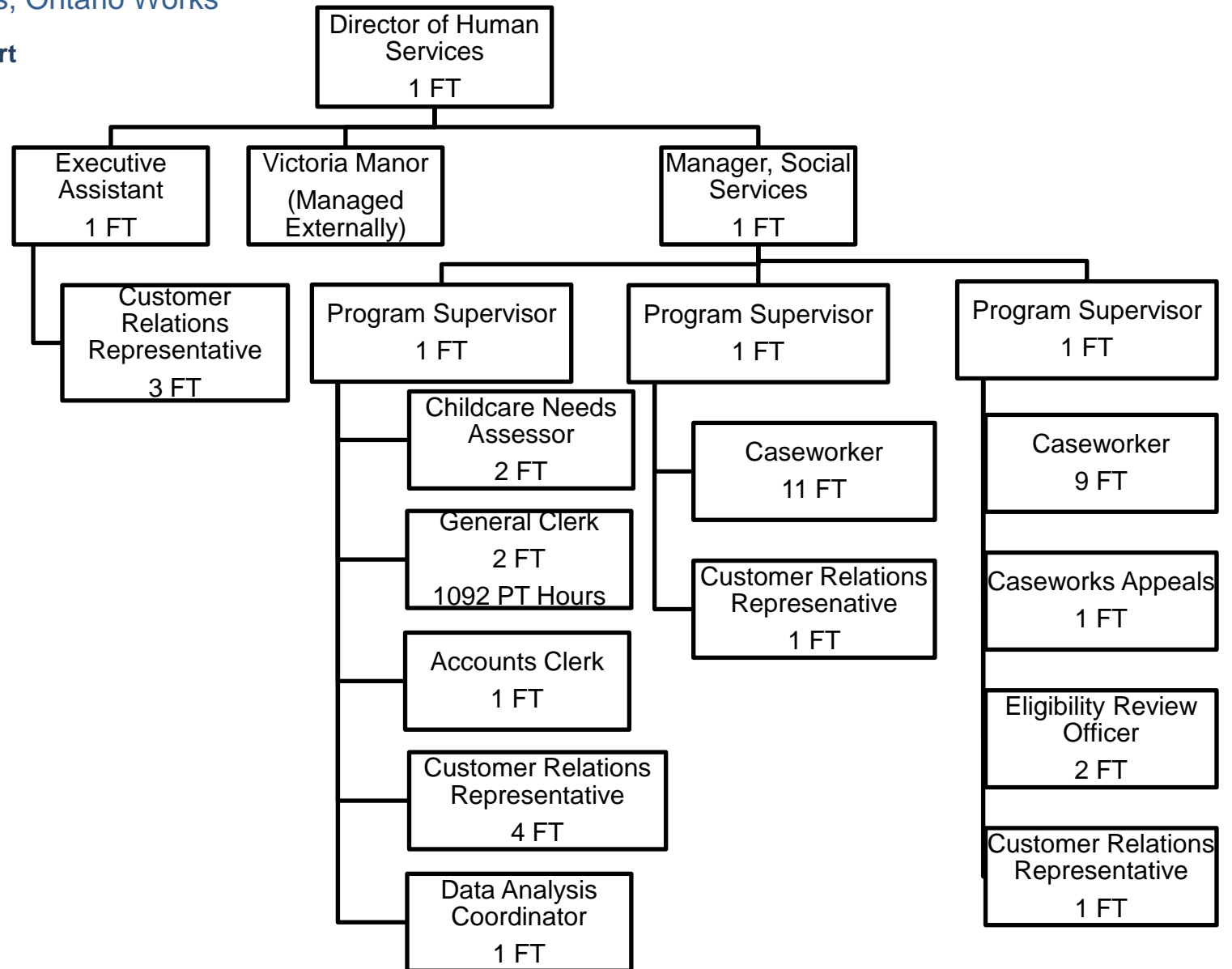
Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Federal Grants	(782,956)	(750,065)	(755,857)	(5,792)
Provincial Grants	(34,365,977)	(30,595,517)	(29,970,847)	624,670
Recovery Other Municipalities	(1,400,871)	(1,435,675)	(1,527,711)	(92,036)
<b>Other Revenues</b>				
Restricted Amounts Earned	(94,733)	(165,187)	(120,706)	44,481
Donations & Other Revenue	(63,924)	-	-	-
Transfer from Reserve	-	-	(205,159)	(205,159)
<b>User Charges, Licenses &amp; Fines</b>				
Manor Residents Revenue	(4,238,552)	(12,155,524)	(12,240,597)	(85,073)
Other Recoveries	(35,682)	(65,000)	(65,000)	-
<b>Total Revenue</b>	<b>(40,982,695)</b>	<b>(45,166,968)</b>	<b>(44,885,877)</b>	<b>281,091</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	12,931,220	4,636,124	4,804,298	168,174
Employer Paid Benefits	3,266,041	1,311,470	1,399,190	87,720
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	105,163	76,800	84,760	7,960
Corporate Training	-	-	-	-
2020 Proposed Budget & Business Plan	125			Human Services Department Overview

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Telephone & Office Services	30,788	20,000	20,000	-
Postage, Printing, Office Supplies	129,827	96,880	94,680	(2,200)
Operating Materials & Supplies	740,166	-	-	-
Advertising	1,226	-	-	-
Utilities & Fuels	389,845	-	-	-
Vehicle & Equipment Fuel	-	-	-	-
Material & Equipment Charges	-	-	-	-
Protection Materials	202,596	-	-	-
Office Furniture and Equipment	76,472	11,750	7,000	(4,750)
<b>Contracted Services</b>				
Professional Fees	931,185	13,683,986	13,816,757	132,771
Technology Contracted Services	71,038	66,006	15,526	(50,480)
General Contracted Services	41,250	43,500	45,614	2,114
Equipment Maintenance	105,069	4,850	5,000	150
Work Order Contracted Services	-	-	-	-
Environmental Contract Services	18,390	-	-	-
Building Maintenance	140,919	1,750	3,500	1,750
Grounds Maintenance Contracted Services	43,759	-	-	-
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	313,426	513,322	458,625	(54,697)
Equipment Rental	15,385	20,000	4,000	(16,000)
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	4,138	-	-	-
<b>Transfer to External Clients</b>				
Transfer to Health Unit	1,822,667	1,877,349	1,877,349	-
Transfer to Housing Non-Profit Agencies	1,477,633	1,495,008	1,531,377	36,369
Transfer to/on behalf of Clients	15,523,486	19,522,018	19,109,473	(412,545)
Transfer to Landlords	787,802	990,821	967,809	(23,012)
Transfer to Child Care Agencies	9,136,729	9,064,052	9,018,416	(45,636)
<b>Interfunctional Adjustments</b>				
Own Fund Transfers	2,837,608	2,836,050	2,836,050	-
Interfunctional Adjustments	(574,191)	(745,338)	(751,995)	(6,657)
2020 Proposed Budget & Business Plan	126			Human Services Department Overview

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
Transfers to Reserves	341,131	219,655	50,000	(169,655)
<b>Total Expenses</b>	<b>50,910,768</b>	<b>55,746,053</b>	<b>55,397,429</b>	<b>(348,624)</b>
<b>Net Expenditures</b>	<b>9,928,073</b>	<b>10,579,085</b>	<b>10,511,552</b>	<b>(67,533)</b>
Reallocate Computer Software - Housing	(29,000)	(29,000)	-	29,000
Provincial Funding Reductions	-	-	(205,159)	(205,159)
Net Increase in Transfer to KLH	-	-	(6,659)	(6,659)
<b>Tax Support Required</b>	<b>9,899,073</b>	<b>10,550,085</b>	<b>10,299,734</b>	<b>(250,351)</b>

## Division - Human Services, Ontario Works

### Division Organizational Chart





## Division Budget Summary

Ontario Works – Delivery

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(4,071,180)	(4,417,985)	(4,325,649)	92,336
Other Revenues	-	-	-	-
User Charges, Licenses & Fines	(1,729)	-	-	-
<b>Total Revenue</b>	<b>(4,072,909)</b>	<b>(4,417,985)</b>	<b>(4,325,649)</b>	<b>92,336</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	3,590,653	3,676,960	3,697,517	20,557
Materials, Supplies & Services	161,614	165,800	170,700	4,900
Contracted Services	59,706	62,400	58,114	(4,286)
Rents & Insurance Expenses	308,632	496,234	425,154	(71,080)
Transfer to External Clients	1,228,390	1,276,000	1,252,906	(23,094)
Interfunctional Adjustments	559,802	716,584	735,720	19,136
<b>Total Expenses</b>	<b>5,908,797</b>	<b>6,393,978</b>	<b>6,340,111</b>	<b>(53,867)</b>
<b>Tax Support Required</b>	<b>1,835,888</b>	<b>1,975,993</b>	<b>2,014,462</b>	<b>38,469</b>

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(11,543,492)	(14,980,309)	(14,845,090)	135,219
User Charges, Licenses & Fines	(25,798)	(65,000)	(65,000)	-
<b>Total Revenue</b>	<b>(11,569,290)</b>	<b>(15,045,309)</b>	<b>(14,910,090)</b>	<b>135,219</b>
<b>Expenses</b>				
Transfer to/on behalf of Clients	11,569,290	15,129,979	14,994,760	(135,219)
<b>Total Expenses</b>	<b>11,569,290</b>	<b>15,129,979</b>	<b>14,994,760</b>	<b>(135,219)</b>
<b>Tax Support Required</b>	<b>-</b>	<b>84,670</b>	<b>84,670</b>	<b>-</b>

## Childcare Programs

Summary Budget	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(8,910,100)	(8,864,218)	(8,630,349)	233,869
Other Revenues	(7,255)	-	-	-
<b>Total Revenue</b>	<b>(8,917,355)</b>	<b>(8,864,218)</b>	<b>(8,630,349)</b>	<b>233,869</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	534,225	500,163	516,139	15,976
Materials, Supplies & Services	6,411	21,280	16,240	(5,040)
Contracted Services	30,325	19,210	13,026	(6,184)
Rents & Insurance Expenses	-	27,088	27,471	383
Transfer to Child Care Agencies	8,897,497	8,768,165	8,722,529	(45,636)
Interfunctional Adjustments	(71,993)	21,341	22,950	1,609
<b>Total Expenses</b>	<b>9,396,464</b>	<b>9,357,247</b>	<b>9,318,355</b>	<b>(38,892)</b>
<b>Total Expenditures</b>	<b>479,109</b>	<b>493,029</b>	<b>688,006</b>	<b>194,977</b>
Provincial Funding Reductions	-	-	(205,159)	(205,159)
<b>Tax Support Required</b>	<b>479,109</b>	<b>493,029</b>	<b>482,847</b>	<b>(10,182)</b>

## Contributions to Organizational Health Care

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
Other Revenues	-	(36,000)	-	36,000
<b>Total Revenues</b>	<b>-</b>	<b>(36,000)</b>	<b>-</b>	<b>36,000</b>
<b>Expenses</b>				
Transfer to Health Unit	1,822,667	1,877,349	1,877,349	-
Transfer to Doctor Recruitment	65,488	102,143	102,143	-
Transfer to (from) Reserve	20,000	50,000	50,000	-
<b>Total Expenses</b>	<b>1,908,155</b>	<b>2,029,492</b>	<b>2,029,492</b>	<b>-</b>
<b>Tax Support Required</b>	<b>1,908,155</b>	<b>1,993,492</b>	<b>2,029,492</b>	<b>36,000</b>

## Nurse Practitioner

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Expenses</b>				
Contracted Services	106,699	107,765	107,765	-
<b>Total Expenses</b>	<b>106,699</b>	<b>107,765</b>	<b>107,765</b>	<b>-</b>
<b>Tax Support Required</b>	<b>106,699</b>	<b>107,765</b>	<b>107,765</b>	<b>-</b>

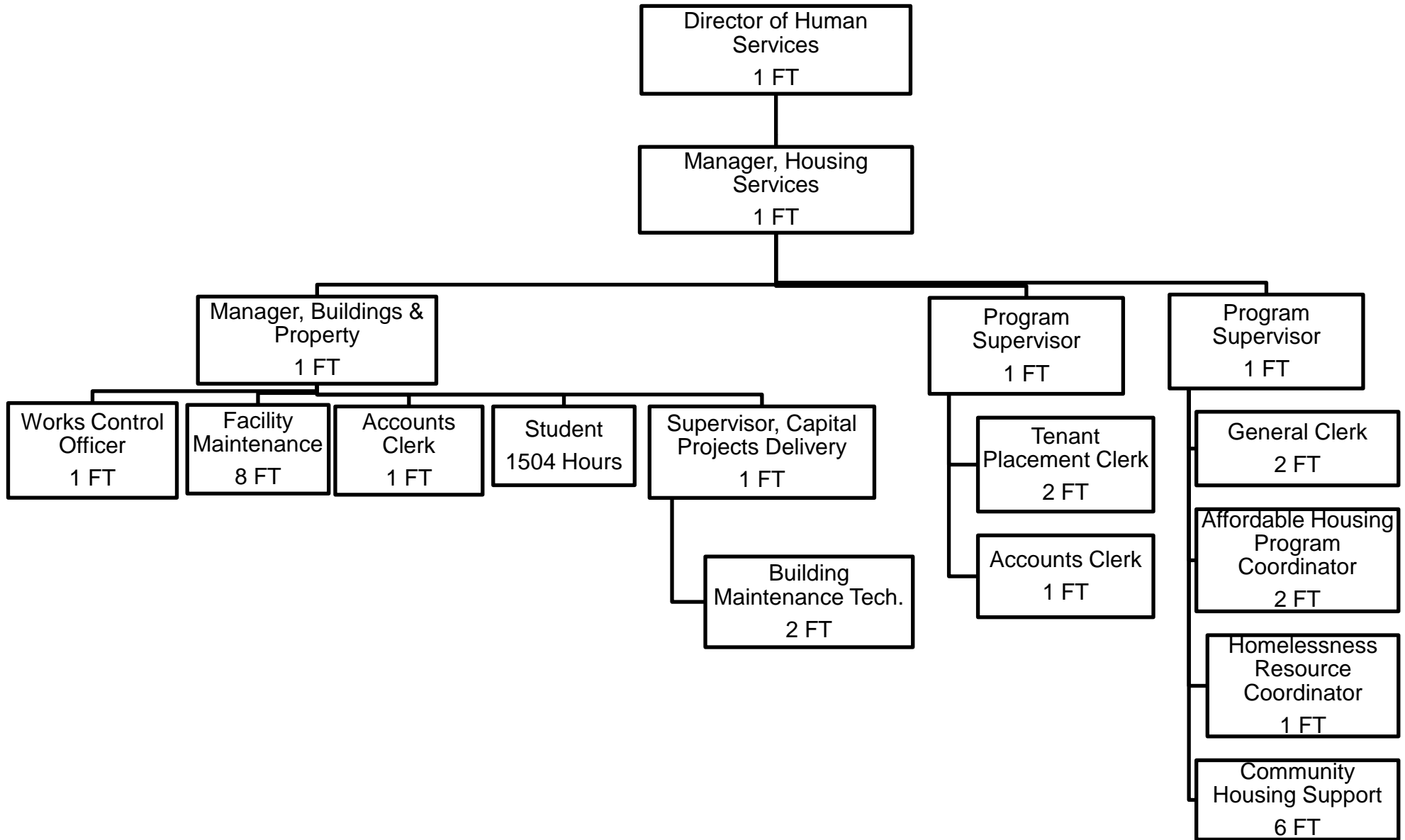
## Victoria Manor

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(7,764,593)	-	-	-
Other Revenues	(63,924)	-	-	-
User Charges, Licenses & Fines	(4,238,552)	(12,155,524)	(12,240,597)	(85,073)
<b>Total Revenue</b>	<b>(12,067,069)</b>	<b>(12,155,524)</b>	<b>(12,240,597)</b>	<b>(85,073)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	10,492,498	38,045	38,541	496
Materials, Supplies & Services	1,482,923	-	-	-
Contracted Services	1,068,000	13,574,221	13,705,992	131,771
Rents & Insurance Expenses	14,182	-	-	-
Debt, Lease & Financial	1,795	-	-	-
Interfunctional Adjustments	321,131	169,655	-	(169,655)
<b>Total Expenses</b>	<b>13,380,529</b>	<b>13,781,921</b>	<b>13,744,533</b>	<b>(37,388)</b>
<b>Tax Support Required</b>	<b>1,313,460</b>	<b>1,626,397</b>	<b>1,503,936</b>	<b>(122,461)</b>

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(43,436)	(48,436)	(48,436)	-
<b>Total Revenue</b>	<b>(43,436)</b>	<b>(48,436)</b>	<b>(48,436)</b>	<b>-</b>
<b>Expenses</b>				
Transfer to/on behalf of Clients	173,744	193,744	193,744	-
<b>Total Expenses</b>	<b>173,744</b>	<b>193,744</b>	<b>193,744</b>	<b>-</b>
<b>Tax Support Required</b>	<b>130,308</b>	<b>145,308</b>	<b>145,308</b>	<b>-</b>

## Division - Human Services, Housing Services

### Division Organizational Chart



## Division Budget Summary

### Housing Services

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(2,669,992)	(2,643,967)	(2,724,574)	(80,607)
Other Revenues	(94,733)	(129,187)	(120,706)	8,481
User Charges, Licenses & Fines	(900)	-	-	-
<b>Total Revenue</b>	<b>(2,765,625)</b>	<b>(2,773,154)</b>	<b>(2,845,280)</b>	<b>(72,126)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,579,886	1,732,426	1,865,914	133,488
Materials, Supplies & Services	25,136	18,350	19,500	1,150
Contracted Services	86,876	36,496	1,500	(34,996)
Rents & Insurance Expenses	5,997	10,000	10,000	-
Debt, Lease & Financial	2,343	-	-	-
Transfer to External Clients	4,991,241	3,299,038	3,289,165	(9,873)
Interfunctional Adjustments	1,775,608	1,352,787	1,325,385	(27,402)
<b>Total Expenses</b>	<b>8,467,087</b>	<b>6,449,097</b>	<b>6,511,464</b>	<b>62,367</b>
<b>Net Expenditures</b>	<b>5,701,462</b>	<b>3,675,943</b>	<b>3,666,184</b>	<b>(9,759)</b>
Reallocate Computer Software	(29,000)	(29,000)	-	29,000
Net increase in Transfer to KLH	-	-	(6,659)	(6,659)
<b>Tax Support Required</b>	<b>3,658,348</b>	<b>3,646,943</b>	<b>3,659,525</b>	<b>12,582</b>

## Homelessness Program Services

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenues</b>				
Grants	-1,547,009	-1,826,342	-1,680,317	146,025
<b>Total Revenue</b>	<b>-1,547,009</b>	<b>-1,826,342</b>	<b>-1,680,317</b>	<b>146,025</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	9,676	-	85,377	85,377
Contracted Services	8,141	-	-	-
Debt, Lease & Financial	2,343	-	-	-
Transfer to/on behalf of Clients	1,710,515	2,302,830	2,071,828	-231,002
Interfunctional Adjustments	283,440	-	-	-
<b>Total Expenses</b>	<b>2,014,115</b>	<b>2,302,830</b>	<b>2,157,205</b>	<b>-145,625</b>
<b>Tax Support Required</b>	<b>467,106</b>	<b>476,488</b>	<b>476,888</b>	<b>400</b>



# 13. Public Works Overview

## Department Overview

The Department is responsible to lead, manage and implement Public Works operational functions within the City. Public Works has a strong focus on public safety, legislative compliance, fiscal accountability, continuous improvement and strategic implementation with respect to Roads Operations, Water Operations, Wastewater Operations, Solid Waste Operations, Transit Operations and Non-Emergency Fleet Services. The Public Works Department is comprised of the following divisions:

- **Roads Operations:** Responsible for day to day maintenance of roads, bridges, sidewalks, winter control operations, storm water infrastructure, street lights, traffic markings and traffic signals.
- **Water and Wastewater Operations:** Responsible for the safe and effective operation of twenty-one (21) water treatment facilities, six (6) wastewater treatment facilities, all municipally owned distribution and collection infrastructure and associated regulatory compliance requirements.
- **Solid Waste and Landfill Services:** Responsible for oversight of all landfill operations for five (5) active and eleven (11) closed landfill sites, waste / recycling collection programs, waste diversion programs, hazardous waste and operational regulatory compliance.
- **Fleet Services:** Responsible for maintenance and repair of vehicles and equipment, fuel procurement and management, procurement and replacement of non-emergency fleet inventory.
- **Transit Services:** Responsible for providing safe, reliable, effective Transit services including conventional and limited mobility (LIMO).

## Budget to Priorities

- Deliver efficient and effective services
- Facilitate road drainage improvements in alignment with capital works
- Delivery of Winter Control operations in accordance with Council Policy service level requirements
- Driving growth of Transit operations through expansion and improvement of services
- Continual Fleet right sizing and focus on managing Commercial Vehicle Operators Registration (CVOR) rating
- New Water and Wastewater Operational contract commences in 2020
- Commencement of new waste collection contract in 2020 along with assessing impact of recyclables legislation

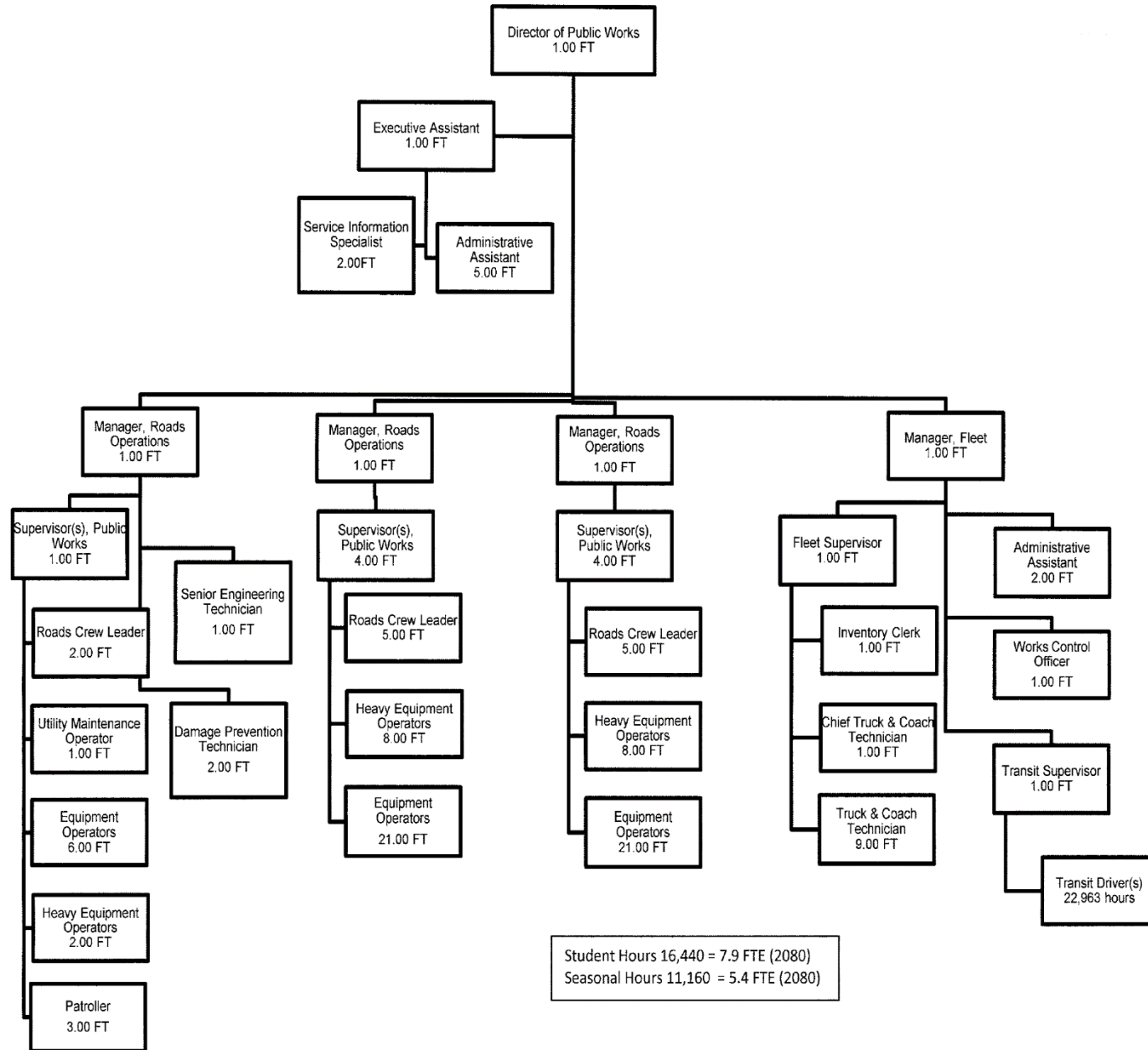
Personnel Breakdown

Public Works			
Division	2019	2020	Change
Administration	2.00	2.00	-
Fleet & Transit	28.00	29.00	1.00
Roads	117.26	119.76	2.50
Solid Waste	17.95	17.95	-
Total	165.21	168.71	3.50

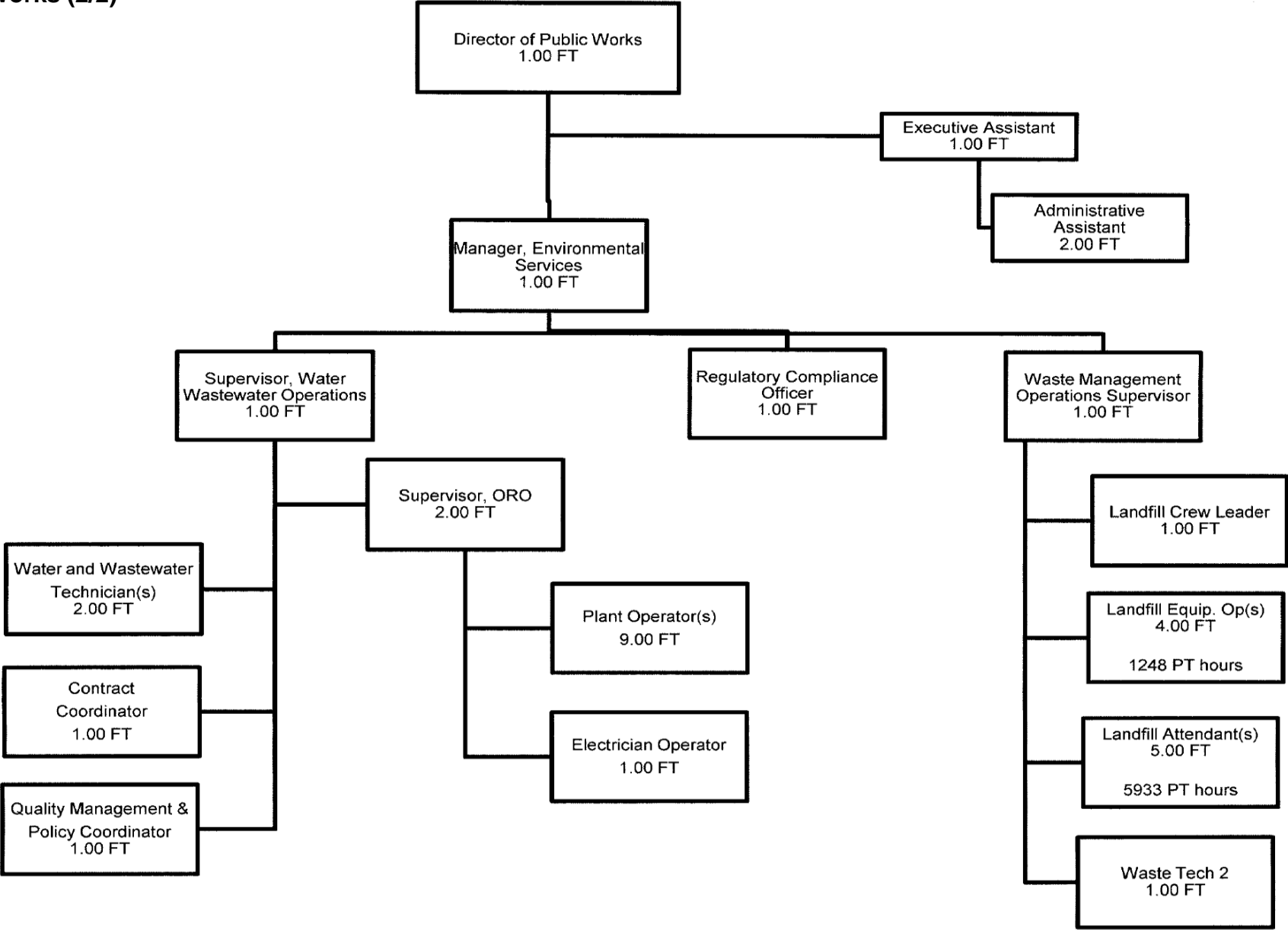
Type	2019	2020
Full-time	137.50	139.50
Part-time	14.45	14.45
Seasonal	5.36	6.86
Students	7.90	7.90
Project/Contract	-	-
Total	165.21	168.71
Non Union Positions	18.50	18.50
Unionized Positions	146.71	150.21
Total	165.21	168.71

## Department Organizational Chart

### Public Works (1/2)



Public Works (2/2)



# Department Budget Summary

## Overview

- Public Works Administration budget is increasing by \$5,940 due to wage progression.
- Roads and Bridges budget has a net increase of \$1,211,714 due to increase in labour costs, equipment costs, winter control cost increases (salt and secondary roads) and labour due to organizational changes.
- Fleets budget has a net increase of \$16,429 due to a combination of fuel prices increasing, material costs and shifting of budget allocation of a coach and truck technician from Transit to Fleet which is partially offset by internal fleet charge out rates.
- Transit's net budget is increasing by \$101,134. The primary reason for the increase is the decrease in grants. This is offset by reduction in wages due to shift in Coach and Truck Technician to Fleet and other burden and labour cost reductions.
- Waste Management budget has a net increase of \$312,827 due primarily to actual and projected increases to contracted service related to recycling and waste collection services and a decrease in grant funding.

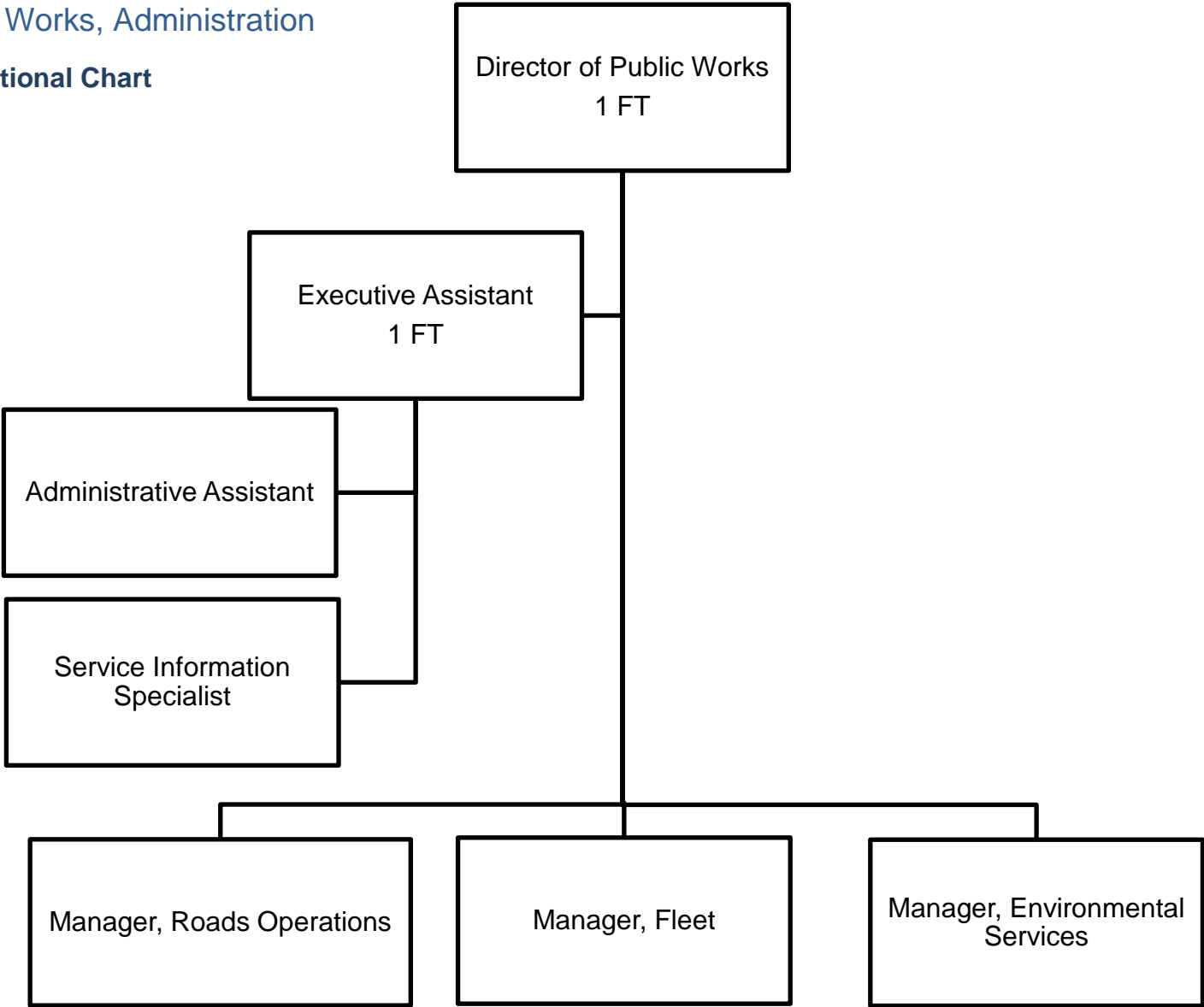
## Budget Detail

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
<b>Grants</b>				
Provincial Grants	(1,746,676)	(1,894,943)	(1,818,584)	76,359
Recovery Other Municipalities	(221,742)	(200,000)	(200,000)	-
<b>Other Revenues</b>				
Restricted Amounts Earned	(635,047)	(993,855)	(801,028)	192,827
Donations & Other Revenue	(2,431)	(3,000)	(105,552)	(102,552)
<b>User Charges, Licenses &amp; Fines</b>				
Admission/Tickets/Fares	(163,167)	(174,750)	(188,250)	(13,500)
Facilities Rental & Leases	(41,098)	-	-	-
Waste Management User Fees	(2,881,743)	(2,783,488)	(2,962,654)	(179,166)
Permits	(27,579)	(44,000)	(29,000)	15,000
Sales	(161,080)	(235,100)	(183,000)	52,100
Advertising Sales	(3,890)	(2,500)	(2,600)	(100)
Other Recoveries	(325,707)	(348,400)	(312,204)	36,196
<b>Total Revenue</b>	<b>(6,210,160)</b>	<b>(6,680,036)</b>	<b>(6,602,872)</b>	<b>77,164</b>
<b>Expenses</b>				
<b>Salaries, Wages and Benefits</b>				
Salaries and Wages	8,198,389	9,386,385	9,652,745	266,360
Employer Paid Benefits	2,166,581	2,611,551	2,620,768	9,217
<b>Materials, Supplies &amp; Services</b>				
Staff/Board Training & Expense	133,798	157,450	147,600	(9,850)
Telephone & Office Services	163,998	189,751	195,451	5,700
Postage, Printing, Office Supplies	72,736	61,900	76,925	15,025
Operating Materials & Supplies	316,934	210,997	258,938	47,941
Advertising	15,116	31,500	22,500	(9,000)
Utilities & Fuels	1,032,504	1,147,408	1,096,399	(51,009)
Vehicle & Equipment Fuel	1,470,177	1,325,000	1,500,000	175,000
Material & Equipment Charges	4,594,010	3,679,588	4,295,939	616,351
Office Furniture and Equipment	9,566	23,000	11,000	(12,000)
2020 Proposed Budget & Business Plan	143		Public Works Overview Department Overview	

Detail	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Contracted Services</b>				
Professional Fees	54,344	75,000	58,300	(16,700)
Technology Contracted Services	3,742	7,000	4,000	(3,000)
General Contracted Services	8,270,973	9,800,841	9,926,713	125,872
Equipment Maintenance	9,145	20,000	15,000	(5,000)
PW Contracted Services	1,180,943	1,462,630	1,481,750	19,120
Environmental Contract Services	4,176,674	4,067,773	4,530,773	463,000
Protection Contracted Services	17,598	-	-	-
Building Maintenance	74,670	54,400	50,900	(3,500)
Grounds Maintenance Contracted Services	22,212	11,000	15,000	4,000
<b>Rents &amp; Insurance Expenses</b>				
Land And Building Rental	153,993	-	-	-
<b>Debt, Lease &amp; Financial</b>				
Financial Charges	40,090	18,200	15,500	(2,700)
<b>Transfer to External Clients</b>				
Transfer to External Organizations	102,418	99,000	73,181	(25,819)
<b>Interfunctional Adjustments</b>				
Interdepartmental Charges	(1,177,854)	(1,077,187)	(1,116,372)	(39,185)
Municipal Taxes	49,036	53,000	53,000	-
Transfers to (from) Reserves	3,797,462	3,922,681	3,911,418	(11,263)
<b>Total Expenditures</b>	<b>34,949,255</b>	<b>37,338,868</b>	<b>38,897,428</b>	<b>1,558,560</b>
<b>Net Expenditure</b>	<b>28,739,095</b>	<b>30,658,832</b>	<b>32,294,556</b>	<b>1,635,724</b>
Reallocate Computer Software	(12,320)	(12,320)	-	12,320
<b>Tax Support Required</b>	<b>28,726,775</b>	<b>30,646,512</b>	<b>32,294,556</b>	<b>1,648,044</b>



Division Organizational Chart

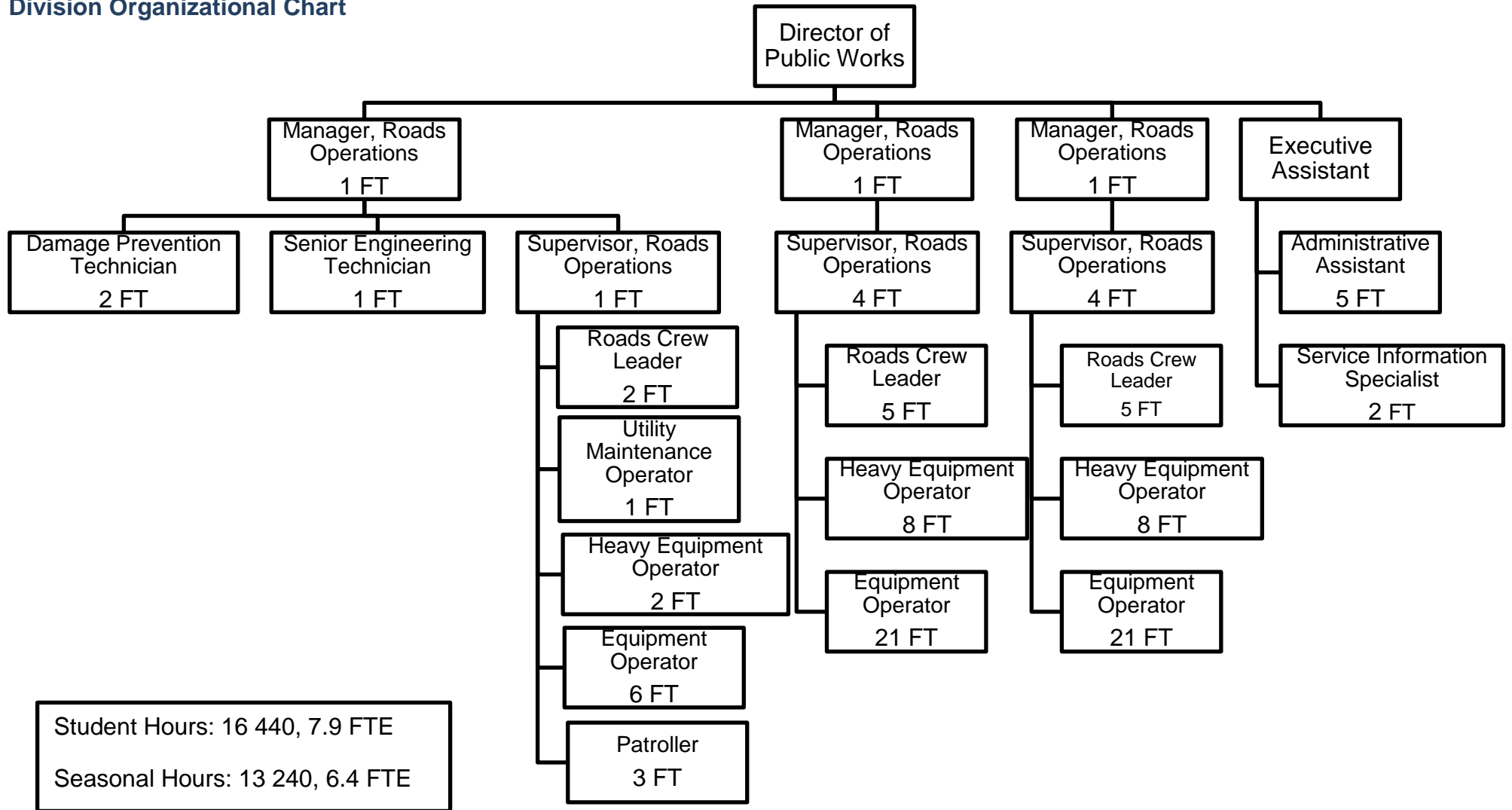


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
User Charges, Licenses & Fines	(1,055)	-	-	-
<b>Total Revenue</b>	<b>(1,055)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	269,920	277,038	285,903	8,865
Materials, Supplies & Services	54,850	28,200	26,775	(1,425)
Contracted Services	56,200	3,000	1,500	(1,500)
Rents & Insurance Expenses	153,994	-	-	-
<b>Total Expenses</b>	<b>534,964</b>	<b>308,238</b>	<b>314,178</b>	<b>5,940</b>
<b>Tax Support Required</b>	<b>533,909</b>	<b>308,238</b>	<b>314,178</b>	<b>5,940</b>

## Division - Public Works, Roads & Bridges

### Division Organizational Chart

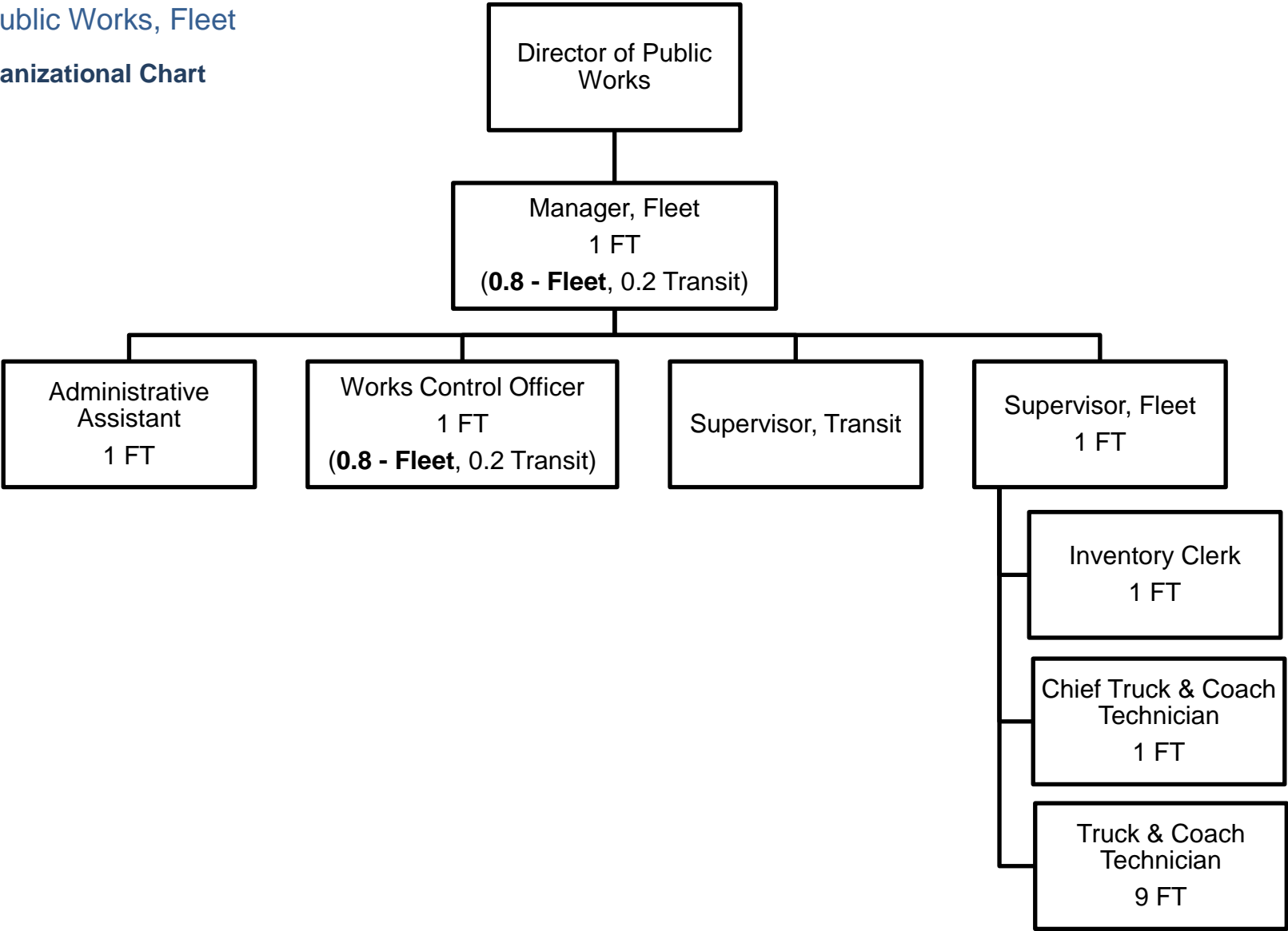


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(216,025)	(200,000)	(200,000)	-
Other Revenues	(93,448)	(172,000)	(160,000)	12,000
User Charges, Licenses & Fines	(173,031)	(129,000)	(132,100)	(3,100)
<b>Total Revenue</b>	<b>(482,504)</b>	<b>(501,000)</b>	<b>(492,100)</b>	<b>8,900</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	6,970,289	8,225,979	8,524,016	298,037
Materials, Supplies & Services	4,710,471	4,373,039	4,773,531	400,492
Contracted Services	6,220,733	7,422,633	7,520,858	98,225
Debt, Lease & Financial	24,508	-	-	-
Interfunctional Adjustments	5,012,511	5,171,469	5,577,529	406,060
<b>Total Expenses</b>	<b>22,938,512</b>	<b>25,193,120</b>	<b>26,395,934</b>	<b>1,202,814</b>
<b>Tax Support Required</b>	<b>22,456,008</b>	<b>24,692,120</b>	<b>25,903,834</b>	<b>1,211,714</b>

Division - Public Works, Fleet

Division Organizational Chart

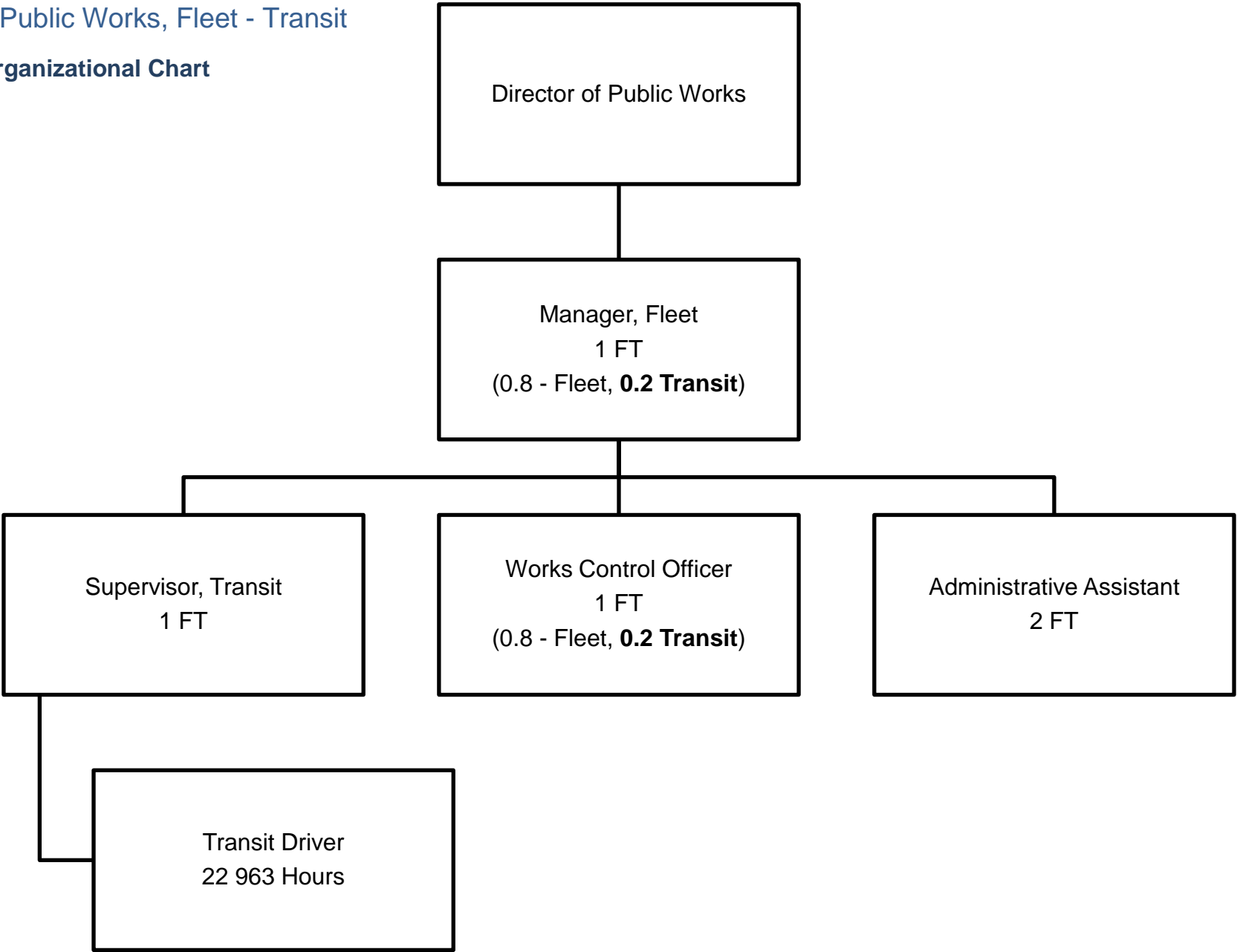


## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(24,100)	-	-	-
Other Revenues	-	-	-	-
User Charges, Licenses & Fines	(62,325)	(115,000)	(60,000)	55,000
<b>Total Revenue</b>	<b>(86,425)</b>	<b>(115,000)</b>	<b>(60,000)</b>	<b>55,000</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,090,873	1,133,975	1,208,550	74,575
Materials, Supplies & Services	2,744,367	2,097,409	2,458,700	361,291
Contracted Services	1,787,974	1,615,500	1,665,000	49,500
Rents & Insurance Expenses	-	-	-	-
Debt, Lease & Financial	-	-	-	-
Interfunctional Adjustments	(3,971,836)	(3,919,967)	(4,443,904)	(523,937)
<b>Total Expenses</b>	<b>1,651,379</b>	<b>926,917</b>	<b>888,346</b>	<b>(38,571)</b>
<b>Tax Support Required</b>	<b>1,564,953</b>	<b>811,917</b>	<b>828,346</b>	<b>16,429</b>

Division - Public Works, Fleet - Transit

Division Organizational Chart



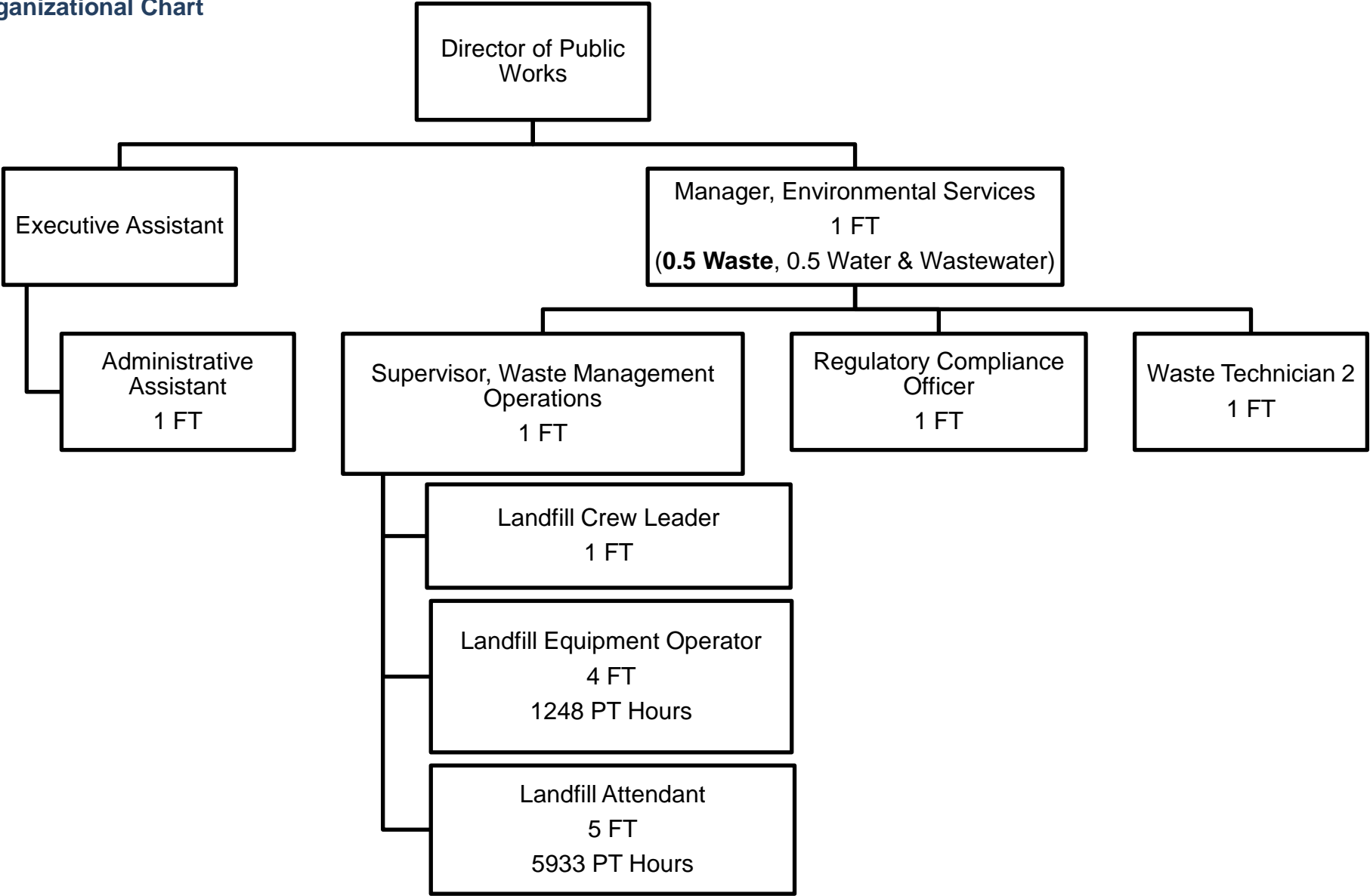
## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(599,492)	(641,028)	(641,028)	-
Other Revenues	(541,599)	(821,855)	(641,028)	180,827
User Charges, Licenses & Fines	(167,812)	(187,250)	(190,850)	(3,600)
<b>Total Revenue</b>	<b>(1,308,903)</b>	<b>(1,650,133)</b>	<b>(1,472,906)</b>	<b>177,227</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	760,949	976,104	891,347	(84,757)
Materials, Supplies & Services	36,689	77,651	38,491	(39,160)
Contracted Services	90,390	136,750	139,750	3,000
Interfunctional Adjustments	1,086,849	1,091,324	1,138,688	47,364
<b>Total Expenses</b>	<b>1,974,877</b>	<b>2,281,829</b>	<b>2,208,276</b>	<b>(73,553)</b>
<b>Tax Support Required</b>	<b>665,974</b>	<b>631,696</b>	<b>735,370</b>	<b>103,674</b>



Division - Public Works, Environmental Services – Waste Management

Division Organizational Chart



2020 Proposed Budget & Business Plan	153	Public Works Overview Division - Public Works, Environmental Services – Waste Management
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## Division Budget Summary

Summary	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Grants	(1,128,803)	(1,253,915)	(1,177,556)	76,359
Other Revenues	(2,431)	(3,000)	(105,552)	(102,552)
User Charges, Licenses & Fines	(3,200,040)	(3,156,988)	(3,294,758)	(137,770)
<b>Total Revenue</b>	<b>(4,331,274)</b>	<b>(4,413,903)</b>	<b>(4,577,866)</b>	<b>(163,963)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,272,938	1,384,840	1,363,697	(21,143)
Materials, Supplies & Services	262,461	250,295	277,095	26,800
Contracted Services	5,655,005	6,320,761	6,788,028	467,267
Debt, Lease & Financial	15,583	18,200	15,500	(2,700)
Transfer to External Clients	102,418	99,000	73,181	(25,819)
Interfunctional Adjustments	541,120	555,668	575,733	20,065
<b>Total Expenses</b>	<b>7,849,525</b>	<b>8,628,764</b>	<b>9,093,234</b>	<b>464,470</b>
<b>Net Expenditures</b>	<b>3,518,251</b>	<b>4,214,861</b>	<b>4,515,368</b>	<b>300,507</b>
Reallocate Computer Software	(12,320)	(12,320)	-	12,320
<b>Tax Support Required</b>	<b>3,505,931</b>	<b>4,202,541</b>	<b>4,515,368</b>	<b>312,827</b>

## 14. 2020 Water & Wastewater Budget

### Budget Overview

#### Expenditure vs. Financing

Detail	Expenditure			Financing		
Budget Area	General Operating	Contribution to Reserves	Total	User Rate Levy	Other Revenue	Total
Water	12,232,175	1,600,000	13,832,175	12,490,079	554,409	13,044,488
Wastewater	6,868,408	1,750,000	8,618,408	8,486,720	919,375	9,406,095
<b>Total</b>	<b>19,100,583</b>	<b>3,350,000</b>	<b>22,450,583</b>	<b>20,976,799</b>	<b>1,473,784</b>	<b>22,450,583</b>

#### Water Systems by Type

Water & Wastewater by System	2019 Actuals	2019 Budget	2020 Budget	Change from 2019 Budget
<b>Water &amp; Sewer Administration</b>				
19800 - Water & Sewer Administration	1,595,029	2,866,136	2,625,616	(240,520)
<b>Total Water &amp; Sewer Administration</b>	<b>1,595,029</b>	<b>2,866,136</b>	<b>2,625,616</b>	<b>(240,520)</b>
<b>Water Systems</b>				
19810 - Lindsay WTP	(3,499,292)	(4,143,853)	(4,201,397)	(57,544)
19813 - Lindsay Thornhill Reservoir	95,919	188,310	183,304	(5,006)
19815 - Lindsay - Verulam Tank	61,760	233,044	150,182	(82,862)
19818 - Lindsay - Oakwood	68,701	21,281	14,557	(6,724)
19820 - Omemee - Victoria Glen	56,795	74,929	75,285	356
19825 - Emily Birch Point	127,237	155,218	146,052	(9,166)
19830 - Fenelon Falls	149,239	141,128	156,180	15,052
19835 - Fen Township - Southview Estates	173,536	185,170	176,175	(8,995)
19840 - Mariposa - Sonya	179,967	169,062	205,448	36,386
19842 - Mariposa - Canadian Shores	116,668	115,822	116,600	778
19844 - Mariposa - Woods of Manilla	61,345	71,580	74,530	2,950
19846 - Mariposa Estates	163,691	243,422	270,500	27,078
19847 - Mariposa - Pleasant Point	78,532	141,596	147,399	5,803

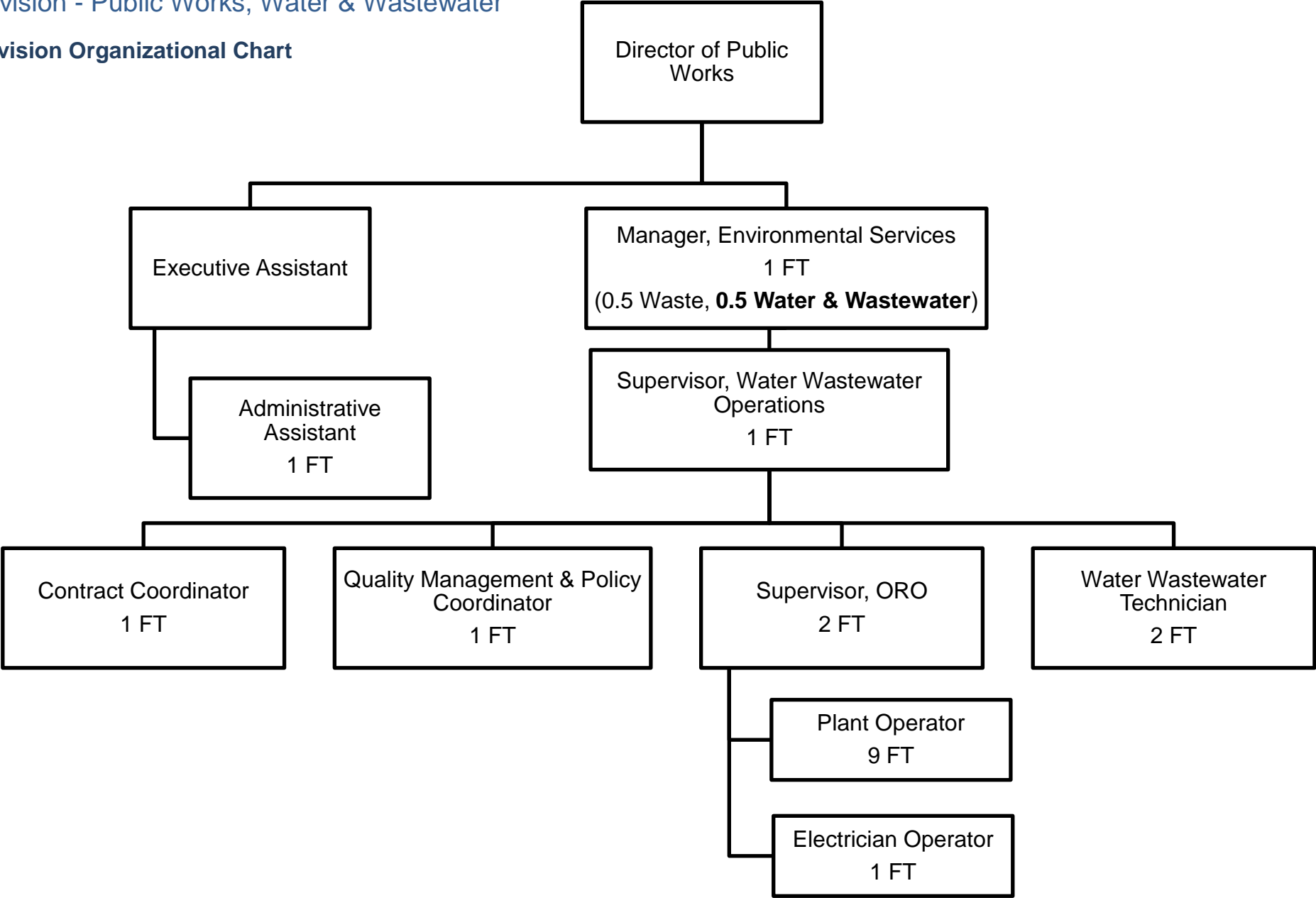
<b>Water &amp; Wastewater by System</b>	<b>2019 Actuals</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Change from 2019 Budget</b>
19848 - Mariposa - Kings Bay	63,183	74,789	81,165	6,376
19850 - Eldon - Western Trent	177,744	211,679	193,047	(18,632)
19855 - Norland	272,790	312,695	292,381	(20,314)
19860 - Kinmount	205,969	284,435	277,909	(6,526)
19865 - Woodville	46,215	35,751	(31,530)	(67,281)
19870 - Bobcaygeon	(296,342)	(495,012)	(418,575)	76,437
19875 - Bobcaygeon - Victoria Place	31,531	24,804	23,958	(846)
19880 - Manvers - Janetville	43,704	31,032	18,222	(12,810)
19882 - Manvers - Manorview	83,520	114,279	126,498	12,219
19885 - Manvers - Woodfield	73,535	81,515	84,870	3,355
19888 - Manvers - Pinewood	13,026	(3,528)	(689)	2,839
19890 - Community Wells	30,733	-	-	-
<b>Total Water Systems</b>	<b>(1,420,294)</b>	<b>(1,730,852)</b>	<b>(1,837,929)</b>	<b>(107,077)</b>
<b>Wastewater Systems</b>				
19910 - Lindsay - WPCP Sewer Systems	(1,364,163)	(2,129,452)	(1,908,843)	220,609
19920 - Omemee Sewers	59,048	(13,396)	51,851	65,247
19930 - Fenelon Falls Sewers	493,290	594,209	632,061	37,852
19940 - Mariposa - Kings Bay Sewers	101,507	119,013	126,745	7,732
19970 - Bobcaygeon Sewers	243,949	284,601	339,323	54,722
19980 - Coboconk Sewers	96,814	9,741	(28,824)	(38,565)
<b>Total Wastewater Systems</b>	<b>(369,554)</b>	<b>(1,135,284)</b>	<b>(787,687)</b>	<b>347,597</b>
<b>Water &amp; Wastewater Total</b>	<b>(194,819)</b>	<b>-</b>	<b>-</b>	<b>-</b>

Personnel Breakdown

Public Works Water & Wastewater			
Division	2019	2020	Change
Administration	4.50	4.50	-
Water & Wastewater	14.00	14.00	-
Total	18.50	18.50	-

Type	2019	2020
Full-time	18.50	18.50
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	18.50	18.50
Non Union Positions	3.50	3.50
Unionized Positions	15.00	15.00
Total	18.50	18.50

Division Organizational Chart



## Water & Wastewater Operating Budget

### Budget Summary

Summary Budget	Actual 2018	Budget 2019	Budget 2020	Change from 2019 Budget
<b>Revenue</b>				
Tax Revenues	(131,355)	(204,407)	(194,742)	9,665
Grants	-	-	-	-
Other Revenues	(924,806)	(577,005)	(1,086,842)	(509,837)
User Charges, Licenses & Fines	(20,023,151)	(20,987,828)	(21,168,999)	(181,171)
<b>Total Revenue</b>	<b>(21,079,312)</b>	<b>(21,769,240)</b>	<b>(22,450,583)</b>	<b>(681,343)</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	1,648,104	1,770,659	1,733,865	(36,794)
Materials, Supplies & Services	1,331,734	1,207,700	1,222,285	14,585
Contracted Services	8,428,638	9,188,699	9,198,515	9,816
Rents & Insurance Expenses	7,135	-	-	-
Interest on Long Term Debt	1,673,285	1,865,459	1,647,711	(217,748)
Debt, Lease & Financial	3,461,872	4,099,488	3,982,068	(117,420)
Interfunctional Adjustments	4,528,565	3,637,235	4,666,139	1,028,904
Prior Years (Surplus) Deficit				
<b>Total Expenses</b>	<b>21,079,333</b>	<b>21,769,240</b>	<b>22,450,583</b>	<b>681,343</b>
<b>Tax Support Required</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Water & Wastewater Capital Budget

### Budget Overview

As per Element 14 (Review and Provision of Infrastructure) of the Drinking Water Quality Management Standard (as mandated under the Safe Drinking Water Act, 2002), all capital projects related to the production and delivery of safe drinking water have been reviewed to consider the outcomes of the annual Quality Management System risk assessment, including any potential impact to the infrastructure and operation of the drinking water system(s) relating to the long term effects of climate change.

### 2020 Water & Wastewater Capital Budget Expenditure by Capital Program & Type

Capital Program	Replacement and Renewal	Expansion	Total
Water Treatment	457,000	20,000	477,000
Wastewater Treatment	160,000	22,477,000	22,637,000
Water Distribution and Wastewater Collection	6,168,000	540,000	6,708,000
Water-Wastewater Studies and Special Projects	58,000	165,000	223,000
<b>Total</b>	<b>6,843,000</b>	<b>23,202,000</b>	<b>30,045,000</b>

### 2020 Water & Wastewater Capital Budget by Funding Source

Funding Source	Amount
Water Reserve	1,222,500
Water DC Reserve	33,000
SCF Grant	1,580,890
Water Debenture	554,010
Sewage Reserve	307,500
Sewage DC Reserve	12,320,000
Sewage Debenture	14,027,100
<b>Total</b>	<b>30,045,000</b>



# 15. 2020 Proposed Detail Tax-Supported Capital Budget

## Budget Summary

Summary of 2020 Tax-Supported Capital Budget									
Structure of the capital budget is program-based whereby each capital program pools shareable funding over a set of capital projects involving similar combinations of service function, asset categorization and multiyear approval status.									
Program		Budget	Financing						
JDE ID	Title		Capital Reserve	DC Reserve	Federal Gas Tax Reserve	Debenture	Other	Reserve/Grant Detail	Total
9832001	Bridges	\$ 802,000.00	\$ 149,000.00	\$ -	\$ 153,000.00	\$ 500,000.00	\$ -		\$ 802,000.00
9832002	Culverts	\$ 456,000.00	\$ 456,000.00	\$ -	\$ -	\$ -	\$ -		\$ 456,000.00
9832003	Urban/Rural Reconstruction	\$ 9,213,000.00	\$ 2,066,700.00	\$ 1,346,300.00	\$ 5,800,000.00	\$ -	\$ -		\$ 9,213,000.00
9832004	Urban/Arterial Resurfacing	\$ 2,288,000.00	\$ -	\$ -	\$ 1,488,000.00	\$ -	\$ 800,000.00	Haul Routes Reserve	\$ 2,288,000.00
9832005	Rural Resurfacing	\$ 3,720,000.00	\$ 434.00	\$ -	\$ 1,859,000.00	\$ -	\$ 1,860,566.00	97% OCIF Grant, 3% Other Municipality/Owner	\$ 3,720,000.00
9832006	Gravel Resurfacing	\$ 1,526,100.00	\$ 1,526,100.00	\$ -	\$ -	\$ -	\$ -		\$ 1,526,100.00
9832007	Lifecycle Management	\$ 1,006,000.00	\$ 1,006,000.00	\$ -	\$ -	\$ -	\$ -		\$ 1,006,000.00
9832008	Water-Wastewater-Related Restorat	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
9832009	Sidewalks	\$ 300,000.00	\$ 300,000.00	\$ -	\$ -	\$ -	\$ -		\$ 300,000.00
9832010	Streetlights	\$ 400,000.00	\$ 115,880.00	\$ -	\$ -	\$ -	\$ 284,120.00	77.5% Streetlight Reserve, 22.5% IESO Incentive	\$ 400,000.00
9832011	Traffic Signals	\$ 65,000.00	\$ 65,000.00	\$ -	\$ -	\$ -	\$ -		\$ 65,000.00
9832012	Parking Lots	\$ 15,000.00	\$ 1,500.00	\$ 13,500.00	\$ -	\$ -	\$ -		\$ 15,000.00
9832013	Municipal Drains	\$ 55,000.00	\$ 55,000.00	\$ -	\$ -	\$ -	\$ -		\$ 55,000.00
9832014	Gravel Road Rehabilitation	\$ 646,900.00	\$ 646,900.00	\$ -	\$ -	\$ -	\$ -		\$ 646,900.00
9872001	Airport Siteworks	\$ 100,000.00	\$ 93,790.00	\$ 6,210.00	\$ -	\$ -	\$ -		\$ 100,000.00
9872002	Airport Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
9972001	Landfill Siteworks	\$ 746,000.00	\$ 246,000.00	\$ -	\$ -	\$ 500,000.00	\$ -		\$ 746,000.00
9972002	Landfill Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
9912001	Public Works Facilities	\$ 680,000.00	\$ 600,000.00	\$ -	\$ -	\$ -	\$ 80,000.00	Provincial Gas Tax Reserve	\$ 680,000.00
9942001	Transit Siteworks	\$ 30,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -		\$ 30,000.00
9942002	Fleet and Transit Equipment	\$ 4,075,000.00	\$ 845,000.00	\$ -	\$ -	\$ -	\$ 3,230,000.00	94% PW Fleet Reserve, 6% ICIP Grant	\$ 4,075,000.00
9282001	Information Technology Systems	\$ 396,000.00	\$ 396,000.00	\$ -	\$ -	\$ -	\$ -		\$ 396,000.00
9322001	Fire Facilities	\$ 96,000.00	\$ 96,000.00	\$ -	\$ -	\$ -	\$ -		\$ 96,000.00
9322002	Fire Fleet	\$ 1,100,000.00	\$ -	\$ 189,600.00	\$ -	\$ -	\$ 910,400.00	Fire Fleet Reserve	\$ 1,100,000.00
9322003	Fire Equipment	\$ 305,000.00	\$ 297,850.00	\$ 7,150.00	\$ -	\$ -	\$ -		\$ 305,000.00
9382001	Paramedic Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
9382002	Paramedic Fleet	\$ 330,000.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ 155,000.00	Ministry of HLTC Grant	\$ 330,000.00
9382003	Paramedic Equipment	\$ 315,000.00	\$ 315,000.00	\$ -	\$ -	\$ -	\$ -		\$ 315,000.00
9692001	Victoria Manor	\$ 150,000.00	\$ 112,235.00	\$ -	\$ -	\$ -	\$ 37,765.00	Ministry of HLTC Grant	\$ 150,000.00
9532001	Building and Property Facilities	\$ 202,000.00	\$ 197,000.00	\$ -	\$ -	\$ -	\$ 5,000.00	KL Police Reserve	\$ 202,000.00
9532002	Building and Property Equipment	\$ 53,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 33,000.00	KL Police Reserve	\$ 53,000.00
9502001	Parkland Siteworks	\$ 472,000.00	\$ 234,600.00	\$ 32,400.00	\$ -	\$ -	\$ 205,000.00	73% Parkland Reserve, 27% Wilson Estate Grant	\$ 472,000.00
9502002	Parkland Facilities	\$ 490,000.00	\$ 415,000.00	\$ -	\$ -	\$ -	\$ 75,000.00	66.6% Fenelon Falls CHEST Fund, 33.4% Community Partner(s)	\$ 490,000.00
9502003	Recreation Facilities	\$ 1,175,000.00	\$ 665,930.00	\$ -	\$ -	\$ -	\$ 509,070.00	90% Capital Conting. Reserve, 10% Other Municipality / Owner	\$ 1,175,000.00
9502004	Parks and Recreation Equipment	\$ 150,000.00	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -		\$ 150,000.00
9502005	Cemetery Siteworks	\$ 70,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -		\$ 70,000.00
9992001	Multiyear Capital Projects	\$ 13,370,000.00	\$ 1,174,600.00	\$ 1,212,900.00	\$ -	\$ 5,405,575.00	\$ 5,576,925.00	5% Capital Conting. Reserve, 95% ICIP Grant	\$ 13,370,000.00
		<b>\$ 44,798,000.00</b>	<b>\$ 12,522,519.00</b>	<b>\$ 2,808,060.00</b>	<b>\$ 9,300,000.00</b>	<b>\$ 6,405,575.00</b>	<b>\$ 13,761,846.00</b>		<b>\$ 44,798,000.00</b>

## Budget Detail

### 9992001 Multiyear Capital Projects

Ongoing and new multi-year capital projects, collected into a single program to ensure consistent project numbering and effective project monitoring over time.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing					
				Capital Reserve	DC Reserve	Capital Conting. Reserve	ICIP Grant	Debenture	Total
987200301	Runway 03/21	Upgrade	100,000	93,100	6,900				100,000
987200401	Runway 13/31	Resurfacing; Rehabilitation	50,000	50,000					50,000
928190104	Disaster Recovery Site	Installation	150,000	150,000					150,000
932171001	SCBA Gear	Replacement	250,000	250,000					250,000
953200301	Bobcaygeon Library	Upgrade; Expansion	1,000,000	61,500	678,000	260,500			1,000,000
953200400	Roof Tops	Upgrade	70,000	70,000					70,000
953200501	City Hall Building Systems	Replacement; Upgrade	400,000	400,000					400,000
953200601	Fenelon Falls Museum	Renovation; Upgrade	100,000	100,000					100,000
950190103	Bobcaygeon Beach Park	Development; Expansion	4,000,000		528,000			3,472,000	4,000,000
950200601	Ops Arena and Community Centre	Replacement; Upgrade	7,250,000				5,316,425	1,933,575	7,250,000
Total			13,370,000	1,174,600	1,212,900	260,500	5,316,425	5,405,575	13,370,000

### 9992001 Supplementary Information for Multiyear Capital Projects

JDE ID	Project	Scope, Source and or Rationale	Budget
987200301	Runway 03/21	Upgrade of grass runway to a paved surface; multiyear project over 2020-2021.	100,000
987200401	Runway 13/31	Resurfacing and rehabilitation of paved runway; multiyear project over 2020-2024.	50,000
928190104	Disaster Recovery Site	Installation of disaster recovery site at new Human Services Building. Multiyear: \$150,000 in each of 2019 and 2020.	150,000
932171001	SCBA Gear	Replacement as per NFPA standards; second last installment of 2017-2021 multiyear project.	250,000
953200301	Bobcaygeon Library	Relocation of library to Bobcaygeon Service Centre and growth-related expansion. Multiyear: \$1,000,000 in 2020 and \$500,000 in 2021.	1,000,000
953200400	Roof Tops	Roof top safety-related upgrades at Paramedic Headquarters, KLPS Building, City Hall, Human Resources, Fenelon Falls Library, Cobocok Service Centre and Norland Library. Multiyear: \$70,000 in each of 2020 and 2021.	70,000
953200501	City Hall Building Systems	Replacement and upgrade of aging and failing HVAC, fire and life safety and lighting systems at City Hall to improve performance, ensure building code compliance, reduce energy consumption and greenhouse gas emissions, avoid significant future operating costs and improve accessibility. Simultaneous work on multiple systems will minimize project cost and staff disruption as work on any single system occurs throughout City Hall in any case. Multiyear: \$400,000 in each of 2020, 2021 and 2022.	400,000
953200601	Fenelon Falls Museum	Renovation and upgrades to address structural issues. Multiyear: \$100,000 in each of 2020 and 2021.	100,000
950190103	Bobcaygeon Beach Park	Development and expansion of park. Multiyear: \$2,000,000 in 2019 and \$4,000,000 in 2020.	4,000,000
950200601	Ops Arena and Community Centre	Replacement of facility and consolidation with Ops Fire Hall, contingent on ICIP grant funding with grant-ineligible costs funded by debenture. Multiyear: \$7,250,000 in each of 2020 and 2021.	7,250,000

**9832001 Bridges**

Construction, rehabilitation, replacement and upgrade of bridges and similar municipal structures. Based on legislated structural assessment program, AMP and DC Study and lifecycle needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Federal Gas Tax Reserve	Debenture	Total
983200101	St. Mary's Rd. Bridge (Manvers)	Replacement	672,000	19,000		153,000	500,000	672,000
983200102	CKL Rd. 35 Bridge Over Canal (Fenelon/Eldon)	Design	60,000	60,000				60,000
983200103	Fish Hawk Rd. Bridge (Fenelon)	Design	70,000	70,000				70,000
<b>Total</b>			<b>802,000</b>	<b>149,000</b>	<b>-</b>	<b>153,000</b>	<b>500,000</b>	<b>802,000</b>

**9832001 Supplementary Information for Bridges**

JDE ID	Project	Scope, Source and or Rationale	Budget
983200101	St. Mary's Rd. Bridge (Manvers)	Replacement in accordance with structural assessment; bridge has been struck and damaged.	672,000
983200102	CKL Rd. 35 Bridge Over Canal (Fenelon/Eldon)	Design for rehabilitation in accordance with structural assessment.	60,000
983200103	Fish Hawk Rd. Bridge (Fenelon)	Design for replacement in accordance with structural assessment.	70,000

**9832002 Culverts**

Construction, rehabilitation, replacement and upgrade of major culverts and similar municipal structures. Based on legislated biannual Structure Appraisal Program, AMP, DC Study and lifecycle needs for culverts typically between 1.2m and 3.0m in diameter.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Federal Gas Tax Reserve		Total
983200201	CKL Rd. 36 Culvert Over Emily Creek (Verulam)	Replacement	360,000	360,000				360,000
983200202	CKL Rd. 8 Culvert West of CKL Rd. 34 (Fenelon)	Replacement	96,000	96,000				96,000
<b>Total</b>			<b>456,000</b>	<b>456,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>456,000</b>

**9832002 Supplementary Information for Culverts**

JDE ID	Project	Scope, Source and or Rationale	Budget
983200201	CKL Rd. 36 Culvert Over Emily Creek (Verulam)	Replacement in accordance with structural assessment.	360,000
983200202	CKL Rd. 8 Culvert West of CKL Rd. 34 (Fenelon)	Replacement in accordance with structural assessment.	96,000

**9832003 Urban/Rural Reconstruction**

Reconstruction of roadways, typically in settlement areas, including upgrades to urbanize road right-of-ways and support growth and development. Based on 5-year Roads Capital Plan, AMP, DC Study, Streetscape and Facade Guidelines, Accessibility Plan and urbanization needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Federal Gas Tax Reserve		Total
983200301	Lindsay St. - Russell St. to Lindsay St. Bridge (Lindsay)	Reconstruction	1,563,000	406,700	156,300	1,000,000		1,563,000
983200302	Kent St. - Lindsay St. to William St. (Lindsay)	Reconstruction	2,925,000	1,232,500	292,500	1,400,000		2,925,000
983200303	Colborne St. - William St. to Adelaide St. (Lindsay)	Reconstruction	3,780,000	2,000	378,000	3,400,000		3,780,000
983200304	Lindsay St. - Russell St. to Mary St. (Lindsay)	Design	150,000	135,000	15,000			150,000
983200305	William St. - Colborne St. to Orchard Pk. Rd. (Lindsay)	Design	90,000	81,000	9,000			90,000
983200306	St. James St. - Riverview Rd. to Dominion Dr. (Lindsay)	Design	75,000	67,500	7,500			75,000
983200307	Dominion Dr. - St. George St. to End (Lindsay)	Design	40,000	36,000	4,000			40,000
983200308	St. Patrick St. - Queen St. to End (Lindsay)	Design	90,000	81,000	9,000			90,000
983200309	Colborne St. / Angeline St. Intersection (Lindsay)	Expansion; Upgrade	500,000	25,000	475,000			500,000
<b>Total</b>			<b>9,213,000</b>	<b>2,066,700</b>	<b>1,346,300</b>	<b>5,800,000</b>	<b>-</b>	<b>9,213,000</b>

**9832003 Supplementary Information for Urban/Rural Reconstruction**

JDE ID	Project	Scope, Source and or Rationale	Budget
983200301	Lindsay St. - Russell St. to Lindsay St. Bridge (Lindsay)	Reconstruction in accordance with AMP, DC study and cast iron watermain grant.	1,563,000
983200302	Kent St. - Lindsay St. to William St. (Lindsay)	Reconstruction in accordance with AMP, DC study and cast iron watermain grant.	2,925,000
983200303	Colborne St. - William St. to Adelaide St. (Lindsay)	Reconstruction in accordance with AMP, DC study and cast iron watermain grant.	3,780,000
983200304	Lindsay St. - Russell St. to Mary St. (Lindsay)	Design to ensure adequacy of shelf-ready reconstruction projects in future.	150,000
983200305	William St. - Colborne St. to Orchard Pk. Rd. (Lindsay)	Design to ensure adequacy of shelf-ready reconstruction projects in future.	90,000
983200306	St. James St. - Riverview Rd. to Dominion Dr. (Lindsay)	Design to ensure adequacy of shelf-ready reconstruction projects in future.	75,000
983200307	Dominion Dr. - St. George St. to End (Lindsay)	Design to ensure adequacy of shelf-ready reconstruction projects in future.	40,000
983200308	St. Patrick St. - Queen St. to End (Lindsay)	Design to ensure adequacy of shelf-ready reconstruction projects in future.	90,000
983200309	Colborne St. / Angeline St. Intersection (Lindsay)	Land acquisition, intersection and right-of-way widening and utility relocation.	500,000

9832004 Urban/Arterial Resurfacing								
Resurfacing and upgrade of urban, collector and arterial roadways. Based on 5-year Roads Capital Plan, haul route needs and AMP.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Federal Gas Tax Reserve	Haul Routes Reserve	Total
983200401	CKL Rd. 48 - 180m W. of French Settlement Rd. to CKL Rd. 41	Resurfacing	2,288,000			1,488,000	800,000	2,288,000
Total			2,288,000	-	-	1,488,000	800,000	2,288,000

9832004 Supplementary Information for Urban/Arterial Resurfacing			
JDE ID	Project	Scope, Source and or Rationale	Budget
983200401	CKL Rd. 48 - 180m W. of French Settlement Rd. to CKL Rd. 41	Resurfacing in accordance with AMP using hot-in-place asphalt.	2,288,000

**9832005 Rural Resurfacing**

Resurfacing and upgrade of paved rural roadways. Based on 5-year Roads Capital Plan and AMP. Where warranted, program may involve paving of gravel roadways with high-float or asphalt or capping high-float roadways with asphalt.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	Federal Gas Tax Reserve	OCIF Grant	Other Municipality / Owner	Total
983200501	Sadowa Rd. - Kett Rd. to Eldrige Rd. (Dalton)	Resurfacing	132,000		132,000			132,000
983200502	Lake Dalrymple Rd. - Deverell La. To McCrackin Ave (Carden)	Resurfacing; Stabilization	352,000		152,000	200,000		352,000
983200503	Thompson Lane - 400m E. of CKL Rd. 6 to End (Carden)	Resurfacing	77,000		77,000			77,000
983200504	Balsam Lake Dr. - CKL Rd. 48 to Parkside Dr. (Bexley)	Resurfacing	858,000		208,000	650,000		858,000
983200505	Blanchards Rd. - Balsam Lake Dr. to Victoria Rd. (Bexley)	Resurfacing	407,000		157,000	250,000		407,000
983200506	Kennedy Bay Rd. - Elder St. to End (Fenelon)	Resurfacing	33,000		33,000			33,000
983200507	Shadow Lake Rd. #3 - Hwy. 35 to End (Laxton)	Resurfacing	198,000		198,000			198,000
983200508	Pine Ridge Rd. - Shadow Lake Rd. #3 to Dock (Laxton)	Resurfacing	66,000		66,000			66,000
983200509	Monarch Rd. - DewDrop inn road to Thunderbridge road	Resurfacing	154,000		154,000			154,000
983200510	Boulder St. - Elm Tree Rd. to O'Reilly La. (Ops)	Resurfacing	66,000		66,000			66,000
983200511	O'Reilly La. - Boulder St. to End (Ops)	Resurfacing	132,000		132,000			132,000
983200512	Algonquin Rd. - Gilson Pt. Rd. to Port Hoover Rd. (Mariposa)	Resurfacing	473,000	434	168,000	304,566		473,000
983200513	Salem Rd. - Simcoe St. to Fingerboard Rd. (Mariposa)	Resurfacing	330,000		130,000	200,000		330,000
983200514	Farmstead Rd. - Fingerboard Rd. to Whiterock Rd. (Mariposa)	Resurfacing	330,000		130,000	200,000		330,000
983200515	Mara-Eldon Boundary Rd. - Canal Rd. to Con. Rd. 1 (Eldon)	Resurfacing	112,000		56,000		56,000	112,000
<b>Total</b>			<b>3,720,000</b>	<b>434</b>	<b>1,859,000</b>	<b>1,804,566</b>	<b>56,000</b>	<b>3,720,000</b>

**9832005 Supplementary Information for Rural Resurfacing**

JDE ID	Project	Scope, Source and or Rationale	Budget
983200501	Sadowa Rd. - Kett Rd. to Eldrige Rd. (Dalton)	Resurfacing in accordance with AMP.	132,000
983200502	Lake Dalrymple Rd. - Deverell La. To McCrackin Ave (Carden)	Resurfacing in accordance with AMP and shoreline assessment.	352,000
983200503	Thompson Lane - 400m E. of CKL Rd. 6 to End (Carden)	Resurfacing in accordance with AMP.	77,000
983200504	Balsam Lake Dr. - CKL Rd. 48 to Parkside Dr. (Bexley)	Resurfacing in accordance with AMP.	858,000
983200505	Blanchards Rd. - Balsam Lake Dr. to Victoria Rd. (Bexley)	Resurfacing in accordance with AMP.	407,000
983200506	Kennedy Bay Rd. - Elder St. to End (Fenelon)	Resurfacing in accordance with AMP.	33,000
983200507	Shadow Lake Rd. #3 - Hwy. 35 to End (Laxton)	Resurfacing in accordance with AMP.	198,000
983200508	Pine Ridge Rd. - Shadow Lake Rd. #3 to Dock (Laxton)	Resurfacing in accordance with AMP.	66,000
983200509	Monarch Rd. - DewDrop inn road to Thunderbridge road	Resurfacing in accordance with AMP.	154,000
983200510	Boulder St. - Elm Tree Rd. to O'Reilly La. (Ops)	Resurfacing in accordance with AMP.	66,000
983200511	O'Reilly La. - Boulder St. to End (Ops)	Resurfacing in accordance with AMP.	132,000
983200512	Algonquin Rd. - Gilson Pt. Rd. to Port Hoover Rd. (Mariposa)	Resurfacing in accordance with AMP.	473,000
983200513	Salem Rd. - Simcoe St. to Fingerboard Rd. (Mariposa)	Resurfacing in accordance with AMP.	330,000
983200514	Farmstead Rd. - Fingerboard Rd. to Whiterock Rd. (Mariposa)	Resurfacing in accordance with AMP.	330,000
983200515	Mara-Eldon Boundary Rd. - Canal Rd. to Con. Rd. 1 (Eldon)	Resurfacing in accordance with boundary road agreement with Ramara Township.	112,000

**9832006 Gravel Resurfacing**

Resurfacing, upgrade and minor rehabilitation of gravel roadways. Based on 10-Year Gravel Resurfacing Plan, AMP, lifecycle needs and road condition updates.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983200601	Station Rd. (Cresswell Rd. to Farmstead Rd.)	Resurfacing	23,300	23,300				23,300
983200602	Barry's Rd. (Hwy. #7 to South End)	Resurfacing	6,600	6,600				6,600
983200603	White Rock Rd. (Royal Oak Rd. to Salem Rd.)	Resurfacing	23,000	23,000				23,000
983200604	White Rock Rd. (Salem Rd. to Cresswell Rd.)	Resurfacing	22,900	22,900				22,900
983200605	White Rock Rd. (Cresswell Rd. to Farmstead Rd.)	Resurfacing	23,200	23,200				23,200
983200606	White Rock Rd. (Farmstead Rd. to Highway #7)	Resurfacing	22,900	22,900				22,900
983200607	Fleetwood Rd. (West End to Janetville Rd)	Resurfacing	47,600	47,600				47,600
983200608	Fleetwood Rd. (1.1 Km East of Janetville Rd. to Chipmunk Rd.)	Resurfacing	44,300	44,300				44,300
983200609	Fleetwood Rd. (Chipmunk Rd. to Hwy. #35)	Resurfacing	10,300	10,300				10,300
983200610	Stoney Creek Rd. (Highway #35 to 0.4 Km West of Hwy. #35)	Resurfacing	9,100	9,100				9,100
983200611	Stoney Creek Rd. (0.4 Km West of Hwy. #35 to South End)	Resurfacing	45,000	45,000				45,000
983200612	Tower Rd. (Mount Horeb Rd. to Star Hill Rd.)	Resurfacing	46,300	46,300				46,300
983200613	Tower Rd. (Star Hill Rd. to 0.9 Km North of Star Hill Rd.)	Resurfacing	14,600	14,600				14,600
983200614	Tower Rd. (1.4 Km North of Star Hill Rd. to Hwy. #35)	Resurfacing	15,600	15,600				15,600
983200615	Star Hill Rd. (Tower Rd. to Hillhead Rd.)	Resurfacing	16,500	16,500				16,500
983200616	Crosswind Rd. (Post Rd. to Old Mill Rd.)	Resurfacing	21,000	21,000				21,000
983200617	Crosswind Rd. (Old Mill Rd. to Lilac Rd.)	Resurfacing	22,900	22,900				22,900
983200618	Crosswind Rd. (Lilac Rd. to Heights Rd.)	Resurfacing	14,800	14,800				14,800
983200619	Powles Rd. (Cameron Rd. to Country Lane)	Resurfacing	29,700	29,700				29,700
983200620	Powles Rd. (Country Lane to Hwy. #35)	Resurfacing	30,900	30,900				30,900
983200621	Farms Rd. (Woodville Rd. to Lorneville Rd.)	Resurfacing	61,500	61,500				61,500
983200622	Windmere Rd. (Woodville Rd. to Lorneville Rd.)	Resurfacing	50,800	50,800				50,800
983200623	Windmere Rd. (Lorneville Rd. to Glenarm Rd.)	Resurfacing	51,200	51,200				51,200
983200624	Windmere Rd. (Glenarm Rd. to North End)	Resurfacing	11,900	11,900				11,900
983200625	Pearn's Rd. (Country Lane to Hwy. #35)	Resurfacing	22,200	22,200				22,200
983200626	School Rd. (Elm Tree Rd. to Omega Rd.)	Resurfacing	22,200	22,200				22,200
983200627	School Rd. (Omega Rd. to Hardwood St.)	Resurfacing	12,500	12,500				12,500
983200628	Omega Rd. (Otter Rd. to North End)	Resurfacing	1,900	1,900				1,900
983200629	Bona Vista Dr. (Otter Rd. to Ridge Dr.)	Resurfacing	1,500	1,500				1,500



JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983200630	Bona Vista Dr. (Ridge Dr. to Cedar Ave.)	Resurfacing	2,100	2,100				2,100
983200631	Cedar Ave. (West End to Bona Vista Dr.)	Resurfacing	2,500	2,500				2,500
983200632	Cedar Ave. (Bona Vista Dr. to Ridge Dr.)	Resurfacing	5,600	5,600				5,600
983200633	Ridge Dr. (Bona Vista Dr. to Cedar Ave.)	Resurfacing	6,900	6,900				6,900
983200634	Ridge Dr. (Cedar Ave. to Maple Ave.)	Resurfacing	22,800	22,800				22,800
983200635	Maple Ave. (Otter Rd. to Ridge Dr.)	Resurfacing	12,000	12,000				12,000
983200636	Maple Ave. (Ridge Dr. to North End)	Resurfacing	2,700	2,700				2,700
983200637	Hardwood St. (School Rd. to 300m N. of School Rd.)	Resurfacing	5,000	5,000				5,000
983200638	Hardwood St. (300m N. of School Rd. to 1.2Km S. of Otter Rd.)	Resurfacing	5,800	5,800				5,800
983200639	Jasper Dr. (Omega Rd. to School Rd.)	Resurfacing	17,700	17,700				17,700
983200640	Iris Dr. (Killarney Bay Rd. to West End)	Resurfacing	15,900	15,900				15,900
983200641	Romany Ranch Rd. (Balsam Grove Rd. to West End)	Resurfacing	19,800	19,800				19,800
983200642	Bulmer's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Resurfacing	63,500	63,500				63,500
983200643	Walker's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Resurfacing	57,400	57,400				57,400
983200644	Fairbairn Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Resurfacing	59,800	59,800				59,800
983200645	St. Alban's Rd. (Treeview Line to Cedar Tree Rd.)	Resurfacing	57,500	57,500				57,500
983200646	St. Alban's Rd. (Cedar Tree Rd. to North End)	Resurfacing	13,300	13,300				13,300
983200647	Cedar Tree Rd. (Fairbairn Rd. to St. Alban's Rd.)	Resurfacing	23,500	23,500				23,500
983200648	Ledge Hill Rd. (Bury's Green Rd. to Somerville 2nd Conc.)	Resurfacing	20,300	20,300				20,300
983200649	Ledge Hill Rd. (Somerville 2nd Conc. to Somerville 3rd Conc.)	Resurfacing	21,500	21,500				21,500
983200650	Ledge Hill Rd. (Somerville 3rd Conc. to Somerville 5th Conc.)	Resurfacing	45,500	45,500				45,500
983200651	Sticky Lane (Base Line Rd. to South End)	Resurfacing	2,500	2,500				2,500
983200652	Morton Lane (Chisholm Trail to 1.4 Km East of Chisholm Trail)	Resurfacing	20,900	20,900				20,900
983200653	Morton Lane (1.4 Km East of Chisholm Trail to East End)	Resurfacing	10,000	10,000				10,000
983200654	Deer Lake Rd. (Bexley/Laxton Twp. Line to Tumbleweed Rd.)	Resurfacing	27,900	27,900				27,900
983200655	Deer Lake Rd. (Tumbleweed Rd. to Mockingbird Lane)	Resurfacing	20,300	20,300				20,300
983200656	Deer Lake Rd. (Mockingbird Lane to Monck Rd.)	Resurfacing	28,900	28,900				28,900
983200657	Mockingbird Lane (Deer Lake Rd. to South End)	Resurfacing	6,000	6,000				6,000
983200658	Laxton Township 8th Line (Monck Rd. to South End)	Resurfacing	4,000	4,000				4,000
983200659	Otter Lane (Bexley/Laxton Twp. Line to Laxton South 1/4 Line)	Resurfacing	26,200	26,200				26,200
983200660	Laxton South 1/4 Line (Hwy. #35 to Otter Lane)	Resurfacing	13,500	13,500				13,500
983200661	Laxton South 1/4 Line (Otter Lane to West End)	Resurfacing	10,800	10,800				10,800
983200662	Laxton Township 5th Line (Monck Rd. to South End)	Resurfacing	3,100	3,100				3,100
983200663	Rush Lake Rd. (K.L. Rd. 41 to Greenwood Rd.)	Resurfacing	2,900	2,900				2,900
983200664	Greenwood Rd. (Rush Lake Rd. to South End)	Resurfacing	8,400	8,400				8,400
983200665	Locust Lane (Rush Lake Rd. to North End)	Resurfacing	2,300	2,300				2,300
983200666	Digby/Laxton Boundary Rd. (Victoria Rd. to Monck Rd.)	Resurfacing	107,300	107,300				107,300
983200667	Baker Blvd. (Digby/Laxton Boundary Rd. to 1.6 Km North)	Resurfacing	23,800	23,800				23,800
<b>Total</b>			<b>1,526,100</b>	<b>1,526,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,526,100</b>



9832006 Supplementary Information for Gravel Resurfacing			
JDE ID	Project	Scope, Source and or Rationale	Budget
983200601	Station Rd. (Cresswell Rd. to Farmstead Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	23,300
983200602	Barry's Rd. (Hwy. #7 to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	6,600
983200603	White Rock Rd. (Royal Oak Rd. to Salem Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	23,000
983200604	White Rock Rd. (Salem Rd. to Cresswell Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,900
983200605	White Rock Rd. (Cresswell Rd. to Farmstead Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	23,200
983200606	White Rock Rd. (Farmstead Rd. to Highway #7)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,900
983200607	Fleetwood Rd. (West End to Janetville Rd)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	47,600
983200608	Fleetwood Rd. (1.1 Km East of Janetville Rd. to Chipmunk Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	44,300
983200609	Fleetwood Rd. (Chipmunk Rd. to Hwy. #35)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	10,300
983200610	Stoney Creek Rd. (Highway #35 to 0.4 Km West of Hwy. #35)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	9,100
983200611	Stoney Creek Rd. (0.4 Km West of Hwy. #35 to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	45,000
983200612	Tower Rd. (Mount Horeb Rd. to Star Hill Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	46,300
983200613	Tower Rd. (Star Hill Rd. to 0.9 Km North of Star Hill Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	14,600
983200614	Tower Rd. (1.4 Km North of Star Hill Rd. to Hwy. #35)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	15,600
983200615	Star Hill Rd. (Tower Rd. to Hillhead Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	16,500
983200616	Crosswind Rd. (Post Rd. to Old Mill Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	21,000
983200617	Crosswind Rd. (Old Mill Rd. to Lilac Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,900
983200618	Crosswind Rd. (Lilac Rd. to Heights Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	14,800
983200619	Powles Rd. (Cameron Rd. to Country Lane)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	29,700
983200620	Powles Rd. (Country Lane to Hwy. #35)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	30,900
983200621	Farms Rd. (Woodville Rd. to Lorneville Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	61,500
983200622	Windmere Rd. (Woodville Rd. to Lorneville Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	50,800
983200623	Windmere Rd. (Lorneville Rd. to Glenarm Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	51,200
983200624	Windmere Rd. (Glenarm Rd. to North End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	11,900
983200625	Pearn's Rd. (Country Lane to Hwy. #35)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,200
983200626	School Rd. (Elm Tree Rd. to Omega Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,200
983200627	School Rd. (Omega Rd. to Hardwood St.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	12,500
983200628	Omega Rd. (Otter Rd. to North End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	1,900
983200629	Bona Vista Dr. (Otter Rd. to Ridge Dr.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	1,500

JDE ID	Project	Scope, Source and or Rationale	Budget
983200630	Bona Vista Dr. (Ridge Dr. to Cedar Ave.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,100
983200631	Cedar Ave. (West End to Bona Vista Dr.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,500
983200632	Cedar Ave. (Bona Vista Dr. to Ridge Dr.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	5,600
983200633	Ridge Dr. (Bona Vista Dr. to Cedar Ave.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	6,900
983200634	Ridge Dr. (Cedar Ave. to Maple Ave.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	22,800
983200635	Maple Ave. (Otter Rd. to Ridge Dr.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	12,000
983200636	Maple Ave. (Ridge Dr. to North End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,700
983200637	Hardwood St. (School Rd. to 300m N. of School Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	5,000
983200638	Hardwood St. (300m N. of School Rd. to 1.2Km S. of Otter Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	5,800
983200639	Jasper Dr. (Omega Rd. to School Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	17,700
983200640	Iris Dr. (Killarney Bay Rd. to West End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	15,900
983200641	Romany Ranch Rd. (Balsam Grove Rd. to West End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	19,800
983200642	Bulmer's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	63,500
983200643	Walker's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	57,400
983200644	Fairbairn Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	59,800
983200645	St. Alban's Rd. (Treeview Line to Cedar Tree Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	57,500
983200646	St. Alban's Rd. (Cedar Tree Rd. to North End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	13,300
983200647	Cedar Tree Rd. (Fairbairn Rd. to St. Alban's Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	23,500
983200648	Ledge Hill Rd. (Bury's Green Rd. to Somerville 2nd Conc.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	20,300
983200649	Ledge Hill Rd. (Somerville 2nd Conc. to Somerville 3rd Conc.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	21,500
983200650	Ledge Hill Rd. (Somerville 3rd Conc. to Somerville 5th Conc.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	45,500
983200651	Sticky Lane (Base Line Rd. to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,500
983200652	Morton Lane (Chisholm Trail to 1.4 Km East of Chisholm Trail)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	20,900
983200653	Morton Lane (1.4 Km East of Chisholm Trail to East End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	10,000
983200654	Deer Lake Rd. (Bexley/Laxton Twp. Line to Tumbleweed Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	27,900
983200655	Deer Lake Rd. (Tumbleweed Rd. to Mockingbird Lane)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	20,300
983200656	Deer Lake Rd. (Mockingbird Lane to Monck Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	28,900
983200657	Mockingbird Lane (Deer Lake Rd. to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	6,000
983200658	Laxton Township 8th Line (Monck Rd. to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	4,000
983200659	Otter Lane (Bexley/Laxton Twp. Line to Laxton South 1/4 Line)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	26,200
983200660	Laxton South 1/4 Line (Hwy. #35 to Otter Lane)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	13,500
983200661	Laxton South 1/4 Line (Otter Lane to West End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	10,800
983200662	Laxton Township 5th Line (Monck Rd. to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	3,100
983200663	Rush Lake Rd. (K.L. Rd. 41 to Greenwood Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,900
983200664	Greenwood Rd. (Rush Lake Rd. to South End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	8,400
983200665	Locust Lane (Rush Lake Rd. to North End)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	2,300
983200666	Digby/Laxton Boundary Rd. (Victoria Rd. to Monck Rd.)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	107,300
983200667	Baker Blvd. (Digby/Laxton Boundary Rd. to 1.6 Km North)	Based on 10-Year Gravel Resurfacing Plan and coordination with gravel road rehabilitation.	23,800

### 9832007 Lifecycle Management

Capital interventions to manage and optimize road lifecycles. Based on 5-year Roads Capital Plan, AMP, lifecycle needs and road condition updates. Promotes the minimization of lifecycle costs, sustaining of good road conditions and preparation of roads for resurfacing or upgrading through other capital programs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983200701	Local Asphalt Paving	Lifecycle Management	311,000	311,000				311,000
983200702	Local Surface Treatment	Lifecycle Management	283,000	283,000				283,000
983200703	Micro-Resurfacing	Lifecycle Management	107,000	107,000				107,000
983200704	Slurry Sealing	Lifecycle Management	107,000	107,000				107,000
983200705	Crack Sealing	Lifecycle Management	198,000	198,000				198,000
<b>Total</b>			<b>1,006,000</b>	<b>1,006,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,006,000</b>

### 9832007 Supplementary Information for Lifecycle Management

JDE ID	Project	Scope, Source and or Rationale	Budget
983200701	Local Asphalt Paving	Maintain and extend road lifecycles as per AMP; Road sections determined by staff post-winter.	311,000
983200702	Local Surface Treatment	Maintain and extend road lifecycles as per AMP; Road sections determined by staff post-winter.	283,000
983200703	Micro-Resurfacing	Maintain and extend road lifecycles as per AMP; Road sections determined by staff post-winter.	107,000
983200704	Slurry Sealing	Maintain and extend road lifecycles as per AMP; Road sections determined by staff post-winter.	107,000
983200705	Crack Sealing	Maintain and extend road lifecycles as per AMP; Road sections determined by staff post-winter.	198,000

### 9832009 Sidewalks

Construction, replacement, rehabilitation and upgrade of sidewalks not captured by road reconstruction. Based on annual Sidewalk Inspection Program and Accessibility Plan, and is targeted to address risk exposure (e.g. litigation and insurance claims), enhance accessibility and comply with Ontario Regulation 239/02.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983200901	Bond St. W. Sidewalk (Fenelon Falls)	Replacement	70,000	70,000				70,000
983200902	Long Beach Rd. Sidewalk (Fenelon)	Replacement	80,000	80,000				80,000
983200903	Additional Sidewalks	Replacement	150,000	150,000				150,000
<b>Total</b>			<b>300,000</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>

### 9832009 Supplementary Information for Sidewalks

JDE ID	Project	Scope, Source and or Rationale	Budget
983200901	Bond St. W. Sidewalk (Fenelon Falls)	North side of road from civic address #66 to Colborne St..	70,000
983200902	Long Beach Rd. Sidewalk (Fenelon)	South side of road from civic address #22 to civic address #52.	80,000
983200903	Additional Sidewalks	Added from decision unit list; scope to be determined through subsequent report to Council.	150,000

**9832010 Streetlights**

Installation, upgrade and replacement of streetlights not captured by reconstruction. Based on AMP, Energy Management Plan and lifecycle needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Streetlights Reserve	IESO Incentive	Total
983201001	Standards, Luminaires and Other Fixtures	Replacement; Upgrade	400,000	115,880		220,000	64,120	400,000
<b>Total</b>			<b>400,000</b>	<b>115,880</b>	<b>-</b>	<b>220,000</b>	<b>64,120</b>	<b>400,000</b>

**9832010 Supplementary Information for Streetlights**

JDE ID	Project	Scope, Source and or Rationale	Budget
983201001	Standards, Luminaires and Other Fixtures	Conversion to LED luminaires for enhanced energy efficiency.	400,000

**9832011 Traffic Signals**

Installation, upgrade and replacement of traffic signal systems and related infrastructure not captured by reconstruction. Based on legislated annual inspections, AMP, DC Study, Accessibility Plan and lifecycle needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983201101	Miscellaneous Traffic Light Components	Replacement; Upgrade	65,000	65,000				65,000
<b>Total</b>			<b>65,000</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,000</b>

**9832011 Supplementary Information for Traffic Signals**

JDE ID	Project	Scope, Source and or Rationale	Budget
983201101	Miscellaneous Traffic Light Components	Replacement and upgrade of various traffic controller systems and related components.	65,000

9832012 Parking Lots								
Construction, upgrade and replacement of municipal parking lots. Based on AMP, DC Study, Accessibility Plan and lifecycle needs.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983201201	William St. S. Parking Lot (Former Irish House Property)	Design	15,000	1,500	13,500			15,000
Total			15,000	1,500	13,500	-	-	15,000

9832012 Supplementary Information for Parking Lots			
JDE ID	Project	Scope, Source and or Rationale	Budget
983201201	William St. S. Parking Lot (Former Irish House Property)	Design for conversion into public parking; growth-related need after downtown reconstruction.	15,000

9832013 Municipal Drains								
Construction, upgrade and rehabilitation of municipal drains. Based on legislated requirements as set out under the Drainage Act and lifecycle needs.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983201301	Municipal Drains	Rehabilitation; Upgrade	55,000	55,000				55,000
Total			55,000	55,000	-	-	-	55,000

9832013 Supplementary Information for Municipal Drains			
JDE ID	Project	Scope, Source and or Rationale	Budget
983201301	Municipal Drains	Rehabilitation works and upgrades to comply with Drainage Act.	55,000

2020 Proposed Budget & Business Plan	173	2020 Proposed Detail Tax-Supported Capital Budget Budget Detail
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## 9832014 Gravel Road Rehabilitation

Major interventions (e.g. base restoration, culvert replacement, ditching, brushing etc.) to rectify deficiencies impacting gravel road surfaces and to prepare gravel roads for resurfacing. A one-time program over 2018-2020 to augment the 5-Year Roads Capital Plan and complement the Gravel Resurfacing Program.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
983201401	Powles Rd. (Cameron Rd. to Country Lane)	Rehabilitation	42,600	42,600				42,600
983201402	Powles Rd. (Country Lane to Highway #35)	Rehabilitation	10,100	10,100				10,100
983201403	Pearn's Rd. (Country Lane to Highway #35)	Rehabilitation	7,800	7,800				7,800
983201404	School Rd. (Elm Tree Rd. to Omega Rd.)	Rehabilitation	11,200	11,200				11,200
983201405	School Rd. (Omega Rd. to Hardwood St.)	Rehabilitation	5,000	5,000				5,000
983201406	Bona Vista Dr. (Otter Rd. to Ridge Dr.)	Rehabilitation	600	600				600
983201407	Bona Vista Dr. (Ridge Dr. to Cedar Ave.)	Rehabilitation	1,600	1,600				1,600
983201408	Cedar Ave. (West End to Bona Vista Dr.)	Rehabilitation	600	600				600
983201409	Cedar Ave. (Bona Vista Dr. to Ridge Dr.)	Rehabilitation	3,400	3,400				3,400
983201410	Ridge Dr. (Bona Vista Dr. to Cedar Ave.)	Rehabilitation	1,300	1,300				1,300
983201411	Ridge Dr. (Cedar Ave. to Maple Ave.)	Rehabilitation	4,600	4,600				4,600
983201412	Maple Ave. (Otter Rd. to Ridge Dr.)	Rehabilitation	2,400	2,400				2,400
983201413	Maple Ave. (Ridge Dr. to North End)	Rehabilitation	600	600				600
983201414	Hardwood St. (School Rd. to 300m North of School Rd.)	Rehabilitation	1,000	1,000				1,000
983201415	Hardwood St. (300m N. of School Rd. to 1.2Km S. of Otter Rd.)	Rehabilitation	3,500	3,500				3,500
983201416	Jasper Dr. (Omega Rd. to School Rd.)	Rehabilitation	10,600	10,600				10,600
983201417	Iris Dr. (Killarney Bay Rd. to West End)	Rehabilitation	4,000	4,000				4,000
983201418	Romany Ranch Rd. (Balsam Grove Rd. to West End)	Rehabilitation	9,800	9,800				9,800
983201419	Walker's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Rehabilitation	57,500	57,500				57,500
983201420	Fairbairn Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Rehabilitation	59,800	59,800				59,800
983201421	St. Alban's Rd. (Treeview Line to Cedar Tree Rd.)	Rehabilitation	57,500	57,500				57,500
983201422	Cedar Tree Rd. (Fairbairn Rd. to St. Alban's Rd.)	Rehabilitation	23,500	23,500				23,500
983201423	Ledge Hill Rd. (Bury's Green Rd. to Somerville 2nd Conc.)	Rehabilitation	30,400	30,400				30,400
983201424	Ledge Hill Rd. (Somerville 2nd Conc. to Somerville 3rd Conc.)	Rehabilitation	32,200	32,200				32,200
983201425	Ledge Hill Rd. (Somerville 3rd Conc. to Somerville 5th Conc.)	Rehabilitation	68,400	68,400				68,400
983201426	Morton Lane (Chisholm Trail to 1.4 Km East of Chisholm Trail)	Rehabilitation	80,800	80,800				80,800
983201427	Morton Lane (1.4 Km East of Chisholm Trail to East End)	Rehabilitation	46,600	46,600				46,600
983201428	Mockingbird Lane (Deer Lake Rd. to South End)	Rehabilitation	29,900	29,900				29,900
983201429	Laxton South 1/4 Line (Hwy. #35 to Otter Lane)	Rehabilitation	6,600	6,600				6,600
983201430	Laxton South 1/4 Line (Otter Lane to West End)	Rehabilitation	5,100	5,100				5,100
983201431	Rush Lake Rd. (K.L. Rd. 41 to Greenwood Rd.)	Rehabilitation	1,800	1,800				1,800
983201432	Greenwood Rd. (Rush Lake Rd. to South End)	Rehabilitation	6,000	6,000				6,000
983201433	Digby/Laxton Boundary Rd. (Victoria Rd. to Monck Rd.)	Rehabilitation	20,100	20,100				20,100
<b>Total</b>			<b>646,900</b>	<b>646,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>646,900</b>



9832014 Supplementary Information for Gravel Road Rehabilitation			
JDE ID	Project	Scope, Source and or Rationale	Budget
983201401	Powles Rd. (Cameron Rd. to Country Lane)	Base restoration through enhanced gravel application.	42,600
983201402	Powles Rd. (Country Lane to Highway #35)	Base restoration through enhanced gravel application.	10,100
983201403	Pearn's Rd. (Country Lane to Highway #35)	Base restoration through enhanced gravel application.	7,800
983201404	School Rd. (Elm Tree Rd. to Omega Rd.)	Base restoration through enhanced gravel application.	11,200
983201405	School Rd. (Omega Rd. to Hardwood St.)	Base restoration through enhanced gravel application.	5,000
983201406	Bona Vista Dr. (Otter Rd. to Ridge Dr.)	Base restoration through enhanced gravel application.	600
983201407	Bona Vista Dr. (Ridge Dr. to Cedar Ave.)	Base restoration through enhanced gravel application.	1,600
983201408	Cedar Ave. (West End to Bona Vista Dr.)	Base restoration through enhanced gravel application.	600
983201409	Cedar Ave. (Bona Vista Dr. to Ridge Dr.)	Base restoration through enhanced gravel application.	3,400
983201410	Ridge Dr. (Bona Vista Dr. to Cedar Ave.)	Base restoration through enhanced gravel application.	1,300
983201411	Ridge Dr. (Cedar Ave. to Maple Ave.)	Base restoration through enhanced gravel application.	4,600
983201412	Maple Ave. (Otter Rd. to Ridge Dr.)	Base restoration through enhanced gravel application.	2,400
983201413	Maple Ave. (Ridge Dr. to North End)	Base restoration through enhanced gravel application.	600
983201414	Hardwood St. (School Rd. to 300m North of School Rd.)	Base restoration through enhanced gravel application.	1,000
983201415	Hardwood St. (300m N. of School Rd. to 1.2Km S. of Otter Rd.)	Base restoration through enhanced gravel application.	3,500
983201416	Jasper Dr. (Omega Rd. to School Rd.)	Base restoration through enhanced gravel application.	10,600
983201417	Iris Dr. (Killarney Bay Rd. to West End)	Base restoration through enhanced gravel application.	4,000
983201418	Romany Ranch Rd. (Balsam Grove Rd. to West End)	Base restoration through enhanced gravel application.	9,800
983201419	Walker's Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Base restoration through enhanced gravel application.	57,500
983201420	Fairbairn Rd. (Cedar Tree Rd. to Bury's Green Rd.)	Base restoration through enhanced gravel application.	59,800
983201421	St. Alban's Rd. (Treeview Line to Cedar Tree Rd.)	Base restoration through enhanced gravel application.	57,500
983201422	Cedar Tree Rd. (Fairbairn Rd. to St. Alban's Rd.)	Base restoration through enhanced gravel application.	23,500
983201423	Ledge Hill Rd. (Bury's Green Rd. to Somerville 2nd Conc.)	Base restoration through enhanced gravel application.	30,400
983201424	Ledge Hill Rd. (Somerville 2nd Conc. to Somerville 3rd Conc.)	Base restoration through enhanced gravel application.	32,200
983201425	Ledge Hill Rd. (Somerville 3rd Conc. to Somerville 5th Conc.)	Base restoration through enhanced gravel application.	68,400
983201426	Morton Lane (Chisholm Trail to 1.4 Km East of Chisholm Trail)	Base restoration through enhanced gravel application.	80,800
983201427	Morton Lane (1.4 Km East of Chisholm Trail to East End)	Base restoration through enhanced gravel application.	46,600
983201428	Mockingbird Lane (Deer Lake Rd. to South End)	Base restoration through enhanced gravel application.	29,900
983201429	Laxton South 1/4 Line (Hwy. #35 to Otter Lane)	Base restoration through enhanced gravel application.	6,600
983201430	Laxton South 1/4 Line (Otter Lane to West End)	Base restoration through enhanced gravel application.	5,100
983201431	Rush Lake Rd. (K.L. Rd. 41 to Greenwood Rd.)	Base restoration through enhanced gravel application.	1,800
983201432	Greenwood Rd. (Rush Lake Rd. to South End)	Base restoration through enhanced gravel application.	6,000
983201433	Digby/Laxton Boundary Rd. (Victoria Rd. to Monck Rd.)	Base restoration through enhanced gravel application.	20,100

**9872001 Airport Siteworks**

Construction, rehabilitation, replacement and upgrade of runways, non-facility structures and related siteworks. Based on Kawartha Lakes Municipal Airport Business Plan, AMP, DC Study and lifecycle needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
987200101	Aircraft Parking Lot and Apron	Resurfacing; Rehabilitation	90,000	83,790	6,210			90,000
987200102	Miscellaneous Sitework Components	Replacement; Upgrade	10,000	10,000				10,000
<b>Total</b>			<b>100,000</b>	<b>93,790</b>	<b>6,210</b>	<b>-</b>	<b>-</b>	<b>100,000</b>

**9872001 Supplementary Information for Airport Siteworks**

JDE ID	Project	Scope, Source and or Rationale	Budget
987200101	Aircraft Parking Lot and Apron	Resurfacing and rehabilitation of aircraft parking lot and apron.	90,000
987200102	Miscellaneous Sitework Components	Replacement and or upgrade of various sitework assets.	10,000

**9972001 Landfill Siteworks**

Construction, rehabilitation, replacement and upgrade of landfill cells, non-facility structures and related siteworks. Based on Integrated Waste Management Strategy, AMP, lifecycle needs and legislation.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve		Debenture	Total
997200101	Somerville Landfill Cell 2A/B Final Cover	Installation	660,000	160,000			500,000	660,000
997200102	Fenelon Landfill Phase 2 Base Grade	Design	44,000	44,000				44,000
997200103	Fencing Between Lindsay-Ops Landfill and Lindsay WPCP	Installation	42,000	42,000				42,000
<b>Total</b>			<b>746,000</b>	<b>246,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>746,000</b>

**9972001 Supplementary Information for Landfill Siteworks**

JDE ID	Project	Scope, Source and or Rationale	Budget
997200101	Somerville Landfill Cell 2A/B Final Cover	Required by Ministry of Environment to finalize Cell 2A/B.	660,000
997200102	Fenelon Landfill Phase 2 Base Grade	Detailed design and tender specifications for phase 2 base grade.	44,000
997200103	Fencing Between Lindsay-Ops Landfill and Lindsay WPCP	Improve site security at the landfill and WPCP; cost-shared 50/50 with Water-Wastewater.	42,000



**9912001 Public Works Facilities**

Construction, rehabilitation, replacement and upgrade of roads, fleet, transit and landfill facilities, including material storage structures and related siteworks. Based on Roads Operations Master Plan, Transit Master Plan, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Provincial Gas Tax Reserve		Total
991200101	Carden Roads Depot Roof	Replacement	80,000	80,000				80,000
991200102	Burnt River Roads Depot Material Storage Structure	Installation	250,000	250,000				250,000
991200103	Fleet Depot Roof and HVAC Unit	Replacement	300,000	225,000		75,000		300,000
991200104	Lindsay Roads Depot Fuel Station Security System	Installation	10,000	7,500		2,500		10,000
991200105	Fleet Depot Fuel Station Security System	Installation	10,000	7,500		2,500		10,000
991200106	Emily Roads Depot Fuel Station Security System	Installation	10,000	10,000				10,000
991200107	Bobcaygeon Roads Depot Fuel Station Security System	Installation	10,000	10,000				10,000
991200108	Coboconk Roads Depot Fuel Station Security System	Installation	10,000	10,000				10,000
<b>Total</b>			<b>680,000</b>	<b>600,000</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>680,000</b>

**9912001 Supplementary Information for Public Works Facilities**

JDE ID	Project	Scope, Source and or Rationale	Budget
991200101	Carden Roads Depot Roof	Asset is malfunctioning; roof assessment indicates need for replacement.	80,000
991200102	Burnt River Roads Depot Material Storage Structure	Replace sand dome that was demolished in 2016 and restore material storage capacity.	250,000
991200103	Fleet Depot Roof and HVAC Unit	Assets are malfunctioning; roof assessment indicates need for replacement; 25% transit-related.	300,000
991200104	Lindsay Roads Depot Fuel Station Security System	Improve security and prevent fuel loss and theft; 25% transit-related.	10,000
991200105	Fleet Depot Fuel Station Security System	Improve security and prevent fuel loss and theft; 25% transit-related.	10,000
991200106	Emily Roads Depot Fuel Station Security System	Improve security and prevent fuel loss and theft.	10,000
991200107	Bobcaygeon Roads Depot Fuel Station Security System	Improve security and prevent fuel loss and theft.	10,000
991200108	Coboconk Roads Depot Fuel Station Security System	Improve security and prevent fuel loss and theft.	10,000

**9942001 Transit Siteworks**

Emplacement, rehabilitation, replacement and upgrade of transit stops, shelters and related siteworks. Based on Transit Master Plan, AMP and lifecycle needs.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Provincial Gas Tax Reserve		Total
994200101	Transit Stops	Replacement; Upgrade	30,000	30,000				30,000
<b>Total</b>			<b>30,000</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>

**9942001 Supplementary Information for Transit Siteworks**

JDE ID	Project	Scope, Source and or Rationale	Budget
994200101	Transit Stops	Standard lifecycle replacement and upgrade; accessibility improvement.	30,000

## 9942002 Fleet and Transit Equipment

Acquisition, rehabilitation, replacement and upgrade of fleet, transit and related equipment managed by the Fleet and Transit Division. Based on Fleet Policy, Fleet Management Directive, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	ICIP Grant	PW Fleet Reserve	Total
994200201	Backhoes (1)	Replacement	160,000				160,000	160,000
994200202	Buses (1)	Replacement	190,000			190,000		190,000
994200203	Graders (2)	Rehabilitation	150,000				150,000	150,000
994200204	Tractors (3)	Replacement	130,000				130,000	130,000
994200205	Medium Duty Trucks (2)	Replacement	160,000				160,000	160,000
994200206	Loaders (2)	Rehabilitation	225,000				225,000	225,000
994200207	Cars (2)	Replacement	55,000				55,000	55,000
994200208	Pickup Trucks (12)	Replacement; Expansion	455,000	60,000			395,000	455,000
994200209	Ice Machines (1)	Replacement	100,000				100,000	100,000
994200210	Single Axle Trucks (2)	Replacement; Expansion	500,000	250,000			250,000	500,000
994200211	Tandem Axle Trucks (4)	Replacement	1,160,000				1,160,000	1,160,000
994200212	Vans (1)	Replacement	35,000				35,000	35,000
994200213	Sidewalk Machines (3)	Replacement; Expansion	375,000	175,000			200,000	375,000
994200214	Trailers (2)	Replacement	20,000				20,000	20,000
994200215	Hot Boxes (6)	Acquisition	360,000	360,000				360,000
<b>Total</b>			<b>4,075,000</b>	<b>845,000</b>	<b>-</b>	<b>190,000</b>	<b>3,040,000</b>	<b>4,075,000</b>

## 9942002 Supplementary Information for Fleet and Transit Equipment

JDE ID	Project	Scope, Source and or Rationale	Budget
994200201	Backhoes (1)	Replacement of B19; poor condition; 8,000hrs; 15-year lifecycle reached.	160,000
994200202	Buses (1)	Replacement of E12; poor condition; 250,000Km; 10-year lifecycle exceeded.	190,000
994200203	Graders (2)	Rehabilitation of G17, G18; fair condition; lifecycles to be extended by 5-7 years.	150,000
994200204	Tractors (3)	Replacement of H23, H25, H26; poor condition; 4,500hrs; 15-year lifecycle reached.	130,000
994200205	Medium Duty Trucks (2)	Replacement of I14, I15; poor condition; 265,000Km; 12-year lifecycle reached.	160,000
994200206	Loaders (2)	Rehabilitation of L18, L27 (landfill units); fair condition; lifecycles to be extended by up to 5 years.	225,000
994200207	Cars (2)	Replacement of M19, M20; poor condition; 200,000Km; 10-year lifecycle reached.	55,000
994200208	Pickup Trucks (12)	Replacement of PA8, PB1, PC7, PC8, PC9, PD1, PD2, PD3, PD4, PD5; PD6; poor condition; 200,000-340,000Km; 10-year lifecycle reached or exceeded. Addition of one truck with plow.	455,000
994200209	Ice Machines (1)	Replacement of R18; poor condition; 4,800hrs; 12-year lifecycle reached.	100,000
994200210	Single Axle Trucks (2)	Replacement of S43; poor condition; 8,000hrs; 12-year lifecycle exceeded. Acquisition of one unit to replace a contracted unit.	500,000
994200211	Tandem Axle Trucks (4)	Replacement of T59, T60, T61, T62; poor condition; 8,000hrs; 12-year lifecycle reached.	1,160,000
994200212	Vans (1)	Replacement of V40; poor condition; 188,000Km; 10-year lifecycle exceeded.	35,000
994200213	Sidewalk Machines (3)	Replacement of X05; 7,500hrs; 12-year lifecycle exceeded. Rehabilitation of X09 to extend its lifecycle by up to 5 years. Acquisition of one unit to replace a contracted unit.	375,000
994200214	Trailers (2)	Replacement of F11 and F43; very poor condition; 20-year lifecycle reached or exceeded.	20,000
994200215	Hot Boxes (6)	Added from decision unit list.	360,000

**9282001 Information Technology Systems**

Acquisition, upgrade and replacement of IT systems and related equipment. Based on IT Strategy, AMP, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
928200101	Server Hardware	Replacement; Upgrade	70,000	70,000				70,000
928200102	Data Communications	Replacement; Upgrade	61,000	61,000				61,000
928200103	Client Hardware	Replacement; Upgrade	155,000	155,000				155,000
928200104	Data Communications	Acquisition; Upgrade	30,000	30,000				30,000
928200105	Server Hardware	Acquisition; Upgrade	80,000	80,000				80,000
<b>Total</b>			<b>396,000</b>	<b>396,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>396,000</b>

**9282001 Supplementary Information for Information Technology Systems**

JDE ID	Project	Scope, Source and or Rationale	Budget
928200101	Server Hardware	Standard lifecycle replacement.	70,000
928200102	Data Communications	Standard lifecycle replacement.	61,000
928200103	Client Hardware	Standard lifecycle replacement.	155,000
928200104	Data Communications	Connectivity upgrade for 710 Cameron Road.	30,000
928200105	Server Hardware	Corporate backup improvements.	80,000

**9322001 Fire Facilities**

Construction, rehabilitation, replacement and upgrade of Fire Service facilities and related components and siteworks. Based on Fire Master Plan, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
932200101	Dunsford Fire Hall Building Envelope	Rehabilitation	30,000	30,000				30,000
932200102	Kirkfield Fire Hall Entrance and Retaining Wall	Replacement	26,000	26,000				26,000
932200103	Omeme Fire Hall Entrance	Replacement	15,000	15,000				15,000
932200104	Norland Fire Hall Drainage System	Rehabilitation	25,000	25,000				25,000
<b>Total</b>			<b>96,000</b>	<b>96,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>96,000</b>

**9322001 Supplementary Information for Fire Facilities**

JDE ID	Project	Scope, Source and or Rationale	Budget
932200101	Dunsford Fire Hall Building Envelope	Rehabilitation of building envelope (e.g. reset and reseal brick).	30,000
932200102	Kirkfield Fire Hall Entrance and Retaining Wall	Replacement of front entrance and retaining wall.	26,000
932200103	Omeme Fire Hall Entrance	Replacement of rear entrance.	15,000
932200104	Norland Fire Hall Drainage System	Rehabilitation of drainage system to address recurring spring flooding.	25,000

9322002 Fire Fleet								
Acquisition, rehabilitation, replacement and upgrade of Fire Service fleet equipment. Based on Fire Master Plan, AMP, DC Study, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Fire Fleet Reserve		Total
932200201	EVT/Maintenance Truck	Replacement	225,000			225,000		225,000
932200202	Rehab Truck	Replacement	225,000			225,000		225,000
932200203	Pumper	Replacement; Upgrade	600,000		189,600	410,400		600,000
932200204	Pickup Truck	Replacement	50,000			50,000		50,000
Total			1,100,000	-	189,600	910,400	-	1,100,000

9322002 Supplementary Information for Fire Fleet			
JDE ID	Project	Scope, Source and or Rationale	Budget
932200201	EVT/Maintenance Truck	Vehicle is a 1999 model and in poor condition.	225,000
932200202	Rehab Truck	Vehicle is a 1990 model and in poor condition.	225,000
932200203	Pumper	Vehicle is a 2000 model and in poor condition; growth-related need; increased capacity.	600,000
932200204	Pickup Truck	Vehicle is a 2009 model and in fair condition.	50,000

9322003 Fire Equipment								
Acquisition, rehabilitation, replacement and upgrade of Fire Service non-fleet equipment. Based on Fire Master Plan, AMP, DC Study, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
932200301	Miscellaneous Fire Equipment	Replacement	65,000	65,000				65,000
932200302	Extrication Equipment	Replacement; Upgrade	50,000	42,850	7,150			50,000
932200303	Bunker Gear	Replacement	150,000	150,000				150,000
932200304	Telecommunications Equipment	Replacement	40,000	40,000				40,000
Total			305,000	297,850	7,150	-	-	305,000

9322003 Supplementary Information for Fire Equipment			
JDE ID	Project	Scope, Source and or Rationale	Budget
932200301	Miscellaneous Fire Equipment	Replacement of fire hoses, saws, axes, pike poles and similar fire equipment.	65,000
932200302	Extrication Equipment	Replacement and upgrade of extrication equipment; growth-related need.	50,000
932200303	Bunker Gear	Replacement to meet legislated and NFPA standards.	150,000
932200304	Telecommunications Equipment	Replacement of pagers, radios and similar equipment.	40,000

2020 Proposed Budget & Business Plan	180	2020 Proposed Detail Tax-Supported Capital Budget Budget Detail
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9382002 Paramedic Fleet								
Acquisition, rehabilitation, replacement and upgrade of Paramedic Service fleet equipment. Based on Paramedic Service Master Plan, AMP, DC Study, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Ministry of HLTC Grant		Total
938200201	Ambulance (2)	Remount	330,000	175,000		155,000		330,000
Total			330,000	175,000	-	155,000	-	330,000

9382002 Supplementary Information for Paramedic Fleet			
JDE ID	Project	Scope, Source and or Rationale	Budget
938200201	Ambulance (2)	Remount of two end-of-life ambulances for optimal lifecycle management and extension.	330,000

9382003 Paramedic Equipment								
Acquisition, rehabilitation, replacement and upgrade of Paramedic Service non-fleet equipment. Based on Paramedic Service Master Plan, AMP, DC Study, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
938200301	Stretchers (5)	Replacement	125,000	125,000				125,000
938200302	Cardiac Monitors (4)	Replacement	150,000	150,000				150,000
938200303	Vehicle Computers (6)	Replacement	40,000	40,000				40,000
Total			315,000	315,000	-	-	-	315,000

9382003 Supplementary Information for Paramedic Equipment			
JDE ID	Project	Scope, Source and or Rationale	Budget
938200301	Stretchers (5)	Standard lifecycle replacement of 5 units.	125,000
938200302	Cardiac Monitors (4)	Standard lifecycle replacement of 4 units.	150,000
938200303	Vehicle Computers (6)	Standard lifecycle replacement of 6 units.	40,000

2020 Proposed Budget & Business Plan	181	2020 Proposed Detail Tax-Supported Capital Budget Budget Detail
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<b>9692001 Victoria Manor</b>								
Construction, acquisition, rehabilitation, replacement and upgrade of Victoria Manor and related facility components, siteworks and equipment. Based on AMP, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Ministry of HLTC Grant		Total
969200101	Wanderguard System	Installation	15,000	8,000		7,000		15,000
969200102	Moisture Plus Oven	Replacement	35,000	28,000		7,000		35,000
969200103	Dining Room Chairs	Replacement	6,000	6,000				6,000
969200104	Resident Room Furniture	Replacement	15,000	8,000		7,000		15,000
969200105	Lifts	Replacement	35,000	28,000		7,000		35,000
969200106	Hand-Held Devices for PSWs	Acquisition	4,000	4,000				4,000
969200107	Generator Fuel Tank	Replacement	40,000	30,235		9,765		40,000
<b>Total</b>			<b>150,000</b>	<b>112,235</b>	<b>-</b>	<b>37,765</b>	<b>-</b>	<b>150,000</b>

<b>9692001 Supplementary Information for Victoria Manor</b>			
JDE ID	Project	Scope, Source and or Rationale	Budget
969200101	Wanderguard System	Installation of system.	15,000
969200102	Moisture Plus Oven	Standard lifecycle replacement.	35,000
969200103	Dining Room Chairs	Standard lifecycle replacement.	6,000
969200104	Resident Room Furniture	Standard lifecycle replacement.	15,000
969200105	Lifts	Standard lifecycle replacement.	35,000
969200106	Hand-Held Devices for PSWs	Acquisition to enhance PSW productivity.	4,000
969200107	Generator Fuel Tank	Standard lifecycle replacement.	40,000

<b>9532001 Building and Property Facilities</b>								
Construction, rehabilitation, replacement and upgrade of Building and Property Division facilities and related components and siteworks. Based on AMP, DC Study, lifecycle needs and condition assessments.								
JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	KL Police Reserve	Capital Conting. Reserve	Total
953200101	City Hall Fitments, Finishes and Signage	Replacement; Upgrade	21,000	21,000				21,000
953200102	Lindsay Service Centre Fitments, Finishes and Signage	Replacement; Upgrade	20,000	20,000				20,000
953200103	Bethany Library Fitments, Finishes and Signage	Replacement; Upgrade	20,000	20,000				20,000
953200104	Kinmount Library and Woodville Library Access Points	Upgrade	26,000	26,000				26,000
953200105	Lindsay Service Centre Fire and Life Safety Systems	Replacement; Upgrade	65,000	65,000				65,000
953200106	KLPS Building Electrical Systems	Replacement; Upgrade	5,000			5,000		5,000
953200107	Fenelon Falls Library Electrical Systems	Replacement; Upgrade	10,000	10,000				10,000
953200108	Bobcaygeon Library Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200109	Kirkfield Nurse Practitioner Office Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200110	Kirkfield Medical Centre Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200111	Kirkfield Library Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200112	Oakwood Library Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200113	Bobcaygeon Service Centre Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
953200114	Records Building Electrical Systems	Replacement; Upgrade	5,000	5,000				5,000
<b>Total</b>			<b>202,000</b>	<b>197,000</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>202,000</b>

<b>9532001 Supplementary Information for Building and Property Facilities</b>			
JDE ID	Project	Scope, Source and or Rationale	Budget
953200101	City Hall Fitments, Finishes and Signage	Various fitments, finishes and signage.	21,000
953200102	Lindsay Service Centre Fitments, Finishes and Signage	Various fitments, finishes and signage.	20,000
953200103	Bethany Library Fitments, Finishes and Signage	Various fitments, finishes and signage.	20,000
953200104	Kinmount Library and Woodville Library Access Points	Upgrades to make facility access points accessible.	26,000
953200105	Lindsay Service Centre Fire and Life Safety Systems	Replacement and upgrade of fire and life safety systems.	65,000
953200106	KLPS Building Electrical Systems	Electrical safety-related upgrades	5,000
953200107	Fenelon Falls Library Electrical Systems	Electrical safety-related upgrades (including adult education centre)	10,000
953200108	Bobcaygeon Library Electrical Systems	Electrical safety-related upgrades	5,000
953200109	Kirkfield Nurse Practitioner Office Electrical Systems	Electrical safety-related upgrades	5,000
953200110	Kirkfield Medical Centre Electrical Systems	Electrical safety-related upgrades	5,000
953200111	Kirkfield Library Electrical Systems	Electrical safety-related upgrades	5,000
953200112	Oakwood Library Electrical Systems	Electrical safety-related upgrades	5,000
953200113	Bobcaygeon Service Centre Electrical Systems	Electrical safety-related upgrades	5,000
953200114	Records Building Electrical Systems	Electrical safety-related upgrades	5,000



### 9532002 Building and Property Equipment

Acquisition, rehabilitation, replacement and upgrade of Building and Property Division non-fleet equipment. Based on AMP, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	KL Police Reserve		Total
953200201	Miscellaneous Building Furniture	Replacement	20,000	20,000				20,000
953200202	Kawartha Lakes Police Service Building Furniture	Acquisition	33,000			33,000		33,000
Total			53,000	20,000	-	33,000	-	53,000

### 9532002 Supplementary Information for Building and Property Equipment

JDE ID	Project	Scope, Source and or Rationale	Budget
953200201	Miscellaneous Building Furniture	Annual project for replacement of aged furniture throughout the building portfolio.	20,000
953200202	Kawartha Lakes Police Service Building Furniture	Acquisition of furniture for the renovated boardroom.	33,000

### 9502001 Parkland Siteworks

Construction, rehabilitation, replacement and upgrade of parkland siteworks and related infrastructure. Based on Parks Master Plans, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Wilson Estate Grant	Parkland Reserve	Total
950200101	Playgrounds	Replacement; Upgrade	72,000	32,000			40,000	72,000
950200102	Sportsfields	Replacement; Rehabilitation	70,000	30,000			40,000	70,000
950200103	Boat Launches	Replacement; Upgrade	100,000	30,000			70,000	100,000
950200104	Lindsay Trail System - Albert St. S. to Adelaide St. S.	Development; Expansion	40,000	7,600	32,400			40,000
950200105	Wilson Estate Parkland Program	To be determined	110,000	55,000		55,000		110,000
950200106	50/50 Community Program	To be determined	80,000	80,000				80,000
Total			472,000	234,600	32,400	55,000	150,000	472,000

### 9502001 Supplementary Information for Parkland Siteworks

JDE ID	Project	Scope, Source and or Rationale	Budget
950200101	Playgrounds	Installation of engineered wood fibre at Elgin, Mariposa Estates and Garnet Graham Parks.	72,000
950200102	Sportsfields	Replacement of shade structures and bleachers and rehabilitation of diamond 6 at Wilson Fields.	70,000
950200103	Boat Launches	Replacement and upgrade of boat launches at Pleasant Point, Sturgeon Lake Rd. and Elliot Falls.	100,000
950200104	Lindsay Trail System - Albert St. S. to Adelaide St. S.	Growth-related trail development and expansion in accordance with Trails Master Plan.	40,000
950200105	Wilson Estate Parkland Program	Projects to be determined by Wilson Estate Board.	110,000
950200106	50/50 Community Program	Projects to be determined by staff based on applications received from the community.	80,000



**9502002 Parkland Facilities**

Construction, rehabilitation, replacement and upgrade of parkland facilities and related components and siteworks. Based on Parks Master Plans, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve	Community Partner(s)	Fenelon Falls CHEST Fund	Total
950200201	Garnet Graham Park Washroom	Replacement; Upgrade	470,000	395,000		25,000	50,000	470,000
950200202	Omemee Beach Shelter Pad	Rehabilitation; Upgrade	20,000	20,000				20,000
<b>Total</b>			<b>490,000</b>	<b>415,000</b>	<b>-</b>	<b>25,000</b>	<b>50,000</b>	<b>490,000</b>

**9502002 Supplementary Information for Parkland Facilities**

JDE ID	Project	Scope, Source and or Rationale	Budget
950200201	Garnet Graham Park Washroom	Replacement and upgrade of washroom; provide adequate accessibility.	470,000
950200202	Omemee Beach Shelter Pad	Rehabilitation of shelter pad and regrading.	20,000

### 9502003 Recreation Facilities

Construction, rehabilitation, replacement and upgrade of arena, pool, community centre and other recreation facilities and related systems, components and siteworks. Based on Arenas Master Plan, AMP, DC Study, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	Capital Conting. Reserve	Other Municipality / Owner		Total
950200301	Forbert Pool HVAC System	Replacement; Upgrade	600,000	140,930	459,070			600,000
950200302	Lindsay Recreation Complex HVAC System	Design	50,000	50,000				50,000
950200303	Lindsay Recreation Complex Washroom	Renovation; Upgrade	15,000	15,000				15,000
950200304	Bobcaygeon Arena Parking Lot	Resurfacing; Upgrade	100,000	50,000		50,000		100,000
950200305	Emily-Omemee Arena Desiccant	Replacement; Upgrade	45,000	45,000				45,000
950200306	Arena Platforms	Replacement; Upgrade	40,000	40,000				40,000
950200307	Arena Compressors	Rehabilitation	60,000	60,000				60,000
950200308	Oakwood Arena Condenser and Compressor	Replacement	245,000	245,000				245,000
950200309	Dalton Community Centre Access	Renovation; Upgrade	20,000	20,000				20,000
<b>Total</b>			<b>1,175,000</b>	<b>665,930</b>	<b>459,070</b>	<b>50,000</b>	<b>-</b>	<b>1,175,000</b>

### 9502003 Supplementary Information for Recreation Facilities

JDE ID	Project	Scope, Source and or Rationale	Budget
950200301	Forbert Pool HVAC System	Replacement and upgrade of HVAC system, including mould removal.	600,000
950200302	Lindsay Recreation Complex HVAC System	Design for replacement and upgrade of HVAC system.	50,000
950200303	Lindsay Recreation Complex Washroom	Continuance of annual project to renovate and upgrade Lindsay Recreation Complex washrooms.	15,000
950200304	Bobcaygeon Arena Parking Lot	Paving and upgrade of parking lot; cost-shared 50/50 with Bobcaygeon Agricultural Society.	100,000
950200305	Emily-Omemee Arena Desiccant	Safety-related replacement and upgrade.	45,000
950200306	Arena Platforms	Safety-related replacement and upgrade of platforms at Emily-Omemee and Oakwood Arenas.	40,000
950200307	Arena Compressors	Rehabilitation of compressors C1 and C2 at Little Britain Arena, C1 at Emily-Omemee Arena, C1 at Bobcaygeon Arena and C2 and C3 at Lindsay Recreation Complex.	60,000
950200308	Oakwood Arena Condenser and Compressor	Replacement of condenser C1 and compressor (#N8A SN:10855) units as they are beyond end-of-life.	245,000
950200309	Dalton Community Centre Access	Renovation and upgrade of doors and entrance way to provide adequate accessibility.	20,000

**9502004 Parks and Recreation Equipment**

Acquisition, rehabilitation, replacement and upgrade of non-fleet parks and recreation equipment. Based on AMP, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
950200401	Parkland Furniture	Replacement; Acquisition	40,000	40,000				40,000
950200402	Small Equipment	Replacement; Acquisition	20,000	20,000				20,000
950200403	Aquatic Programming Equipment	Acquisition	35,000	35,000				35,000
950200404	Arena Cleaning Equipment	Replacement; Acquisition	10,000	10,000				10,000
950200405	Arena and Community Hall Furniture	Replacement; Acquisition	10,000	10,000				10,000
950200406	Exercise Equipment	Replacement	35,000	35,000				35,000
<b>Total</b>			<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

**9502004 Supplementary Information for Parks and Recreation Equipment**

JDE ID	Project	Scope, Source and or Rationale	Budget
950200401	Parkland Furniture	Replacement and acquisition of picnic tables, benches, garbage cans and similar assets.	40,000
950200402	Small Equipment	Replacement and acquisition of trimmers, pressure washers, blowers and similar assets.	20,000
950200403	Aquatic Programming Equipment	Acquisition of kayaks, paddleboats, canoes and similar assets.	35,000
950200404	Arena Cleaning Equipment	Replacement and acquisition of arena floor scrubbers and other cleaning equipment.	10,000
950200405	Arena and Community Hall Furniture	Replacement and acquisition of arena and community hall furniture such as chairs and tables.	10,000
950200406	Exercise Equipment	Continuance of annual project to rotate and replace exercise equipment.	35,000

**9502005 Cemetery Siteworks**

Construction, rehabilitation, replacement and upgrade of cemetery siteworks and related infrastructure. Based on AMP, lifecycle needs and condition assessments.

JDE ID	Project	Primary Treatment or Activity	Budget	Financing				
				Capital Reserve	DC Reserve			Total
950200501	Monuments	Replacement; Restoration	30,000	30,000				30,000
950200502	Fencing and Gates	Replacement; Installation	20,000	20,000				20,000
950200503	Internal Roadways and Buildings	Rehabilitation; Upgrade	20,000	20,000				20,000
<b>Total</b>			<b>70,000</b>	<b>70,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>

**9502005 Supplementary Information for Cemetery Siteworks**

JDE ID	Project	Scope, Source and or Rationale	Budget
950200501	Monuments	Preservation and stabilization of monuments as required by Cemeteries Act.	30,000
950200502	Fencing and Gates	Replacement and installation of cemetery fencing.	20,000
950200503	Internal Roadways and Buildings	Replacement and upgrade of internal cemetery roadways and buildings.	20,000

## 16. 2020 Detailed Water-Wastewater Capital Budget

### Budget Summary

Summary of 2020 Water-Wastewater Capital Budget											
Capital Program			Proposed	Financing							
JDE ID	Page Number	Title	Budget	Water Reserve	Water DC Reserve	SCF Grant	Water Debenture	Sewage Reserve	Sewage DC Reserve	Sewage Debenture	Total
9982001	201	Water Treatment	477,000	102,000	-	-	375,000	-	-	-	477,000
9982002	201	Wastewater Treatment	22,637,000	-	-	-	-	-	12,320,000	10,317,000	22,637,000
9982003	202	Water Distribution and Wastewater Collection	6,708,000	920,000	33,000	1,580,890	179,010	285,000	-	3,710,100	6,708,000
9982004	202	Water-Wastewater Studies and Special Projects	223,000	200,500	-	-	-	22,500	-	-	223,000
<b>Total</b>			<b>30,045,000</b>	<b>1,222,500</b>	<b>33,000</b>	<b>1,580,890</b>	<b>554,010</b>	<b>307,500</b>	<b>12,320,000</b>	<b>14,027,100</b>	<b>30,045,000</b>

### Budget Detail

9982001 Water Treatment											
Construction, rehabilitation, upgrade and replacement of water treatment facilities and related components and siteworks. Based on legislation, AMP, Capacity Study and DC Study.											
JDE ID	Project	Primary Treatment / Activity	Budget	Financing							
				Water Reserve	Water DC Reserve	SCF Grant	Water Debenture	Sewage Reserve	Sewage DC Reserve	Sewage Debenture	Total
998200101	Pinewood WTP High-Lift Header	Replacement	38,000	38,000							38,000
998200102	Bobcaygeon WTP Flooring	Replacement	44,000	44,000							44,000
998200103	Bobcaygeon WTP High-Lift Pump and VFDs	Replacement	200,000				200,000				200,000
998200104	Bobcaygeon WTP Low-Lift Pump, Piping and Valve	Replacement	55,000				55,000				55,000
998200105	Lindsay WTP Containment Tanks	Recoating	120,000				120,000				120,000
998200106	Lindsay WTP High-Lift Pump #3 VFD	Installation	20,000	20,000							20,000
<b>Total</b>			<b>477,000</b>	<b>102,000</b>	<b>-</b>	<b>-</b>	<b>375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>477,000</b>

9982002 Wastewater Treatment											
Construction, rehabilitation, upgrade and replacement of wastewater treatment facilities and related components and siteworks. Based on legislation, AMP, Capacity Study and DC Study.											
JDE ID	Project	Primary Treatment / Activity	Budget	Financing							
				Water Reserve	Water DC Reserve	SCF Grant	Water Debenture	Sewage Reserve	Sewage DC Reserve	Sewage Debenture	Total
998200201	Lindsay WPCP	Expansion; Upgrade	22,400,000						12,320,000	10,080,000	22,400,000
998200202	Fencing Between Lindsay-Ops Landfill and Lindsay WPCP	Installation	42,000							42,000	42,000
998200203	Lindsay WPCP Lagoon Aerator	Replacement	47,000							47,000	47,000
998200204	Omeme LSSDS Lagoon Fencing	Replacement	73,000							73,000	73,000
998200205	King's Bay WWTP Rotating Biological Contactor Fiberglass Covers	Installation	35,000							35,000	35,000
998200206	Fenelon Falls WPCP Scum Pit	Rehabilitation	40,000							40,000	40,000
<b>Total</b>			<b>22,637,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,320,000</b>	<b>10,317,000</b>	<b>22,637,000</b>

9982003 Water Distribution and Wastewater Collection											
Construction, rehabilitation, upgrade and replacement of horizontal and vertical infrastructure providing water distribution and wastewater collection services. Based on legislation, AMP, Capacity Study and DC Study, with horizontal infrastructure work often coordinated with road reconstruction.											
JDE ID	Project	Primary Treatment / Activity	Budget	Financing							
				Water Reserve	Water DC Reserve	SCF Grant	Water Debenture	Sewage Reserve	Sewage DC Reserve	Sewage Debenture	Total
998200301	Lindsay St. Mains - Russell St. to Lindsay St. Bridge (Lindsay)	Replacement	1,530,000			356,490	179,010			994,500	1,530,000
998200302	Kent St. Mains - Lindsay St. to William St. (Lindsay)	Replacement	1,920,000	255,360		512,640				1,152,000	1,920,000
998200303	Colborne St. Mains - William St. to Adelaide St. (Lindsay)	Replacement	2,480,000	354,640		711,760				1,413,600	2,480,000
998200304	Sewer Heat Traces on Main St. Bridges (Bobcaygeon)	Replacement	40,000							40,000	40,000
998200305	Lindsay St. Mains - Russell St. to Mary St. (Lindsay)	Design	100,000	50,000				50,000			100,000
998200306	William St. Mains - Colborne St. to Olympia Ct. (Lindsay)	Design	100,000	50,000				50,000			100,000
998200307	William St. Sewer - Olympia Ct. to Orchard Park Rd. (Lindsay)	Design	100,000					100,000			100,000
998200308	St. Patrick St. Mains - Queen St. to North End (Lindsay)	Design	80,000	40,000				40,000			80,000
998200309	Huron St. Mains - Russell St. to Durham St. (Lindsay)	Design	90,000	45,000				45,000			90,000
998200310	Lindsay St. Watermain - Elliot St. to Veteran's Way (Fenelon Falls)	Design	50,000	17,000	33,000						50,000
998200311	Ellice St. SPS Generator (Fenelon Falls)	Replacement	66,000							66,000	66,000
998200312	Colborne St. SPS Pumps and Piping (Fenelon Falls)	Rehabilitation	44,000							44,000	44,000
998200313	Woodville Elevated Storage Tank Standpipe (Woodville)	Rehabilitation; Upgrade	88,000	88,000							88,000
998200314	Thornhill Reservoir Fire / Booster Pump VFD (Lindsay)	Installation	20,000	20,000							20,000
Total			6,708,000	920,000	33,000	1,580,890	179,010	285,000	-	3,710,100	6,708,000

9982004 Water-Wastewater Studies and Special Projects											
Studies and special projects, often relating to (i) system monitoring, performance, capacity and optimization and or (ii) the management of assets, growth, energy and user rates.											
JDE ID	Project	Primary Treatment / Activity	Budget	Financing							
				Water Reserve	Water DC Reserve	SCF Grant	Water Debenture	Sewage Reserve	Sewage DC Reserve	Sewage Debenture	Total
998200401	Rate Study and Financial Plan	Study; Plan	45,000	22,500				22,500			45,000
998200402	Fenelon Falls Elevated Storage Tank Structural Assessment	Assessment	40,000	40,000							40,000
998200403	Manilla Wells Assessment and Capital Plan	Assessment; Plan	18,000	18,000							18,000
998200404	Lindsay WTP THM and HAA Reduction Pilot	Study; Plan	120,000	120,000							120,000
Total			223,000	200,500	-	-	-	22,500	-	-	223,000

2020 Proposed Budget & Business Plan	189	2020 Detailed Water-Wastewater Capital Budget Budget Detail
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## 17. 2020 Budget Special Projects List

### Budget Summary with Funding Source

2020 PROJECTS BUDGET Summary	Budget	Funding					
		Tax Levy	DC	Efficiency Grant	Bicycle Grant	Contingency Reserve	Total
<b>Building and Property</b>							
Recommissioning Initiatives	25,000	25,000	-	-	-	-	25,000
Building Improvements	45,000	45,000	-	-	-	-	45,000
322 Kent Street Relocation	200,000	200,000	-	-	-	-	200,000
Coboconk Medical Centre	37,500	37,500	-	-	-	-	37,500
Decommissioning/Disposal Plans	25,000	25,000	-	-	-	-	25,000
Energy Audits	15,000	15,000	-	-	-	-	15,000
Accessibility Audits	25,000	25,000	-	-	-	-	25,000
Roof Assessments	10,000	10,000	-	-	-	-	10,000
Lindsay Library Condition Assessment	20,000	20,000	-	-	-	-	20,000
<b>Total Building &amp; Property</b>	<b>402,500</b>	<b>402,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>402,500</b>
<b>Parks and Recreation</b>							
Pool Upgrades	30,000	30,000	-	-	-	-	30,000
Arena Upgrades	20,000	20,000	-	-	-	-	20,000
Brine Filter Replacement	24,000	24,000	-	-	-	-	24,000
VRTC Trail Maintenance	100,000	100,000	-	-	-	-	100,000
Tree Replacement Program	25,000	25,000	-	-	-	-	25,000
Tree Replacement - Ash Trees re: EAB	25,000	25,000	-	-	-	-	25,000
Beautification Projects	25,000	25,000	-	-	-	-	25,000
Fencing Requirements	25,000	25,000	-	-	-	-	25,000
Playground Inspection/Repair Program	15,000	15,000	-	-	-	-	15,000
Building Design/Audits	15,000	15,000	-	-	-	-	15,000
Accessibility Audits	25,000	25,000	-	-	-	-	25,000
Roof Assessments	15,000	15,000	-	-	-	-	15,000
Community Wells - Deficiencies	30,000	30,000	-	-	-	-	30,000
Coboconk Wharf Assessment	60,000	60,000	-	-	-	-	60,000
2020 Proposed Budget & Business Plan		190	2020 Budget Special Projects List Budget Summary with Funding Source				

2020 PROJECTS BUDGET Summary	Budget	Funding					
		Tax Levy	DC	Efficiency Grant	Bicycle Grant	Contingency Reserve	Total
<b>Total Parks &amp; Recreation</b>	<b>434,000</b>	<b>434,000</b>	-	-	-	-	<b>434,000</b>
<b>Administration</b>							
Eastern Ontario Rural Network - Broadband	179,000	97,927	-	-	-	81,073	179,000
Community Safety and Well-Being Plan	25,000	25,000	-	-	-	-	25,000
911 Network Upgrade	250,000	250,000	-	-	-	-	250,000
<b>Total Administration</b>	<b>454,000</b>	<b>372,927</b>	-	-	-	<b>81,073</b>	<b>454,000</b>
<b>Information Technology</b>							
Locate Software	30,000	-	-	30,000	-	-	30,000
Municipal 511	10,000	-	-	10,000	-	-	10,000
Password Reset Software	15,000	-	-	15,000	-	-	15,000
Upgrade POA ICON Gateway	3,500	3,500	-	-	-	-	3,500
Process Mapping Software	90,500	-	-	90,500	-	-	90,500
<b>Total Information Technology</b>	<b>149,000</b>	<b>3,500</b>	-	<b>145,500</b>	-	-	<b>149,000</b>
<b>Development Services</b>							
Growth Management Strategy	100,000	10,000	90,000	-	-	-	100,000
Active Transportation Master Plan	100,000	25,000	75,000				100,000
Rural Zoning By-Law Review and Consolidation	90,000	49,500	40,500	-	-	-	90,000
Secondary Plans and Aggregate Policy Study	100,000	55,000	45,000	-	-	-	100,000
Commercial Lands Supply and Policy Review	100,000	10,000	90,000	-	-	-	100,000
Bicycle Corrals	25,000	5,000	-	-	20,000	-	25,000
<b>Total Development Services</b>	<b>515,000</b>	<b>154,500</b>	<b>340,500</b>	-	<b>20,000</b>	-	<b>515,000</b>
<b>Economic Development</b>							
2020 International Plowing Match	100,000	100,000					100,000
Cultural Centre Feasibility Study	50,000	50,000					50,000
<b>Total Economic Development</b>	<b>150,000</b>	<b>150,000</b>					<b>150,000</b>
<b>Paramedics</b>							
Paramedic Deployment Review and Master Plan	100,000	-	67,500	32,500	-	-	100,000
<b>Total Paramedics</b>	<b>100,000</b>	-	<b>67,500</b>	<b>32,500</b>	-	-	<b>100,000</b>

2020 PROJECTS BUDGET Summary	Budget	Funding					
		Tax Levy	DC	Efficiency Grant	Bicycle Grant	Contingency Reserve	Total
Engineering and Corporate Assets							
Asset Management Plan	80,000	-	10,800	69,200	-	-	80,000
Airport Capital Plan	55,000	-	3,795	32,205	-	19,000	55,000
Bridge Structures Study	150,000	89,978	25,500	-	-	34,522	150,000
City Wide Speed Reduction	57,585	57,585	-	-	-	-	-
Waste Management Site Capital Needs Assessment	100,000	-	13,500	-	-	86,500	100,000
Waste Management EA Preparation Study	200,000	184,065	4,320	-	-	11,615	200,000
Community Benefits Charges Strategy	30,000	-	-	30,000	-	-	30,000
Total Engineering & Corporate Assets	672,585	331,628	57,915	131,405	-	151,637	672,585
Public Works							
Structural Inspection of Sand Domes	50,000	50,000	-	-	-	-	50,000
Total Public Works	50,000	50,000	-	-	-	-	50,000
TOTAL SPECIAL PROJECTS	2,852,085	1,880,305	409,655	309,405	20,000	232,710	2,852,085



## 18. Reserves/Deferred Revenue

### Reserves/Deferred Revenue – Summary

Reserve Type	2019 Year End Balance	2019 Contributions	2020 Operating	2020 Capital	2020 Year End Balance
Infrastructure	13,217,508.00	-	21,011,409.00	(17,956,254.00)	16,272,663
Rate	6,730,280.00	-	369,871.00	(258,000.00)	6,842,151
Contingency	5,778,754.00	-	(92,115.00)	-	5,686,639
Economic Development	802,868.00	-	(105,000.00)	-	697,868
City Working Capital	2,875,285.00	-	-	-	2,875,285
Development Charges	(10,474,851.00)	1,350,000.00	2,482,898.00	(12,548,060.00)	(19,190,013)
Former Municipal	198,404.00	-	(8,000.00)	-	190,404
Other	26,783,923.00	-	40,000.00	(50,000.00)	26,773,923
<b>Total</b>	<b>45,912,171</b>	<b>1,350,000.00</b>	<b>23,699,063.00</b>	<b>(30,812,314.00)</b>	<b>40,148,920</b>

## Reserves/Deferred Revenue – Summary by Reserve

Reserve Type	2019 Year End Balance	2019 Contributions	2020 Operating	2020 Capital	2020 Year End Balance
<b>Infrastructure Reserve</b>					
Public Works Fleet Reserve	2,494,359	-	4,307,390	(3,950,400)	2,851,349
Forestry and Trail Reserve	130,120	-	20,000	-	150,120
Cemetery Capital Reserve	51,672	-	1,000	-	52,672
Capital projects reserve	5,446,778	-	13,480,019	(14,005,854)	4,920,943
Pits and Quarries Gravel Reserve	328,211	-	(97,000)	-	231,211
Sewer Infrastructure Renewal Reserve	1,820,475	-	1,750,000	-	3,570,475
Water Infrastructure Renewal Reserve	2,945,892	-	1,550,000	-	4,495,892
<b>Total</b>	<b>13,217,507</b>	<b>-</b>	<b>21,011,409</b>	<b>(17,956,254)</b>	<b>16,272,662</b>
<b>Rate Reserves</b>					
Employee Recognition Fund Reserve	30,206	-	-	-	30,206
OPP Rate Stabilization Reserve	598,570	-	-	-	598,570
Human Resource Rate Stabilization Reserve.	343,805	-	-	-	343,805
9-1-1 Atlas reserve	15,147	-	2,000	-	17,147
Kawartha Lakes Police Services Contingency Reserve	413,322	-	-	(38,000)	375,322
Election reserve	178,678	-	70,000	-	248,678
Area Rate Stabilization Reserve	547,552	-	(66,205)	(220,000)	261,347
DOOR Reserve	1,870,175	-	(120,706)	-	1,749,469
Doctor Recruitment Reserve	154,500	-	50,000	-	204,500
Amalgamation debt retirement reserve fund	309	-	-	-	309
Social Service Program Reserve	37,833	-	-	-	37,833
Children's Service Reserve	1,331,518	-	-	-	1,331,518
Building Reserve	405,230	-	(165,218)	-	240,012
Property Development Reserve	445,546	-	600,000	-	1,045,546
Library Reserve	357,888	-	-	-	357,888
<b>Total</b>	<b>6,730,280</b>	<b>-</b>	<b>369,871</b>	<b>(258,000)</b>	<b>6,842,151</b>

Reserve Type	2019 Year End Balance	2019 Contributions	2020 Operating	2020 Capital	2020 Year End Balance
<b>Contingency Reserve</b>					
General Contingency Reserve	5,778,754	-	(92,115)	-	5,686,639
<b>Total</b>	<b>5,778,754</b>	<b>-</b>	<b>(92,115)</b>	<b>-</b>	<b>5,686,639</b>
<b>Economic Development Reserve</b>					
Tourism Info Centre reserve	100,000	-	-	-	100,000
Business Incubator reserve	205,813	-	(25,000)	-	180,813
Council Economic Development	497,055	-	(80,000)	-	417,055
<b>Total</b>	<b>802,868</b>	<b>-</b>	<b>(105,000)</b>	<b>-</b>	<b>697,868</b>
<b>City Working Capital Reserve</b>					
Working Capital Reserve	2,875,285	-	-	-	2,875,285
<b>Total</b>	<b>2,875,285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,875,285</b>
<b>Obligatory Funds</b>					
City DC	(16,067,907)	1,000,000	(2,180,973)	(3,018,060)	(21,266,940)
Emily Park 5%	107,028	-	-	-	107,028
Ops Park 5%	18,986	-	-	-	18,986
Bexley Park 5%	31,793	-	-	-	31,793
City Wide Park 5%	235,983	350,000	-	(150,000)	85,983
Transit Dedicated Gas Tax	105,356	-	-	(80,000)	25,356
Infrastructure Dedicated Gas Tax	4,987,985	-	4,663,871	(9,300,000)	351,856
Grant Island-Fenelon Township	30,192	-	-	-	30,192
Sub divider for Water-Emily	11,857	-	-	-	11,857
Tree Levy-Lindsay	14,734	-	-	-	14,734
A Smith Memorial bequest - interest for garden at arena	25,892	-	-	-	25,892
Cenotaph Fund - Interest used for garden at arena	14,146	-	-	-	14,146
from M.Cronin Estate for Woodville comm. Hall	9,105	-	-	-	9,105
<b>Total</b>	<b>(10,474,851)</b>	<b>1,300,000</b>	<b>2,482,898</b>	<b>(12,548,060)</b>	<b>(20,540,013)</b>
<b>Former Municipal Reserves</b>					
BV-H.Wilkinson Bobc Library don.	1,454	-	-	-	1,454
BV-pool-Dike and Downey Estate	188,503	-	(8,000)	-	180,503
SM-Heritage Park	8,447	-	-	-	8,447
2020 Proposed Budget & Business Plan	195	Reserves/Deferred Revenue Reserves/Deferred Revenue – Summary by Reserve			

Reserve Type	2019 Year End Balance	2019 Contributions	2020 Operating	2020 Capital	2020 Year End Balance
<b>Total</b>	<b>198,404</b>	<b>-</b>	<b>(8,000)</b>	<b>-</b>	<b>190,404</b>
<b>Other Reserves</b>					
Lindsay Chest Fund	19,265,982	-	-	-	19,265,982
Bobcaygeon Chest Fund	2,813,057	-	-	-	2,813,057
Woodville Chest Fund	218,421	-	-	-	218,421
Omemee Chest Fund	291	-	-	-	291
Fenelon Falls Chest Fund	158,240	-	-	(50,000)	108,240
Kirkfield Chest Fund	120,323	-	-	-	120,323
Fenelon Falls Powerlinks Reserve	311,412	-	40,000	-	351,412
Social Committee reserve	9,892	-	-	-	9,892
Lindsay Heritage Reserve(LACAC)	8,833	-	-	-	8,833
Anne Langton Reserve	1,429	-	-	-	1,429
Social Housing staff benefits Reserve	216,283	-	-	-	216,283
<b>Total</b>	<b>23,124,161</b>	<b>-</b>	<b>40,000</b>	<b>(50,000)</b>	<b>23,114,161</b>
<b>Kawartha Lakes Haliburton Housing Corporation</b>					
Housing Haliburton\COKL Reserve	1,595,977	-	-	-	1,595,977
Housing Capital Reserve-CKL only	1,326,224	-	-	-	1,326,224
Local Housing (F8) Surplus	737,562	-	-	-	737,562
<b>Total</b>	<b>3,659,762</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,659,762</b>
<b>Total Reserves</b>	<b>45,912,171</b>	<b>1,350,000</b>	<b>23,699,063</b>	<b>(30,812,314)</b>	<b>40,148,920</b>

## 19. Interfunctional Adjustments

### What are Interfunctional Adjustments?

Interfunctional adjustments serve one of two purposes.

They transfer costs between departments, where one department/division is supporting another department/division. An example of this would be the fleet division. They provide maintenance and support to vehicles across the organization. Expenditures incurred by the Fleet division are allocated to the other divisions who have vehicles.

The second purpose for interfunctional adjustments is for accounting purposes, and essentially allocates tax supported administrative and corporate costs to departments that are not tax supported.

### How are the Interfunctional Adjustments allocated within the budget?

In the 2020 budget, the following tax supported budgets required allocations to other departments:

- Corporate Items
- Chief Administrative Office
- Corporate Services
- Engineering Services
- Human Services
- Public Works

A significant portion of these costs were transferred to other departments within the tax supported budget:

- Development Services
- Human Services
- Emergency Services

2020 Proposed Budget & Business Plan	197	Interfunctional Adjustments Reserves/Deferred Revenue – Summary by Reserve
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The Building division, within Development Services, is fully funded through permit fees. Various divisions within Human Services receive grant funding from the Provincial government. Similarly, the Paramedic division of Emergency Services also receives grant funding. The costs associated with supporting these divisions (i.e. Human Resources, Information Technology, etc.) are allocated through an interfunctional adjustment.

The remaining funds are allocated outside of the tax supported operating budget to:

- Water and Wastewater budget
- Kawartha Lakes Haliburton Housing Corporation
- Capital fund
- Trust fund
- Legacy CHEST fund

2020 Proposed Budget & Business Plan	198	Interfunctional Adjustments Reserves/Deferred Revenue – Summary by Reserve
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## 20. Glossary of Categories in Financial Statements

### **Tax Revenues**

Comprised of the following:

- General Tax Levy Revenues
- Area Rate Tax Levy Revenues
- Supplementary Tax Revenues
- Payments in Lieu of Taxes – i.e. Heads and Beds, LCBO
- School Board Taxation – should be net zero at the end of the year

### **Grants**

Comprised of the following:

- Federal Government Grants
- Provincial Government Grants
- Municipal Government Grants

### **Other Revenue**

Comprised of the following:

- Interest Income
- Gain on Disposal of Capital Assets
- Penalties and Interest on Taxes
- Obligatory Reserve Funds Earned i.e. Development Charges, Parkland in Lieu
- Donations and Other Revenue
- Contributed Capital Assets – i.e. assumed land

**User Charges, Licenses and Fees**

Comprised of the following:

- Registration fees for all City Programs
- Waste Management User Fees
- Manor Resident Fees
- Licenses
- Permits
- Fines
- Provincial Offences Act Fines
- Cemetery Sales
- Advertising Sales

**Salaries, Wages and Benefits**

Comprised of the following:

- Salaries of all City employees
- Overtime
- Employer Paid Benefits – CPP, EI, EHT
- Group Benefits
- Car Allowance
- Workmen’s Compensation Claims



## **Materials, Supplies and Services**

Comprised of the following:

- Staff/Board Training expenses – Training, travel, accommodation
- Corporate Training – i.e. Health and Safety, Accessibility Training
- Council Expenses
- Telephone Services
- Postage, Printing and office supplies
- Operating Materials and supplies – i.e. Health and Safety supplies, Election expenses
- Advertising
- Utilities
- Vehicle and Equipment Fuel
- Material and Equipment Charges
- Protection Materials i.e. Medical supplies, Police Supplies
- Minor Capital – i.e. Chairs, desks

## **Contracted Services**

Comprised of the following:

- Professional Fees – i.e. auditors, consultant fees
- Technology Contracted Services i.e. Computer Hardware/Software maintenance
- General Contracted Services i.e. Janitorial Cleaning, Contracted Mat Services
- Equipment Maintenance
- Public Works Contracted Services i.e. line painting, gravel pit rehabilitation
- Environmental Contracted Services i.e. OCWA contract, Garbage Collection
- Protection Contracted Services i.e. MTO License Fees
- Building Maintenance i.e. Alarm Monitoring, Painting
- Grounds Maintenance i.e. contracted snow-plowing
- Cemetery Grounds Maintenance i.e. excavating, foundation maintenance

**Rents and Insurance Expenses**

Comprised of the following:

- Land and Building Rental
- Equipment Rental i.e. photocopiers, vehicle rental
- Insurance i.e. insurance premium, insurance claims

**Interest on Long Term Debt**

Comprised of the following;

- Interest on Long Term Debt

**Debt, Lease and Financial**

Comprised of the following:

- Debenture Principle
- Financial Charges i.e. bank charges, collection costs, bad debt
- Tax Adjustments i.e. tax and interest write-offs, tax rebates
- Amortization expenses i.e. amortization on capital assets

**Transfer to External Clients**

Comprised of the following:

- Transfer to the Health Unit
- Transfer to OPP
- Transfer to Agencies to provide services i.e. A Place Called Home
- Transfer to Ontario Works Clients
- Transfer to External Organizations
- Transfer to Conservation Authorities
- Livestock Evaluation Claims

**Inter-functional Adjustments**

Comprised of the following:

- Transfer to Capital Fund and KLH
- Interdepartmental Charges i.e. primarily between Corporate Services and CAO operations and grant funded programs
- Fleet Charges
- Municipal Taxes charged to City property
- Transfers to Reserves and Obligatory Funds